

**PERFORMANCE AGREEMENT**

MADE AND ENTERED INTO BY AND BETWEEN:

**THE UMZINYATHI DISTRICT MUNICIPALITY  
AS REPRESENTED BY THE MAYOR**

CLLR PETROS MTHANDENI SANI NGUBANE  
.....

AND

LETHUXOLO HOPE MTHEMBU  
.....

**ACTING MUNICIPAL MANAGER**  
**THE EMPLOYEE OF THE MUNICIPALITY**

FOR THE

**FINANCIAL YEAR: 01 JULY 2019 - 30 JUNE 2020**

## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The Umzinyathi District Municipality, herein represented by CLLR Petros Mthandeni Sani Ngubane in his capacity as the Mayor (hereinafter referred to as the Employer)

and

Lethuxolo Hope Mthembu- 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") as amended. 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 (IDP), 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 2019** and will remain in force until **31 October 2019** 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 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.
- 3.3 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 on components contained in this 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 Leading and Core Competencies.
  - 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 Leading and Core Competencies 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 100% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

<b>Key Performance Areas (KPA's)</b>	<b>Weighting</b>
Municipal Institutional Development and Transformation	18
Basic Services Delivery and Infrastructure Development	18
Local Economic Development	18
Good Governance and Public Participation	26
Municipal Financial Viability and Management	12
Cross Cutting	8
<b>Total</b>	<b>100</b>

- 5.7 In the case of managers directly accountable to the Municipal Manager, Key Performance Areas related to the functional area of the relevant manager, must be subject to negotiation between the Municipal Manager and the relevant manager.
- 5.8 The Leading and Core Competencies will make up the other 20% of the **Employee's** assessment, and are indicated on **Annexure A** of the attached Performance Plan.

## **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 Leading and Core Competencies**

- (a) The leading and core competencies 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 the leading and core competencies.
- (c) This rating should be multiplied by the weighting given to each leading and core competencies 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 the leading and core competencies final 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.

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Meet & exceed all standards	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.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
4	Meet all & exceed some standards	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.					
3	Meet all the standards	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	Meet some of the standards	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.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
1	Not meeting the standards	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 annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Mayor;
- 6.7.2 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee;
- 6.7.3 Member of the Executive Committee or in respect of a plenary type Municipality, another member of council;
- 6.7.4 Mayor and/or Municipal Manager from another Municipality; and
- 6.7.5 Member of a ward committee as nominated by the Mayor.

6.8 For purposes of evaluating the annual performance of managers directly accountable to the Municipal Managers, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee;
- 6.8.3 Member of the Executive Committee or in respect of a plenary type Municipality, another member of council; and
- 6.8.4 Municipal Manager from another Municipality.

6.9 The Manager responsible for Human Resources of the Municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).



## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 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:

<b>First quarter</b>	:	July – September 2019
<b>Second quarter</b>	:	October – December 2019
<b>Third quarter</b>	:	January – March 2020
<b>Fourth quarter</b>	:	April – June 2020

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**;

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 to assist 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 A 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 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
  - 11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
- 11.3 In the case of unacceptable performance, 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.
- 11.4 The attainment of an unqualified audit outcome is a minimum standard by which the performance of the Accounting Officer and Senior Managers will be measured in accordance with the Umzinyathi Performance Management system.

## 12. THE ACCOUNTING OFFICER AND SENIOR MANAGERS FIDUCIARY DUTY

- 12.1 An Accounting Officer, Senior Managers in terms of section 77 & 78 of the MFMA or any official delegated in terms of section 79 of the MFMA must act in the best interest of the municipality and take all reasonable steps within their respective areas to ensure that the municipality receives an unqualified audit outcome and that the municipality does not incur any unauthorized, irregular, fruitless or wasteful expenditure.
- 12.2 In the event where a municipality receives an unfavorable audit outcome or incurs unauthorized, irregular, fruitless or wasteful expenditure, the senior manager or accounting officer that prompted the municipality to receive such an outcome or caused the financial misconduct will not receive a performance bonus regardless of the performance evaluation results.
- 12.3 The municipal Council will investigate and take corrective action against the Accounting Officer, Senior Manager and any other official that causes the municipality to receive a negative audit opinion, whose actions have resulted in the municipality incurring unauthorized, irregular, fruitless or wasteful expenditure as permissible by section 171 of the MFMA.

