

**PERFORMANCE AGREEMENT
FOR
YEAR 2017/2018**

**MADE AND ENTERED INTO BY AND BETWEEN
Mrs. Adelaide Nomnandi Dlamini**

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

And
Ms. Nokubonga Caroline James

The Executive Director: Social Services and Development
Planning of the Harry Gwala District Municipality
(Hereinafter referred to as "**Executive Director**")

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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.

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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.

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3. COMMENCEMENT AND DURATION

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

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

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

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

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

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

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

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

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

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

5. PERFORMANCE MANAGEMENT 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.

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

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

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

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

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

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

Responsibilities contained in the employee's Job Description linked to the Key Performance Areas (KPA's) in his/her SDBIP/Performance Plan	Weighting
1. Infrastructure and Services	0
2. Socio and Development planning	70
3. Institutional Arrangement	10
4. Good Governance	10
5. Financial Viability	10
TOTAL	100%

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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.

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

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

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 "D" 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.

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

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

6.6. The annual performance appraisal will involve:

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

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

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

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

6.6.2. Assessment of the CMCs

(a) Each CMC should be assessed according to the extent to which the specified standards have been met.

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

(c) The applicable assessment rating calculator (refer to paragraph 6.6.1 above) must then be used to add the scores and calculate a final aggregate score.

7. Management of Performance Outcomes

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

Annexure "D" 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.

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8. Recognition for Performance of additional tasks

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

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

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

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

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

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

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

9. Performance Reviews

The evaluation of the Executive Director: Social and Development planning performance will be done by:

1. The Municipal Manager
2. Chairperson of the Performance Audit Committee or the Audit Committee in the absence of the Performance Audit Committee

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3. One Executive Committee Member
4. Municipal Manager from another municipality
5. Human Resource Manage
6. An audited performance report will be tabled to the Executive Committee.

The performance of the Executive Director: Social Services and Development Planning shall be reviewed on the following dates:

First Quarter: July-September	Date: 30 October 2017
Second Quarter: October-December	Date: 25 January 2018
Third Quarter: January- March	Date: 30 April 2018
Fourth Quarter: April-June	Date: 31 July 2018

10. Consequences of Substandard Performance

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

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

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

If at any stage thereafter the Municipal Manager holds the view that the performance of the Executive Director: Social Services and Development Planning is not satisfactory, the municipality will, subject to compliance with a

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fair procedure and substantive fair reason contemplated in Schedule 8, namely: Code of Good Practice of the Labour Relations Act, Act 66 of 1995, be entitled by notice in writing to the Executive Director to hold a formal disciplinary hearing; or alternatively in terms of the provisions set out in Section 188 A of the Act, or whichever is applicable with a third party to chair the disciplinary hearing.

Nothing contained in this agreement in any way limits the right of the Municipality to terminate the employment of the Executive Director: Social Services and Development Planning 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 1st of July 2017 and will expire on the 30th of June 2018. The parties will enter into a new performance agreement that replaces this agreement by no later than the 31 of July 2018.

13. Dispute Resolution

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

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

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

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

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

A municipal 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 Municipal Manager and the Executive Director: Social Services and Development Planning on the expected performance during the 2017/2018 financial year. The performance agreement is subject to the South African Legislative Framework and the employment contract entered into by and between Municipal Manager and the Executive Director: Social Services and Development Planning. 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;**

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- 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 him 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, assist him to meet the performance objectives and targets established in terms of this Agreement.

16. General

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

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

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

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SIGNED AT HARRY GWALA D.M. ON THIS THE 14 DAY OF
August 2017
[Signature]

THE MUNICIPALITY

Harry Gwala District Municipal Manager

AS WITNESSES:

1. [Signature]
2. [Signature]

SIGNED AT HARRY GWALA D.M. ON THIS THE 14 DAY OF
August 2017

[Signature]
The Executive Director (Social and Development Planning)

AS WITNESSES:

1. [Signature]
2. [Signature]

ANNEXURE A:

PERFORMANCE PLAN (compulsory)

ANNEXURE B:

SERVICE DELIVERY BUDGET AND IMPLEMENTATION PLAN (SDBIP)

