

**HARRY GWALA DISTRICT MUNICIPALITY  
PERFORMANCE AGREEMENT  
FOR  
YEAR 2024/2025**

**MADE AND ENTERED INTO BY AND BETWEEN**

**Cllr. Zamokwakhe David Nxumalo**

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

And

**Mr. Gamakulu Ma-Art Sineke**

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

## **INTRODUCTION**

(1) The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".

(2) Section 57(1)(b) of the Systems Act, read with the Memorandum of Agreement of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement. The employer must conclude a Performance Agreement within 90 days of assumption of duty and renew it annually within one month of the commencement of the beginning of the financial year.

(3) The parties will ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals as defined in the municipal IDP.

(4) The parties will ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

## **2. PURPOSE OF THIS AGREEMENT**

The purpose of this Agreement is to –

**2.1.** Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act as well as the Memorandum of Agreement of Employment entered into between the parties;

**2.2.** Comply with the provisions of section 32(1)(b), (c),(d), sub-section (2)(a)(i) and (ii), sub-section (3) and (4)(a),(b), (c)(i) and (ii) of the Municipal Finance Management Act and adhere to the finance policies, laws, procedures and other legal prescripts.

**2.3.** To ensure that all Heads of Departments implement the Risk Mitigation Plans timely in line with the Risk Management register.

**2.4.** To comply with provisions made in regulation 14 subsection (1) (c) (i) and (ii), sub-section (4)(a)(i), (ii), (iii) of the Local Government: Municipal Planning and Performance Management Regulations of 2006, all Head of Department to prioritize

the implementation of unresolved audit queries in line with the recommendations made by the Internal Audit Unit

**2.5.** To ensure that all Heads of Departments prepare the quarterly performance reports and submits to the Performance Management Unit timely with the Portfolio of evidence and the signed Quality Assurance Certificate.

**2.6.** Communicate to the Employee the Employer's performance expectations and accountabilities by specifying objectives and targets as defined in the IDP;

**2.7.** Specify accountabilities as set out in the Performance Scorecard/Service Delivery Budget Implementation Plan (SDBIP) marked Annexure "A"

**2.8.** Monitor and measure performance against set targeted outputs; in terms of the said Performance Scorecard/SDBIP.

**2.9.** Use the Performance Agreement and Performance Scorecard /SDBIP to assess whether the Employee has met the performance expectations applicable to his/her job;

**2.10.** Appropriately reward the Employee in accordance with the Employer's performance management policy or institute sanctions for consistent under-performance.

**2.11.** Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

### **3. COMMENCEMENT AND DURATION**

**3.1.** This Agreement will commence on the **1<sup>st</sup> July 2024** and will remain in force until **30 June 2025** where after a new Performance Agreement and new Performance Scorecard/SDBIP shall be concluded between the parties for the next financial year or any portion thereof.

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

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

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

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

**3.6.** Any significant amendments/ deviations referred to in 3.4 and 3.5 above must take cognisance of, where relevant, the requirements of sections 34 and 42 of the Systems Act, and must be done in terms of regulation 4 (5) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, 2006 ("the Regulations").

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

**4.1.** The Performance Scorecard /SDBIP sets out-

**4.1.1.** The performance objectives and targets that must be met by the Employee; and

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

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

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

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

**4.5. The Employee's performance will, in addition, be measured in terms of the 100% grants expenditure on all grants received by the municipality in each year (i.e. MIG, WSIG, FMG, RBIG, RAMS (if applicable)).**

**4.6. The Employee's performance will, in addition, be measured in terms of the implementation of all projects and programs as stipulated in the timelines as per the approved scope to ensure timeous completion.**

25  
km

## **5. PERFORMANCE MANAGEMENT SYSTEM**

**5.1** The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer itself, management and municipal staff of the Employer.

**5.2.** The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

**5.3.** The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

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

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

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

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

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

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

Responsibilities contained in the employee's Job Description linked to the Key Performance Areas (KPA's) in his/her SDBIP/Performance Plan	Weighting
<b>1. Service Delivery and Infrastructure</b>	<b>25</b>
2. Municipal Transformation and Organisational Development	<b>15</b>
3. Local Economic and Social Development	<b>5</b>
<b>4. Financial viability and Management</b>	<b>25</b>
<b>5. Good Governance and Public Participation</b>	<b>25</b>
6. Cross Cutting	<b>5</b>
<b>Total</b>	<b>100%</b>

**5.10.** The CMCs will make up the other 20% of the Employee's assessment score. CMCs that are deemed to be most critical for the Employee's specific job should be selected (✓) from the list below as agreed to between the Employer and Employee.