## 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, shall be mediated by –
  - 13.1.1 The MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
  - 13.1.2 Any other person appointed by the MEC.
- 13.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

## 14. GENERAL

- 14.1 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**.
- 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.

Thus **done** and **signed** at .....on this the..... day of .....2019

**AS WITNESSES:**


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

  
ACTING MUNICIPAL MANAGER

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

**AS WITNESSES:**

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

  
MAYOR

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



UMZINYATHI DISTRICT  
MUNICIPALITY

PRINCESS MAGOGO BUILDING 39 Victoria Street, Dundee 3000, Tel: 034 219 1500 Fax: 034 218 1840  
e-mail: info@umzinyathi.gov.za

www.umzinyathi.gov.za

**PERFORMANCE PLAN / SCORECARD - 2019/20**

**ANNEXURE A**

**ACTING MUNICIPAL MANAGER**

<b>NAME:</b>	LETHUXOLO HOPE MTHEMBU	<b>LINE MANAGER:</b>	CLLR PMS NGUBANE
<b>EMPLOYEE NO.</b>	108095	<b>JOB TITLE:</b>	MAYOR
<b>JOB TITLE:</b>	ACTING MUNICIPAL MANAGER	<b>PERIOD:</b>	1 JULY 2019 – 30 JUNE 2020
<b>DIVISION / BUSINESS UNIT:</b>	OFFICE OF THE MUNICIPAL MANAGER	<b>REVIEW DATE:</b>	JANUARY 2020
<b>RATING SCALE:</b>	1 = Not meeting the standards 2 = Meet some of the standards 3 = Meet all the standards 4 = Meet all & exceed some standards 5 = Meet & exceed all standards		

**Key Performance Area's (KPA's)      Weight = 100%**

**Leading and Core Competencies      Weight = 100%**

No	Weight (%)	Goal	Objective	Strategy	Baseline	Key Performance Indicator	Annual Target	Target Date/ Reporting Frequency	Method of Verification
1.		<b>KEY PERFORMANCE AREA (KPA): MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>							
1.1	3	HIGH PERFORMANCE MUNICIPALITY LEADING IN TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	ENSURE GOOD GOVERNANCE, FINANCIAL VIABILITY, EFFICIENT ADMINISTRATION AND OPTIMAL INSTITUTIONAL TRANSFORMATION, WITH CAPACITY TO EXECUTE ITS MANDATE.	Compile and submit Quarterly Performance Reports and Annual Performance reports to IA,AC and Council	New Indicator	% of Organisational Scorecard targets achieved	95%-100%	Quarterly	Actual Organisational Scorecard Quarterly reports by Departments
1.2	2			Promote accountability in all levels of employment	Cascading Pilot exercise	Cascading IPMS to all employment levels	Level E1-E3	30 September 2019	Signed Work Plans

No	Weight (%)	Goal	Objective	Strategy	Baseline	Key Performance Indicator	Annual Target	Target Date/ Reporting Frequency	Method of Verification
1.3	3	HIGH PERFORMANCE MUNICIPALITY LEADING IN TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	ADDRESS LACK OF SKILLS DEVELOPMENT AND SAFEGUARD RETENTION OF SKILLS	Preparation and submission and approval of the 1 <sup>st</sup> draft and final IDP, as required by the MFMA to all relevant authorities	2017/22 IDP	Date of submission of Draft and Final IDP to Council and KZN Cogta	31 March 2020 30 June 2020	31 March 2020 30 June 2020	Council Resolution Acknowledgement of receipt from KZN Cogta
1.4	2			Review of Municipal Organogram	2017/18 Municipal Organogram	Date of adoption of Municipal Organogram	1	30 June 2020	Council Resolution
1.5	2			Ensure the functionality of the Municipal Managers Forum	4 in 2015/16	No of Municipal Managers Forums held	4	Quarterly	Notices of the meetings Minutes

