

**HARRY GWALA DISTRICT MUNICIPALITY  
PERFORMANCE AGREEMENT  
FOR  
YEAR 2022/2023**

**MADE AND ENTERED INTO BY AND BETWEEN**

**Cllr. Zamokwakhe David Nxumalo**

**The Mayor of the Harry Gwala District Municipality  
(Hereinafter referred to as the "Mayor")**

**And**

**Mr. Gamakulu Ma-Art Sineke**

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

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## **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.

**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.

**2.6.** Communicate to the Employee the Employer's performance expectations and accountabilities by specifying objectives and targets as defined in the IDP;

**2.7.** Specify accountabilities as set out in the Performance Scorecard/Service Delivery Budget Implementation Plan (SDBIP) marked Annexure "A"

**2.8.** Monitor and measure performance against set targeted outputs; In terms of the said Performance Scorecard/SDBIP.

**2.9.** Use the Performance Agreement and Performance Scorecard /SDBIP to assess whether the Employee has met the performance expectations applicable to his/her job;

**2.10.** Appropriately reward the Employee in accordance with the Employer's performance management policy or institute sanctions for consistent under-performance.

**2.11.** Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

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

**3.1.** This Agreement will commence on the **1<sup>st</sup> September 2022** and will remain in force until **30 June 2023** 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 and Managers directly accountable to the Municipal Manager, 2006 ("the Regulations").

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

**4.1.** The Performance Scorecard /SDBIP 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.

**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 SYSTEM**

**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.

**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 Requirements 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
<b>1. Service Delivery and Infrastructure</b>	<b>25</b>
2. Municipal Transformation and Organisational Development	<b>15</b>
3. Local Economic and Social Development	<b>5</b>
<b>4. Financial viability and Management</b>	<b>25</b>
<b>5. Good Governance and Public Participation</b>	<b>25</b>
6. Cross Cutting	<b>5</b>
<b>Total</b>	<b>100%</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.

<b>CORE MANAGERIAL COMPETENCIES</b>		
<b>LEADERSHIP COMPETENCIES</b>		<b>% Weight</b>
1.Strategic Direction & Leadership		20
2. People Management		30
3. Programme & Project Management		5
4.Financial Management		20
5.Change Leadership		10
6. Governance Leadership		15
<b>Total</b>	<b>100%</b>	<b>100%</b>

<b>CORE COMPETENCIES</b>		<b>% Weight</b>
1.Moral Competences		15
2. Planning & Organizing		20
3. Analysis & Innovation		15
4.Knowledge and Information Management		15
5. Communication		15
6. Results and Quality focus		20
<b>Total</b>	<b>100%</b>	<b>100%</b>

Managers must subscribe to the following Batho Pele principles:

- **Consultation**
- **Setting Service Standards**
- **Increasing access**
- **Ensuring courtesy**
- **Providing information**
- **Openness and transparency**
- **Redress**
- **Value for money**
- **Encouraging innovation and rewarding excellence**
- **Customer impact**
- **Leadership and Strategic Direction**

## **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.

**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 annual performance appraisal will involve:

**6.5.1** Assessment of the achievement of results as outlined in the SDBIP/Performance Scorecard:

**(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 6.5.2 below) must then be used to add the scores and calculate a final aggregate score.

**6.5.2 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 6.5.1 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:

**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

**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.** Comply with regulation 10 of the Local Government: Municipal Planning and Performance Management Regulations (2001) by ensuring provision of work opportunities and income support to poor and unemployed people through labour



intensive on capital projects, internship programme, local economic development initiatives and Expanded Public Works Programme.

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

**8.8.** The attainment of an unqualified audit outcome is the minimum standard by which the performance of the Accounting Officer and Senior Managers, will be measured in accordance with the Municipality's Management System.

**8.9.** Municipal Council will not pay future performance bonuses, to the Accounting Officer, Senior Managers and relevant officials who cause the municipality to attain a negative audit outcome and who are responsible for unauthorised, irregular, fruitless or wasteful expenditure.

**8.10.** Council commits to providing all the tools that will be necessary for the Accounting Officer, Senior Managers to perform their duties effectively, in order to attain an Unqualified Audit Outcome.

