



## PERFORMANCE AGREEMENT

Made and entered into by and between

**THE MHLONTLO LOCAL MUNICIPALITY AS REPRESENTED BY THE MAYOR**

duly authorised by Council Resolution

and

**Lungile Ndabeni**

**THE EMPLOYEE OF THE MUNICIPALITY**

**FOR THE FINANCIAL YEAR: 01 July 2022 – 30 June 2023**

## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The Mhlontlo Local Municipality herein represented by **Mbulelo Jara** in his capacity as the **Mayor** (hereinafter referred to as the **Employer** or Supervisor)

and

**Lungile Ndabeni Employee** of the Municipality (hereinafter referred to as the **Employee**).

### WHEREBY IT IS AGREED AS FOLLOWS:

#### 1. INTRODUCTION

- 1.1 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".
- 1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to 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.
- 1.4 The parties wish to 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 Act as well as the employment contract entered into between the parties;
- 2.2. specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3. specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4. monitor and measure performance against set targeted outputs;
- 2.5. use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6. in the event of outstanding performance, to appropriately reward the employee; and
- 2.7. give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

## 3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **01 July 2022** and will remain in force until **30 June 2023**, thereafter a new Performance Agreement, Performance Plan and Personal Development Plan 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 as per para. 7. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive 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 above-mentioned 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.

#### 4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

- 4.1.1. The performance objectives and targets that must be met by the **Employee**; and
- 4.1.2. The time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.

- 4.2.1. The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.

4.3 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**, 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 shall be contained in the Performance Agreement.
- 5.5.1. The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
  - 5.5.2. Each area of assessment will be weighted and will contribute a specific part to the total score.
  - 5.5.3. KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), 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**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	30
Municipal Institutional Development and Transformation	05
Local Economic Development (LED)	05
Municipal Financial Viability and Management	05
Good Governance and Public Participation	55
<b>Total</b>	<b>100%</b>

5.7 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs 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**.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership		
People Management	x	20
Programme and Project Management		
Financial Management	x	20
Change Leadership		
Governance leadership	x	20
CORE OCCUPATIONAL COMPETENCIES (COC)		
Moral competence		
Planning and organising	x	20
Analysis and innovation		
Knowledge and information management		
Communication	x	20
Total percentage	-	100%

## 6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure A) to 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 identified during any performance review discussion must be documented in a **Personal Development Plan** as well as the actions agreed to and implementation must take place within set time frames.

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 performance plan:

- 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 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2. Assessment of the CCRs

- a) Each CCR 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 CCR.
- c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3. Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level.  The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					



Performance Agreement: Mhlontlo Local Municipality

Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

- 6.7 For purposes of evaluating the employees' annual performance, an evaluation panel constituted of the following persons must be established -
- 6.7.1. Municipal Manager;
  - 6.7.2. Chairperson of the Audit committee or performance audit committee;
  - 6.7.3. Member of the Executive Committee
  - 6.7.4. Municipal Manager from another municipality.

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## 7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of the **Employee** in relation to this performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

**First quarter** : July – September 2022  
**Second quarter** : October – December 2022  
**Third quarter** : January – March 2023  
**Fourth quarter** : April – June 2023

- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.
- 7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of **Annexure "A"** from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 7.5 The **Employer** may amend the provisions of **Annexure A** whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as **Annexure B**.

## 9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall –
- 9.1.1. Create an enabling environment to facilitate effective performance by the employee;
  - 9.1.2. Provide access to skills development and capacity building opportunities;
  - 9.1.3. Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;

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- 9.1.4. on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable **him / her** to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5. Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time assisting **him/her** to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

- 10.1 The Employer agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
  - 10.1.1. a direct effect on the performance of any of the **Employee's** functions;
  - 10.1.2. Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
  - 10.1.3. Substantial financial effect on the **Employer**.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:
  - 11.2.1 The first performance bonus (cash rewards) payment band ranges between 5% and 9% of the all-inclusive remuneration package, as follows:
    - I. A score of from 130% to 133.8%, to qualify for a 5% bonus;
    - II. A score of from 133.9% to 137.6%, to qualify for a 6% bonus;
    - III. A score of from 137.7% to 141.1%, to qualify for a 7% bonus;
    - IV. A score of from 141.2% to 145.2%, to qualify for an 8% bonus;
    - V. A score of from 145.3% to 149%, to qualify for a 9% bonus.