No	Weight (%)	Goal	Objective	Strategy	Baseline	Key Performance Indicator	Annual Target	Target Date/ Reporting Frequency	Method of Verification
1.6	2	HIGH PERFORMANCE MUNICIPALITY LEADING IN TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	ADDRESS LACK OF SKILLS DEVELOPMENT AND SAFEGUARD RETENTION OF SKILLS	Submit monthly and quarterly reports to DCog and KZN Cogta	Challenged municipality	% of municipal functionality in terms of the Back to Basics programme	75-100%	Quarterly	Report from COGTA
1.7	2			Implementation of skills development programmes	New Indicator	% of budget spent on workplace skills plan	100%	30 June 2020	Expenditure report(System print out)
1.8	2				New Indicator	Number of workplace skills development programmes implemented	10	30 September 2019(1) 31 December 2019(8) 31 March 2020(1)	Bursary Agreements MOU

**MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMARION - FINAL SCORE** /18

**2. KEY PERFORMANCE AREA (KPA): BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT**



No	Weight (%)	Goal	Objective	Strategy	Baseline	Key Performance Indicator	Annual Target	Target Date/ Reporting Frequency	Method of Verification
2.1	3			Implementation of water and sanitation projects to ensure the provision of service delivery needs to the community of Umziyathi District	New Indicator	Total number of water and sanitation projects under construction	37	30 September 2019(30) 30 June 2020 (7)	Site meeting minutes Progress reports
2.2	3				New Indicator	Number of water and sanitation projects completed	22	31 December 2019(4) 31 March 2020(10) 30 June 2020(8)	Site meeting minutes Progress reports

No	Weight (%)	Goal	Objective	Strategy	Baseline	Key Performance Indicator	Annual Target	Target Date/ Reporting Frequency	Method of Verification
2.3	3	ERADICATION OF SERVICE DELIVERY BACKLOGS	PROVISION OF WATER AND SANITATION SERVICES TO THE COMMUNITY TO ERADICATE SERVICE DELIVERY	Reduction of water backlogs	638 in 2016/17	No of households to be provided with access to water within RDP standard	3669 households	30 June 2020	GPS co-ordinates List of the beneficiaries
2.4	3		PROVISION OF WATER AND SANITATION SERVICES TO THE COMMUNITY TO ERADICATE SERVICE DELIVERY BACKLOGS	Reduction of sanitation backlogs	4442 in 2016/17	No of households to be provided with access to sanitation facilities within RDP standards	Msinga=300 Nquthu=300 Endumeni=300 =900 households	30 June 2020	GPS co-ordinates List of the beneficiaries

No	Weight (%)	Goal	Objective	Strategy	Baseline	Key Performance Indicator	Annual Target	Target Date/ Reporting Frequency	Method of Verification
2.5	3	ERADICATION OF SERVICE DELIVERY BACKLOGS	EFFECTIVE AND EFFICIENT OPERATIONS AND MAINTANCE UNIT, RESPONSIVE TO THE NEEDS OF THE COMMUNITY.	Undertaking of operations and maintenance	New Indicator	Number of water treatment works operations and maintenance undertaken	12	Quarterly	Lab results
2.6	3				New Indicator	Number of waste water treatment works operations and maintenance undertaken	5	Quarterly	Lab results

**BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT - FINAL SCORE**

/ 18

**3. KEY PERFORMANCE AREA (KPA): LOCAL ECONOMIC DEVELOPMENT**

No	Weight (%)	Goal	Objective	Strategy	Baseline	Key Performance Indicator	Annual Target	Target Date/ Reporting Frequency	Method of Verification
3.1	3	ECONOMICALLY VIABLE DISTRICT PROMINENT IN INVESTMENT AND JOB CREATION	GUIDE AND SUPPORT SME DEVELOPMENT AND SUSTAINABILITY TO INCREASE AGRICULTURAL AND TOURISM POTENTIAL WITHIN THE DISTRICT.	Implementation of Co-operatives and Small Enterprise Development Programmes in manufacturing, tourism, agriculture, service sector and informal economy	1	No of agricultural Co-operatives supported with mechanisation ,enterprise development & market support	10	<p>Ezamakunene (Q1)</p> <p>Uitzeg (Q2)</p> <p>Othini (Q1)</p> <p>Escengeni (Q1)</p> <p>Mazabeko (Q1)</p> <p>Makhankane (Q1)</p> <p>Matshematshe(Q1)</p> <p>Kwaleje (Q2)</p> <p>Skeepsdaal (Q2)</p> <p>Ekukhanyeni (Q2)</p>	<p>Signed Close out report by Senior Manager</p> <p>Signed agreement between Municipality and Co-Operative.</p>

No	Weight (%)	Goal	Objective	Strategy	Baseline	Key Performance Indicator	Annual Target	Target Date/ Reporting Frequency	Method of Verification
3.2	3	ECONOMICALLY VIABLE DISTRICT PROMINENT IN INVESTMENT AND JOB CREATION	GUIDE AND SUPPORT SMME DEVELOPMENT AND SUSTAINABILITY TO INCREASE AGRICULTURAL AND TOURISM POTENTIAL WITHIN THE	Facilitate participation of local SMMEs in main stream economic activities through skills development and access to funding	SMME Strategy	No of SMMEs in the manufacturing sector supported	2 Masoshangane Co-op Isandlwana Co-op	31 December 2019	Signed bi – annual report by Senior Manager endorsed by Portfolio Committee

No	Weight (%)	Goal	Objective	Strategy	Baseline	Key Performance Indicator	Annual Target	Target Date/ Reporting Frequency	Method of Verification
3.3	3	ECONOMICALLY VIABLE DISTRICT PROMINENT IN INVESTMENT AND JOB CREATION	GUIDE AND SUPPORT SME DEVELOPMENT AND SUSTAINABILITY TO INCREASE AGRICULTURAL AND TOURISM POTENTIAL WITHIN THE DISTRICT.	Establish a special purpose vehicle that will manage the implementation of high impact programmes and projects to address job creation, poverty alleviation and improve per capita income of local citizens	New Indicator	No of Board of Directors for District agency appointed	30 June 2020	30 June 2020	Appointment letters

No	Weight (%)	Goal	Objective	Strategy	Baseline	Key Performance Indicator	Annual Target	Target Date/ Reporting Frequency	Method of Verification
3.4	3	ECONOMICALLY VIABLE DISTRICT PROMINENT IN INVESTMENT AND JOB CREATION	GUIDE AND SUPPORT SMME DEVELOPMENT AND SUSTAINABILITY TO INCREASE AGRICULTURAL AND TOURISM POTENTIAL WITHIN THE DISTRICT.	Promotion of tourism marketing through financial support, shows and exhibitions Support of Tourism Institutional Structures	5	No of Tourism Institutional structures supported with grant funding	5 Battlefields route association (4) Local CTOs	30 September 2019	Signed agreement and payment voucher

No	Weight (%)	Goal	Objective	Strategy	Baseline	Key Performance Indicator	Annual Target	Target Date/ Reporting Frequency	Method of Verification
3.5	3	ECONOMICALLY VIABLE DISTRICT PROMINENT IN INVESTMENT AND JOB CREATION	GUIDE AND SUPPORT SME DEVELOPMENT AND SUSTAINABILITY TO INCREASE AGRICULTURAL AND TOURISM POTENTIAL WITHIN THE DISTRICT.	Establishment and implementation of key capital and social initiatives projects to enhance economic development and job creation	100	No. of jobs created through municipality's LED initiatives (Co-Operatives)	164	30 June 2020	Appointment letters
3.6	3					No of jobs opportunities created through EPWP	795	30 June 2020	Appointment letters