## **9. Performance Reviews**

The evaluation of the Municipal Manager's performance will be done by:

1. The Mayor
2. Chairperson of the Performance Audit Committee or the Audit Committee in the absence of the Performance Audit Committee
3. Mayor and/or municipal manager from another municipality
4. One Executive Committee Member
5. Member of a Ward Committee as nominated by the Mayor

9.1 An audited performance report will be tabled to the Executive Committee.

9.2 The performance of the Municipal Manager shall be reviewed on the following dates:

First Quarter: July-September	Date: 30 November 2022
Second Quarter: October-December	Date: 31 March 2023
Third Quarter: January- March	Date: 31 May 2023
Fourth Quarter: April-June	Date: 31 August 2023

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

Where the Mayor is, at any time during Municipal Manager's employment, not satisfied with her performance with respect to any matter dealt with in this Agreement, the Mayor will give three days written notice to the Municipal Manager to attend a meeting with the Mayor to discuss the issues contained in the written notice.

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

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

If at any stage thereafter the Mayor holds the view that the performance of the Municipal Manager 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 Municipal Manager 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 Municipal Manager 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 September 2022** and will expire on the **30<sup>th</sup> of June 2023**. The parties will enter into a new performance agreement that replaces this agreement by no later than the **31<sup>st</sup> of July 2023**.

### **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 Municipal Manager; and

A municipal councilor, 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.

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

This performance agreement is between the Mayor and the Municipal Manager on the expected performance during the **2022/2023** financial year. The performance agreement is subject to the South African Legislative Framework and the employment contract entered into by and between Mayor and the Municipal Manager. 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 her to meet the performance objectives and targets established in terms of this Agreement.

## **16. General**

The Municipal Manager 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 government

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 Municipal Manager in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

SIGNED AT XOPO ON THE 13 DAY OF September 2022



**THE MUNICIPALITY**  
**Harry Gwala District Mayor**

**AS WITNESSES:**

1. 

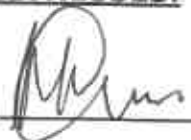
2. 

SIGNED AT XOPO ON THE 13 DAY OF September 2022



**The Municipal Manager**  
**Harry Gwala District Municipality**

**AS WITNESSES:**

1. 

2. 

**ANNEXURE A:**

OPMS /PERFORMANCE PLAN (compulsory)

**ANNEXURE B:**

SERVICE DELIVERY BUDGET AND IMPLEMENTATION PLAN (SDBIP)

**ANNEXURE C:**

PERSONAL DEVELOPMENT PLAN (PDP)

<b>Competency to be Addressed</b>	<b>Proposed Actions</b>	<b>Responsibility</b>	<b>Time-frame</b>	<b>Expected Outcome</b>

**ANNEXURE D:**

CORE COMPETENCY SCORING TEMPLATE

<b>Score on Core Competency Assessment</b>	<b>Description</b>
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





	<p>and methods.</p> <p>Leads and directs people or groups of recognised specialists.</p> <p>Able to perform in-depth analysis.</p>
5. (Expert)	<p>Sought out for deep, specialised expertise.</p> <p>Leads the direction of the entire organisation.</p> <p>Defines models/theories of best practice.</p>



**ANNEXURE A: PERFORMANCE PLAN FOR SECTION 57 MANAGERS**

The following midyear 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).

<b>RATING</b>	<b>DEFINITION OF SCORE</b>
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**

<b>Period Under Review</b>	2022/2023
<b>Surname</b>	SINEKE
<b>Name</b>	GAMAKULU MA-ART
<b>Municipality</b>	HARRY GWALA DISTRICT
<b>Department</b>	MUNICIPAL MANAGER
<b>Race</b>	AFRICAN
<b>Gender</b>	MALE
<b>Employee Number</b>	
<b>Date Of Appointment</b>	

**Salary Package**

**1. MANAGERS OPERATIONAL PLAN FOR THE YEAR UNDER REVIEW**

1. GOOD GOVERNANCE AND PUBLIC PARTICIPATION 25%
2. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT 25%
3. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT 10%
4. LOCAL ECONOMIC DEVELOPMENT 10%
5. BASIC SERVICE DELIVERY 25%
6. CROSS CUTTING INTERVENTIONS 05%