11.2.2 The second performance bonus (cash rewards) payment band ranges between 10% and 14% of the all-inclusive remuneration package, as follows:

- I. A score of above 149.1% to 152.9%, to qualify for a 10% bonus;
- II. A score of above 153% to 156.8%, to qualify for a 11% bonus;
- III. A score of above 156.9% to 160.7%, to qualify for a 12% bonus;
- IV. A score of above 160.8% to 164.6%, to qualify for a 13% bonus;

11.2.3 A score of above 164.6%, to qualify for a 14% bonus

11.3 In the case of performance achievement of below 50%, the **Employer** shall –

11.3.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

11.3.2 After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

12.1.1. A member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

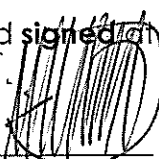
## 13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the employee must be submitted to the Municipal Manager, within fourteen (14) days after the conclusion of the assessment.

Thus, done and signed at Qumbu on this the 01<sup>st</sup> day of July 2022

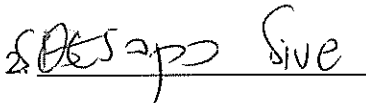
AS WITNESSES:

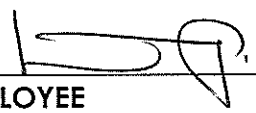
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EMPLOYEE

  
Mayor  
Cllr M Jara

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## ANNEXURE A TO PERFORMANCE AGREEMENT

Senior Manager: Community Services  
MHLONTLO LOCAL MUNICIPALITY

This Plan defines Council's expectations of the Chief Financial Officer in accordance with the Performance Agreement and Section 57 of the Municipal Systems Act which provides that performance objectives and targets must be based on key performance indicators set out from time to time in the Integrated Development Plan of the Municipality.

This Plan consists of:

- Performance plan A.1
- Performance review procedure. A.2
- Consolidated score sheet. A.3
- Individual learning plan. A.4
- Performance control sheet. A.5

The period of this Plan is from 01 July 2022 to 30 June 2023.

KEY TO CONTENT INFORMATION										Weighting	
Basic Service Delivery					Portfolio of Evidence						
Priority Area	Municipal Objective	Programme/Project	Key Performance Indicator	Baseline	Budget	Annual Targets	QUARTERLY TARGETS				
							1 <sup>st</sup> quarter targets	2 <sup>nd</sup> Quarter Targets	3 <sup>rd</sup> Quarter Targets	4 <sup>th</sup> Quarter Targets	
Waste Management	To ensure full compliance with waste management law and regulations	effective integrated waste management plan	Progress towards full implementation	Adopted IWMP		Reviewed IWMP and fully implemented	Reviewed IWMP and Implemented	Implementation of IWMP	Implementation of IWMP	Implementation of IWMP	2,5%
			POE			IWMP document	Report signed by HOD	Report signed by HOD	Report signed by HOD	Report signed by HOD	
			6 grass cutting machines purchased	Qumbu and Tsolo Municipal Sites and Streets	R80 000	Purchased 6 grass cutting machines	Development of specification and purchase of 6 grass cutting machines	N/A	N/A	N/A	2,5%
			POE			Six grass cutting machines	Delivery note and invoices				
			100 job opportunities created	EPWP programme	R3 360 000	100 job opportunities created and daily street cleaning	Signing of EPWP contracts by 100 participants and daily street cleaning in Qumbu and Tsolo	Daily street cleaning in Qumbu and Tsolo	Daily street cleaning in Qumbu and Tsolo	Daily street cleaning in Qumbu and Tsolo	2,5%
			POE			Report on the employed EPWP employees	Signed contracts for 100 EPWP employees	Report signed by HOD	Report signed by HOD	Report signed by HOD	

