

**PERFORMANCE AGREEMENT  
FOR  
YEAR 2017/2018**

**MADE AND ENTERED INTO BY AND BETWEEN**


**Mrs. Adelaide Nomnandi Dlamini**

The Municipal Manager of the Harry Gwala District  
Municipality  
(Hereinafter referred to as the "Municipal Manager")

And

**Miss Neziswa Lungwengwe**

The Executive Director: Corporate Services of the Harry  
Gwala District Municipality  
(Hereinafter referred to as "**Executive Director**")

  
N.L. DL  
M.M. NS

## **INTRODUCTION**

(1) The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".

(2) Section 57(1)(b) of the Systems Act, read with the Memorandum of Agreement of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement. The employer must conclude a Performance Agreement within 90 days of assumption of duty and renew it annually within one month of the commencement of the beginning of the financial year.

(3) The parties will ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals as defined in the municipal IDP.

(4) The parties will ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

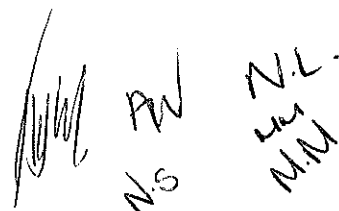
## **2. PURPOSE OF THIS AGREEMENT**

The purpose of this Agreement is to –

**2.1.** Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act as well as the Memorandum of Agreement of Employment entered into between the parties;

**2.2.** Comply with the provisions of section 32(1)(b), (c),(d), sub-section (2)(a)(i) and (ii), sub-section (3) and (4)(a),(b), (c)(i) and (ii) of the Municipal Finance Management Act and adhere to the finance policies, laws, procedures and other legal prescripts.

**2.3.** To ensure that all Heads of Departments implement the Risk Mitigation Plans timely in line with the Risk Management register.

Handwritten signatures and initials: a large signature on the left, 'N.S.' in the middle, and 'N.L.' and 'M.M.' on the right.

**2.4.** To comply with provisions made in regulation 14 subsection (1) (c) (i) and (ii), sub-section (4)(a)(i), (ii), (iii) of the Local Government: Municipal Planning and Performance Management Regulations of 2006, all Head of Department to prioritize the implementation of unresolved audit queries in line with the recommendations made by the Internal Audit Unit

**2.5.** To ensure that all Heads of Departments prepare the quarterly performance reports and submits to the Performance Management Unit timely with the Portfolio of evidence and the signed Quality Assurance Certificate.

### **3. COMMENCEMENT AND DURATION**

**3.1.** This Agreement will commence on the 1 July 2017 and will remain in force until 30 June 2018 where after a new Performance Agreement and new Performance Scorecard/SDBIP shall be concluded between the parties for the next financial year or any portion thereof.

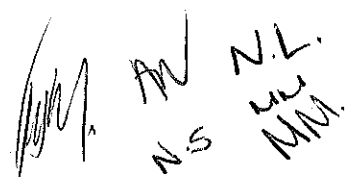
**3.2.** The parties will review the provisions of this Agreement during June each year and will conclude a new Performance Agreement (and Performance Scorecard/SDBIP) that replaces this Agreement at least once a year but not later than one month after the commencement of the new financial year.

**3.3.** This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

**3.4.** The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

**3.5.** If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

**3.6.** Any significant amendments/ deviations referred to in 3.4 and 3.5 above must take cognisance of, where relevant, the requirements of sections 34 and 42 of the Systems Act, and must be done in terms of regulation 4 (5) of the Local Government: Municipal Performance Regulations for Municipal Managers

Handwritten signatures and initials in the bottom right corner of the page. There are four distinct marks: a large signature, the initials 'AW', the initials 'NS', and the initials 'N.L.' with 'MM' written below it.

and Managers directly accountable to the Municipal Manager, 2006 ("the Regulations").

#### **4. PERFORMANCE OBJECTIVES**

**4.1.** The Performance Plan (Annexure A) sets out:

**4.1.1.** The performance objectives and targets that must be met by the Employee; and

**4.1.2.** The time frames within which those performance objectives and targets must be met.

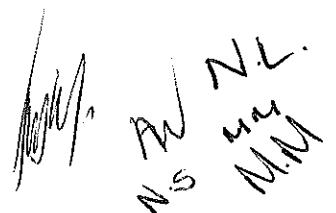
**4.2.** The performance objectives and targets reflected in Annexures "A" are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

**4.3.** The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other. The Quality Assurance Certificate must be signed by the Executive Director Corporate services department to commit that the performance information provided is accurate and reliable.

**4.4.** The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

#### **5. PERFORMANCE MANAGEMENT SYSTEMS**

**5.1.** The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer itself, management and municipal staff of the Employer.

Handwritten signatures and initials in the bottom right corner of the page. There are several distinct marks, including what appears to be a signature and the initials 'N.S.', 'N.L.', and 'M.M.'.