ANNEXURE C:

PERSONAL DEVELOPMENT PLAN (PDP)

Competency to be Addressed	Proposed Actions	Responsibility	Time-frame	Expected Outcome

ANNEXURE D:

CORE COMPETENCY SCORING TEMPLATE

Score on Core Competency Assessment	Description
1 (Not Yet Competent)	Demonstrates none of the guideline's components of the core competency
2. (Basic Competence)	Applies basic concepts and methods but requires supervision and coaching
3. (Competent)	Independently develops and applies more advanced concepts and methods. Plans and guides the work of others. Performs analysis.
4. (Advanced)	Understands and applies more complex concepts and methods.

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

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ANNEXURE A: ANNUAL PERFORMANCE PLAN ASSESSMENT FOR SECTION 57 MANAGERS

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

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

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

DETAILS OF THE MANAGER UNDER REVIEW

Period Under Review	2017-2018
Surname	JAMES
Name	NOKUBONGA CAROLINE
Municipality	HARRY GWALA DISTRICT
Department	SOCIAL SERVICES AND DEVELOPMENT PLANNING
Race	AFRICAN
Gender	FEMALE
Employee Number	10009
Date Of Appointment	04 JANUARY 2016
Salary Package	

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1.1 KPA 1: Social Development planning - 60%

NATIONAL KEY PERFORMANCE AREA	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT	PERFORMANCE MEASURES /INDICATOR	TARGET		MILESTONES/ COMMENTS	POE REF.	RATING BY MUNICIPAL MANAGER	OWN RATING (1-5)	RATING BY PANEL MEMBER (1-5)
				2017/2018 ANNUAL TARGET	ACTUAL ACHIEVEMENTS					
Local Economic and Social Development	To improve the social well -being through awareness on health issues and developing mitigating strategies to cope with changing environmental patterns that results to disaster.	Fully equipped Fire Unit	<p>3.1.1. Number of fire beaters procured procure distributed to relevant stakeholders</p> <p>3.1.2. Number of knapsack procure distributed to relevant stakeholders</p>	<p>3.1.5.1. 200 fire beaters procure</p> <p>3.1.5.2. 60 knapsack procure</p> <p>3.1.5.3. 1 Fire and rescue vehicle procure.</p>						
Good Governance and Public Participation	To amend and gazette municipal health by-laws	Gazetted municipal health by-laws	<p>3.2. Date in which the Municipal Health By-laws were gazetted</p>	<p>3.2.5. Amended Municipal Health By-laws</p>						

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NATIONAL KEY PERFORMANCE AREA	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT	PERFORMANCE MEASURES /INDICATOR	TARGET		MILESTONES/ COMMENTS	POE REF.	RATING BY MUNICIPAL MANAGER	OWN RATING (1-5)	RATING BY PANEL MEMBER (1-5)
				2017/2018 ANNUAL TARGET	ACTUAL ACHIEVEMENTS					
Local Economic and Social Development	To coordinate vector and food handling programme, destitute, exhumations and reburials	Safe and healthy environment	<p>3.3.1. Number of inspections conducted</p> <p>3.3.2. Number of street traders training conducted and food handlers</p> <p>3.3.3. % of Communicable diseases cases received.</p> <p>3.3.4. % of exhumations and destitute reburial attended to.</p>	<p>3.3.5. Programmes coordinated</p>						
Local Economic and Social Development	To Monitor water quality to ensure safety for human consumption and communicate the results to water services	Potable water	<p>3.4. Number of water samples taken for analysis and communicate the results to water services</p>	<p>3.4.5. 200 water samples taken for analysis</p>						
Cross Cutting	To advise the stakeholders on issues relevant to	Meeting convened	<p>3.5.1. Number of Disaster Management</p>	<p>3.5.5.1. 4 Disaster Management</p>						



