



**HARRY GWALA DISTRICT MUNICIPALITY**  
**40 MAIN STREET, PRIVATE BAG X 501, IXOPO, 3276 TEL: 039-834 8700**

---

**PERFORMANCE AGREEMENT FOR:  
MUNICIPAL MANAGER:  
MRS A.N. DLAMINI**

---

**FINANCIAL  
YEAR  
2020/2021**

**HARRY GWALA DISTRICT MUNICIPALITY  
PERFORMANCE AGREEMENT  
FOR  
YEAR 2020/2021**

**MADE AND ENTERED INTO BY AND BETWEEN**

**Cllr. Zamokuhle David Nxumalo**

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

**And**

**Mrs. Adelaide Nomnandi Dlamini**

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

## **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> July 2020** and will remain in force until **30 June 2021** 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.

*AU*

**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.

*AW*

CORE MANAGERIAL COMPETENCIES		
LEADERSHIP COMPETENCIES		% Weight
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>

CORE COMPETENCIES		% Weight
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>	<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 of 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 October 2020

Second Quarter: October-December                      Date: 25 January 2021

Third Quarter: January- March                      Date: 30 April 2021

Fourth Quarter: April-June                      Date: 31 July 2021

## **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 July 2020** and will expire on the **30<sup>th</sup> of June 2021**. The parties will enter into a new performance agreement that replaces this agreement by no later than the **31<sup>st</sup> of July 2021**.

### **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 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.

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

This performance agreement is between the Mayor and the Municipal Manager on the expected performance during the **2020/2021** 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 IXOPO ON THE 30 DAY OF July 2020

  
\_\_\_\_\_

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

**AS WITNESSES:**

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

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

SIGNED AT IXOPO ON THE 30 DAY OF July 2020

  
\_\_\_\_\_

**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

*Handwritten initials*

	<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).

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	2020/2021
Surname	DLAMINI
Name	ADELAIDE NOMNANDI
Municipality	HARRY GWALA DISTRICT
Department	MUNICIPAL MANAGER
Race	AFRICAN
Gender	FEMALE
Employee Number	800
Date Of Appointment	

**Salary Package**

*AM*

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

**GOOD GOVERNANCE AND PUBLIC PARTICIPATION 60%**

<b>KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>												
<b>IDP GOAL: TO HAVE IMPROVED SYSTEMS AND PROCEDURES THAT ENHANCE ADMINISTRATIVE FUNCTION AND IMPROVE INTERACTION BETWEEN THE MUNICIPALITY AND MEMBERS OF THE PUBLIC</b>												
<b>KEY CHALLENGE: FULL ADHERENCE TO THE LEGISLATIVE PRESCRIPT THAT GOVERNS LOCAL GOVERNMENT</b>												
<b>Office of The Municipal (OTMM)</b>												
Strategic Objective	Measurable Output	Performance Measure / Indicator	Target				Actual Achievement	Milestone / comment	POE Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
			2020-2021 Annual Target	QUARTER 1	QUARTER 2	QUARTER 3						
To showcase and market the district	Marketing and Branding	Number of marketing activities conducted	4	1	1	1	1					
To promote human values by fighting poverty, crime, diseases, deprava tion and social ills, ensuring moral regeneration by working together through effective partnerships	Functional Operation Sukuma Sakhe) OSS structures	Number of municipal events held	2	0	2	0	0					
To provide reasonable assurance that the municipality adheres to applicable laws and regulations.	Audit Committee meetings convened	Number of audit committee meetings held	4	1	1	1	1					
To ensure effective fraud and corruption risk management within the municipality	Risk Ethics and Anti-Fraud	Date in which Risk Ethics and	31 May 2021	0	0	0	0	31 May 2021				

**KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

**IDP GOAL: TO HAVE IMPROVED SYSTEMS AND PROCEDURES THAT ENHANCE ADMINISTRATIVE FUNCTION AND IMPROVE INTERACTION BETWEEN THE MUNICIPALITY AND MEMBERS OF THE PUBLIC**

**KEY CHALLENGE: FULL ADHERENCE TO THE LEGISLATIVE PRESCRIPT THAT GOVERNS LOCAL GOVERNMENT**

**Office of The Municipal (OTMM)**

Strategic Objective	Measurable Output	Performance Measure / Indicator	Target				Actual Achievement	Milestone / comment	PO E Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
			2020-2021 Annual Target	QUART ER 1	QUART ER 2	QUART ER 3						
	Committee chairperson appointed	Anti-Fraud Committee chairperson is appointed										
	Meetings held	Number of Risk Ethics and Anti-Fraud Committee meetings held	4	1	1	1	1					
	Risk assessment conducted	Date in which risk assessments are conducted	31 March 2021	0	0	31 March 2021	0					