Annexure "D" provides the scoring template for the Core Competency requirements identified in the Table hereunder.

Core Competency Assessments will be conducted during quarterly face-to-face Performance Assessments. The Mayor shall conduct Core Competency Assessments for the Municipal Manager. The Municipal Manager shall conduct Core Competency Assessments for Section 57 Managers. Where agreement on the allocation of a score (on the range 1 – 5) cannot be reached, the onus rests with the Employee to provide evidence of their claim to possession of the disputed Core Competency.

Annexure "D" presumes the assessors will refer to the detailed Department of Public Service & Administration Guidelines (SMS Handbook Chapter 5) of what specific components of a Core Competency need to be demonstrated in order to qualify for the score awarded.

*20  
km*

<b>CORE MANAGERIAL COMPETENCIES</b>		
<b>LEADERSHIP COMPETENCIES</b>		<b>% Weight</b>
1.Strategic Direction & Leadership		20
2. People Management		30
3. Programme & Project Management		5
4.Financial Management		20
5.Change Leadership		10
6. Governance Leadership		15
<b>Total</b>	<b>100%</b>	<b>100%</b>

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

Managers must subscribe to the following Batho Pele principles:

- **Consultation**
- **Setting Service Standards**
- **Increasing access**
- **Ensuring courtesy**
- **Providing information**
- **Openness and transparency**
- **Redress**
- **Value for money**
- **Encouraging innovation and rewarding excellence**
- **Customer impact**
- **Leadership and Strategic Direction**

## **6. EVALUATING PERFORMANCE**

**6.1** The organisation's PMS Policy and User Manual to be read together with this Agreement sets out:

**6.1.1** the standards and procedures for evaluating the Employee's performance; and

**6.1.2** the intervals for the evaluation of the Employee's performance.

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

**6.3** Personal growth and development needs shall be documented up-front in this Performance Agreement and additional needs may be identified during any performance review discussion. Annexure "C" documents in a Personal Development Plan, the Employee's personal growth and development needs at the beginning of the financial year as well as the actions agreed to. Implementation must take place within set time frames, including attendance at, at least 1 week-long training workshop per year – to allow the Employee to remain abreast of the latest developments in his/her field of work for the Employer.

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

**6.5** The annual performance appraisal will involve:

**6.5.1** Assessment of the achievement of results as outlined in the SDBIP/Performance Scorecard:

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

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

**(c)** The applicable assessment rating calculator (refer to paragraph 6.5.2 below) must then be used to add the scores and calculate a final aggregate score.

### **6.5.2 Assessment of the CMCs**

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

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

**(c)** The applicable assessment rating calculator (refer to paragraph 6.5.1 above) must then be used to add the scores and calculate a final aggregate score.



## **7. Management of Performance Outcomes**

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

Annexure "E" provides the process to be followed in the event the Employer fails to meet his/her performance objectives. Poor performance shall be deemed consistent once two consecutive quarterly performance face-to face appraisals reveal declining achievements against set targets.

## **8. Recognition for Performance of additional tasks**

Over and above KPA's where performance will be measured against SDBIP entries, recognition may be given for the performance of additional tasks:

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

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

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

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

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

**8.6.** Comply with regulation 10 of the Local Government: Municipal Planning and Performance Management Regulations (2001) by ensuring provision of work opportunities and income support to poor and unemployed people through labour intensive on capital projects, internship programme, local economic development initiatives and Expanded Public Works Programme.

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

**8.8.** The attainment of an unqualified audit outcome is the minimum standard by which the performance of the Accounting Officer and Senior Managers, will be measured in accordance with the Municipality's Management System.

**8.9.** Municipal Council will not pay future performance bonuses, to the Accounting Officer, Senior Managers and relevant officials who cause the municipality to attain a negative audit outcome and who are responsible for unauthorised, irregular, fruitless or wasteful expenditure.

**8.10.** Council commits to providing all the tools that will be necessary for the Accounting Officer, Senior Managers to perform their duties effectively, in order to attain an Unqualified Audit Outcome.