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NATIONAL KEY PERFORMANCE AREA	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT	PERFORMANCE MEASURES /INDICATOR	TARGET		MILESTONES/ COMMENTS	POE REF.	RATING BY MUNICIPAL MANAGER	OWN RATING (1-5)	RATING BY PANEL MEMBER (1-5)
				2017/2018 ANNUAL TARGET	ACTUAL ACHIEVEMENTS					
Issues	the services of Disaster and Municipal Health		Municipal Health Advisory forum 3.5.2 Number of Disaster Management Practitioners Forum meeting	Municipal Health Advisory forum held 3.5.5.2. 4 Disaster Management Practitioners Forum meeting held						
Local Economic and Social Development	To promote the culture of learning and award good performance	Increased school enrolment	3.6.1. Number of learners supported with learning aids 3.6.2. Number of schools awarded	3.6.5.1. 65 learners supported with learning aids 3.6.5.2. 23 schools awarded						
Local Economic and Social Development	To empower and promote healthy living, awareness and moral regeneration amongst the vulnerable and		3.7. Number of Special programmes conducted	3.7.5. 4 Special programmes conducted						

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NATIONAL KEY PERFORMANCE AREA	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT	PERFORMANCE MEASURES /INDICATOR	TARGET		MILESTONES/ COMMENTS	POE REF.	RATING BY MUNICIPAL MANAGER	OWN RATING (1-5)	RATING BY PANEL MEMBER (1-5)
				2017/2018 ANNUAL TARGET	ACTUAL ACHIEVEMENTS					
	communities									
Local Economic and Social Development		Professional players	<p>3.8.1. Date in which HGDM participated in Umkhosi womhlanga August 2017</p> <p>3.8.2. Date in which the Cultural festival was hosted by HGDM.</p>	<p>3.8.5.1. Umkhosi womhlanga held in August 2017</p> <p>3.8.5.2. 1 cultural festival held December 2018</p>						
Local Economic and Social Development	To ensure that special programmes forums are convened to deliberate on issues facing them	Meeting convened	<p>3.9. Number of Religious forum meetings held</p>	<p>3.9.5. 20 special programmes forum</p>						
Local Economic and Social			<p>3.10.1. Date in which HGDM hosted the Rural horse riding</p>	<p>3.10.5.1. HGDM participated in the Dundee July</p>						

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NATIONAL KEY PERFORMANCE AREA	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT	PERFORMANCE MEASURES /INDICATOR	TARGET		MILESTONES/ COMMENTS	POE REF.	RATING BY MUNICIPAL MANAGER	OWN RATING (1-5)	RATING BY PANEL MEMBER (1-5)
				2017/2018 ANNUAL TARGET	ACTUAL ACHIEVEMENTS					
Development			<p>3.10.2. Date in which HGDM participated in the Dundee July</p> <p>3.10.3. Date in which HGDM hosted the marathon</p> <p>3.10.4. Date in which HGDM participated in the Provincial SALGA games by December 2017</p>	<p>by 2017</p> <p>3.10.5.2. HGDM hosted the Rural horse riding by December 2017</p> <p>3.10.5.3. HGDM participated in the Provincial SALGA games by December 2017</p> <p>3.10.5.4. HGDM hosted the marathon by March 2017</p>						
Cross	To perform strategic planning	Renewed Geographical	3.12. Date in which the	3.12.5. Operating						

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NATIONAL KEY PERFORMANCE AREA	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT	PERFORMANCE MEASURES /INDICATOR	TARGET		MILESTONES/ COMMENTS	POE REF.	RATING BY MUNICIPAL MANAGER	OWN RATING (1-5)	RATING BY PANEL MEMBER (1-5)
				2017/2018 ANNUAL TARGET	ACTUAL ACHIEVEMENTS					
Cutting Issues	that is performance orientated for the economic growth of the District whilst ensuring sustainable environment management	Information System(GIS) operating licence	operating licences and Geographical Information System(GIS) data was renewed	2017/2018 ANNUAL TARGET	licences and Geographical Information System(GIS) data renewed by June 2018					
Good Governance and Public Participation		Adopted IDP and SDF documents	3.13.1. Number of strategic planning documents developed 3.13.2. Number of IDP/ SDF roadshows conducted		3.13.5.1. 2 Strategic planning documents reviewed (IDP and SDF) 3.13.5.2. 16 IDP/SDF Roadshows held					
Cross Cutting		Minimised global warming	3.14. Engaging in Municipal greening activities and		3.14.5. Hosting Municipal greening					