**5.2.** The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

**5.3.** The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

**5.4.** The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

**5.5.** The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which are contained in the Performance Agreement.

**5.6.** The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.

**5.7.** KPAs covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.

**5.8.** Each area of assessment will be weighted and will contribute a specific part to the total score.

**5.9.** The Employee's assessment will be based on his performance in terms of the outputs/ outcomes (performance indicators) identified as per attached SDBIP/Performance Scorecard (Annexure "A" and "B"), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Responsibilities contained in the employee's Job Description linked to the Key Performance Areas (KPA's) in his/her SDBIP/Performance Plan		Weighting
1	Service Delivery and Infrastructure	5
2	<b>Municipal Transformation and Organisational</b>	<b>60</b>

*[Handwritten signature]*  
A.W. N.L.  
M.M. N.S.

	<b>Development</b>	
<b>3</b>	Local Economic Development and Social Development	<b>5</b>
<b>4</b>	Municipal Financial Viability and Management	<b>5</b>
<b>5</b>	Good Governance and Public Participation	<b>5</b>
<b>TOTAL</b>		<b>80%</b>

**5.10.** The CMCs will make up the other 20% of the Employee's assessment score. CMCs that are deemed to be most critical for the Employee's specific job should be selected (✓) from the list below as agreed to between the Employer and Employee.

Annexure "D" provides the scoring template for the Core Competency requirements identified in the Table hereunder.

Core Competency Assessments will be conducted during quarterly face-to-face Performance Assessments. The Mayor shall conduct Core Competency Assessments for the Municipal Manager. The Municipal Manager shall conduct Core Competency Assessments for Section 57 Managers. Where agreement on the allocation of a score (on the range 1 – 5) cannot be reached, the onus rests with the Employee to provide evidence of their claim to possession of the disputed Core Competency.

Annexure "D" presumes the assessors will refer to the detailed Department of Public Service & Administration Guidelines (SMS Handbook Chapter 5) of what specific components of a Core Competency need to be demonstrated in order to qualify for the score awarded.

*[Handwritten signatures and initials]*  
 N.C.  
 M.M.

<b>CORE MANAGERIAL COMPETENCIES</b>		
<b>LEADERSHIP COMPETENCIES</b>		<b>Weight</b>
1.Strategic Direction & Leadership		20
2. People Management		20
3. Programme & Project Management		20
4.Financial Management		10
5.Change Leadership		10
6. Governance Leadership		20
<b>Total</b>	<b>100%</b>	<b>100%</b>

<b>CORE COMPETENCIES</b>		
		<b>Weight</b>
1.Moral Competencies		20
2. Planning & Organizing		20
3. Analysis & Innovation		10
4.Knowledge and Information Management		20
5. Communication		10
6. Results and Quality focus		10
<b>Total</b>	<b>100%</b>	<b>100%</b>

## **6. EVALUATING PERFORMANCE**

**6.1.** The organisation's PMS Policy and User Manual to be read together with this Agreement sets out:

**6.1.1.** The standards and procedures for evaluating the Employee's performance; and

**6.1.2.** The intervals for the evaluation of the Employee's performance.

*[Handwritten signatures and initials]*  
 N.A.W.  
 M.M. N-5

**6.2.** Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.

**6.3.** Personal growth and development needs shall be documented up-front in this Performance Agreement and additional needs may be identified during any performance review discussion. Annexure "C" documents in a Personal Development Plan, the Employee's personal growth and development needs at the beginning of the financial year as well as the actions agreed to. Implementation must take place within set time frames, including attendance at, at least 1 week-long training workshop per year – to allow the Employee to remain abreast of the latest developments in his/her field of work for the Employer.

**6.4.** The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

**6.5.** The Employee's performance will also be measured based on the performance of the people below him/her as set out in the individual score card which contributes to the goals and the strategic objectives set out in the IDP.

**6.6.** The annual performance appraisal will involve:

**6.6.1.** Assessment of the achievement of results for all the managers below section 54/57 managers as outlined in their individual scorecards.

**(a)** Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

**(b)** An indicative rating on the five-point scale should be provided for each KPA.

**(c)** The applicable assessment rating calculator (refer to paragraph 6.6.2 below) must then be used to add the scores and calculate a final aggregate score.

*[Handwritten signatures and initials]*  
N.S.  
N.L.  
M.A.M.



## **6.6.2 Assessment of the CMCs**

- (a)** Each CMC should be assessed according to the extent to which the specified standards have been met.
- (b)** An indicative rating on the five-point scale should be provided for each CMC.
- (c)** The applicable assessment rating calculator (refer to paragraph 6.6.1 above) must then be used to add the scores and calculate a final aggregate score.

## **7. Management of Performance Outcomes**

Detail regarding the recognition and commensurate rewards for performance exceeding stipulated targets in the SDBIP are documented in the municipality's PMS Policy and User Manual – according to the August 2006 PMS Regulations.