Objective	Strategy	Measurable Output	KPI	UNIT OF MEASURE	QUART ER 1	QUART ER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUART ER 3	QUART ER 4	2022-23 Annual Target	Actual Achievement	Milestones/Comments	Own Rating (1-5)	Rating by the Mayor (1-5)	Rating by the Panel Member (1-5)	
To improve coverage, quality, efficiency and sustainability of water in all urban and rural communities	By ensuring that all water projects are implemented to eradicate water backlog within the stipulated time frames, quality and approved budget.	Increased percentage of Households with access to basic water	1.1.1.1 Percentage of households with access to basic water for the first time through new projects (403 HH)	Percentage	0	0	0	0	100%	100%						
			1.1.1.2 Percentage of households with access to basic water through refurbishment work (241 HH)	Percentage	0	0	0	0	0	100%	100%					
			Percentage of expenditure spent on capital projects (WSIG)	Percentage	5%	40%	40%	60%	100%	100%	100%					

Objective	Strategy	Measurable Output	KPI	UNIT OF MEASURE	QUARTER 1	QUARTER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUARTER 3	QUARTER 4	2022-23 Annual Target	Actual Achievement	Milestones/Comments	Own Rating (1-5)	Rating by the Mayor (1-5)	Rating by the Panel Member (1-5)
To improve coverage, quality, efficiency and sustainability of and sanitation in all urban and rural communities	By ensuring that all sanitation projects are implemented to eradicate backlog within the stipulated time frames and approved budget	Increased percentage of households with access to basic sanitation.	Percentage of households with access to basic sanitation for the first time (217 HH)	Percentage	100%	0	100%	0	0	100%					
To ensure that WSA is fully complying to its mandate as set by the Department of water and sanitation	By reviewing Water policies and By-laws	Reviewed water policies	Date in which water services policies were adopted by council.	Date	0	0	0	0	30-Jun-23	30-Jun-23					
		Interpreted Water Services By-laws	Date in which Africans interpreted Water Services Bylaws were adopted by council	Date	0	0	0	0	30-Jun-23	30-Jun-23					
To ensure that HGDM fulfills its WSA function as mandated by the legislation and regulated by the Department of Water and Sanitation.	Provide HGDM communities with potable	Provide safe drinking water to communities and curb contamination of	Number of water quality monitoring reports submitted to DWS.	Number	6	6	12	6	6	24					

Objective	Strategy	Measurable Output	KPI	UNIT OF MEASURE	QUARTER 1	QUARTER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUARTER 3	QUARTER 4	2022-23 Annual Target	Actual Achievement	Milestones/Comments	Own Rating (1-5)	Rating by the Mayor (1-5)	Rating by the Panel Member (1-5)
	water that complies with SANS 241 and dispose effluent that is of good quality and not harmful to humans or the natural environment.	water resources by ensuring safe disposal of effluent.	Number of wastewater quality monitoring reports submitted to DWS.	Number	6	6	12	6	6	24					
To assess performance of each unit process against design capacity.	By evaluating the performance of each unit process against design capacity and further document possible remedial measures.	Provide safe drinking water to communities and curb contamination of water resources by ensuring safe disposal of effluent	Number of Water Treatment Works Process Audits completed and adopted by council.	Number	0	0	0	0	9	9					
To ensure that HGDM strengthens its relations with communities and further develop communities socially on the water services functions.	By facilitating and conducting stakeholder engagements, awareness	Improved public participation in water services projects and programs.	Number of awareness campaigns/ war rooms initiated.	Number	4	4	8	4	4	16					

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Objective	Strategy	Measurable Output	KPI	UNIT OF MEASURE	QUARTER 1	QUARTER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUARTER 3	QUARTER 4	2022-23 Annual Target	Actual Achievement	Milestones/Comments	Own Rating (1-5)	Rating by the Mayor (1-5)	Rating by the Panel Member (1-5)
	<p>social campaigns and workshops . By encouraging public participation on municipal planning (IDP).</p> <p>By taking municipal services to people and ensuring that customer complaints are attended to.</p>														
To adhere to Batho pele principles and comply with DWS KPI 7 of the Regulatory Performance Measurement System	Improved understanding of customer care functions, improved relations between HGDM and the public and improved revenue collection.	Number of customer care awareness roadshows conducted	1	1	1	1	1	1	2						
			100	100	200	100	100	400							