## 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		
2. Municipal Institutional Development and Transformation	15		
3. Local Economic Development	05		
4. Municipal Financial Viability and Management	25		
5. Good Governance and Public Participation	25		
6. Cross Cutting	05		
Total			
x 80%	100%		%

### 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>			



**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>			<b>%</b>

SIGNED AT XOLO ON THE 30 DAY OF July 2020



THE MUNICIPALITY

Harry Gwala District Mayor

AS WITNESSES:



1. ull.

2. KE

SIGNED AT POPO ON THE 30 DAY OF July 2020

Approved

The Municipal Manager

Harry Gwala District Municipality

AS WITNESSES:

1. [Signature]

2. u-sea

**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: 30 July 2020

\_\_\_\_\_

**MAYOR'S SIGNATURE**

DATE: 30 July 2020

**5. 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:**  
.....  
.....  
.....  
.....



**ANNEXURE A: ORGANIZATIONAL 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>	2020/2021
<b>Surname</b>	DLAMINI
<b>Name</b>	ADELAIDE NOMNANDI
<b>Municipality</b>	HARRY GWALA DISTRICT
<b>Department</b>	MUNICIPAL MANAGER
<b>Race</b>	AFRICAN
<b>Gender</b>	FEMALE
<b>Employee Number</b>	800
<b>Date Of Appointment</b>	
<b>Salary Package</b>	

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

- 1.1 Basic Service Delivery
- 1.2 Municipal Transformation and Institutional Development
- 1.3 Social and Local Economic Development
- 1.4 Municipal Financial Viability and Management
- 1.5 Good Governance and Public Participation
- 1.6 Cross Cutting

**KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY**

**IDP GOAL: TO IMPROVE THE COVERAGE, QUALITY, EFFICIENCY AND SUSTAINABILITY OF WATER AND SANITATION SERVICES IN ALL RURAL AND URBAN AREAS**

**KEY CHALLENGE: LACK OF WATER RESOURCES AND PROVISION OF CLEAN DRINKING WATER AND PROPER SANITATION**

**Water Services Department (WSD)**

Strategic Objective	Measurable Output	Performance Measure / Indicator	2020-2021 Annual Target	Target				Actual Achievement	Milestone / comment	POE Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
				QUARTER R 1	QUARTER R 2	QUARTER R 3	QUARTER 4						
To Improve coverage, quality, efficiency and sustainability of water in all urban and rural communities	Increased percentage of Households with access to basic water	Percentage of households with access to basic water	100%	0%	47%	0%	53%						
	Increased number of Households with access to basic water	Number of households with access to basic water for	9162 (HH)	0	4291	0	4871						



**KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY**

**IDP GOAL: TO IMPROVE THE COVERAGE, QUALITY, EFFICIENCY AND SUSTAINABILITY OF WATER AND SANITATION SERVICES IN ALL RURAL AND URBAN AREAS**

**KEY CHALLENGE: LACK OF WATER RESOURCES AND PROVISION OF CLEAN DRINKING WATER AND PROPER SANITATION**

**Water Services Department (WSD)**

Strategic Objective	Measurable Output	Performance Measure / Indicator	Target				Actual Achievement	Milestone / comment	POE Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
			2020-2021 Annual Target	QUARTER R 1	QUARTER R 2	QUARTER R 3						
		the first time										
	Increased percentage of expenditure on capital projects	1.1.3.2. Percentage of expenditure on capital projects (WSIG)	100 %	15%	20%	40%	25%					
To improve coverage, quality, efficiency and sustainability of and sanitation in all urban and rural communities	Increased percentage of households with access to basic sanitation	Percentage of households with access to basic sanitation	100%	0%	0%	0%	100%					
	Increased number of households	Number of households with	1500 VIP units	0	0	0	1500					

**KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY**

**IDP GOAL: TO IMPROVE THE COVERAGE, QUALITY, EFFICIENCY AND SUSTAINABILITY OF WATER AND SANITATION SERVICES IN ALL RURAL AND URBAN AREAS**