Annexure "E" provides the process to be followed in the event the Employer fails to meet his/her performance objectives. Poor performance shall be deemed consistent once two consecutive quarterly performance face-to face appraisals reveal declining achievements against set targets.

## **8. Recognition for Performance of additional tasks**

Over and above KPA's where performance will be measured against SDBIP entries, recognition may be given for the performance of additional tasks. Rewards will be at the discretion of the Harry Gwala District Municipality's Executive Committee.

**8.1.** Complying with section 32(1) (c) (d) of the Municipal Finance Management Act, No 56 of 2003 which states that any official of the municipality who deliberately or negligently committed, made or authorized an irregular expenditure, is liable for that expenditure

*[Handwritten signatures and initials]*  
N.S.  
N.L.  
M.M.

**8.2.** Any official of the municipality who deliberately or negligently committed, made or authorized a fruitless and wasteful expenditure is liable for that expenditure

**8.3.** Prioritizing the implementation of unresolved audit queries in line with the recommendations made by the Internal Audit Unit in the audit assignment.

**8.4.** Prioritizing the Risk Mitigation Plans timely in line with the Risk Management register

**8.5.** Adhering to all the financial management legal prescripts (policies, laws, resolutions and procedures).

**8.6.** Rewards regarding the above mentioned tasks will be at the discretion of the Harry Gwala District Municipality's Executive Committee.

## **9. Performance Reviews**

The evaluation of the Executive Director: Corporate Services performance will be done by:

1. The Municipal Manager
2. Chairperson of the Performance Audit Committee or the Audit Committee in the absence of the Performance Audit Committee
3. One Executive Committee Member
4. Municipal Manager from another municipality
5. Human Resources Manager

An audited performance report will be tabled to the Executive Committee. The performance of the Executive Director: Corporate Services shall be reviewed on the following dates:

First Quarter: July-September                      Date: 30 October 2017

Second Quarter: October-December              Date: 31 January 2018

Third Quarter: January- March                      Date: 30 April 2018

Fourth Quarter: April-June                          Date: 31 July 2018

*Handwritten signatures and initials:*  
NS  
AW  
NL  
MM

## **10. Consequences of Substandard Performance**

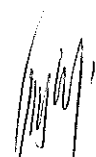
Where the Municipal Manager is, at any time during the Executive Director: Corporate Services employment, not satisfied with his performance with respect to any matter dealt with in this Agreement, the Municipal Manager will give three days written notice to the Executive Director to attend a meeting with the Municipal Manager to discuss the issues contained in the written notice.

The Executive Director: Corporate Services will have the opportunity at the meeting to provide the Municipal Manager with reasons for substandard performance and the measures or programs being taken to ensure that the Executive Director's performance becomes satisfactory, including any dates for implementing these measures.

Where there is a dispute or difference as to the performance of the Executive Director under this Agreement, the parties will confer with a view to resolving the dispute or difference.

If at any stage thereafter the Municipal Manager holds the view that the performance of the Executive Director: Corporate Services is not satisfactory, the municipality will, subject to compliance with a fair procedure and substantive fair reason contemplated in Schedule 8, namely: Code of Good Practice of the Labour Relations Act, Act 66 of 1995, be entitled by notice in writing to the Executive Director to hold a formal disciplinary hearing; or alternatively in terms of the provisions set out in Section 188 A of the Act, or whichever is applicable with a third party to chair the disciplinary hearing.

Nothing contained in this agreement in any way limits the right of the Municipality to terminate the employment of the Executive Director:

  
NS  
AW N.L.  
M.M.

Corporate Services with or without notice for any other breach of his obligations to the Municipality or for any other valid reasons in law.

### **11. RULING LANGUAGE**

The contract is made in English, which shall be the ruling language. All correspondences between the parties to this contract and all reports and documentation pertaining to this contract shall be in English.

### **12. Terms of Contract**

This contract shall be deemed to have been entered into on the 1<sup>st</sup> of July 2017 and will expire on the 30<sup>th</sup> of June 2018. The parties will enter into a new performance agreement that replaces this agreement by no later than the 31 of July 2018.

### **13. Dispute Resolution**

Any disputes about the nature or content of the Employee's Performance agreement, must be mediated by-

The member of the Executive Council responsible for local government in the province, in the case of the Municipal Manager, or other person appointed by the said member of the Executive Council; and

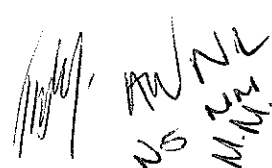
The mayor, in the case of Managers' directly accountable to the Municipal Manager, within thirty days of receipt of a formal dispute from the Employee.

Any disputes about the outcome of the performance evaluation, must be mediated by-

The member of the Executive Council for local government in the province or any other person appointed by the MEC, in the case of Manager; and

A municipal councillor, in the case of managers directly accountable to the Municipal Manager, within thirty days of receipt of formal dispute from the Employee.

The decision of the Mediator contemplated in sub-clauses (1) and (2) will be final and binding on both parties.