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Objective	Strategy	Measurable Output	KPI	UNIT OF MEASURE	QUART ER 1	QUART ER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUART ER 3	QUART ER 4	2022-23 Annual Target	Actual Achievement	Milestones/Comments	Ownership (1-5)	Rating by the Mayor (1-5)	Rating by the Panel Member (1-5)
To ensure that all HGDM water services schemes are functional.	By repairing all water and sanitation schemes as per complaints received and adherence to Maintenance Plan	Functional water and sanitation schemes	Percentage of complaints resolved within 48 hours	Percentage	55%	55%	55%	55%	55%	55%					



Objective	Strategy	Measurable Output	KPI	UNIT OF MEASURE	QUARTER 1	QUARTER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUARTER 3	QUARTER 4	2022-23 Annual Target	Actual Achievement	Milestones/Comments	Own Rating (1-5)	Rating by the Mayor (1-5)	Rating by the Panel Members (1-5)
To ensure that water and sanitation strategic plans are developed.	By developing water services strategic plan .	1. Reviewed Water Services Development Plan. 2. Infrastructure Asset Management Plan 3. Sewer Master Plan	Date in which the: 1. WSDP was reviewed and adopted by council 2. Infrastructure Asset Management Plan was adopted by the Council. 3. Sewer Master Plan was adopted by the Council.	Date	0	0	0	0	30-Jun-23	30-Jun-23					
To research, planning and design water and wastewater systems for the purpose of providing sustainable water and sanitation services	By conducting feasibility studies, Environmental Impact Assessments, land acquisition, business planning and designing water and wastewater systems.	Technical Feasibility / Business Plans Reports	Number of Technical Feasibility Reports prepared	Number	1	2	3	1	0	4					

Objective	Strategy	Measurable Output	KPI	UNIT OF MEASURE	QUARTER 1	QUARTER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUARTER 3	QUARTER 4	2022-2023 Annual Target	Actual Achievement	Milestones/Comments	Own Rating (1-5)	Rating by the Mayor (1-5)	Rating by the Panel Member (1-5)
To research, plan and design water and wastewater systems for the purpose of providing sustainable water and sanitation services	By conducting feasibility studies, Environmental Impact Assessments, land acquisition, business planning and designing water and wastewater systems.	Projects designs and drawings.	Number of projects completed Designs.	Number	0	1	1	1	2	4					
To improve coverage, quality, efficiency and sustainability of water in all urban and rural communities	By ensuring that all water projects are implemented to eradicate water backlog within the stipulated time frames, quality and approved budget.	Increased percentage of Households with access to basic water	Percentage of households with access to basic water for the first time (945 HH)	Percentage	0	0	0	1,3%	0,76%	2,06%					

Objective	Strategy	Measurable Output	KPI	UNIT OF MEASURE	QUARTER 1	QUARTER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUARTER 3	QUARTER 4	2022-23 Annual Target	Actual Achievement	Milestones/Comments	Own Rating (1-5)	Rating by the Mayor (1-5)	Rating by the Panel Member (1-5)
		Increased percentage of expenditure on capital projects	1.1.3.1. Percentage of expenditure spent on capital projects (MIG)	Percentage	30%	60%	60%	80%	100%	100%					
To improve coverage, quality, efficiency and sustainability of and sanitation in all urban and rural communities	By ensuring that all sanitation projects are implemented to eradicate backlog within the stipulated time frames and approved budget	Increased number of Households connected to sewer water borne	Total number of households connected to sewer water borne for the first time	Number	0	0	0	0	334	334					
		Increased number of jobs created through EPWP incentive grant	Number of jobs created through EPWP Grant	Number	170	0	170	0	0	170					
To increase work opportunities and income support to poor and unemployed people through the labour intensive delivery of public, community asset and services.	By creating employment within the District through our capital projects and programmes.	Increased number of jobs created through EPWP capital projects	Number of jobs created through capital projects.	Number	25	0	25	10	10	45					