**KEY CHALLENGE: LACK OF WATER RESOURCES AND PROVISION OF CLEAN DRINKING WATER AND PROPER SANITATION**

**Water Services Department (WSD)**

Strategic Objective	Measurable Output	Performance Measure / Indicator	Target				Actual Achievement	Milestone / comment	PO E Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
			2020-2021 Annual Target	QUARTER R 1	QUARTER R 2	QUARTER R 3						
	s with access to basic sanitation	access to basic sanitation										
To ensure that WSA is fully complying to its mandate as set by the Department of water and sanitation	Reviewed water policies and By-laws	Date in which water services By-laws were reviewed and gazetted	Reviewed By-laws by June 2021	0	0	0	Wednesday, 30 June 2021					
To ensure that water and waste water systems meet the relevant standard set by the Department	supply of safe drinkable water and safe disposal of effluent	Percentage received under chemical requirement Percentage received under micro-	95%	95%	95%	95%	100%	100%	100%	100%		

**KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY**

**IDP GOAL: TO IMPROVE THE COVERAGE, QUALITY, EFFICIENCY AND SUSTAINABILITY OF WATER AND SANITATION SERVICES IN ALL RURAL AND URBAN AREAS**

**KEY CHALLENGE: LACK OF WATER RESOURCES AND PROVISION OF CLEAN DRINKING WATER AND PROPER SANITATION**

**Water Services Department (WSD)**

Strategic Objective	Measurable Output	Performance Measure / Indicator	Target				Actual Achievement	Milestone / comment	PO E Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
			2020-2021 Annual Target	QUARTER R 1	QUARTER R 2	QUARTER R 3						
of Water and Sanitation.		biological requirement										
		Percentage received under operational requirement	90%	90%	90%	90%	90%					
To repair all water and sanitation schemes as per complaints received.	Functional water and sanitation schemes	Turnaround time to respond to reported complaints	Respond to complaints within 48 hours.	48hrs	48hrs	48hrs	48hrs					
To have an updated water and sanitation strategic plan	Strategic Plans were developed	Date in which the Strategic Plans were developed	30-Jun-21	0	0	0	30-Jun-21					

**KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY**

**IDP GOAL: TO IMPROVE THE COVERAGE, QUALITY, EFFICIENCY AND SUSTAINABILITY OF WATER AND SANITATION SERVICES IN ALL RURAL AND URBAN AREAS**

**KEY CHALLENGE: LACK OF WATER RESOURCES AND PROVISION OF CLEAN DRINKING WATER AND PROPER SANITATION**

**Water Services Department (WSD)**

Strategic Objective	Measurable Output	Performance Measure / Indicator	Target					Actual Achievement	Milestone / comment	PO E Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
			2020-2021 Annual Target	QUARTER R 1	QUARTER R 2	QUARTER R 3	QUARTER 4						
to research, plan and design water and wastewater systems or projects for the purpose of providing sustainable water and sanitation services	Technical Reports Registered Business Plans Final Tender Document Tender Drawings	Number of Business Plans Approved by DWS	23	5	2	6	10						

KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY													
IDP GOAL: TO IMPROVE THE COVERAGE, QUALITY, EFFICIENCY AND SUSTAINABILITY OF WATER AND SANITATION SERVICES IN ALL RURAL AND URBAN AREAS													
KEY CHALLENGE: LACK OF WATER RESOURCES AND PROVISION OF CLEAN DRINKING WATER AND PROPER SANITATION													
INFRASTRUCTURE SERVICES DEPARTMENT													
Strategic Objective	Measurable Output	Performance Measure / Indicator	2020-2021 Annual Target	Target				Actual Achievement	Milestone / comment	POE Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
				QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4						
To Improve coverage, quality, efficiency and sustainability of water in all urban and rural communities	Increased percentage of Households with access to basic water	Percentage of households with access to basic water	0,76%	0	0	0,36%	0,40%						
	Increased number of Households with access to basic water	Number of households with access to basic water	596 (HH)	0	0	282	314						
	Increased percentage of expenditure on capital projects	1.1.3.1. Percent age of expenditure spent on capital projects (MIG) 1.1.3.2. Percentage of expenditure	1.1.3.1. 100 % of Construction budget of R179 168 870 (MIG) 1.1.3.2	1.1.3.1 20 % expenditure of MIG Construction budget (R179 168 870 ), (MIG) 1.1.3.2	1.1.3.1 30 % expenditure of MIG Construction budget (R179 168 870 ), (MIG) 1.1.3.2	1.1.3.1 20 % expenditure of MIG Construction budget (R179 168 870 ), (MIG) 1.1.3.2	1.1.3.1 30 % expenditure of MIG Construction budget (R179 168 870 ), (MIG) 1.1.3.2						

**KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY**  
**IDP GOAL: TO IMPROVE THE COVERAGE, QUALITY, EFFICIENCY AND SUSTAINABILITY OF WATER AND SANITATION SERVICES IN ALL RURAL AND URBAN AREAS**  
**KEY CHALLENGE: LACK OF WATER RESOURCES AND PROVISION OF CLEAN DRINKING WATER AND PROPER SANITATION**  
**INFRASTRUCTURE SERVICES DEPARTMENT**

Strategic Objective	Measurable Output	Performance Measure / Indicator	Target				Actual Achievement	Milestone / comment	POE Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
			2020-2021 Annual Target	QUARTER 1	QUARTER 2	QUARTER 3						
		spent on capital projects (RBIG)	(RBIG) 100 %	60% RBIG Expenditure	40% RBIG Expenditure	0% RBIG Expenditure	0% RBIG Expenditure					
To improve coverage, quality, efficiency and sustainability of and sanitation in all urban and rural communities	Increased number of households connected to sewer borne	Total number of households connected to sewer borne	1.3.1 150 Households	0	0	0	150					
To increase work	Increased number of jobs	Number of jobs created	210	190	20	0	0					

**KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY**

**IDP GOAL: TO IMPROVE THE COVERAGE, QUALITY, EFFICIENCY AND SUSTAINABILITY OF WATER AND SANITATION SERVICES IN ALL RURAL AND URBAN AREAS**

**KEY CHALLENGE: LACK OF WATER RESOURCES AND PROVISION OF CLEAN DRINKING WATER AND PROPER SANITATION INFRASTRUCTURE SERVICES DEPARTMENT**

Strategic Objective	Measurable Output	Performance Measure / Indicator	Target				Actual Achievement	Milestone / comment	PO E Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
			2020-2021 Annual Target	QUARTER 1	QUARTER 2	QUARTER 3						
opportunities and income support to poor and unemployed people through the labour intensive delivery of public, community asset and services.	created through EPWP incentive grant Increased number of jobs created through EPWP capital projects	through EPWP Grant Number of jobs created through capital projects.	0	30	50	50	100					
To ensure that municipal buildings are maintained effectively	Maintain safe working environment for the municipal employees	Turnaround time in response to reported request	48HR S	48HR S	48HR S	48HR S	48HR S					

<b>KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY</b>												
<b>IDP GOAL: TO IMPROVE THE COVERAGE, QUALITY, EFFICIENCY AND SUSTAINABILITY OF WATER AND SANITATION SERVICES IN ALL RURAL AND URBAN AREAS</b>												
<b>KEY CHALLENGE: LACK OF WATER RESOURCES AND PROVISION OF CLEAN DRINKING WATER AND PROPER SANITATION INFRASTRUCTURE SERVICES DEPARTMENT</b>												
Strategic Objective	Measurable Output	Performance Measure / Indicator	2020-2021 Annual Target				Actual Achievement	Milestone / comment	POE Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
			QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4						
	Maintain safe working environment for the municipal employees	Number of request resolved	70%	70%	70%	70%						
		Percentage of request resolved										

<b>KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>												
<b>IDP GOAL: TO HAVE IMPROVED SYSTEMS AND PROCEDURES THAT ENHANCE ADMINISTRATIVE FUNCTION AND IMPROVE INTERACTION BETWEEN THE MUNICIPALITY AND MEMBERS OF THE PUBLIC</b>												
<b>KEY CHALLENGE: FULL ADHERENCE TO THE LEGISLATIVE PRESCRIPT THAT GOVERNS LOCAL GOVERNMENT</b>												
<b>Office of The Municipal (OTMM)</b>												
Strategic Objective	Measurable Output	Performance Measure / Indicator	2020-2021 Annual Target				Actual Achievement	Milestone / comment	POE Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
			QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4						
To showcase and market the district	Marketing and Branding	Number of marketing	4	1	1	1	1					



**KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

**IDP GOAL: TO HAVE IMPROVED SYSTEMS AND PROCEDURES THAT ENHANCE ADMINISTRATIVE FUNCTION AND IMPROVE INTERACTION BETWEEN THE MUNICIPALITY AND MEMBERS OF THE PUBLIC**

