



## 2022/2023 PERFORMANCE AGREEMENT

Made and entered into by and between

**ABAQULUSI LOCAL MUNICIPALITY**  
"Employer"

(Herein represented by [REDACTED])

(ID No [REDACTED])  
in his/her capacity as

Municipal Manager

and

[REDACTED]  
[REDACTED]  
"Employee"

(Hereinafter referred as the)

Chief Financial Officer (CFO)

NC

SP

M.P.E

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# PERFORMANCE AGREEMENT

## ENTERED INTO AND BETWEEN:

The Municipality of ABAQULUSI herein represent by

 (full name) in his capacity as

MUNICIPAL MANAGER hereinafter referred to as the Employer or Reporting

Officer) and  (full name) Employee of the

Municipality of AbaQulusi (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 Acts 32 of 2000 ("the System 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 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),4(A),(4B) and (5)of the Systems Acts as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance Plan as the basis to assess whether the Employee has met the performance expectations applicable to his/her job;
- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 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 01 JULY 2022 (date) and will remain in
- 3.2 force until 30 JUNE 2023 date) where after 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.
- 3.3 The parties will review the provisions of this Agreement during June each year. 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.
- 3.4 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

3.5 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.

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

4.1 The Performance Plan (Annexure A) sets out-

4.1.1 The performance objectives and targets that must be met 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 and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weighting

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, 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 standard that will be included in the Performance Management System as applicable to the Employee.

**6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS**

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

6.2 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.

6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's), Leading competencies and Core Competencies respectively.

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

6.2.3 KPA's covering the main areas of work will account for 80% and Competencies will account 20% of the final assessment.

6.3 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
Financial Viability & Management	100%
<b>Total</b>	<b>100%</b>

6.4 The Competencies will make the other 20% of the Employee's assessment score.

## 6.5 COMPETENCY FRAMEWORK

LEADING COMPETENCIES	WEIGHT %
1. Strategic Direction and Leadership	15
2. People Management	5
3. Programme and Project Management	10
4. Financial Management	15
5. Change Leadership	5
6. Governance Leadership	10
CORE COMPETENCIES	WEIGHT %
1. Moral competence	10
2. Planning and Organising	5
3. Analysis and Innovation	5
4. Knowledge and Information Management	10
5. Communication	5
6. Result and Quality Focus	5
<b>TOTAL</b>	<b>100%</b>

## 7. EVALUATING PERFORMANCE

7.1 The Performance Plan (Annexure A) to this Agreement sets out-

- 7.1.1 The standards and procedures for evaluating Employee's performance; and
- 7.1.2 The intervals for the evaluation of the Employee's performance.

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

7.3 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.

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

7.5 The annual performance appraisal will involve:

7.5.1 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 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the Competencies

- (a) Each Competency 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 Competency.
- (c) The applicable assessment rating calculator (refer to Paragraph 7.5.1) must then be used to add the scores and calculate a final Competency score.

7.5.3 Overall Rating

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

7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's, and Competencies

LEVEL	TERMINOLOGY	DESCRIPTION	RATING
4	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods	5
3	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses	4
2	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses	3
1	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention	1-2



7.7 For purpose of evaluating the performance Managers accountable to the Municipal Manager, an evaluation panel constituted by the following persons will be established-

- 7.7.1 Municipal Manager
- 7.7.2 Chairperson of the Audit Committee;
- 7.7.4 Member of the Executive Committee; and
- 7.7.5 Mayor and/ or Municipal Manager from another Municipality.

## 8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to his/her 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	October 2022
Second quarter	: October – December	January 2023
Third quarter	: January – March	April 2023
Fourth quarter	: April – June	August 2023

8.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.

8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

8.4 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.

8.5 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.

## **9. DEVELOPMENTAL REQUIREMENTS**

The Personal Development Plan (PDP) for addressing development gaps is number 7 on the Performance Plan.