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Objective	Strategy	Measurable Output	KPI	UNIT OF MEASURE	QUARTER 1	QUARTER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUARTER 3	QUARTER 4	2022-23 Annual Target	Actual Achievement	Milestones/Comments	Own Rating (1-5)	Rating by the Mayor (1-5)	Rating by the Panel Members (1-5)
To ensure that municipal buildings are maintained effectively	By measuring the no of complains or requests vs the response pertaining reported cases	Maintain safe working environment for the municipal employees	Percentage of request resolved	Percentage	70%	70%	70%	70%	70%	70%					
To showcase and market the district	By continuously updating communities on existing and new service delivery programmes and projects	Marketing and Branding	Date by which the order for marketing material is issued	Date	0	31-Dec-22	31-Dec-22	0	0	31-Dec-22					
To provide reasonable assurance that the municipality adheres to applicable laws and regulations.	By convening audit committee meetings and reporting to Council	Audit Committee meetings convened	Number of audit committee meetings held	Number	1	1	2	1	1	4					
To ensure effective fraud and corruption risk management within the municipality	By providing a framework for fraud and corruption	Meetings held	Number of Risk Ethics and Anti-Fraud Committee meetings held	Number	1	1	2	1	1	4					

Objective	Strategy	Measurable Output	KPI	UNIT OF MEASURE	QUARTER 1	QUARTER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUARTER 3	QUARTER 4	2022-23 Annual Target	Actual Achievement	Milestones/Comments	Own Rating (1-5)	Finding by the Mayor (1-5)	Rating by the Panel Member (1-5)	
	risk management and ensuring effective implementation															
To ensure effective fraud and corruption risk management within the municipality	By providing a framework for fraud and corruption risk management and ensuring effective implementation	Risk assessment conducted	Date in which risk assessment workshop is conducted	Date	0	0	0	0	30-Jun-23	30-Jun-23						
To ensure effective communication internally and externally	By developing a Newsletter on a quarterly basis	Newsletter developed	Number of Newsletters developed and published	Number	1	1	2	1	1	4						
To ensure that the municipality actually spend the percentage of a municipality's budget on implementing its Workplace Skills Plan	By developing a Workplace Skills Plan	workplace skills plan implemented	Number of trainings conducted	Number	5	7	12	7	6	25						
			Percentage of budget spent on Workplace Skills plan	Percentage	20%	30%	30%	60%	100%	100%						
			Date in which WSP was submitted to	Date	0	0	0	0	30-Apr-23	30-Apr-23						

Objective	Strategy	Measurable Output	KPI	UNIT OF MEASURE	QUARTER 1	QUARTER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUARTER 3	QUARTER 4	2022-23 Annual Target	Actual Achievement	Milestones/Comments	Own Rating (1-5)	Rating by the Mayor (1-5)	Rating by the Panel Member (1-5)	
			LGSETA													
To capacitate Supply Chain Management officials and Bld Committee members	By developing a Workplace Skills Plan	Officials trained	Number of officials trained on SCM	Number	0	0	0	0	20	20						
To implement the Integrated Health and Wellness strategy to ensure a healthy, motivated and dedicated workforce	By implementing the Integrated Health and Wellness strategy	Programmes implemented	Number of Health and wellness activities implemented	Number	1	3	4	2	1	7						

Objective	Strategy	Measurable Output	KPI	UNIT OF MEASURE	QUARTER 1	QUARTER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUARTER 3	QUARTER 4	2022-2023 Annual Target	Actual Achievement	Milestones/Comments	Own Rating (1-5)	Rating by the Mayor (1-5)	Rating by the Panel Member (1-5)
To implement the Employment Equity Plan by ensuring that the number of people from employment equity target groups are employed in the three highest levels of management.	By implementing the Employment Equity Plan	Equity Employment Plan implemented	Date by when the Employment Equity Plan is submitted to the Department of Labor	Date	0	0	0	15-Jan-23	0	15-Jan-23					
To implement the Employment Equity Plan by ensuring that the number of people from employment equity target groups are employed in the three highest levels of management.	By implementing the Employment Equity Plan	Equity Employment Plan implemented	Number of Previously Disadvantaged Individuals employed	Number	0	3	3	0	2	5					
To ensure proper management of municipal fleet	By installing fleet management system	Fleet management system installed	Date by when the fleet management system is installed	Date	0	0	0	31-Mar-23	0	31-Mar-23					
To provide secure ICT infrastructure which delivers appropriate levels of data confidentiality and integrity	By ensuring that all annual subscriptions are paid for	Software licenses renewed	Number of software licenses renewed	Number	0	6	6	0	0	6					
To provide adequate backup storage for municipal data and information	By procuring server	Server procured and clustered	Date in which the procurement and clustering of server was completed.	Date	0	0	0	31-Mar-23	0	31-Mar-23					