**KEY CHALLENGE: FULL ADHERENCE TO THE LEGISLATIVE PRESCRIPT THAT GOVERNS LOCAL GOVERNMENT**

**Office of The Municipal (OTMM)**

Strategic Objective	Measurable Output	Performance Measure / Indicator	Target				Actual Achievement	Milestone / comment	POE Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
			2020-2021 Annual Target	QUART ER 1`	QUART ER 2	QUART ER 3						
		activities conducted										
To promote human values by fighting poverty, crime, diseases, deprava tion and social ills, ensuring moral regeneration by working together through effective partnerships	Functional Operation Sukuma Sakhe)OS structures	Number of municipal events held	2	0	2	0	0					
To provide reasonable assurance that the municipality adheres to applicable laws and regulations.	Audit Committee meetings convened	Number of audit committee meetings held	4	1	1	1	1					
To ensure effective fraud and corruption risk management within the municipality	Risk Ethics and Anti-Fraud Committee chairperson appointed	Date in which Risk Ethics and Anti-Fraud Committee chairperson is appointed	31 May 2021	0	0	0	31 May 2021					

**KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

**IDP GOAL: TO HAVE IMPROVED SYSTEMS AND PROCEDURES THAT ENHANCE ADMINISTRATIVE FUNCTION AND IMPROVE INTERACTION BETWEEN THE MUNICIPALITY AND MEMBERS OF THE PUBLIC**

**KEY CHALLENGE: FULL ADHERENCE TO THE LEGISLATIVE PRESCRIPT THAT GOVERNS LOCAL GOVERNMENT**

**Office of The Municipal (OTMM)**

Strategic Objective	Measurable Output	Performance Measure / Indicator	2020-2021 Annual Target	Target				Actual Achievement	Milestone / comment	POE Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
				QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4						
	Meetings held	Number of Risk Ethics and Anti-Fraud Committee meetings held	4	1	1	1	1						
	Risk assessment conducted	Date in which risk assessments are conducted	31 March 2021	0	0	31 March 2021	0						

**KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

**IDP GOAL: TO ENSURE A SMOOTH FUNCTIONING OF COUNCIL AND THAT STAFF COMPLEMENT IS ABLE TO DELIVER AS PER THE IDP**

**KEY CHALLENGE: SKILLS DEVELOPMENT OF MUNICIPAL EMPLOYEES IN ORDER FOR THEM TO DELIVER SUCCESSFUL BASIC SERVICES**

**Corporate Services**

Strategic Objective	Measurable Output	Performance Measure / Indicator	2020-2021 Annual Target	Target				Actual Achievement	Milestone / comment	PO E Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
				QUARTE R 1	QUARTE R 2	QUARTE R 3	QUARTE R 4						
To ensure that the municipality actually spend the percentage of a municipality's budget on implementing its Workplace Skills Plan	workplace skills plan Implemented	Number of people trained	15	0	15	0	0	0					
		Percentage of budget spent on Workplace Skills plan	100 Percentage of budget spent on Workplace Skills plan	20%	30%	20%	30%						
To capacitate Supply Chain Management officials and Bid Committee members	Officials trained	Date in which WSP was submitted to LGSETA	by June 21	0	0	0	0	June 21					
		Number of officials trained on SCM by June 2021	27	0	27	0	0	0					
To implement the Integrated	Programmes implemented	Number of Health and	7	1	2	2	2						

**KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

**IDP GOAL: TO ENSURE A SMOOTH FUNCTIONING OF COUNCIL AND THAT STAFF COMPLEMENT IS ABLE TO DELIVER AS PER THE IDP**

**KEY CHALLENGE: SKILLS DEVELOPMENT OF MUNICIPAL EMPLOYEES IN ORDER FOR THEM TO DELIVER SUCCESSFUL BASIC SERVICES**

**Corporate Services**

Strategic Objective	Measurable Output	Performance Measure / Indicator	2020-2021 Annual Target	Target				Actual Achievement	Milestone / comment	POE Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
				QUARTE R 1	QUARTE R 2	QUARTE R 3	QUARTE R 4						
Health and Wellness strategy to ensure a healthy, motivated and dedicated workforce		wellness activities implemented											
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	Equity Employment Plan implemented	Number of programmes implemented from the Employment Equity Plan	1	0	0	1	0						

**KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

**IDP GOAL: TO ENSURE A SMOOTH FUNCTIONING OF COUNCIL AND THAT STAFF COMPLEMENT IS ABLE TO DELIVER AS PER THE IDP**

**KEY CHALLENGE: SKILLS DEVELOPMENT OF MUNICIPAL EMPLOYEES IN ORDER FOR THEM TO DELIVER SUCCESSFUL BASIC SERVICES**

**Corporate Services**

Strategic Objective	Measurable Output	Performance Measure / Indicator	2020-2021 Annual Target	Target				Actual Achievement	Milestone / comment	PO E Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
				QUARTE R 1	QUARTE R 2	QUARTE R 3	QUARTE R 4						
To provide secure ICT infrastructure which delivers appropriate levels of data confidentiality and integrity	Software licenses renewed	Number of software licenses renewed	5	0	5	0	0						
To ensure effective communication internally and externally	Newsletter developed	Number Newsletters developed and published by 30 June 2021	4	1	1	1	1						
To provide adequate storage for municipal data and information	Server procured and clustered	Date in which the procurement and clustering of server was completed.	Dec-20	0	Dec-20	0	0						

**KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

**IDP GOAL: TO ENSURE A SMOOTH FUNCTIONING OF COUNCIL AND THAT STAFF COMPLEMENT IS ABLE TO DELIVER AS PER THE IDP**

**KEY CHALLENGE: SKILLS DEVELOPMENT OF MUNICIPAL EMPLOYEES IN ORDER FOR THEM TO DELIVER SUCCESSFUL BASIC SERVICES**

**Corporate Services**

Strategic Objective	Measurable Output	Performance Measure / Indicator	2020-2021 Annual Target	Target				Actual Achievement	Milestone / comment	PO E Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
				QUARTE R 1	QUARTE R 2	QUARTE R 3	QUARTE R 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	Filled S54A/56 management positions	Percentage on filling of S54A/56 management positions	100%	100%	100%	100%	100%						
To implement the Employment Equity Plan by ensuring that the number of people from employment equity target	Gender representation on S54A/56 management positions	Percentage gender representation on S54A/56 management positions	50% females and 50% males	50% females and 50% males	50% females and 50% males	50% females and 50% males	50% females and 50% males						

**KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

**IDP GOAL: TO ENSURE A SMOOTH FUNCTIONING OF COUNCIL AND THAT STAFF COMPLEMENT IS ABLE TO DELIVER AS PER THE IDP**

**KEY CHALLENGE: SKILLS DEVELOPMENT OF MUNICIPAL EMPLOYEES IN ORDER FOR THEM TO DELIVER SUCCESSFUL BASIC SERVICES**

**Corporate Services**

Strategic Objective	Measurable Output	Performance Measure / Indicator	2020-2021 Annual Target	Target				Actual Achievement	Milestone / comment	POE Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
				QUARTER R 1	QUARTER R 2	QUARTER R 3	QUARTER R 4						
groups are employed in the three highest levels of management													

**KEY PERFORMANCE AREA: MUNICIPAL FINANCIAL VIABILITY**

**IDP GOAL: TO IMPROVE THE FINANCIAL VIABILITY AND MANAGEMENT OF THE MUNICIPALITY IN ORDER TO FUND MORE QUALITY PROJECTS**

**KEY CHALLENGE: LOW REVENUE BASE AND NON-PAYMENT OF SERVICES BY SOME CUSTOMERS**


**Budget and Treasury Office(BTO)**

Strategic Objective	Measurable Output	Performance Measure / Indicator	2020-2021 Annual Target	Target				Actual Achievement	Milestone / comment	POE Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
				QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4						
To ensure improved revenue collection	Total amount collected from	Percentage of Collection from the billed	75%	70%	75%	75%	75%						

**KEY PERFORMANCE AREA: MUNICIPAL FINANCIAL VIABILITY**  
**IDP GOAL: TO IMPROVE THE FINANCIAL VIABILITY AND MANAGEMENT OF THE MUNICIPALITY IN ORDER TO FUND MORE QUALITY PROJECTS**

**KEY CHALLENGE: LOW REVENUE BASE AND NON-PAYMENT OF SERVICES BY SOME CUSTOMERS**

**Budget and Treasury Office(BTO)**

Strategic Objective	Measurable Output	Performance Measure / Indicator	2020-2021 Annual Target	Target				Actual Achievement	Milestone / comment	POE Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
				QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4						
	customers per month	consumers											
To ensure updated and reliable indigent debtor information	Updated indigent register	Number of consumers on the indigent register	3500	1500	3000	3000	3500						
To ensure updated and reliable debtor information	Updated data	Number of consumers added to database	13000	12444	12550	12550	13000						
To ensure compliance with the MFMA and improve budgeting reporting processes	Budget approved in compliance with MFMA	Date in which the 2021/2022 final budget was approved	May-21	0	0	0	May-21						




**KEY PERFORMANCE AREA: MUNICIPAL FINANCIAL VIABILITY**

**IDP GOAL: TO IMPROVE THE FINANCIAL VIABILITY AND MANAGEMENT OF THE MUNICIPALITY IN ORDER TO FUND MORE QUALITY PROJECTS**