## **10. OBLIGATIONS OF THE EMPLOYER**

10.1 The Employer shall:

- 10.1.1 Create an enabling environment to facilitate effective performance by the Employee;
- 10.1.2 Provide access to skills development and capacity building opportunities;
- 10.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 10.1.4 On the request of the Employee delegates such powers reasonably required by the Employee to enable him/ her to meet the performance objectives and targets established in term of this Agreement; and
- 10.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

## **11. CONSULTATION**

11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others-

- 11.1.1 A direct effect on the performance of any of the Employee's functions;
- 11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
- 11.1.3 A substantial financial effect on the Employer.

11.2 The employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

## **12 MANAGEMENT OF EVALUATION OUTCOMES**

- 12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 12.2 A performance bonus of 5% to 14% of inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.
- 12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of least twelve months (12) service at current remuneration package 30 June (end of financial year) subject to a fully effective assessment.
- 12.4 In the case of unacceptable performance, the Employer shall-
- 12.4.1 Provide systematic remedial of development support to assist the Employee to improve his or her performance; and
- 12.4.2 After appropriate performance and 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.

## **13 DISPUTE RESOLUTION**

- 13.1 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 in case of managers directly accountable to the Municipal Manager shall be mediated by –
- 13.1.1 The mayor within thirty (30) days of receipt of a formal dispute from the Employee;
- 13.1.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.
- 13.2 Any dispute about outcome of employee's performance evaluations must be mediated by

– in case of the managers directly accountable to the municipal manager, a member of municipal council provided that such member was not part of evaluation panel provided for in section 27(4) (e) within (30) days of receipt of formal dispute from the employee,

Whose decision must be final and binding to both parties


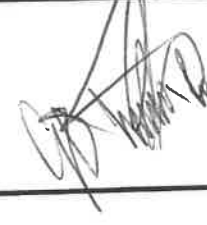
#### 14. GENERAL

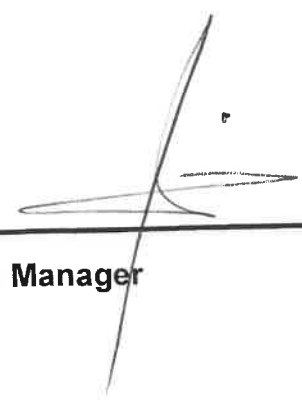
- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be available to the public by the Employer.
- 14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.
- 14.3 No performance bonus will be paid in terms of this agreement irrespective the outcome of performance evaluation results if unauthorised, irregular, fruitless and wasteful (UIFW) expenditure has been incurred in the financial year.
- 14.4 No performance bonus will be paid in terms of this agreement irrespective of the outcome of performance evaluation results in the event that the municipality does not obtain an unqualified audit opinion from the Auditor General in respect of the relevant financial year.
- 14.5 No performance bonus will be paid in terms of this agreement irrespective of the outcome of performance evaluation results in the event that the evidence is not provided or errors not corrected or as a result of poor record keeping which may lead to findings (on compliance or pre-determined objectives) which will prevent the attainment of unqualified audit opinion

Thus, done and signed at VRHEID on this the 13<sup>TH</sup> day of JULY



(Month) 2022 (Year)

**AS WITNESSES:**

- 1. 
- 2. 

  
Municipal Manager

**AS WITNESSES:**

- 1. 
- 2. 

  
Chief Financial Officer

NC NC  
SP



**ABAQULUSI LOCAL MUNICIPALITY  
KZN 263**

**PERFORMANCE PLAN**

**CHIEF FINANCIAL OFFICER(CFO)**

**02 July 2022- 30 JUNE 2023**

The annual management review on Key Performance Areas (KPA), LEADING COMPETENCIES (LC) and Core Competencies (CC) agreed to in each manager performance agreement must be completed.

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

DETAILS OF SENIOR MANAGER	
PERIOD UNDER REVIEW	2022/23
SURNAME	[REDACTED]
NAME	[REDACTED]
DEPARTMENT	Financial Services
RACE	South African
GENDER	Male
EMPLOYEE NO.	[REDACTED]
DATE OF APPOINTMENT	02 July 2021

This plan defines the Council's expectations of the Director Community Services in accordance with the performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act which provides that performance objectives and targets must be based on the key performance indicators set out from time to time in the Municipality's Integrated Development Plan and other related documents.