Handwritten signatures and initials, including the name 'M. N. L.' and the number '25'.

#### **14. Limitations of this Contract**

This performance agreement is between the Municipal Manager and the Executive Director: Corporate Services on the expected performance during the 2017/2018 financial year. The performance agreement is subject to the South African Legislative Framework and the employment contract entered into by and between Municipal Manager and the Executive Director: Corporate Services. The performance agreement shall therefore be within the South African Legislative Framework.

In case of ambiguity, the employment contract shall prevail over this performance agreement.

#### **15. Obligation of the employer**

The Employer shall-

**15.1.** create an enabling environment to facilitate effective performance by the **Employee**;

**15.2.** provide access to skills development and capacity building opportunities;

**15.3.** work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;

**15.4.** on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable her to meet the performance objectives and targets established in terms of this Agreement; and

**15.5.** make available to the **Employee** such resources as the **Employee** may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

#### **16. General**

The Executive Director: Corporate Services acknowledges that in terms of Section 53 (3) of the Municipal Finance Management Act, the Mayor of the Municipality has to make public the contents of this agreement and forward a copy hereof to the KwaZulu-Natal MEC for local governance.

Handwritten signature and initials: AV N.L., N.S., M.M.

The Municipality must make the contents of this Agreement and the outcome of any review conducted in terms of the Performance Plan available to the public as contemplated in section 46 of the Systems Act.

Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Executive Director: Corporate Services in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

SIGNED AT IXopo ON THIS THE 14 DAY OF  
AUGUST 2017

  
\_\_\_\_\_

**THE MUNICIPALITY**


**Harry Gwala District Municipal Manager**

**AS WITNESSES:**

1.   
\_\_\_\_\_

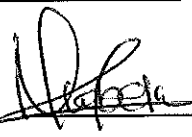
2.   
\_\_\_\_\_


SIGNED AT IXopo ON THIS THE 14 DAY OF  
AUGUST 2017

  
\_\_\_\_\_

**The Executive Director (Corporate Services)**

**AS WITNESSES:**

1.   
\_\_\_\_\_

2.   
\_\_\_\_\_

**ANNEXURE A:**

PERFORMANCE PLAN (compulsory)

**ANNEXURE B:**

SERVICE DELIVERY BUDGET AND IMPLEMENTATION PLAN (SDBIP)

**ANNEXURE C:**

PERSONAL DEVELOPMENT PLAN (PDP)

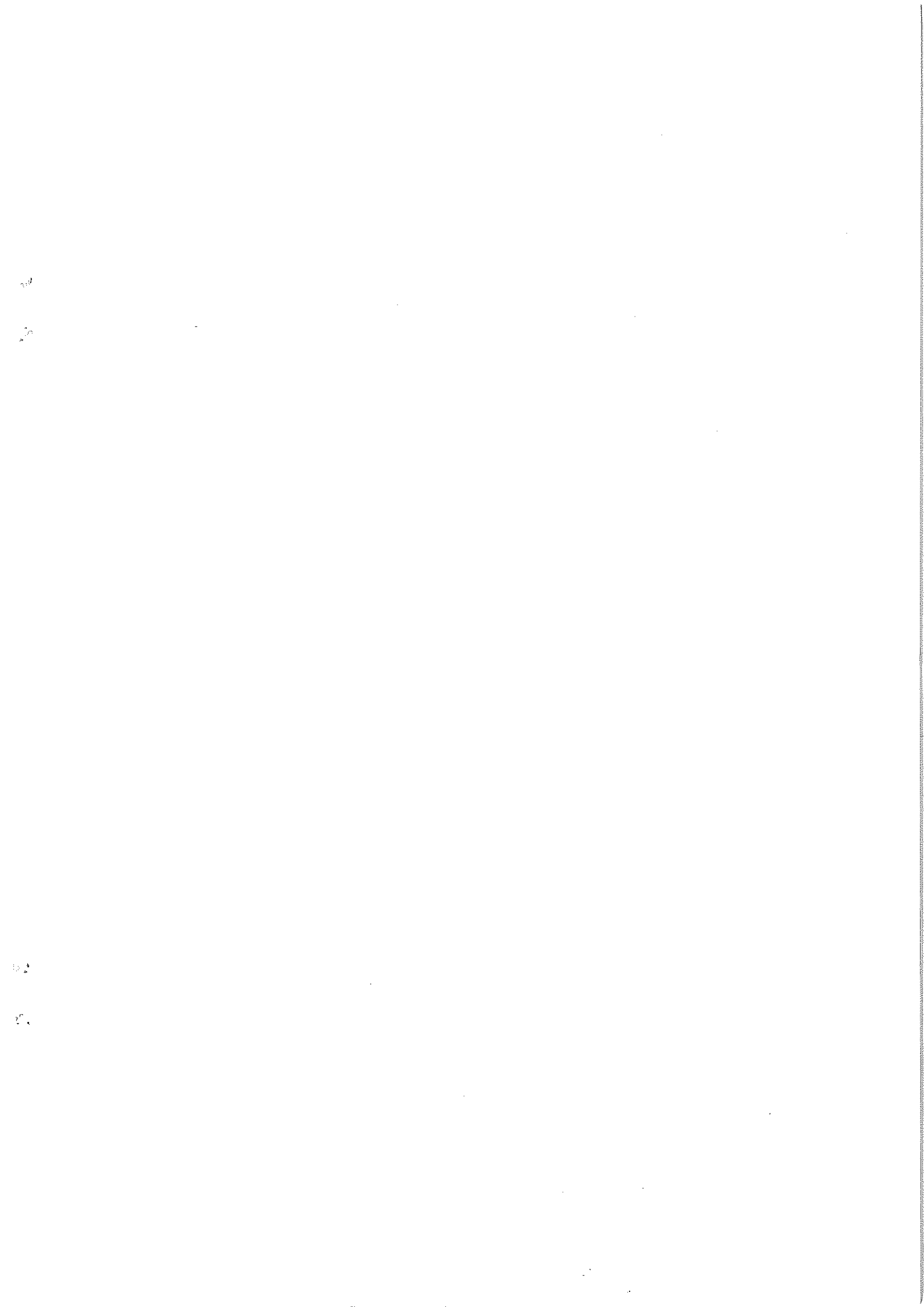
Competency to be Addressed	Proposed Actions	Responsibility	Time-frame	Expected Outcome
NPA	Registration	Self	Oct 2017	Study