## **9. Performance Reviews**

The evaluation of the Municipal Manager's performance will be done by:

1. The Mayor
2. Chairperson of the Performance Audit Committee or the Audit Committee in the absence of the Performance Audit Committee
3. Mayor and/or municipal manager from another municipality
4. One Executive Committee Member
5. Member of a Ward Committee as nominated by the Mayor

9.1 An audited performance report will be tabled to the Executive Committee.

9.2 The performance of the Municipal Manager shall be reviewed on the following dates:

First Quarter: July-September                      Date: 30 November 2024

Second Quarter: October-December              Date: 31 March 2025

Third Quarter: January- March                      Date: 31 May 2025

Fourth Quarter: April-June                              Date: 31 August 2025

## **10. Consequences of Substandard Performance**

Where the Mayor is, at any time during Municipal Manager's employment, not satisfied with her performance with respect to any matter dealt with in this Agreement, the Mayor will give three days written notice to the Municipal Manager to attend a meeting with the Mayor to discuss the issues contained in the written notice.

The Municipal Manager will have the opportunity at the meeting to provide the Mayor with reasons for substandard performance and the measures or programs being taken to ensure that the Municipal Manager's performance becomes satisfactory, including any dates for implementing these measures.

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

If at any stage thereafter the Mayor holds the view that the performance of the Municipal Manager is not satisfactory, the municipality will, subject to compliance with a fair procedure and substantive fair reason contemplated in Schedule 8, namely: Code of Good Practice of the Labour Relations Act, Act 66 of 1995, be entitled by notice in writing to the Municipal Manager to hold a formal disciplinary hearing; or alternatively in terms of the provisions set out in Section 188 A of the Act, or whichever is applicable with a third party to chair the disciplinary hearing.

Nothing contained in this agreement in any way limits the right of the Municipality to terminate the employment of the Municipal Manager with or without notice for any other breach of his obligations to the Municipality or for any other valid reasons in law.

## **11. Ruling Language**

The contract is made in English, which shall be the ruling language. All correspondences between the parties to this contract and all reports and documentation pertaining to this contract shall be in English.

## **12. Terms of Contract**

This contract shall be deemed to have been entered into on the **1<sup>st</sup> of July 2024** and will expire on the **30<sup>th</sup> of June 2025**. The parties will enter into a new performance agreement that replaces this agreement by no later than the **31<sup>st</sup> of July 2025**.

## **13. Dispute Resolution**

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

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

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

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

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

A municipal councilor, in the case of managers directly accountable to the Municipal Manager, within thirty days of receipt of formal dispute from the Employee.

The decision of the Mediator contemplated in sub-clauses (1) and (2) will be final and binding on both parties.

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

This performance agreement is between the Mayor and the Municipal Manager on the expected performance during the **2024/2025** financial year. The performance agreement is subject to the South African Legislative Framework and the employment contract entered into by and between Mayor and the Municipal Manager. The performance agreement shall therefore be within the South African Legislative Framework. In case of ambiguity, the employment contract shall prevail over this performance agreement.

## **15. Obligation of the employer**

The Employer shall-

**15.1.** create an enabling environment to facilitate effective performance by the **Employee**;

**15.2.** provide access to skills development and capacity building opportunities;

**15.3.** work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;

**15.4.** on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable her to meet the performance objectives and targets established in terms of this Agreement; and

**15.5.** make available to the **Employee** such resources as the **Employee** may reasonably require from time to time assisting her to meet the performance objectives and targets established in terms of this Agreement.


## 16. General

The Municipal Manager acknowledges that in terms of Section 53 (3) of the Municipal Finance Management Act, the Mayor of the Municipality has to make public the contents of this agreement and forward a copy hereof to the KwaZulu-Natal MEC for local government

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

Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Municipal Manager in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

SIGNED AT IXOPO ON THE 21 DAY OF JUNE 2024

  
\_\_\_\_\_

**THE MUNICIPALITY**

**Harry Gwala District Mayor**

**AS WITNESSES:**

1.   
\_\_\_\_\_
2.   
\_\_\_\_\_

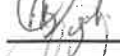
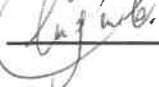
SIGNED AT IXOPO ON THE 21 DAY OF JUNE 2024