There are 8 parts to this plan:

1. A statement about the purpose of the position.
2. Scorecard detailing key objectives and their related performance indicators, weightings and target dates
3. Information about the knowledge, skills and behaviours required to perform the job
4. Performance review procedure
5. Consolidated score sheet
6. Link to reward
7. Personal Development Plan
8. Performance Plan Control Sheet

The period of this plan is from July 1, 2022 to June 30, 2023

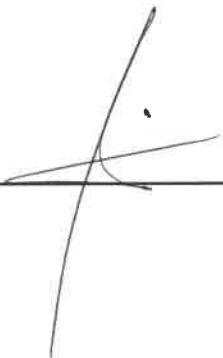
Signed and accepted by the Chief Financial Officer

Signature:

  
\_\_\_\_\_

Date: 12-07-2022

Signed and the approved by the Municipal Manager

Signature:   
\_\_\_\_\_

Date: 12/07/2022

**1. PURPOSE:**

The performance plan defines the Council's expectations of the Director Community Services' performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.



2. SCORECARD

SDBIP Ref No.	Focus Area	Development Objectives	IDP Ref. No	Project	Ward	Budget	Funding Source	Key Perf. Indicator/ Performance Measure	Unit of Measure	Baseline	Annual Target	Quarterly Targets				Res. Dept.	Portfolio of Evidence
												Quarter 1 Target 01 Jul 2022 – 30 Sep 2022	Quarter 2 Target 01 Oct 2022 – 31 Dec 2022	Quarter 3 Target 01 Jan 2023 – 31 March 2023	Quarter 4 Target 01 April 2023 – 30 June 2023		
<b>KPA – Financial Viability &amp; Management:</b>																	
<b>Municipal Goal: Ensure sound financial management and accountability.</b>																	
FVM 01	Revenue	Ensure the Municipal Revenue Streams are optimised		Revenue collection	N/A	N/A	N/A	% of collection Rate on billing by 30 June 2023	percentage (%)		85% of collection Rate on billing on by 30 June 2023	85% of the collection Rate on billing on by 31 Dec 2022	85% of the collection Rate on billing on by 31 March 2023	85% of the collection Rate on billing on by 30 June 2023	Financial Services	Billing report	
FVM 02			24	Revenue collection	N/A	N/A	N/A	% of the collection on the outstanding debtors by 30 June 2023	percentage (%)		50% of the collection Rate on the outstanding debtors by 30 Sep 2022	50% of the collection Rate on the outstanding debtors by 31 Dec 2022	50% of the collection Rate on the outstanding debtors by 31 March 2023	50% of the collection Rate on the outstanding debtors by 30 June 2023		Debtors age analysis	
FVM 03		To ensure effective expenditure control		Expenditure control	N/A	N/A	N/A	% of the Service Providers paid within 30 days	percentage (%)		100% of the Service Providers paid within 30 days by 30 Sep 2022	100% of the Service Providers paid within 30 days by 31 Dec 2022	100% of the Service Providers paid within 31 March 2023	100% of the Service Providers paid within 30 June 2023		Copy of Expenditure Reports & Age analysis	
FVM 04	Expenditure		25	Expenditure control	N/A	N/A	N/A	Percentage of the capital budget actually spent on capital projects by 30 June 2023	percentage (%)		30% of the capital budget actually spent on capital projects by 30 Sep 2022	50% of the capital budget actually spent on capital projects by 31 Dec 2022	80% of the capital budget actually spent on capital projects by 31 March 2023	100% of the capital budget actually spent on capital projects by 30 June 2023		Copy of Expenditure Report	
FVM 05					N/A	N/A	N/A	Percentage of households on Indigent Register with access to free basic services by 30 June 2023	percentage (%)		100% of households on Indigent Register with access to free basic services by 30 June 2023	100% of households on Indigent Register with access to free basic services by 31 Dec 2022	100% of households on Indigent Register with access to free basic services by 31 March 2023	100% of households on Indigent Register with access to free basic services by 20 June 2023	Financial Services	Free Basic Services Report	