**KEY CHALLENGE: LOW REVENUE BASE AND NON-PAYMENT OF SERVICES BY SOME CUSTOMERS**

**Budget and Treasury Office(BTO)**

Strategic Objective	Measurable Output	Performance Measure / Indicator	Target				Actual Achievement	Milestone / comment	POE Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
			2020-2021 Annual Target	QUARTER 1	QUARTER 2	QUARTER 3						
To ensure the municipality prepares GRAP compliant annual financial statements for the year ending June 2020 and submit to the Auditor General on time	Annual Financial Statements (AFS) submitted on time	Date in which AFS are submitted to Internal Audit and Auditor General	5.5.1 28 February 2021	0	0	1, 2020-02-28 2, 31 Aug-2020	0					
To ensure updated fixed asset register	Updated fixed asset register	Date in which fixed asset register was updated	Jun-21	0	0	0	Jun-21					

**KEY PERFORMANCE AREA: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT**

**IDP GOAL: TO INCREASE THE GROSS DOMESTIC PRODUCT OF THE DISTRICT AND ENSURE FULL PARTICIPATION IN THE ECONOMY TO BENEFIT THE HARRY GWALA COMMUNITY AND ESPECIALLY THE YOUTH**

**KEY CHALLENGE: ATTRACTING INVESTMENT AND GROWING THE ECONOMY OF HARRY GWALA DISTRICT AND INTERPRETATION OF SPATIAL PLANNING AND LINKING IT TO INFRASTRUCTURE PLANNING AND DEVELOPMENT OF HARRY GWALA TOWNS**

**Social Services and Development Planning**

Strategic Objective	Measurable Output	Performance Measure / Indicator	Target				Actual Achievement	Milestone / comment	POE Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
			2020-2021 Annual Target	QUARTER 1	QUARTER 2	QUARTER 3						
To provide for an integrated and coordinated disaster management that focuses on preventing/reducing the risk of disasters	Functional Disaster Management Centre	Percentage of reported incidents responded to within turnaround time	100% within 6 hours	6hrs	6hrs	6hrs	6hrs					
			Jun-21	0	0	0	0	Jun-21				
To gazette Municipal Health Services amended bylaws	gazetted Health services amended bylaws	Date in which Disaster Management Communication System software licence is procured	Jun-21	0	0	0	0					
			Jun-21	0	0	0	0	Jun-21				
		Date in which Municipal Health services Health services amended	Jun-21	0	0	0	0					

**KEY PERFORMANCE AREA: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT**

**IDP GOAL: TO INCREASE THE GROSS DOMESTIC PRODUCT OF THE DISTRICT AND ENSURE FULL PARTICIPATION IN THE ECONOMY TO BENEFIT THE HARRY GWALA COMMUNITY AND ESPECIALLY THE YOUTH**

**KEY CHALLENGE: ATTRACTING INVESTMENT AND GROWING THE ECONOMY OF HARRY GWALA DISTRICT AND INTERPRETATION OF SPATIAL PLANNING AND LINKING IT TO INFRASTRUCTURE PLANNING AND DEVELOPMENT OF HARRY GWALA TOWNS**

**Social Services and Development Planning**

Strategic Objective	Measurable Output	Performance Measure / Indicator	Target				Actual Achievement	Milestone / comment	POE Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
			2020-2021 Annual Target	QUARTER 1	QUARTER 2	QUARTER 3						
		bylaws gazetted										
To ensure the implementation of Municipal Health programme based on the National Norms and Standards	Training on food handling conducted	Number of training conducted on Food handling and inspection	4	1	1	1	1					
	Samples submitted to laboratory for analysis	Number of water samples submitted to Laboratory for analysis	200	50	50	50	50					
To implement the Youth Development plan	Youth programmes implemented	Number of Youth programmes implemented from the Youth Development Plan	2	0	0	0	2					

**KEY PERFORMANCE AREA: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT**

**IDP GOAL: TO INCREASE THE GROSS DOMESTIC PRODUCT OF THE DISTRICT AND ENSURE FULL PARTICIPATION IN THE ECONOMY TO BENEFIT THE HARRY GWALA COMMUNITY AND ESPECIALLY THE YOUTH**

**KEY CHALLENGE: ATTRACTING INVESTMENT AND GROWING THE ECONOMY OF HARRY GWALA DISTRICT AND INTERPRETATION OF SPATIAL PLANNING AND LINKING IT TO INFRASTRUCTURE PLANNING AND DEVELOPMENT OF HARRY GWALA TOWNS**