  
\_\_\_\_\_

**The Municipal Manager**

**Harry Gwala District Municipality**

**AS WITNESSES:**

1.   
\_\_\_\_\_
2.   
\_\_\_\_\_

**ANNEXURE A:**

OPMS /PERFORMANCE PLAN (compulsory)

**ANNEXURE B:**

SERVICE DELIVERY BUDGET AND IMPLEMENTATION PLAN (SDBIP)

**ANNEXURE C:**

PERSONAL DEVELOPMENT PLAN (PDP)

<b>Competency to be Addressed</b>	<b>Proposed Actions</b>	<b>Responsibility</b>	<b>Time-frame</b>	<b>Expected Outcome</b>

**ANNEXURE D:**

CORE COMPETENCY SCORING TEMPLATE

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

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





### ANNEXURE A: PERFORMANCE PLAN FOR SECTION 54A MANAGERS

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

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

RATING	DEFINITION OF SCORE
5	Outstanding performance
4	Performance significantly above expectation
3	Fully effective
2	Performance not fully satisfactory
1	Unacceptable performance

#### DETAILS OF THE MANAGER UNDER REVIEW

Period Under Review	2024/2025
Surname	SINEKE
Name	GAMAKULU MA-ART
Municipality	HARRY GWALA DISTRICT
Department	MUNICIPAL MANAGER
Race	AFRICAN
Gender	MALE
Employee Number	
Date Of Appointment	
Salary Package	

23  
6.4

# 1. MANAGERS OPERATIONAL PLAN FOR THE YEAR UNDER REVIEW

NATIONAL KEY PERFORMANCE INDICATOR AREA	Objective	Strategy	Output	DESCRIPTION/ACTIVITIES/ITEM	KPI Number	KEY PERFORMANCE INDICATOR (KPI)	Units of Measure	Q1 TARGET	Q2 TARGET	KID-TERM TARGET	Q3 TARGET	Q4 TARGET	ANNUAL TARGET	ACTUAL PERFORMANCE	TARGET MET/NOT MET	REASONS FOR UNDERPERFORMANCE/OVERPERFORMANCE	REMEDIAL ACTION FOR UNDERPERFORMANCE	WOO SCORE (1-5)	SUPPLEMENTAL SCORE (1-5)	FINAL SCORE (1-5)	POSTFOLLOW UP EVIDENCE		
<p><b>IDP STRATEGIC OBJECTIVE: TO ENSURE A SMOOTH FUNCTIONING OF COUNCIL AND THAT STAFF COMPLIMENT IS ABLE TO DELIVER AS PER THE IDP</b></p> <p><b>KEY CHALLENGE: SKILLS DEVELOPMENT OF MUNICIPAL EMPLOYEES IN ORDER FOR THEM TO DELIVER SUCCESSFUL BASIC SERVICES</b></p>																							
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	To ensure effective communication internally and externally	By developing a Newsletter on a quarterly basis	Newsletter developed	NEWSLETTER	4.6.1.	Number of newsletters produced	Number	1	1	2	1	1	4									Copies of the Newsletter	
								0	0	0	0	0	0	0	0	0	0	0	0				
<p><b>IDP STRATEGIC OBJECTIVE: TO IMPROVE THE FINANCIAL VIABILITY AND MANAGEMENT OF THE MUNICIPALITY IN ORDER TO FUND MORE QUALITY PROJECTS</b></p> <p><b>KEY CHALLENGE: LOW REVENUE BASE AND NON-PAYMENT OF SERVICES BY SOME CUSTOMERS</b></p>																							
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	To ensure effective prevention of fraud and corruption within the municipality	By providing an advisory support in fighting fraud and corruption and ensuring implementation of consequence management	IWFU expenditure reduced	REGULAR, UNSTATED, PULS, UNAUTHORISED EXPENDITURE	5.1.6.	Percentage reduction of IWFU expenditure	Percentage	0	0	0	0	50%	50%									IWUJ detailed report with calculations	
								0	0	0	0	0	0	0	0	0	0	0	0				
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	To ensure effective prevention of fraud and corruption within the municipality	By providing an advisory support in fighting fraud and corruption and ensuring implementation of consequence management	Expenditure on legal matters	LEGAL COSTS	5.1.9.	Percentage of Expenditure spent on legal matters	Percentage	0	0	0	0	100%	100%									GDRD	
								0	0	0	0	0	0	0	0	0	0	0	0				
<p><b>IDP STRATEGIC OBJECTIVE: TO HAVE IMPROVED SYSTEMS AND PROCEDURES THAT ENHANCE ADMINISTRATIVE FUNCTION AND IMPROVE INTERACTION BETWEEN THE MUNICIPALITY AND MEMBERS OF THE PUBLIC</b></p> <p><b>KEY CHALLENGE: FULL ADHERENCE TO THE LEGISLATIVE PRESCRIPT THAT GOVERNS LOCAL GOVERNMENT</b></p>																							
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To provide reasonable assurance that municipality adheres to applicable laws and regulations.	By convening committee meetings and reporting to Council	Audit Committee meetings convened	AUDIT COMM	3.3.24.	Number of audit committee meetings held	Number	1	1	2	1	1	4									Audience Register	
								0	0	0	0	0	0	0	0	0	0	0	0				
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To showcase and market the council	By continuously communicating with existing and new service delivery users and projects	Marketing and Branding	MARKETING & BRANDING	3.1.1.	Date by when the marketing materials prepared	Date	0	0	0	31-Mar-25	0	31-Mar-25										1. Invoice 2. Delivery Note
								0	0	0	0	0	0	0	0	0	0	0	0				