SDBIP Ref No.	Focus Area	Development Objectives	IDP Ref. No	Project	Ward	Budget	Funding Source	Key Perf. Indicator/ Performance Measure	Unit of Measure	Baseline	Annual Target	Quarterly Targets				Res. Dept.	Portfolio of Evidence
												Quarter 1 Target 01 Jul 2022 – 30 Sep 2022	Quarter 2 Target 01 Oct 2022 – 31 Dec 2022	Quarter 3 Target 01 Jan 2023 – 31 March 2023	Quarter 4 Target 01 April 2023 – 30 June 2023		
FVM 06	SCM	To strengthen the Supply Chain Unit and Processes	26	Procurement plan adoption	N/A	N/A	N/A	Date Procurement Plan adopted by 30 June 2023	Date	31 May 2022	Procurement Plan adopted by 30 June 2023	N/A	N/A	Draft Procurement Plan in place by 31 March 2023	Final Procurement Plan adopted by 30 June 2023	Copy of Council Resolution & Procurement Plan	
FVM 07				Submission of expenditure on (IIPW) report to MPAC	N/A	N/A	N/A	Number of reports submitted to MPAC by 30 June 2023	Number	4	4(four) reports submitted to the MPAC by 30 June 2023	2(two) reports submitted to MPAC by 31 Dec 2022	3(three) reports submitted to the MPAC by 31 March 2023	4(four) reports submitted to the MPAC by 30 June 2023	(MPAC Agenda) Proof of submission Expenditure report		
FVM 08				SCM Policy review	N/A	N/A	N/A	Date SCM Policy reviewed and adopted 31 May 2023	Date	31 May 2022	SCM Policy reviewed and adopted by 31 May 2023	N/A	N/A	SCM Policy reviewed and adopted by 31 May 2023	SCM Policy & Council Resolution		
FVM 09	Assets	To Maintain Fixed Assets of the Municipality	27	Asset Management	N/A	N/A	N/A	Number of verifications undertaken by 30 June 2023	Number		2(two) quarterly verification of inventory undertaken by 30 June 2023	1(one) quarterly verification of inventory undertaken by 31 Dec 2022	N/A	2(two) quarterly verification of inventory undertaken by 30 June 2023	Copy of the Updated Asset Register		
FVM 10	Financial Reporting	Ensure that financial reporting conforms to all legal and institutional requirements	28	Financial Reporting	N/A	N/A	N/A	Date Draft 2023/24 Budget developed and submitted to Council for noting	Date	31 March 2022	Draft 2023/24 Budget developed and submitted to Council for noting by 31 March 2023	N/A	N/A	Draft Budget developed and submitted to Council for noting by 31 March 2023	Copy of Council Resolution		
FVM 11				Date Final 2023/24 Budget adopted by Council	N/A	N/A	N/A	Date Final 2023/24 Budget adopted by Council	Date	31 May 2022	Final Budget adopted by 31 May 2023	N/A	N/A	Final Budget adopted by 31 May 2023	Copy of Council Resolution		
FVM 12				Number of Sec.71 Reports submitted to the mayor by 30 June 2023	N/A	N/A	N/A	Number of Sec.71 Reports submitted to the mayor by 30 June 2023	Number		12(twelve) sec.71 Reports submitted to the mayor by 30 June 2023	6(six) sec.71 Reports submitted to the mayor by 31 Dec 2022	9(nine) sec.71 Reports submitted to the mayor by 31 March 2023	12(twelve)sec. 71 Reports submitted to the mayor by 30 June 2023	Copy of Council Resolution		
FVM 13				Date Sec. 72 Reports submitted to the Mayor,	N/A	N/A	N/A	Date Sec. 72 Reports submitted to the Mayor,	Number	One	Sec. 72 Reports submitted to the Mayor,	N/A	Sec. 72 Reports submitted to the Mayor,	N/A	Sec 72 Report, proof of submissions		