**LOCAL ECONOMIC DEVELOPMENT - FINAL SCORE**

**/18**

**4. KEY PERFORMANCE AREA (KPA): GOOD GOVERNANCE AND PUBLIC PARTICIPATION**



No	Weight (%)	Goal	Objective	Strategy	Baseline	Key Performance Indicator	Annual Target	Target Date/ Reporting Frequency	Method of Verification
4.1	2	CREATE AN ACCOUNTABLE MUNICIPALITY THAT ENCOURAGES GOOD CORPORATE GOVERNANCE, A HEALTHY ENVIRONMENT AND SOCIAL COHESION.	ENHANCE HEALTHY COMMUNITIES AND CITIZENS	Co-ordinate participation of the various stakeholders in sport and recreational programmes	5	No. of sports and recreational programmes participated into	9	30 September 2019 (NDE July & Umhlanga, Ultra Marathon ,Mayoral Cup) 31 December 2019 (JG, GG& Summer Handicap, SALGA, Kweshwama)	Signed Close out report by the Head of Department endorsed by Portfolio Committee
4.2	2			Encourage active participation by implementing sound programmes for people living with disabilities	New Indicator	No of community projects supported with tools of trade	2	31 December 2019	Signed Close out report

No	Weight (%)	Goal	Objective	Strategy	Baseline	Key Performance Indicator	Annual Target	Target Date/ Reporting Frequency	Method of Verification
4.3	2			Implement skills development programmes	2	Number of community skills development programmes implemented	9	30 September 2019(2) 31 December 2019(3) 31 March 2020(4)	Learner Agreements MOU
4.4	2				New Indicator	No of learners trained in artisan trades	40	30 June 2020	Completion certificates
4.5	2			Inspection of food outlets (both formal and informal)	41	No of food outlets visited and inspected both formal and informal	90	20 Q1 25 Q2 25Q3 20Q4	Certificate issued Health Inspection Report
4.6	2			Taking of water samples from sources used for human consumption	250 water samples to be taken from sources used for human consumption	No of water samples to be taken from sources used for human consumption	240	60 Samples taken on a quarterly basis	Water samples results

No	Weight (%)	Goal	Objective	Strategy	Baseline	Key Performance Indicator	Annual Target	Target Date/ Reporting Frequency	Method of Verification
4.7	2	CREATE AN ACCOUNTABLE MUNICIPALITY THAT ENCOURAGES GOOD CORPORATE GOVERNANCE, A HEALTHY ENVIRONMENT AND SOCIAL COHESION.	IMPROVE COMMUNICATION AND PUBLIC PARTICIPATION BETWEEN THE MUNICIPALITY AND COMMUNITIES.	Preparation of quarterly newsletters	2	No of external News Letters produced	4	Quarterly	Actual copies of the Newsletters
4.8	2			Facilitate media briefs on service delivery and invite relevant stakeholders.	4	No of media brief held	4	Quarterly	Attendance register
4.9	2			Implementation of risk mitigation strategies	92% in 2015/16	% of risk mitigation strategies implemented	100%	Quarterly	Risk Management report
4.10	2			Develop Internal Audit Plan in line with the Annual Risk Assessment results	New Indicator	Date of adoption of Internal audit plan	31 December 19	Annually	Audit Committee minutes

No	Weight (%)	Goal	Objective	Strategy	Baseline	Key Performance Indicator	Annual Target	Target Date/ Reporting Frequency	Method of Verification
4.11	2	CREATE AN ACCOUNTABLE MUNICIPALITY THAT ENCOURAGES GOOD CORPORATE GOVERNANCE, A HEALTHY ENVIRONMENT AND SOCIAL COHESION.	PROVISION OF A SOUND OVERSIGHT ROLE TO ENSURE EFFECTIVENESS AND GUIDANCE IN ALL MUNICIPAL COMMITTEES.	Facilitate and provide secretariat support to legislative and Inter-governmental Structures meetings.	0 in 2016/17	No of the Municipal Public Accounts Committee meetings to be provided with secretariat support	4	Quarterly	MPAC minutes
4.12	2			Facilitate the community report back meeting and community visits	6 in 2016/17	No of Audit Committee meetings provided with secretariat support	4	Quarterly	Audit Committee minutes
4.13	2			Facilitate the community report back meeting and community visits	New Indicator	No of Mayoral community report back meetings and community visits held	4	Quarterly	Attendance registers