23  
24

NATIONAL PERFORMANCE AREA	Objective	Strategy	Output	DESCRIPTION/ACTIVITIES/ITEM	NPI Number	KEY PERFORMANCE INDICATOR (KPI)	Unit of Measure	Q1 TARGET	Q2 TARGET	MID-TERM TARGET	Q3 TARGET	Q4 TARGET	ANNUAL TARGET	ACTUAL PERFORMANCE	TARGET MET/NOT MET	REASONS FOR UNDERPERFORMANCE/OVERPERFORMANCE	REMEDIAL ACTION FOR UNDERPERFORMANCE	HOD SCORE (1-5)	SUPERVISOR SCORE (1-5)	PALE L SCORE (1-5)	PORTFOLIO ID OF EVIDENCE	
	To ensure effective fraud and corruption risk management within the municipality	By providing a framework for fraud and corruption risk management and ensuring effective implementation	Risk Management Committee Meetings held	RISK MANAGEMENT	3.3.25.	Number of Risk Management Committee meetings held	Number	1	1	2	1	1	4								Attendance Register	
	To ensure effective fraud and corruption risk management within the municipality	By providing a framework for fraud and corruption risk management and ensuring effective implementation	Risk Management reports presented	RISK MANAGEMENT	3.3.26.	Number of annual risk reports presented at a risk management committee meeting	Number	1	1	2	1	1	4								1. Risk Management Minutes 2. Attendance Register	
	To showcase and market the district	By continuously engaging communities on existing and new service programs and projects	Radio Slots held	RADIO SLOTS	3.1.2.	Number of Radio Slots held	Number	0	1	1	1	0	2								Invoices	
	To develop the Harry Gwala District Municipality strategic planning and development documents in consultation with relevant stakeholders	By engaging all relevant stakeholders in the development and review of strategic planning and development documents in consultation with relevant stakeholders	Submitted annual report to AG	ANNUAL REPORTS	7.9.2.	Date by when the Annual Report submitted to the Auditor General	Date	31-Aug-24	0	31-Aug-24	0	0	31-Aug-24									Proof of submission
	To develop the Harry Gwala District Municipality strategic planning and development documents in consultation with relevant stakeholders	By engaging all relevant stakeholders in the development and review of strategic planning and development documents in consultation with relevant stakeholders	Submitted Annual report to Council	ANNUAL REPORTS	7.9.3.	Date by when the Annual Report submitted to Council for noting	Date	0	0	31-Jan-25	0	0	31-Jan-25									Council Resolution