SDBIP Ref No.	Focus Area	Development Objectives	IDP Ref. No	Project	Ward	Budget	Funding Source	Key Perf. Indicator/ Performance Measure	Unit of Measure	Baseline	Annual Target	Quarterly Targets				Res. Dept.	Portfolio of Evidence
												Quarter 1 Target 01 Jul 2022 – 30 Sep 2022	Quarter 2 Target 01 Oct 2022 – 31 Dec 2022	Quarter 3 Target 01 Jan 2023 – 31 March 2023	Quarter 4 Target 01 April 2023 – 30 June 2023		
								National Treasury and Provincial Treasury			National Treasury, and Provincial Treasury by 25 Jan 2023		National Treasury and Provincial Treasury by 25 Jan 2023				
FVM 14					N/A	N/A	N/A	Number of Sec. 52(d) Reports submitted to Council by 30 June 2023	Number		4(four) sec 52(d) reports submitted to Council by 30 June 2023	1(one) sec 52(d) reports submitted to Council by 30 Sep 2022	2(two) sec 52(d) reports submitted to Council by 31 Dec 2022	3(three)sec 52 reports submitted to Council by 31 March 2023	4(four) sec 52(d) reports submitted to Council by 30 June 2023		Copy of Council Resolution & Sec 52(d) report
FVM 15					N/A	N/A	N/A	Date Annual Financial Statements completed and submitted to AG	Date		Annual Financial Statements completed and submitted to AG by 31 August 2022	Annual Financial Statements completed and submitted to AG by 31 August 2022	N/A	N/A	N/A	Financial Services	

**2. SCORECARD**

**3. COMPETENCY FRAMEWORK**

LEADING COMPETENCIES	WEIGHT %	MILESTONES/COMMENTS	RATING (1-5)	
			OWN	PANEL MEMBER
1. Strategic Direction and Leadership	10			
2. People Management	5			
3. Programme and Project Management	5			
4. Financial Management	20			
5. Change Leadership	10			
6. Governance Leadership	10			
<b>CORE COMPETENCIES</b>				
1. Moral competence	10			
2. Planning and Organising	5			
3. Analysis and Innovation	5			
4. Knowledge and Information Management	10			
5. Communication	5			
6. Result and Quality Focus	5			
<b>TOTAL</b>	<b>100%</b>			

#### 4. PERFORMANCE REVIEW PROCEDURE

- 4.1 A formal performance review occurs once a year in September in relation to the Budget/SDBIP and IDP Review.
- 4.3 The Municipal Manager's to prepare ratings of Director Community Services performance against objectives as a result of his/her evidence and "customers" input.
- 4.4 The Municipal Manager to ask the Director Community Services to prepare for formal appraisal by rating him/herself against the agreed objectives.
- 4.5 The Municipal Manager and Director Community Services to meet to conduct formal performance rating and agree final scores. It may be necessary to have two meetings i.e. give the Director Community Services score and allow him/her time to consider them before final agreement. In the event of a disagreement, the Municipal Manager has the final say with regards to the final score that will be submitted to Council.
- 4.6 Initially the scoring should be recorded on the scorecard and then transferred onto the consolidated score sheet.
- 4.7 Evaluating Performance
  - 4.7.1 The performance plan sets out
    - a. The standards and procedures for evaluating the Employee's performance and,
    - b. The intervals for the evaluation of the employee's performance
  - 4.7.2 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP/OPMS/SDBIP
  - 4.7.3 The Annual Performance appraisal will involve:
    - a. Assessment of the achievement of results as outlined in the performance plan:
      - i. Each KPA should be assessed according to the extent the specified standards or performance indicators have been met and with due regard to adhoc tasks that had to be performed under the KPA
      - ii. An indicative rating on the five-point scale should be provided for each KPA
      - iii. The Applicable assessment rating calculator must then be used to add scores and calculate a final Competency scores.
- 4.7.4 Overall rating
  - a. An overall rating is calculated by using the applicable assessment –rating calculator. Such overall rating presents the outcome of the performance appraisal
- 4.7.5 The assessment of the performance of the Employee will be based on the following rating scale for KPAs and Competencies