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Social services and infrastructure	To facilitate construction of 2 library and maintenance of existing ones	Promotion of a culture of long-life learning	Number of successful completed services	No promotional activities have currently undertaken	R	Three literacy programmes completed	Conduct 1 literacy and Heritage Day	Conduct 2 holiday programmes and book clubs for 10 schools with Mhlonito	Conduct 1 library week event	Conduct 1 national book week and Funda Mzantsi Championships	2,5%
POE						Attendance register and report signed by HOD	Attendance register and report signed by HOD	Attendance register and report signed by HOD	Attendance register and report signed by HOD	Attendance register and report signed by HOD	
Social services and infrastructure	To manage transport services in an integrated way	Promotion of safe and Healthy environment	Promotion of safe and healthy environment	Prolazer 111	R80 000	Purchased Prolazer 111	Development of specification and purchase of Prolazer 111	N/A	N/A	N/A	3,2%
POE						Prolazer 111 and invoices	Delivery note and invoices				
Social services and infrastructure	To manage transport services in an integrated way	Promotion of safe and Healthy environment	Promotion of safe and healthy environment	Traffic Section	R1 000 000	Purchased tow truck	Development of specification	Purchase of Tow Truck	N/A	N/A	3,2%
POE						Delivery note and invoices	Specification report	Delivery note and invoices			
Social Services and Infrastructure	To manage transport services in an integrated way	Transport management services and traffic management	Tools and equipment purchased	Traffic Section	R128 000	Purchased tools and equipment	Process for application for fire arm license	Purchase of tools and equipment and purchase of fire arm	N/A	N/A	3,2%
POE						Delivery note and invoices	Report signed by HOD	Delivery note and invoices			
Social Services and Infrastructure	To manage transport services in an integrated way	Transport management services and traffic management	Number of licensed and registered motor vehicles	DLTC in place	R60 000	Licensing of 1000 and registration of 40 vehicles	Licensing of 250 and registration of 10 vehicles	Licensing of 250 and registration of 10 vehicles	Licensing of 250 and registration of 10 vehicles	Licensing of 250 and registration of 10 vehicles	3,2%
POE						Report signed by HOD	Report signed by HOD	Report signed by HOD	Report signed by HOD	Report signed by HOD	

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To manage transport services in an integrated way	Transport management services and traffic management	Number of learner driver tests completed	12 registered examiners	R788 000	Testing of 600 learners license and 1200 driving licenses	Report signed by HOD	8km of road marked, DLTC manoeuvres and 10 road signs installed	Appointment letter and invoices	Delivery of animal feed and medicines for 1000 animals	Delivery note and invoices	Impounding of 1000 stray animals	Report signed by HOD and pound register	Fencing of Qumbu and Tsolo pounds	Appointment letter and invoices	Testing of 150 learners license and 300 driving licenses	Report signed by HOD	Mark 8km of driving manoeuvres and install 10 signs	Development of specification of both pounds	Specification report	Appointment letter and invoices	Delivery of animal medicines for 1000 animals	Delivery note and invoices	Impounding of 250 stray animals	Report signed by HOD and pound register	Maintenance of both pounds (Qumbu and Tsolo)	Report signed by HOD and pound register	Testing of 150 learners license and 300 driving licenses	Report signed by HOD	N/A	3,2%			
POE																																	
To manage transport services in an integrated way	Transport management services and traffic management	Existence of testing route and manoeuvres	Number of signs and markings maintained	R200 000	Testing of 150 learners license and 300 driving licenses	Report signed by HOD	8km of road marked, DLTC manoeuvres and 10 road signs installed	Appointment letter and invoices	Delivery of animal feed and medicines for 1000 animals	Delivery note and invoices	Impounding of 1000 stray animals	Report signed by HOD and pound register	Fencing of Qumbu and Tsolo pounds	Appointment letter and invoices	Testing of 150 learners license and 300 driving licenses	Report signed by HOD	Mark 8km of driving manoeuvres and install 10 signs	Development of specification of both pounds	Specification report	Appointment letter and invoices	Delivery of animal medicines for 1000 animals	Delivery note and invoices	Impounding of 250 stray animals	Report signed by HOD and pound register	Maintenance of both pounds (Qumbu and Tsolo)	Report signed by HOD and pound register	Testing of 150 learners license and 300 driving licenses	Report signed by HOD	N/A	3,2%			
POE																																	
To manage pounds and cemeteries adequately	To manage pounds and cemeteries adequately	Number of animal feed and medicines purchased	2 pounds existing in both Qumbu and Tsolo towns	R 1 354 000	Testing of 150 learners license and 300 driving licenses	Report signed by HOD	8km of road marked, DLTC manoeuvres and 10 road signs installed	Appointment letter and invoices	Delivery of animal feed and medicines for 1000 animals	Delivery note and invoices	Impounding of 1000 stray animals	Report signed by HOD and pound register	Fencing of Qumbu and Tsolo pounds	Appointment letter and invoices	Testing of 150 learners license and 300 driving licenses	Report signed by HOD	Mark 8km of driving manoeuvres and install 10 signs	Development of specification of both pounds	Specification report	Appointment letter and invoices	Delivery of animal medicines for 1000 animals	Delivery note and invoices	Impounding of 250 stray animals	Report signed by HOD and pound register	Maintenance of both pounds (Qumbu and Tsolo)	Report signed by HOD and pound register	Testing of 150 learners license and 300 driving licenses	Report signed by HOD	N/A	3,3%			
POE																																	