22

NATIONAL KEY PERFORMANCE AREA	Objective	Strategy	Output	DESCRIPTION/ACTIVITIES/ITEM	KPI Number	KEY PERFORMANCE INDICATOR (KPI)	Unit of Measure	Q1 Target	Q2 Target	Mid-Term Target	Q3 Target	Q4 Target	Annual Target	Actual Performance	Target Met/Not Met	REASONS FOR UNDERPERFORMANCE	REMEDIAL ACTION FOR UNDERPERFORMANCE	HOOD SCORE (1-5)	SUPERVISOR SCORE (1-5)	FINAL SCORE (1-5)	PORTFOLIO OF EVIDENCE
	To develop the Harry Gwala District Municipality in the planning and reporting documents in the collaboration with relevant stakeholders	By engaging all relevant key stakeholders in the development and reporting documents	Published Annual report	ANNUAL REPORTS	7.9.4.	Date by when the Report is published	Date	0	0	7-Feb-25	0	0	7-Feb-25								Newspaper public notice (Dated)
	To develop the Harry Gwala District Municipality in the planning and reporting documents in the collaboration with relevant stakeholders	By engaging all relevant key stakeholders in the development and reporting documents	Submitted Oversight report to Council	OVERSIGHT REPORT	7.9.5.	Date by when the Oversight Report is submitted to Council for adoption	Date	0	0	31-Mar-25	0	0	31-Mar-25								Council Resolution
	To develop the Harry Gwala District Municipality in the planning and reporting documents in the collaboration with relevant stakeholders	By engaging all relevant key stakeholders in the development and reporting documents	Submitted Oversight report to PL	OVERSIGHT REPORT	7.9.6.	Date by when the Oversight Report is submitted to the Provincial Legislature	Date	0	0	0	0	7-Apr-25	7-Apr-25								Proof of submission
	To develop the Harry Gwala District Municipality in the planning and reporting documents in the collaboration with relevant stakeholders	By engaging all relevant key stakeholders in the development and reporting documents	Approved SBBP	SBBP	3.3.27.	Date by when the Final SBBP is submitted to Council for approval	Date	0	0	0	0	30-Jun-25	30-Jun-25								Council Resolution

AN  
AZ

NATIONAL RESPONSIBILITY AREA	Objective	Strategy	Output	DESCRIPTION/ACTIVITIES/ITEM	KPI Number	KEY PERFORMANCE INDICATOR (KPI)	Unit of Measure	Q1 TARGET	Q2 TARGET	MID-TERM TARGET	Q3 TARGET	Q4 TARGET	ANNUAL TARGET	ACTUAL PERFORMANCE	TARGET MET/NOT MET	REASONS FOR UNDERPERFORMANCE/OVERPERFORMANCE	REMEDIAL ACTION FOR UNDERPERFORMANCE	HOD SCORE (1-5)	SUPERVISOR SCORE (1-5)	FINAL SCORE (1-5)	PORTFOLIO OF EVIDENCE
	To develop the Harry Owala District Municipality strategic planning and reporting documents in consultation with relevant stakeholders	By engaging all relevant key stakeholders in the development and reporting documents	Signed performance agreement	PERFORMANCE AGREEMENTS	3.3.28.	Date by when the Section 51A(5) performance agreements are signed	Date	0	0	31-Jul-25	0	31-Jul-25	31-Jul-25								Signed performance agreements for Section 51A(5) Managers
	To develop the Harry Owala District Municipality strategic planning and reporting documents in consultation with relevant stakeholders	By engaging all relevant key stakeholders in the development and reporting documents	Submitted performance agreement	PERFORMANCE AGREEMENTS	3.3.29.	Date by when the Section 51A(5) performance agreements are submitted to COGTA	Date	0	0	14-Aug-25	0	14-Aug-25	14-Aug-25								Proof of submission
	To ensure that all AG queries are resolved to improve the service outcome improved in the upcoming audits	By attending to all AG queries so as to ensure that the service outcome is improved in the upcoming audits	AG queries resolved	AG queries	3.3.30.	Percentage of AG queries resolved	Percentage	100%	0	100%	0	0	100%								Audit Action Plan Summary report
	To develop the Harry Owala District Municipality strategic planning and reporting documents in consultation with relevant stakeholders	By engaging all relevant key stakeholders in the development and reporting documents	IDP meetings held	IDP PLANNING	3.3.31.	Number of IDP consultation meetings held	Number	0	4	4	0	4	8								Attendance Register
	To develop the Harry Owala District Municipality strategic planning and reporting documents in consultation with relevant stakeholders	By engaging all relevant key stakeholders in the development and reporting documents	Mid term performance reports submitted	MID TERM PERFORMANCE REPORT	3.3.32.	Date by when the mid term performance report is submitted to Council for approval	Date	0	0	0	0	25-Jan-25	25-Jan-25								Council Resolution