**ANNEXURE D:**

CORE COMPETENCY SCORING TEMPLATE

Score on Core Competency Assessment	Description
1 (Not Yet Competent)	Demonstrates none of the guideline's components of the core competency
2. (Basic Competence)	Applies basic concepts and methods but requires supervision and coaching
3. (Competent)	Independently develops and applies more advanced concepts and methods. Plans and guides the work of others. Performs analysis.
4. (Advanced)	Understands and applies more complex concepts and methods. Leads and directs people or groups of recognised specialists. Able to perform in-depth analysis.
5. (Expert)	Sought out for deep, specialised expertise. Leads the direction of the entire organisation. Defines models/theories of best practice.

AN  
N.B





**ANNEXURE A: ANNUAL PERFORMANCE ASSESSMENT FOR SECTION 57 MANAGERS**

The following annual management review on **Key Result Areas (KRA)**, **Core Management Criteria (CMC)** and **Core Occupational Competencies (COC)** agreed to in each manager performance agreement has to be completed.

The annual performance appraisal involves the assessment of the achievement of results of the KRA's, CMC's and COC's in accordance with the five-point scale of (1-5).

Rating	Definition Of Score
5	Outstanding performance
4	Performance significantly above expectation
3	Fully effective
2	Performance not fully satisfactory
1	Unacceptable performance

**DETAILS OF THE MANAGER UNDER REVIEW**

Period Under Review	2017-2018
Surname	LUNGWENGWE
Name	NEZISWA
Municipality	HARRY GWALA DISTRICT MUNICIPALITY
Department	CORPORATE SERVICES
Race	FEMALE
Gender	AFRICAN
Employee Number	495
Date Of Appointment	01 OCTOBER 2012
Salary Package	

*[Handwritten signature]*  
*[Handwritten initials]*  
*[Handwritten initials]*

PERFORMANCE AREA	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT	PERFORMANCE MEASURES /INDICATOR	2017/2018 ANNUAL TARGET	ACTUAL ACHIEVEMENTS	MILESTONES/ COMMENTS	POE REF.	MUNICIPAL MANAGER	OWN RATING (1-5)	BY PANE MEMBI (1-5)
Municipal Transformation and Organisational Development	The percentage of a municipality's budget actually spent on implementing its Workplace Skills Plan to ensure a competent workforce to achieve organisational objectives	Budget spent	1.1.1. Number of WSP developed and submitted to LGSETA by 30 April 2018	1.5.1. 1 WSP submitted to LGSETA						
		Budget spent	1.1.2. Percentage of budget spent on Workplace Skills plan	1.5.2. 100% budget spent on training and development						
Municipal Transformation and Organisational Development	To capacitate Supply Chain Management officials and Bid Committee members	Training conducted	1.2. Number of officials trained on SCM by June 2018	1.2.5. 27 officials to be trained on SCM by June 2018						
		All leave reconciled	1.3. Number of leave reconciliation reports submitted to the MANCO by 30 June 2018	1.3.5. 10 leave reconciliation reports submitted to the MANCO by June 2018						