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To manage pounds and cemeteries adequately	To manage pounds and cemeteries adequately	Number of complete, accessible, and fully utilised pounds	2 pounds existing in Qumbu and Tsolo towns	R500 000	Subdivision and rezoning designs, plans and relocation of Tsolo pound and cemeteries	Subdivision and rezoning of municipal pounds and cemeteries	Subdivision and rezoning of municipal pounds and cemeteries	Relocation of Tsolo pound	2%
POE					Report and invoices	Signed report	Signed report	Report and invoices	
To manage cemeteries adequately	To manage cemeteries adequately	Number of complete and fully protected cemeteries	2 cemeteries in existence	R1 060 000	Tagging of 200 graves (100 in Qumbu and 100 in Tsolo)	Tagging of 50 graves	Tagging of 50 graves	Tagging of 50 graves	3,2%
POE					Report signed by HOD	Report signed by HOD	Report signed by HOD	Report signed by HOD	
To manage cemeteries adequately	To manage cemeteries adequately	Number of complete and fully protected cemeteries	2 cemeteries in existence	R200 000	Demarcation of cemeteries, extension and fencing completed	Subdivision and rezoning of 3 cemeteries	Develop designs and plans for 3 cemeteries	Fencing of 2 cemeteries	2%
POE					Demarcation of cemeteries report signed by HOD	Report on rezoning and subdivision	Copy of designs and plans	Report and invoices	1%
To ensure universal access to basic socio-economic services to communities and households	To ensure communities are safe from crime and violence in their homes	Active participation of community in community safety programmes	Existence of Community Safety Strategy	R120 000	2 community meetings and 2 community safety awareness campaigns conducted	Convene 1 community safety forum meeting	Conduct 1 community safety awareness campaign	Conduct 1 community safety awareness campaign	3,3%
POE					Report signed by HOD and attendance register	Report signed by HOD and attendance register	Report signed by HOD and attendance register	Report signed by HOD and attendance register	

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	To ensure universal access to basic socio-economic services to communities and households	To ensure communities are safe from crime and violence in their homes	100% reduction in cases of theft or damage to municipal properties	No base line	R500 000	Installation of surveillance cameras to the municipal premises	Development of specification for surveillance cameras	Installation of surveillance cameras to the Municipal premises	N/A	N/A	3,3%
	POE					Delivery note and invoices	Specification report	Report signed by HOD			
	To ensure universal access to basic socio-economic services to communities and households	Protection of Municipal assets and facilities	100% reduction in cases of theft or damage to municipal properties	Existing contracted service providers	R 12 290 000	Provision of security for municipal facilities results in 25% reduction cases and 12 monthly meetings convened	Convene 1 monthly meeting with security service companies and provision of security to the municipal premises	Convene 1 monthly meeting with security service companies and provision of security to the municipal premises	Convene 1 monthly meeting with security service companies and provision of security to the municipal premises	Convene 1 monthly meeting with security service companies and provision of security to the municipal premises	3,3%
POE						Minutes, Appointment letter and invoices	Minutes and attendance register	Minutes and attendance register	Minutes and attendance register	Minutes and attendance register	
Institutional Capacity building and Transformation	A fully cascaded municipal-wide performance management system implemented	A fully cascaded municipal-wide performance management system implemented	Number of formal Performance agreements signed by general workers	PMS Policy and Framework in place	R3	Quarterly and Annual performance reviews for managers across all department completed	Signing of 2 performance agreements signed by managers and individual annual and 4 quarterly performance evaluation conducted to managers	Quarter 1 individual performance evaluation conducted to managers	Midterm individual performance evaluation conducted to managers	Quarter 3 individual performance evaluation conducted to managers	5%
POE						Report signed by HOD	Signed performance agreements by managers and individuals	Signed performance agreements by managers and individuals	Signed performance agreements by managers and individuals	Signed performance agreements by managers and individuals	