ND  
MM

NATIONAL KEY PERFORMANCE AREA	Objective	Strategy	Output	DESCRIPTION/ACTIVITIES/ITEM	KPI Number	KEY PERFORMANCE INDICATOR (KPI)	Unit of Measure	Q1 TARGET	Q2 TARGET	MID-TERM TARGET	Q3 TARGET	Q4 TARGET	ANNUAL TARGET	ACTUAL PERFORMANCE	TARGET MET/N OF MET	REASONS FOR UNDERPERFORMANCE	BENEDIAL ACTION FOR UNDERPERFORMANCE	MOD SCORE (1-5)	SUPERVISOR SCORE (1-5)	MANAGER SCORE (1-5)	PORTFOLIO OF EVIDENCE
	To develop the Harry Gwala District Municipality planning and reporting documents in consultation with relevant stakeholders	By engaging all relevant key stakeholders in the development and reporting documents	Annual performance report submitted	ANNUAL PERFORMANCE REPORT	3.3.33.	Date by when the annual performance report is submitted to the AG	Date	31-Aug-24	0	31-Aug-24	0	0	31-Aug-24								Proof of submission
<b>IDP STRATEGIC OBJECTIVE: TO CREATE A FUNCTIONAL URBAN, REGIONAL AND HUMAN SETTLEMENTS WHILST PROTECTING THE ENVIRONMENT</b>																					
<b>KEY CHALLENGE: ATTRACTING INVESTMENT AND GROWING THE ECONOMY OF HARRY GWALA DISTRICT AND INTERPRETATION OF SPATIAL PLANNING AND LINKING IT TO INFRASTRUCTURE PLANNING AND DEVELOPMENT OF HARRY GWALA TOWNS</b>																					
	To develop the Harry Gwala District Municipality strategic planning and reporting documents in consultation with relevant stakeholders	By engaging all relevant key stakeholders in the development and reporting documents	Draft IDP submitted to Council	IDP PLANNING	7.9.7.	Date by when the Draft IDP is submitted to Council for approval	Date	0	0	0	31-Mar-25	0	31-Mar-25								Council Resolution
	To develop the Harry Gwala District Municipality strategic planning and reporting documents in consultation with relevant stakeholders	By engaging all relevant key stakeholders in the development and reporting documents	Draft IDP submitted to COGTA	IDP PLANNING	7.9.8.	Date by when the Draft IDP is submitted to COGTA for analysis	Date	0	0	0	7-Apr-25	7-Apr-25	7-Apr-25								Proof of submission
	To develop the Harry Gwala District Municipality strategic planning and reporting documents in consultation with relevant stakeholders	By engaging all relevant key stakeholders in the development and reporting documents	Published Draft IDP	IDP PLANNING	7.9.9.	Date by when the Draft IDP is published for public comments	Date	0	0	0	7-Apr-25	7-Apr-25	7-Apr-25								Newspaper public notice (dated)
<b>CROSS CUTTING INTERVENTIONS</b>																					

NATIONAL KEY PERFORMANCE AREA	Objective	Strategy	Output	DESCRIPTION/ACTIVITIES/ITEM	KPI Number	KEY PERFORMANCE INDICATOR (KPI)	Unit of Measure	Q1 TARGET	Q2 TARGET	MID-TERM TARGET	Q3 TARGET	Q4 TARGET	ANNUAL TARGET	ACTUAL PERFORMANCE	TARGET MET/NOT MET	REASONS FOR UNDERPERFORMANCE/OVERPERFORMANCE	REMEDIAL ACTION FOR UNDERPERFORMANCE	HOD SCORE (1-5)	SUPERVISOR SCORE (1-5)	FINAL SCORE (1-5)	PORTFOLIO ID OF EVIDENCE
	To develop the County of Gwala District Municipality strategic planning and reporting documents in consultation with relevant stakeholders	By engaging relevant key stakeholders in the development of strategic planning and reporting documents	Final IDP to Council	IDP PLANNING	7.9.10.	Date by when the IDP is submitted to Council for adoption	Date	0	0	0	0	31-May-25	31-May-25								Council Resolution
	To develop the County of Gwala District Municipality strategic planning and reporting documents in consultation with relevant stakeholders	By engaging relevant key stakeholders in the development of strategic planning and reporting documents	Final IDP to COGTA	IDP PLANNING	7.9.11.	Date by when the IDP is submitted to COGTA for comments	Date	0	0	0	0	6-Jun-25	6-Jun-25								Proof of submission
	To develop the County of Gwala District Municipality strategic planning and reporting documents in consultation with relevant stakeholders	By engaging relevant key stakeholders in the development of strategic planning and reporting documents	Published Final IDP	IDP PLANNING	7.9.12.	Date by when the IDP is published informing the public that it has been adopted	Date	0	0	0	0	7-Apr-25	7-Apr-25								Newspaper public notice (Gwelo)
	To develop the County of Gwala District Municipality strategic planning and reporting documents in consultation with relevant stakeholders	By engaging relevant key stakeholders in the development of strategic planning and reporting documents	Technical Hubs coordinated	DISTRICT DEVELOPMENT MODEL	7.9.13.	Number of Hub meetings coordinated	Number	1	2	1	1	1	4								Attendance Register