**GOOD GOVERNANCE AND PUBLIC PARTICIPATION-FINAL SCORE** /26

**5. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

Acting Municipal Manager

No	Weight (%)	Goal	Objective	Strategy	Baseline	Key Performance Indicator	Annual Target	Target Date/ Reporting Frequency	Method of Verification
5.1	2	PROMOTE SOUND FINANCIAL MANAGEMENT SYSTEM AND GOOD GOVERNANCE.	EFFECTIVELY MANAGE THE MUNICIPAL RESOURCES AND ENSURE FINANCIAL SUSTAINABILITY.	Ensure the management of the expenditure for the infrastructure programmes	100% expenditure of the MIG programme	% of expenditure on infrastructure programme (MIG)	100%	30 June 2020	Quarterly and annual expenditure reports
5.2	2			Ensure the preparation and submission of section 72 reports to Council, PT and NT	31 January 2019	Date of adoption of section 72 report.	25 January 2020	25 January 2020	Council Resolution Acknowledgement of receipt from PT and NT
5.3	2			Improvement of collection rate	30% collection rate	% of the collection rate	45% of the collection rate	30 June 2020	Revenue report
5.4	2	PROMOTE SOUND FINANCIAL MANAGEMENT SYSTEM AND GOOD GOVERNANCE.	EFFECTIVELY MANAGE THE MUNICIPAL RESOURCES AND ENSURE FINANCIAL SUSTAINABILITY.	Unqualified report from the Auditor General on the 2015/16 Annual financial statements.	2017/18 adverse opinion	External Auditors audit outcome	Qualified	31 March 2020	AG Final report

No	Weight (%)	Goal	Objective	Strategy	Baseline	Key Performance Indicator	Annual Target	Target Date/ Reporting Frequency	Method of Verification
5.5	2			Ensure spending on free basic services budget	100%	% of budget spent on free basic services	100%	30 June 2020	System print out
5.6	2			Tabling and adoption of the Draft and final 2019/20 Budget to Council, and submission to PT and NT	2018/19 Budget	Date of adoption of draft budget and final budget	31 March 2020 31 May 2020	31 March 2020 31 May 2020	Council resolution Acknowledgement of receipt from PT and NT

**MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT - FINAL SCORE**

/ 12

**6. KEY PERFORMANCE AREA (KPA): CROSS CUTTING**

6.1	2	INTEGRATED URBAN, RURAL AND GEOGRAPHICAL SYSTEMS	DEVELOPMENT OF SPATIAL STRATEGIC DOCUMENTS AND DEVELOPMENT PROCEDURES TO ENSURE SUSTAINABLE FUTURE	Develop Isandlwana and Hemmensburg precinct plan Nkande Precinct Plan	Nkande Precinct Plan	No of precinct plans completed	2 Isandlwana Hemmensburg	31 December 2019(Isandlwana) 30 June 2020 (Hemmensburg)	Precinct plans
-----	---	--	--	---	----------------------	--------------------------------	--------------------------------	--	----------------

No	Weight (%)	Goal	Objective	Strategy	Baseline	Key Performance Indicator	Annual Target	Target Date/ Reporting Frequency	Method of Verification
6.2	2	(ACTIVE)STRENGTHENING DISASTER MANAGEMENT THROUGH LOCAL SUPPORT, MITIGATION AND RISK MANAGEMENT	DEVELOPMENT OF DISASTER MANAGEMENT AND FIRE SERVICES STRUCTURES AND IMPLEMENTATION OF ROBUST DETECTIVE, PREVENTATIVE AND RESPONSIVE PROGRAMMES.	Ensure the fire services support to the local municipalities – specialised fire fighting services such as mountain, veld and chemical fire services	100% of fire and rescue cases addressed	% of fire and rescue cases addressed	100%	30 June 2020 (Quarterly)	Incident Report Quarterly Fire Services Report
6.3	2	INTEGRATED URBAN, RURAL AND GEOGRAPHICAL SYSTEMS	TO PROMOTE ACTIVELY SPATIAL CONCENTRATION AND SUSTAINABLE ENVIRONMENTAL MANAGEMENT SYSTEMS	Align district boundaries with new DBSA boundaries by installing new Welcome signs at entry and exits of main roads	New.4 Indicator	No of district demarcation signs installed and refurbished	32	31 March 2020	GPS co-ordinates of sign locations