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Sound Financial Management	To be a financially viable and sustainable municipality	To increase contribution on own operational revenue to municipal financial resources	Monthly collection rate	25% annual collection	R0	Collection of R350 000 on traffic fines	Report signed by HOD	Collection of R87 500 on traffic fines	Report signed by HOD	Collection of R87 500 on traffic fines	Report signed by HOD	Collection of R87 500 on traffic fines	Report signed by HOD	2%
POE														1%
Sound Financial Management	To be a financially viable and sustainable municipality	To increase contribution on own operational revenue to municipal financial resources	Monthly traffic fines issued	20% of traffic fines issued	R0	Collection of R350 000 on traffic fines	Report signed by HOD	Collection of R87 500 on traffic fines	Report signed by HOD	Collection of R87 500 on traffic fines	Report signed by HOD	Collection of R87 500 on traffic fines	Report signed by HOD	1%
POE														1%
Sound Financial Management	To be a financially viable and sustainable municipality	Supply chain management is effective and efficient	% adherence to the procurement plan	60% adherence to the procurement plan	R0	Collection of R350 000 on traffic fines	Report signed by HOD	Collection of R87 500 on traffic fines	Report signed by HOD	Collection of R87 500 on traffic fines	Report signed by HOD	Collection of R87 500 on traffic fines	Report signed by HOD	1%
POE														1%
Good governance and public participation	A responsive, accountable, inclusive municipal governance and administrative capacity	Risk management	Strategic risk register developed	Strategic risk register	R0	Collection of R350 000 on traffic fines	Report signed by HOD	Collection of R87 500 on traffic fines	Report signed by HOD	Collection of R87 500 on traffic fines	Report signed by HOD	Collection of R87 500 on traffic fines	Report signed by HOD	3,2%
POE														3,2%

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Good governance and public participation	A responsive, accountable, inclusive municipal governance and administrative capacity	Risk management	Strategic risk register developed	Strategic risk register	R	40% of risk mitigation measures implemented	Develop of an operational risk register	Progress report on operational risk register and 20% of risk reduced	Progress report on operational risk register and 40% of risk reduced	Progress report on operational risk register and 40% of risk reduced	3,3%
POE						Report signed by HOD	Report signed by HOD	Report signed by HOD	Report signed by HOD	Report signed by HOD	
Good governance and public participation	A responsive, accountable, inclusive municipal governance and administrative capacity	Contracts management	Number of monthly reports produced on performance of service providers	Service level agreements and contracts	R	12 monthly reports on performance of service providers	3 monthly reports	3 monthly reports	3 monthly reports	3 monthly reports	3,3%
POE						Report signed by HOD	Report signed by HOD	Report signed by HOD	Report signed by HOD	Report signed by HOD	
Good governance and public participation	A responsive, accountable, inclusive municipal governance and administrative capacity	Audit Action Plan	% of Auditor General findings resolved	Management reports, Audit report and Audit Action Plan	R	60% 2021 AG findings resolved	60% 2021 AG findings resolved	N/A	30% 2022 AG findings resolved	60% 2022 AG findings resolved	3,2%
POE						Report signed by HOD	Report signed by HOD	Report signed by HOD	Report signed by HOD	Report signed by HOD	
Good governance and public participation	A responsive, accountable, inclusive municipal governance and administrative capacity	Policy and by-law	Compliance, Order and respect the rule of law	Law enforcement in place and gazetted by-laws	R	Implemented and Enforced by-laws	Enforce by-laws	Enforce by-laws	Enforce by-laws	Enforce by-laws	3,2%
POE						Report signed by HOD	Report signed by HOD	Report signed by HOD	Report signed by HOD	Report signed by HOD	

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**CORE COMPETENCIES CONSTITUTE 80%**