*(Handwritten signatures and initials)*

Municipal Transformation and Organisational Development	To ensure a healthy, motivated and dedicated workforce	SHE reps and First Aiders trained	1.4. Number of SHE reps, First Aiders and supervisors trained by 30 June 2018	1.4.5. 20 SHE reps and 20 First Aiders trained		
Municipal Transformation and Organisational Development	To ensure that the number of people from employment equity target groups are employed in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2018	Equity target groups in the three highest levels of management employed	1.5. Number of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2018	1.5.5. 2 Employees employed in the three highest levels of management		
Municipal Transformation and Organisational Development	To ensure that the number of people from employment equity target groups are employed in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 15 January 2018	Employment Equity Report compiled and submitted	1.6. Number of Employment Equity Reports submitted to the Department of Labour by 15 January 2018	1.6.5. 1 Employment Equity Report submitted		

*[Handwritten signatures and initials]*



Municipal Transformation and Organisational Development	To ensure compliance with relevant legislation and promote high standards of professionalism and efficiently utilise resources and be accountable	Workshops on records management conducted	1.11. Number of records management workshops conducted by 30 June 2018	1.11.5. 6 records management workshops conducted by 30 June 2018					
Municipal Transformation and Organisational Development		Promotion of Access to Information Act (PAIA) manual approved	1.12. Date in which the PAIA Manual was approved by council	1.12.5. 1 PAIA Manual Approved					
Municipal Transformation and Organisational Development	To ensure compliance with relevant legislation and promote high standards of professionalism and efficiently utilise resources and	Exco and Council resolutions implemented	1.13. Number of progress reports against the implementation of Exco and Council resolutions submitted quarterly by 30 June 2018	1.13.5. 4 Progress reports submitted quarterly to Council by 30 June 2018 2. 10 progress reports					

*[Handwritten signatures and initials]*  
 N.L. - 2018  
 2018

	be accountable						submitted monthly to Exco by 30 June 2018			
Municipal Transformation and Organisational Development	To provide secure ICT infrastructure which delivers appropriate levels of data confidentiality and integrity	Microsoft volume license annual subscription renewal	1.14. Date in which Microsoft volume license renewed	1.14.5. Microsoft volume license renewed by 30 June 2018						
Municipal Transformation and Organisational Development	To provide secure ICT infrastructure which delivers appropriate levels of data confidentiality and integrity	Anti-virus software annual subscription renewal	1.15. Date in which Anti-virus software license renewed by 30 June 2018	1.15.5. Anti-virus software license renewed by 30 June 2018						
		Orbit software annual subscription renewal	1.16. Date in which Orbit software license renewed	1.16.5. Orbit software license renewed by 30 June 2018						
Municipal Transformation and Organisational Development	To provide secure ICT infrastructure which delivers appropriate levels of data confidentiality and integrity	Printer software license annual subscription renewal	1.17. Date in which Printer software license renewed by 30 June 2018	1.17.5. Printer software license renewed by 30 June 2018						

Handwritten notes and initials in the top right corner.

Municipal Transformation and Organisational Development	To provide secure ICT infrastructure which delivers appropriate levels of data confidentiality and integrity	Backup software annual subscription renewal	1.18. Date in which Backup software license renewed by 30 June 2018	1.18.5. Backup software license renewed by 30 June 2018					
Municipal Transformation and Organisational Development	To provide secure ICT infrastructure which delivers appropriate levels of data confidentiality and integrity	Complete data centre	1.19. Date in which off-site backup data centre installed by 30 June 2018	1.19.5. Off-site backup data centre installed by 30 June 2018					
Municipal Transformation and Organisational Development	To provide secure ICT infrastructure which delivers appropriate levels of data confidentiality and integrity	Quarterly progress reports to ICT Steering Committee submitted	1.20. Number of quarterly progress reports submitted to ICT Steering Committee by 30 June 2018	1.20.5. 4 ICT quarterly progress reports submitted to Steering Committee					
Municipal Transformation and Organisational Development	To provide secure ICT infrastructure which delivers appropriate levels of data confidentiality and integrity	Upgraded network	1.21. Number of networks upgraded by 30 June 2018	1.21.5. Networks upgraded by 30 June 2018					

*[Handwritten signatures and initials]*

	and integrity		
Municipal Transformation and Organisational Development	Vehicle tracking system upgraded	1.22. Number of vehicles fitted with upgraded tracker by 30 June 2018	1.22.5. 19 Vehicles fitted with upgraded tracking system
To ensure proper management of municipal fleet	Monthly fleet management reports produced	1.23. Number of monthly reports submitted to Exco by 30 June 2018	1.23.5. 12 reports submitted to EXCO by 30 June 2018 subject to the sitting of the Portfolio Committee
Municipal Transformation and Organisational Development	Awareness campaigns on fleet management conducted	1.24. Number of awareness campaigns conducted on fleet management by 30 June 2018	1.24.5. 2 awareness campaigns conducted on fleet management
Municipal Transformation and Organisational Development	Newsletter compiled and produced on a quarterly basis	1.25. Number Newsletters developed and published by 30 June 2018	1.25.5. Four (4) external Newsletters developed and published