Objective	Strategy	Measurable Output	KPI	UNIT OF MEASUREMENT	QUARTER 1	QUARTER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUARTER 3	QUARTER 4	2022-23 Annual Target	Actual Achievement	Milestones/Comments	Own Rating (1-5)	Rating by the Mayor (1-5)	Rating by the Panel Member (1-5)
To provide secure ICT environment within the municipality	By conducting ICT awareness	ICT awarenesses conducted	Number of ICT awarenesses conducted	Number	1	1	2	1	1	4					
To implement the Employment Equity Plan by ensuring that the number of people from employment equity target groups are employed in the three highest levels of management	By filling all S54A/56 management positions	Filled S54A/56 management positions	Percentage on filling of S54A/56 management positions	Percentage	100%	100%	100%	100%	100%	100%					
To implement the Employment Equity Plan by ensuring that the number of people from employment equity target groups are employed in the three highest levels of management	By having equal representation on S54A/56 management positions based on gender	Gender representation on S54A/56 management positions	Percentage gender representation on S54A/56 management positions	Percentage	50%	50%	50%	50%	50%	50%					
To ensure improved revenue collection	Enforce credit control and debt management policy	Total amount collected from customers per month	Percentage of Collection from the billed consumers	percentage	60%	60%	60%	60%	60%	60%					



Objective	Strategy	Measurable Output	KPI	UNIT OF MEASURE	QUARTER 1	QUARTER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUARTER 3	QUARTER 4	2022-2023 Annual Target	Actual Achievement	Milestones/Comments	Own Rating (1-5)	Rating by the Mayor (1-5)	Rating by the Panel Member (1-5)
To ensure updated and reliable indigent debtor information	Enforce the indigent management policy	Updated indigent register	Number of existing households with access to free basic services in terms of the indigent register	Number	3000	3000	3000	3000	3000	3000					
To ensure updated and reliable indigent debtor information	Enforce the indigent management policy	Approved indigent register	Date in which indigent register is approved by Council	Date	0	0	0	0	30-Jun-23	30-Jun-23					
To ensure updated and reliable debtor information	Update the consumer database	Updated data	Number of consumers added to database	Number	12000	12000	12000	12000	12000	12000					
To ensure compliance with the MFMA and improve budgeting reporting processes	Coordinate the budget preparation process in line with approved schedule of key deadlines	Budget approved in compliance with MFMA	Date in which the 2023/2024 final budget was approved by Council	Date	0	0	0	0	31-May-23	31-May-23					
To ensure the municipality prepares GRAP compliant annual financial statements for the year ending June 2020 and submit to the Auditor General on time	Prepare monthly control account reconciliations to ensure reliable financial information is reported throughout the year	Interim Financial Statements (IFS) submitted to Internal Auditors	Date in which the Interim Financial Statements are submitted to Internal Audit	Date	0	0	0	31-Mar-23	0	31-Mar-23					

Objective	Strategy	Measurable Output	KPI	UNIT OF MEASURE	QUARTER 1	QUARTER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUARTER 3	QUARTER 4	2022-23 Annual Target	Actual Achievement	Milestones/Comments	Own Rating (1-5)	Rating by the Mayor (1-5)	Rating by the Panel Member (1-5)
To ensure the municipality prepares GRAP compliant annual financial statements for the year ending June 2020 and submit to the Auditor General on time	Prepare monthly control account reconciliations to ensure reliable financial information is reported throughout the year	Annual Financial Statements (AFS) submitted on time	Date in which AFS are submitted to the Auditor General	Date	31-Aug-22	0	31-Aug-22	0	0	31-Aug-22					
To ensure updated fixed asset register	update fixed asset register	Updated fixed asset register	Date in which fixed asset register was updated	Date	31-Aug-22	0	31-Aug-22	0	0	31-Aug-22					
To provide for an integrated and coordinated disaster management that focuses on preventing/reducing the risk of disasters	By developing a fully equipped Disaster Management Centre	Functional Disaster Management Centre	Percentage of reported incidents responded to within 6 hours Date in which the Disaster Management Communication System is procured	Percent age Date	100% 0	100% 0	100% 0	100% 0	100% 30-Jun-23	100% 30-Jun-23					
To ensure the implementation of Municipal Health programme based on the National Norms and Standards	By implementing municipal health	Training on food handling conducted	Number of Health and Hygiene education awarenesses conducted	Number	4	4	8	4	4	16					