LEVEL	TERMINOLOGY	DESCRIPTION	RATING
4	<b>Superior</b>	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods	5
3	<b>Advanced</b>	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses	4
2	<b>Competent</b>	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses	3
1	<b>Basic</b>	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention	1-2

### 5. LINK TO REWARD

The Director Community Services performance will be rewarded according to the following table which is based on a Provincial scale method:

Provincial Scale (%)	100% Scale (%)	Bonus Allocated (%)
130	77.9	5
131	78.5	5.2
132	79.1	5.5
133	79.7	5.7
134	80.3	6.0
135	80.9	6.2
136	81.5	6.5
137	82.1	6.7
138	82.7	6.9
139	83.3	7.2
140	83.9	7.4
141	84.5	7.7
142	85.1	7.9
143	85.7	8.2
144	86.3	8.4
145	86.9	8.6
146	87.5	8.9
147	88.1	9.1
148	88.7	9.4

Provincial Scale	100% Scale	Bonus Allocated
149	89.3	9.6
150	89.9	9.9
151	90.4	10.1
152	91.0	10.4
153	91.6	10.6
154	92.2	10.8
155	92.8	11.1
156	93.4	11.3
157	94.0	11.6
158	94.6	11.8
159	95.2	12.1
160	95.8	12.3
161	96.4	12.5
162	97.0	12.8
163	97.6	13.0
164	98.2	13.3
165	98.8	13.5
166	99.4	13.8
167	100.0	14.0

**NB:** Bonus payments start to be effective at an overall score of 130% depending on the scoring method.



**6. CONSOLIDATED SCORE SHEET**

KEY PERFORMANCE AREA	WEIGHTING	RATING	ASSESSMENT PANEL'S RATING	FINAL/CONSOLIDATED SCORE	REASON FOR FINAL SCORE
Basic Service Delivery & Infrastructure Development	10%				
Social and Local Economic Development	70%				
Cross Cutting Interventions	20%				
<b>Total:</b>	<b>100%</b>		<b>Final Score</b>		

KPA	(A) SUB-TOTAL	(B) % OF ASSESSMENT	(A X B) TOTAL SCORE
Leading Competencies and Core Competencies		80%	
<b>(C) FINAL SCORE</b>			

**ASSESSMENT PANEL SIGNATURES**

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

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

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

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

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

Signed in : \_\_\_\_\_ on \_\_\_\_ of \_\_\_\_ 20\_\_\_\_

7. PERSONAL DEVELOPMENT PLAN

EMPLOYEE'S NAME: Mr. M.J.E. Mthembu					
AREA TO BE DEVELOPED	TYPE OF INTERVENTION	TARGET DATE	PERFORMANCE REVIEW FOR PDP		
			PROGRESS	BARRIERS	ACTIONS TO OVERCOME BARRIERS
Municipal Manager's Name: Z.G. Dhlamini		Employee's Signature: 			
Municipal Manager's Signature: 		Employee's Signature:			

**8. PERFORMANCE PLAN CONTROL SHEET**

**TO BE UPDATED BY THE MUNICIPAL MANAGER**

<b>PLANNING PHASE</b>	<b>Date</b>	<b>Date</b>
<b>Date of 1<sup>st</sup> Review Meeting</b>		<b>Date of Second Review Meeting</b>
<b>COACHING PHASE:</b>		
Record of meetings held to give Director feedback on performance related issues		
<b>Date of Feedback Meeting</b>	<b>Performance issues discussed and corrective action to be taken</b>	
<b>REVIEWING PHASE</b>		
Date of notification of Formal Review		
Formal Review Date		