*[Handwritten signature]*  
*[Handwritten initials]*



Municipal Transformation and Organisational Development	To ensure compliance with relevant legislation and promote high standards of professionalism and efficiently utilise resources and be accountable	Upgraded telephone system	1.26. Number of telephone systems upgraded by 30 June 2018	1.26.5. Upgraded telephone system					
Municipal Transformation and Organisational Development		Communications Strategy workshop conducted	1.27. Number of Communications workshop to be conducted	1.27.5. 3 communications workshops held					
Municipal Transformation and Organisational Development		Stakeholder engagements conducted	1.28. Number of stakeholders engagement meeting held	1.28.5. 2 stakeholders engagements meetings held					
Municipal Transformation and Organisational Development		Section 54/56 positions filled	1.29. Number of Section 54/56 posts filled	1.29.5. 6 Senior Managers positions filled					

*[Handwritten signatures and initials]*

**1.1 KRA 1: INSTITUTIONAL TRANSFORMATION  
PERFORMANCE ASSESSMENT RATING**

The assessment rating calculator will be used to add the scores and calculate a final KRA score (80%) and a final CMC & COC's score (20%)

The tables below should be completed by the summarized total of each panel member (NOTE: Weight should be taken from the signed performance agreement for the year under review)

KPA	Weight	Rating	Score
1. Basic Service Delivery	5		
2. Municipal Institutional Development and Transformation	60		
3. Local Economic Development	5		
4. Municipal Financial Viability and Management	5		
5. Good Governance and Public Participation	5		
Total	80%		
x 80%			%

*[Handwritten signature]*  
2/10/19  
NS  
ES

**1. EVALUATION ON THE LEADERSHIP COMPETENCIES**

Every section 57 managers should be assessed against all those CMC's that are applicable to her/his job. Compulsory CMC's for Managers are highlighted below: (NOTE: Weight should be taken from the signed performance agreement for the year under review)

LEADERSHIP COMPETENCIES	WEIGHT %	MILESTONES/COMMENTS	OWN RATING (BY MANAGER) (1-5)	RATING BY PANEL MEMBER (1-5)
1. Strategic Direction & Leadership	20			
2. People Management	20			
3. Programme & Project Management	20			
4. Financial Management	10			
5. Change Leadership	10			
6. Governance Leadership	20			
<b>TOTAL</b>	<b>100%</b>			

*(Handwritten signatures and initials)*

**2. EVALUATION ON THE CORE COMPETENCY**

Every section 57 Manager should be assessed against all those CMC's that are applicable to her/his job.  
 (NOTE: Weight should be taken from the signed performance agreement for the year under review)

CORE COMPETENCY	WEIGHT %	MILESTONES/ COMMENTS	OWN RATING (BY MANAGER) (1-5)	RATING BY PANEL MEMBER (1-5)
1. Moral Competencies	20			
2. Planning & Organizing	20			
3. Analysis & Innovation	10			
4. Knowledge and Information Management	20			
5. Communication	10			
6. Results and Quality focus	10			
<b>TOTAL</b>	<b>100%</b>			

*Handwritten notes:*  
 2/5/24  
 AN  
 2/5/24

KPA	(A) SUB-TOTAL	(B) % OF ASSESSMENT	(A X B) TOTAL SCORE
KRA (Key Result Area)		80%	
CC (Conduct Criteria)		20%	
<b>(C) FINAL SCORE</b>			
<b>FINAL SCORE IN PERCENTAGE (C / 5 X 100)</b>			%

**SIGNATURES OF MEMBERS OF THE EVALUATION PANEL**

Chairperson : \_\_\_\_\_

Member : \_\_\_\_\_

Member : \_\_\_\_\_

Member : \_\_\_\_\_

Member : \_\_\_\_\_

Signed in : \_\_\_\_\_ on \_\_\_\_\_ of \_\_\_\_\_ 201\_\_

**COMMENTS TO THE EVALUATION PANEL**

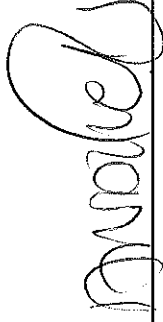
The Municipal Manager must alert the evaluation panel to specific areas of the Section 57 Manager's performance in terms of the performance agreement, which in the Municipal Managers opinion illustrate **performance not fully satisfactory or performance significantly above expectations and outstanding.**

A brief explanation must be provided by the Municipal Manager for his/her assessment of each identified area.