No	Weight (%)	Goal	Objective	Strategy	Baseline	Key Performance Indicator	Annual Target	Target Date/ Reporting Frequency	Method of Verification
6.4	2			Development of Water Services Development Plan for implementation of water projects with the district	New Indicator	Date of adoption of Water Services Development Plan (WSDP)	30 June 2020	30 June 2020	Council resolution
<b>CROSS CUTTING - FINAL SCORE</b>									
/ 8									



## COMPETENCY FRAMEWORK

Leading and Core Competencies Weight = 100%

Weight (%)	LEADING COMPETENCIES (70%)		Progress on date of review	Score
25	<ul style="list-style-type: none"> <li>Strategic Leadership</li> <li>Direction and Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Impact and Influence</li> <li>Institutional Performance Management</li> <li>Strategic Planning and Management</li> <li>Organisational Awareness</li> </ul>		
7	<ul style="list-style-type: none"> <li>People Management</li> </ul>	<ul style="list-style-type: none"> <li>Human Capital Planning and Development</li> <li>Diversity Management</li> <li>Employee Relations Management</li> <li>Negotiation and Dispute Management</li> </ul>		
8	<ul style="list-style-type: none"> <li>Programme and Project Management</li> </ul>	<ul style="list-style-type: none"> <li>Programme and Project Planning and Implementation</li> <li>Service Delivery Management</li> <li>Programme and Project Monitoring and Evaluation</li> </ul>		
10	<ul style="list-style-type: none"> <li>Financial Management</li> </ul>	<ul style="list-style-type: none"> <li>Budget Planning and Execution</li> <li>Financial Strategy and Delivery</li> <li>Financial Reporting and Monitoring</li> </ul>		
9	<ul style="list-style-type: none"> <li>Change Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Change Vision and Strategy</li> <li>Process Design and Improvement</li> <li>Change Impact Monitoring and Evaluation</li> </ul>		

Weight (%)	LEADING COMPETENCIES (70%)		Progress on date of review	Score
11	<ul style="list-style-type: none"> <li>• Governance Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>		
<b>LEADING COMPETENCIES FINAL SCORE</b>				<b>/70</b>

Weight (%)	CORE COMPETENCIES (30%)		Progress on date of review	Score
5	<ul style="list-style-type: none"> <li>• Moral Competency</li> </ul>	<ul style="list-style-type: none"> <li>• Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competency.</li> </ul>		
5	<ul style="list-style-type: none"> <li>• Planning and Organising</li> </ul>	<ul style="list-style-type: none"> <li>• Able to plan, prioritize and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manager risk.</li> </ul>		
5	<ul style="list-style-type: none"> <li>• Analysis and Innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Able to critically analyse information, challenges and trends to establish and implement fact based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives</li> </ul>		

<b>Weight (%)</b>		<b>CORE COMPETENCIES (30%)</b>		<b>Progress on date of review</b>	<b>Score</b>
5	Knowledge and Information Management	<ul style="list-style-type: none"> <li>Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government</li> </ul>			
	Communication	<ul style="list-style-type: none"> <li>Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.</li> </ul>			
5	Results and Quality Focus	<ul style="list-style-type: none"> <li>Able to maintain high quality standards, focused on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.</li> </ul>			
<b>CORE COMPETENCIES FINAL SCORE</b>					<b>/30</b>

The assessment of the Manager on the performance of the competencies will be based on the following rating scale:

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

Thus done and signed at \_\_\_\_\_ on this the \_\_\_\_\_ day of \_\_\_\_\_ 2019.

**AS WITNESSES:**

1. 

2. 

  
**ACTING MUNICIPAL MANAGER**

**AS WITNESSES:**

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

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

  
MAYOR