Objective	Strategy	Measurable Output	KPI	UNIT OF MEASURE	QUARTER 1	QUARTER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUARTER 3	QUARTER 4	2022-23 Annual Target	Actual Achievement	Milestones/Comments	Own Rating (1-5)	Rating by the Mayor (1-5)	Rating by the Panel Member (1-5)	
	programme based on the National Norms and Standards															
		Samples submitted to laboratory for analysis	Number of water samples submitted to Laboratory for analysis	Number	50	50	100	50	50	200						
		Notifications received for investigation of communicable diseases	Number of notifications received for investigation of communicable diseases	Number	0	0	0	0	1	1						
		Applications received for pauper burial/cessite/exhumation	Number of applications received for pauper burial/cessite/exhumation	Number	0	0	0	0	1	1						
To ensure the implementation of Municipal Health programme based on the National Norms and Standards	By implementing municipal health programme based on the National Norms and Standards	Air Quality Management Plan developed	Date by which the Air Quality Management Plan was developed	Date	0	0	0	0	30-Jun-23	30-Jun-23						
To ensure the implementation of Municipal Health programme based on the National Norms and Standards	By implementing municipal health programme based on the	Fire Beaters and Nap sack tanks procured	Date by which the Fire Beaters and Nap sack tanks were procured	Date	0	0	0	31-Mar-23	0	31-Mar-23						

Objective	Strategy	Measurable Output	KPI	UNIT OF MEASURE	QUARTER 1	QUARTER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUARTER 3	QUARTER 4	2022-23 Annual Target	Actual Achievement	Milestones/Comments	Own Rating (1-5)	Rating by the Mayor (1-5)	Rating by the Panel Member (1-5)	
	National Norms and Standards															
To ensure the Implementation Municipal Health programme based on the National Norms and Standards	By implementing municipal health programme based on the National Norms and Standards	Fire Beaters and Nap sack tanks procured	Number of trainings conducted on the use of fire beaters	Number	0	0	0	6	6	12						
To ensure the implementation Municipal Health programme based on the National Norms and Standards	By implementing municipal health programme based on the National Norms and Standards	Disaster Management Stakeholder Engagements held	Date by which the Disaster Management Stakeholder Engagements take place	Date	0	31-Dec-22	31-Dec-22	0	0	31-Dec-22						

Objective	Strategy	Measurable Output	KPI	UNIT OF MEASURE	QUARTER 1	QUARTER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUARTER 3	QUARTER 4	2022-23 Annual Target	Actual Achievement	Milestones/Comments	Own Rating (1-5)	Rating by the Mayor (1-5)	Rating by the Panel Member (1-5)	
To implement the Youth Development plan	By engaging all youth structures to partake in the implementation of the Youth Development Plan	District Youth Council relaunched	Date by which the District Youth Council will be relaunched.	Date	0	0	0	31-Mar-23	0	31-Mar-23						
		Harry Gwala District Youth Summit held	Date by which Harry Gwala District Youth Summit will be held.	Date	0	0	0	31-Mar-23	0	31-Mar-23						
		Students assisted with tertiary registration fees within Harry Gwala District	Date by which students will be assisted with tertiary registration fees	Date	0	0	0	31-Mar-23	0	31-Mar-23						
		Youth day Commemoration held	Date by which the Youth day commemoration will be held	Date	0	0	0	0	30-Jun-23	30-Jun-23						
To promote healthy life style within the district	By inviting the athletes to participate in Harry Gwala marathon	Harry Gwala marathon hosted	Date in which the Harry Gwala marathon was hosted	Date	0	0	0	0	31-May-23	31-May-23						