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NATIONAL KEY PERFORMANCE AREA	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT	PERFORMANCE MEASURES /INDICATOR	TARGET		MILESTONES/ COMMENTS	POE REF.	RATING BY MUNICIPAL MANAGER	OWN RATING (1-5)	RATING BY PANEL MEMBER (1-5)
				2017/2018 ANNUAL TARGET	ACTUAL ACHIEVEMENTS					
Issues			hosting the greenest Municipal competition	competition by February 2018						
Good Governance and Public Participation		Adopted Annual Report	3.15. Submission of the Annual report to Council, AG, National Treasury and to COGTA by March 2017	3.15.5 Annual report to Council, AG, National Treasury and to COGTA submitted by March 2018						
		Submitted quarterly performance reports	3.15. Number of quarterly performance reports submitted to the internal audit unit for review and provide recommendations on corrective measures.	3.15.5. 4 Quarterly performance reports submitted to the internal audit unit						

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NATIONAL KEY PERFORMANCE AREA	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT	PERFORMANCE MEASURES /INDICATOR	TARGET		MILESTONES/ COMMENTS	POE REF.	RATING BY MUNICIPAL MANAGER	OWN RATING (1-5)	RATING BY PANEL MEMBER (1-5)
				2017/2018 ANNUAL TARGET	ACTUAL ACHIEVEMENTS					
			3.16. Number of LED Forum meetings held	3.16.5. 4 LED tourism forum meetings						
			3.17. Number of SMME and Cooperatives Seminars held.	3.17.5. 4 SMME Seminar						
			3.18. Number of Emerging Contractors trained	3.18.5. 50 Emerging Contractors trained						
			3.19. Number of SMMEs and Cooperatives trained	3.19.5. 25 SMMEs and Cooperatives trained						
			3.20. Number of SMMEs and Cooperatives supported	3.20.5. 8 SMMEs and Cooperatives supported						

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NATIONAL KEY PERFORMANCE AREA	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT	PERFORMANCE MEASURES /INDICATOR	TARGET		MILESTONES/ COMMENTS	POE REF.	RATING BY MUNICIPAL MANAGER	OWN RATING (1-5)	RATING BY PANEL MEMBER (1-5)
				2017/2018 ANNUAL TARGET	ACTUAL ACHIEVEMENTS					
			3.21. Number of households supported with inputs at a small scale	3.21.5. 200 households supported with inputs at a small scale						
			3.22. Number of Bee keeping farmers trained and supported	3.22.5. 15 Bee keeping farmers trained and supported						
			3.23. Date in which the District Events Calendar brochure was developed	3.23.5. 1 District events calendar brochure developed						
			3.24. Date in which the Marutswa Forest Boardwalk Business Plan is developed	3.24.5. Refurbished Marutswa Forest Boardwalk by June 2018						

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NATIONAL KEY PERFORMANCE AREA	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT	PERFORMANCE MEASURES /INDICATOR	TARGET		MILESTONES/ COMMENTS	POE REF.	RATING BY MUNICIPAL MANAGER	OWN RATING (1-5)	RATING BY PANEL MEMBER (1-5)
				2017/2018 ANNUAL TARGET	ACTUAL ACHIEVEMENTS					
			3.25. Number of District tourism Forums held	3.25.5. 4 District Tourism Forums held						
			3.26. Number of rural tourism enterprises supported	3.26.5. 4 Rural Tourism Enterprises supported by June 2018						
			3.27. Number of railway bikes Developed	3.27.5. 4 railway bikes developed by June 2018						
			3.28. Number of Local Tourism events supported	3.28.5. 4 Local Tourism Events supported						
			3.29. Date in which Tourism Month Event held	3.29.5. Tourism Month Event held in						