PERFORMANCE REVIEW PROCEDURE
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1. The Municipal Manager will hold a performance planning meeting prior to the signing of the agreement and the sessions should be recorded A6.
2. A formal performance review occurs as per para. 7.
3. The Municipal Manager will conduct the first and second quarter assessments. She may request input from customers on the Chief Financial Officer performance throughout the review period. This may be done through discussion or by asking customers to complete a rating form to submit to the Municipal Manager for consideration. Customers are people who are able to comment on the Chief Financial Officer performance since they have worked closely with him on some or all aspects of his job.
4. For mid-term and annual performance assessment the Municipal Manager will constitute a panel as indicated on para 6.7
5. The Municipal Manager to ask the Chief Financial Officer to prepare for formal appraisal by rating himself against the agreed objectives prior to appearing before the panel
6. The panel is to allocate ratings of the Chief Financial Officer performance against agreed objectives as a result of evidence provided.
7. It may be necessary for the panel give Chief Financial Officer scores and allow him time to consider them before final agreement. In the event of a disagreement, the panel has the final say with regard to the final score that is given.
8. The panel should assign a score in relation to the weighting assigned to a

specific objective. E.g. should a specific objective have been assigned a weighting of 20 points and the objective was achieved then the score allocated would be 20. However, should the objective not have been achieved at all or no satisfactory evidence is provided then a score of 0 would be allocated. Should only a portion of the evidence have been provided, or only a portion of the objective have been achieved, with no valid reason for non-achievement, then a part score would be allocated e.g. 12 out of 20. It should be noted that many performance indicators do not allow for a partial score i.e. it either has or has not been achieved.

9. Only those items relevant for the review period in question should be scored:
10. Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet.
11. Key result areas that have been met should be marked alongside with a Y.
12. Key result areas that have not been met should be marked alongside with a N.
13. Performance Indicators that have been supplied as evidence of achieving an objective should be marked alongside with a Y.
14. Performance Indicators that have not been supplied as evidence of achieving an objective should be marked alongside with a N.
15. Any reasons for non-compliance should be recorded during the review session in the column marked a reason for deviation.
16. The Municipal Manager and Chief Financial Officer to prepare and agree on a Personal Development Plan based on the gaps and development areas identified by the panel.

17. The Municipal Manager and Chief Financial Officer to set new objectives, targets, performance indicators, weightings and dates, etc. for the following financial year.
18. Poor work performance will be dealt with in terms of the incapacity procedure as outlined in the applicable Labor Legislation.

DRAFT

A.3 CONSOLIDATED SCORE SHEET:

SENIOR MANAGER: COMMUNITY SERVICES

Key Objective	Weighting	Manager Community Service's Rating	Performance Assessment Panel Rating	Final / Consolidated Score	Reason for Final Score
1					
2					
3					
4					
5					
<b>Total:</b>	100		<b>Final Score</b>		

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INDIVIDUAL LEARNING PLAN (ILP):  
SENIOR MANAGER: COMMUNITY SERVICES

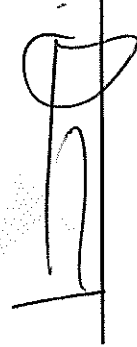
**Personal Development Plan of: GODF**

**Appendix**

Compiled on (Date): 01 JULY 2022

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators, quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person

Employee's signature :



Mayor's signature:



PERFORMANCE PLAN CONTROL SHEET FOR SENIOR MANAGER:  
COMMUNITY SERVICES TO BE UPDATED BY CHIEF FINANCIAL OFFICER

<b>PLANNING PHASE</b>	
Date of 1 <sup>st</sup> Planning Meeting: .....	Date of 2 <sup>nd</sup> Planning Meeting (if applicable): .....
Date copy of Performance Plan handed to employee: .....	Senior Manager: Community Services name:.....
<b>COACHING PHASE (Keep a record of meetings held to give feedback to the Manager Corporate Services on performance related issues)</b>	
<b>REVIEWING PHASE</b>	
Date of Formal half year review: .....	Date of 1 <sup>st</sup> review meeting: .....
Date Chief Financial Officer notified of formal review meeting: .....	Date of 2 <sup>nd</sup> Review Meeting (if applicable): .....
	Senior Manager: Community Services name: .....

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