Objective	Strategy	Measurable Output	KPI	UNIT OF MEASURE	QUARTER 1	QUARTER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUARTER 3	QUARTER 4	2022-23 Annual Target	Actual Achievement	Milestones/Comments	Own Rating (1-5)	Rating by the Mayor (1-5)	Rating by the Panel Member (1-5)
To promote the horse riding within the district	By hosting rural sporting activities and participating in Provincial tournaments	HGDM participated in Dundee July	Date in which HGDM participated in Dundee July	Date	30-Jul-22	0	30-Jul-22	0	0	30-Jul-22					
To promote human values by fighting poverty, crime, diseases, deprivation and social ills, ensuring moral regeneration by working together through effective partnerships	By engaging all relevant stakeholders in the planning of the municipal event	Functional Operation Sukuma Sakhe/OSS structures	Number of municipal events held	Number	1	1	2	1	1	4					
		Plotter and Software update	Date in which a Plotter is procured	Date	0	0	0	31-Mar-23	0	31-Mar-23					
		GPS Acquisition	Date by when the GIS equipment is procured	Date	0	0	0	31-Mar-23	0	31-Mar-23					
To develop the Harry Gwala District Municipality strategic planning and reporting documents in consultation with relevant stakeholders	By engaging all relevant key stakeholders in the development and reporting documents	IDP roadshows conducted	Number of IDP roadshows conducted	Number	0	4	4	0	4	8					

Objective	Strategy	Measurable Output	KPI	UNIT OF MEASURE	QUARTER 1	QUARTER 2	MID-YEAR TARGET (Combination of Q1 & Q2)	QUARTER 3	QUARTER 4	2022-23 Annual Target	Actual Achievement	Milestones/Comments	Own Rating (1-5)	Rating by the Mayor (1-5)	Rating by the Panel Member (1-5)	
		IDP produced	Date in which the IDP document is approved by Council	Date	0	0	0	0	31-May-23	31-May-23						
		SDF produced	Date in which the SDF document is approved by Council	Date	0	0	0	0	31-May-23	31-May-23						
		Annual Report	Date in which the Annual Report is submitted to Council for noting.	Date	0	0	0	31-Jan-23	0	31-Jan-23						
		Oversight Report	Date in which the Oversight Report is submitted to Council for adoption	Date	0	0	0	31-Mar-23	0	31-Mar-23						

## 2. 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	25		

*[Signature]*

<b>2. Municipal Institutional Development and Transformation</b>	25		
<b>3. Local Economic Development</b>	10		
<b>4. Municipal Financial Viability and Management</b>	10		
<b>5. Good Governance and Public Participation</b>	25		
<b>6. Cross Cutting</b>	05		
<b>Total</b>			
<b>x 80%</b>	<b>100%</b>		<b>%</b>

*S. M.*



**3. 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 (1-5)	RATING BY PANEL MEMBER (1-5)
1. Strategic Direction & Leadership	20			
2. People Management	30			
3. Programme & Project Management	05			
4. Financial Management	20			
5. Change Leadership	10			
6. Governance Leadership	15			
<b>TOTAL</b>	<b>100%</b>			

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**4. 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 (1-5)	RATING BY PANEL MEMBER (1-5)
1. Moral Competencies	15			
2. Planning & Organizing	20			
3. Analysis & Innovation	15			
4. Knowledge and Information Management	15			
5. Communication	15			
6. Results and Quality focus	20			
<b>TOTAL</b>	<b>100%</b>			

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>			%

SIGNED AT Kofo ON THE 15 DAY OF September 2022





THE MUNICIPALITY

Harry Gwala District Mayor

AS WITNESSES:



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



SIGNED AT IXOFO ON THE 13 DAY OF September 2022

 \_\_\_\_\_

The Municipal Manager

Harry Gwala District Municipality

AS WITNESSES:

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

**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 54A MANAGER'S SIGNATURE**

**DATE:** 13/09/2022

\_\_\_\_\_

**MAYOR'S SIGNATURE**

**DATE:** 13/09/2022

**6. 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

**AGREEMENT TO PERFORMANCE AND DEVELOPMENT**

I agree with the objectives as set out in the above Performance and Development Plan and undertake to achieve the objectives as agreed on.

I undertake to support \_\_\_\_\_ (name of jobholder) with the achievement of the above Performance and Development Plan

**FEEDBACK ON INFORMAL QUARTERLY**

**FEEDBACK FROM SUPERVISOR:**  
.....  
.....  
.....  
.....