## 2. PERFORMANCE ASSESSMENT RATING

The assessment rating calculator will be used to add the scores and calculate a final KRA score (80%) and a final CMC & COC's score (20%)

The tables below should be completed by the summarized total of each panel member (NOTE: Weight should be taken from the signed performance agreement for the year under review)

KPA	Weight	Rating	Score
1. Service Delivery and Infrastructure	25		
2. Municipal Transformation and Organisational Development	15		
3. Local Economic and Social Development	5		
4. Financial viability and Management	25		
5. Good Governance and Public Participation	25		
6. Cross Cutting	5		
<b>Total</b>	<b>100</b>		
<b>x 80%</b>	<b>100%</b>		<b>%</b>



### 3. EVALUATION ON THE LEADERSHIP COMPETENCIES

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

LEADERSHIP COMPETENCIES	WEIGHT %	MILESTONES/COMMENTS	OWN RATING (1-5)	RATING BY PANEL MEMBER (1-5)
1.Strategic Direction & Leadership	20			
2. People Management	30			
3. Programme & Project Management	05			
4.Financial Management	20			
5.Change Leadership	10			
6. Governance Leadership	15			
<b>TOTAL</b>	<b>100%</b>			

2/11/11

#### 4. EVALUATION ON THE CORE COMPETENCY

Every section 57 Manager should be assessed against all those CMC's that are applicable to her/his job.

(NOTE: Weight should be taken from the signed performance agreement for the year under review)

CORE COMPETENCY	WEIGHT %	MILESTONES/ COMMENTS	OWN RATING (1-5)	RATING BY PANEL MEMBER (1-5)
1. Moral Competencies	15			
2. Planning & Organizing	20			
3. Analysis & Innovation	15			
4. Knowledge and Information Management	15			
5. Communication	15			
6. Results and Quality focus	20			
<b>TOTAL</b>	<b>100%</b>			

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

Handwritten initials/signature

SIGNED AT IXOPO ON THE 21 DAY OF JUNE 2024



THE MUNICIPALITY

Harry Gwala District Mayor

AS WITNESSES:

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

SIGNED AT IXOPO ON THE 21 DAY OF JUNE 2024



The Municipal Manager

Harry Gwala District Municipality

AS WITNESSES:

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

**COMMENTS TO THE EVALUATION PANEL**

The Municipal Manager must alert the evaluation panel to specific areas of the Section 54A Manager's performance in terms of the performance agreement, which in the Municipal Managers opinion illustrate **performance not fully satisfactory or performance significantly above expectations and outstanding.**

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

\_\_\_\_\_

**SECTION 54A MANAGER'S SIGNATURE**

**DATE: 21 JUNE 2024**

\_\_\_\_\_

**MAYOR'S SIGNATURE**

**DATE: 21 JUNE 2024**

**5. PERSONAL DEVELOPMENT PLAN**

Area To Be Developed	Action (How And Provided By Whom)	Target Date	Performance Review For PDP		
			Progress	Barriers	Actions To Overcome Barriers

22/1/15

**AGREEMENT TO PERFORMANCE AND DEVELOPMENT**

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

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

**FEEDBACK ON INFORMAL QUARTERLY**

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

2/2