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NATIONAL KEY PERFORMANCE AREA	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT	PERFORMANCE MEASURES /INDICATOR	TARGET		MILESTONES/ COMMENTS	POE REF.	RATING BY MUNICIPAL MANAGER	OWN RATING (1-5)	RATING BY PANEL MEMBER (1-5)
				2017/2018 ANNUAL TARGET	ACTUAL ACHIEVEMENTS					
				September 2017						
			3.30. Number of Tourism Awareness Campaigns held	3.30.5. 4 Tourism Awareness Campaigns conducted						
			3.31. Date in which Marketing Brand developed	3.31.5. Marketing Material Developed by June 2018						
			3.32. Number of Tourism exhibition Shows attended	3.32.5. 4 Tourism Shows attended						

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1. PERFORMANCE ASSESSMENT RATING

The assessment rating calculator will be used to add the scores and calculate a final KRA score (80%) and a final CMC & COC's score (20%). The tables below should be completed by the summarized total of each panel member (NOTE: Weight should be taken from the signed performance agreement for the year under review)

KPA	Weight	Rating	Score
1. Basic Service Delivery	5		
2. Municipal Institutional Development and Transformation	20		
3. Local Economic Development	5		
4. Municipal Financial Viability and Management	10		
5. Good Governance and Public Participation	60		
Total	100%		
x 80%			%




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

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2. EVALUATION ON THE CORE COMPETENCY

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

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

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

SIGNATURES OF MEMBERS OF THE EVALUATION PANEL

Chairperson : _____

Member : _____

Member : _____

Member : _____

Member : _____

Signed in : _____ on _____ of _____ 201__

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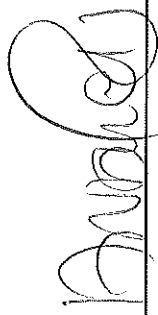
COMMENTS TO THE EVALUATION PANEL

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

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



SECTION 57 MANAGER'S SIGNATURE
DATE:



MUNICIPAL MANAGER'S SIGNATURE
DATE:

1. 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

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AGREEMENT TO PERFORMANCE AND

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

SIGNATURE
..... (name of

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

SIGNATURE:
(name of

FEEDBACK ON INFORMAL QUARTERLY

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

Signature of Supervisor
Date:

Signature of Jobholder
Date:

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Company Name	Project Description	Project Location	Project Status	Project Start	Project End	Project Budget	Project Risk	Project Impact	Project Notes	Project Manager	Project Sponsor	Project Stakeholders	Project Deliverables	Project Milestones	Project Risks	Project Opportunities	Project Challenges	Project Lessons Learned
ALPHABET INC.	Project description for Alphabet Inc. related to AI and machine learning.	Mountain View, CA	Active	2020	2025	\$1.5B	High	Strategic	Key milestones and risks.	J. Ross Johnson	Eric Schmidt	Google AI	AI products, ML research.	2020, 2021, 2022, 2023, 2024, 2025	AI integration, talent acquisition.	AI research, new products.	AI ethics, regulatory compliance.	AI innovation, market leadership.
AMGEN INC.	Project description for Amgen Inc. related to pharmaceutical R&D.	San Diego, CA	Active	2020	2025	\$2.0B	Medium	Strategic	Key milestones and risks.	Robert M. Davis	Richard P. Bressan	Amgen R&D	New drug development, clinical trials.	2020, 2021, 2022, 2023, 2024, 2025	Regulatory changes, clinical trial delays.	Drug pipeline expansion, partnerships.	Drug innovation, patient outcomes.	
AMGEN INC.	Project description for Amgen Inc. related to manufacturing optimization.	San Diego, CA	Active	2020	2025	\$1.0B	Medium	Operational	Key milestones and risks.	Robert M. Davis	Richard P. Bressan	Amgen Ops	Manufacturing efficiency, cost reduction.	2020, 2021, 2022, 2023, 2024, 2025	Supply chain volatility, equipment downtime.	Manufacturing excellence, sustainability.	Manufacturing innovation, operational resilience.	
AMGEN INC.	Project description for Amgen Inc. related to digital transformation.	San Diego, CA	Active	2020	2025	\$0.5B	Medium	Operational	Key milestones and risks.	Robert M. Davis	Richard P. Bressan	Amgen IT	Digital marketing, data analytics.	2020, 2021, 2022, 2023, 2024, 2025	IT security, data privacy.	Digital innovation, customer experience.	Digital transformation, operational efficiency.	

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