**SECTION 57 MANAGER'S SIGNATURE**

**DATE:**



**MUNICIPAL MANAGER'S SIGNATURE**

**DATE:**

**PERSONAL DEVELOPMENT PLAN**

Area To Be Developed	Action (How And Provided By Whom)	Target Date	Performance Review For PDP		
			Progress	Barriers	Actions To Overcome Barriers
GRAP TRAINING					
MASTERS IN PUBLIC ADMINISTRATION					

LOCAL GOVERNMENT TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

DOE SEC. NO. 02, 1995-2011

DOE GOAL TO PROVIDE ADMINISTRATIVE SUPPORT TO COUNCIL AND ITS MEMBERS AND TO HAVE A WELL DEVELOPED HUMAN CAPITAL TO DELIVER BASIC SERVICES TO THE COMMUNITIES

CORPORATE SERVICES DEPARTMENT

DP Ref. No.	DP Ref. No.	DP Ref. No.	Strategy	Measurable output	Key Performance Indicator	Source of Funding	Budget Estimate	Y/M/A/D	Strategic Objective	Q1 Indicators	Q2 Indicators	Q3 Indicators	Q4 Indicators	Annual Target
			The percentage of a municipality's budget is allocated to human resources management. By developing a Workforce Skills Plan to ensure that competent workforce to achieve organizational objectives.	1.1.1. Number of MSD developed and approved to LGCTA by 30 April 2018	1.1.1. Availability of MSD	Corporate share	1.1.1. 1,000,000 1.1.2. 1,000,000 1.1.3. 1,000,000 1.1.4. 1,000,000 1.1.5. 1,000,000 1.1.6. 1,000,000 1.1.7. 1,000,000 1.1.8. 1,000,000 1.1.9. 1,000,000 1.1.10. 1,000,000	1	100% budget spent on training and development	None	N/A	12.1. Issue code audit from with plans	1.4.1.1. 1 MSP submitted to LGCTA	1 MSP submitted to LGCTA
			The percentage of a municipality's budget is allocated to human resources management. By developing a Workforce Skills Plan to ensure that competent workforce to achieve organizational objectives.	1.1.2. Percentage of budget spent on training and development	1.1.1. 25% of budget spent on training and development	Corporate share		0	100% budget spent on training and development	1.1.1. 25% of budget spent on training and development	1.1.1. 25% of budget spent on training and development	1.1.1. 25% of budget spent on training and development	1.1.1. 25% of budget spent on training and development	100% budget spent on training and development
Training			By developing a Workforce Skills Plan to ensure that competent workforce to achieve organizational objectives.	1.2. Number of officials trained on SDH by June 2018	1.2.1. 27 officials trained on SDH	Corporate share	1.2.1. 270,000 1.2.2. 270,000 1.2.3. 270,000 1.2.4. 270,000 1.2.5. 270,000 1.2.6. 270,000 1.2.7. 270,000 1.2.8. 270,000 1.2.9. 270,000 1.2.10. 270,000	30	27 officials trained on SDH	N/A	N/A	1.2.1.1. 27 officials trained on SDH	27 officials trained on SDH	
REASONABLE MANAGEMENT			By ensuring that all employees have information	1.3. Number of leave requests submitted to the MAND by 30 June 2018	1.3.1. 27 leave requests submitted to MAND	Corporate share	None	0	27 leave requests submitted to MAND	1.3.1. 27 leave requests submitted to MAND	1.3.1. 27 leave requests submitted to MAND	1.3.1. 27 leave requests submitted to MAND	1.3.1. 27 leave requests submitted to MAND	27 leave requests submitted to MAND
WORKSAFE HEALTH AND SAFETY			By ensuring that all employees have information	1.4. Number of MSD developed and approved to LGCTA by 30 April 2018	1.4.1. 15 MSD developed and approved to LGCTA by 30 April 2018	Corporate share	1.4.1. 1,000,000 1.4.2. 1,000,000 1.4.3. 1,000,000 1.4.4. 1,000,000 1.4.5. 1,000,000 1.4.6. 1,000,000 1.4.7. 1,000,000 1.4.8. 1,000,000 1.4.9. 1,000,000 1.4.10. 1,000,000	2	15 MSD developed and approved to LGCTA by 30 April 2018	1.4.1.1. 15 MSD developed and approved to LGCTA by 30 April 2018	1.4.1.1. 15 MSD developed and approved to LGCTA by 30 April 2018	1.4.1.1. 15 MSD developed and approved to LGCTA by 30 April 2018	1.4.1.1. 15 MSD developed and approved to LGCTA by 30 April 2018	15 MSD developed and approved to LGCTA by 30 April 2018
			By ensuring that all employees have information	1.5. Number of MSD developed and approved to LGCTA by 30 April 2018	1.5.1. 2 MSD developed and approved to LGCTA by 30 April 2018	Corporate share	1.5.1. 1,000,000 1.5.2. 1,000,000	1	2 MSD developed and approved to LGCTA by 30 April 2018	1.5.1. 2 MSD developed and approved to LGCTA by 30 April 2018	1.5.1. 2 MSD developed and approved to LGCTA by 30 April 2018	1.5.1. 2 MSD developed and approved to LGCTA by 30 April 2018	1.5.1. 2 MSD developed and approved to LGCTA by 30 April 2018	2 MSD developed and approved to LGCTA by 30 April 2018

Handwritten notes and signatures in the top right corner of the page.