**Social Services and Development Planning**

Strategic Objective	Measurable Output	Performance Measure / Indicator	Target				Actual Achievement	Milestone / comment	POE Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
			2020-2021 Annual Target	QUARTER 1	QUARTER 2	QUARTER 3						
To empower and promote healthy living, awareness and moral regeneration amongst the vulnerable and communities	Special programmes conducted	Number of Special programmes conducted	N/A									
To foster social cohesion within the district	Cultural festival held	Date in which the cultural festival was held	N/A									
To identify suitable candidates through hosting build up sporting activities so as to participate in Provincial tournaments	HGDM Mayoral Games hosted	Date in which HGDM hosted Mayoral Games	Sep-20	0	Sep-20	0	0					
	HGDM Participated in Indigenous games		Sep-20	0	Sep-20	0	0					

**KEY PERFORMANCE AREA: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT**

**IDP GOAL: TO INCREASE THE GROSS DOMESTIC PRODUCT OF THE DISTRICT AND ENSURE FULL PARTICIPATION IN THE ECONOMY TO BENEFIT THE HARRY GWALA COMMUNITY AND ESPECIALLY THE YOUTH**

**KEY CHALLENGE: ATTRACTING INVESTMENT AND GROWING THE ECONOMY OF HARRY GWALA DISTRICT AND INTERPRETATION OF SPATIAL PLANNING AND LINKING IT TO INFRASTRUCTURE PLANNING AND DEVELOPMENT OF HARRY GWALA TOWNS**

**Social Services and Development Planning**

Strategic Objective	Measurable Output	Performance Measure / Indicator	Target				Actual Achievement	Milestone / comment	POE Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
			2020-2021 Annual Target	QUART ER 1	QUART ER 2	QUART ER 3						
	HGDM Participated in SALGA games	Date in which HGDM participated in SALGA games	0	0	December 2020	0	0					
To promote the horse riding within the district	HGDM participated in Dundee July	Date in which HGDM participated in Dundee July	July 2020	0	0	0	0					
	HGDM hosted Summer Cup	Date in which HGDM hosted Summer Cup	November 2020	0	November 2020	0	0					
To update spatial information and improve the quality of GIS in the municipality	Mapping of Municipal Assets and capturing coordinates for projects	Number of Municipal assets and projects captured and mapped	20	5	5	5	5					
	Plotter and GPS Acquisition	Date in which a Plotter and GPS is procured	Mar-21	0	0	Mar-21	0					

**KEY PERFORMANCE AREA: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT**

**IDP GOAL: TO INCREASE THE GROSS DOMESTIC PRODUCT OF THE DISTRICT AND ENSURE FULL PARTICIPATION IN THE ECONOMY TO BENEFIT THE HARRY GWALA COMMUNITY AND ESPECIALLY THE YOUTH**

**KEY CHALLENGE: ATTRACTING INVESTMENT AND GROWING THE ECONOMY OF HARRY GWALA DISTRICT AND INTERPRETATION OF SPATIAL PLANNING AND LINKING IT TO INFRASTRUCTURE PLANNING AND DEVELOPMENT OF HARRY GWALA TOWNS**

**Social Services and Development Planning**

Strategic Objective	Measurable Output	Performance Measure / Indicator	Target					Actual Achievement	Milestone / comment	POE Ref	Own Rating (1-5)	Rating by the Municipal Manager (1-5)	Rating by the Panel Member (1-5)
			2020-2021 Annual Target	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4						
To develop the Harry Gwala District Municipality strategic planning and reporting documents in consultation with relevant stakeholders	IDP roadshows conducted	Number of IDP roadshows conducted	8	0	4	0	4						
	IDP produced	Date in which the IDP document is approved	May-21	0	0	0	May-21						
	SDF produced	Date in which the SDF document is approved	May-21	0	0	0	May-21						

## 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		
2. Municipal Institutional Development and Transformation	15		
3. Local Economic Development	05		
4. Municipal Financial Viability and Management	25		
5. Good Governance and Public Participation	25		
6. Cross Cutting	05		
Total			
x 80%	100%		%

### 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>			



**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 XOLO ON THE 30 DAY OF July 2020



THE MUNICIPALITY

Harry Gwala District Mayor

AS WITNESSES:



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

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

SIGNED AT IKOFO ON THE 20 DAY OF July 2020

 \_\_\_\_\_

**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 57 MANAGER'S SIGNATURE**

DATE: 30 July 2020

\_\_\_\_\_

**MAYOR'S SIGNATURE**

DATE: 30 July 2020

**5. 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:**  
.....  
.....  
.....