



2024/2025 PERFORMANCE AGREEMENT



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE WATERBERG DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER**

PRECIOUSSTONE RAPUTSOA

AND

TSHELIKI TEBJANI

THE EMPLOYEE OF THE MUNICIPALITY

**FOR THE
FINANCIAL YEAR:**

01JULY 2024- 30 JUNE 2025

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The **Waterberg District** Municipality herein represented by **Preciousstone Raputsoa** in his capacity as the Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

and

Tsheliki Tebjani Employee of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b)(ii) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement within one (1) month after the beginning of each financial year of the municipality.
- 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 employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and

- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **01 July 2024** and will remain in force until **30 June 2025** 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-
- 5.5 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.
- 5.6 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.
- 5.7 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.8 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Competency Requirements (CRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CRs will account for 20% of the final assessment.
- 5.5.4 The total score must determined using the rating calculator.
- 5.9 The Employee's assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	5%
Municipal Institutional Development and Transformation	-
Local Economic Development (LED)	-
Municipal Financial Viability and Management	70%
Good Governance and Public Participation	25%
Spatial Rationale	-
Total	100%

- 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 CRs will make up the other 20% of the Employee's assessment score. CRs 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. Three of the CRs are compulsory for Municipal Managers:

COMPETENCY REQUIREMENTS FOR EMPLOYEES		
LEADING COMPETENCIES	✓	WEIGHT
Strategic Direction and Leadership	✓	5%
People Management	compulsory	5%
Program and Project Management	-	-
Financial Management	compulsory	60%
Change Leadership	-	-
Governance Leadership	✓	
CORE COMPETENCIES		
Moral Competence	✓	5%
Planning and Organising	✓	5%
Analysis and Innovation	✓	5%
Knowledge and Information Management	✓	5%
Communication	✓	5%
Results and Quality Focus	✓	5%
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the Employee's performance; and
- 6.1.2 the intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

6.5 The annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CRs

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

6.5.3 Overall rating

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

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

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

Level	Terminology	Description	Rating				
			1	2	3	4	5
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor or 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 mayoral or 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 Executive Mayor or 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 mayoral or 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:

First quarter	July – September	(October 2024).
Second quarter	October – December	(January 2025)
Third quarter	January – March	(April 2025)
Fourth quarter	April – June	(July 2025)

- 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 Makes 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 total 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%.

% Rating Over Performance	% Bonus
130 - 133.8	5%
133.9 – 137.6	6%
137.7 – 141.4	7%
141.5 - 145.2	8%
145.3 – 149	9%
150 – 153.4	10%
153.5 – 156.8	11%
156.9 – 160.2	12%
160.2 – 163.6	13%
163.7 – 167	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.

12. DISPUTE RESOLUTION

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

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

13. GENERAL

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

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus **done** and **signed** at ...Modimolle....on this the...01... day of ...July... 2024.

AS WITNESSES:

1. 

2. 


EMPLOYEE

AS WITNESSES:

1. _____

2. _____

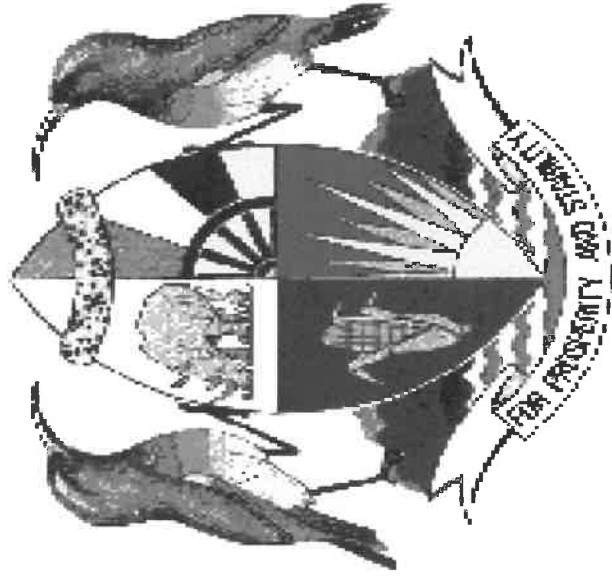

MUNICIPAL MANAGER



2024/2025 PERFORMANCE PLAN (SDBIP)

Annexure A

Personal Performance Plan



WATERBERG DISTRICT MUNICIPALITY



Name: TSHELIKI TEBJANI

Position: Chief Financial Officer

Accountable to: The Municipal Manager

Plan Period: 01 July 2024 – 30 June 2025



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1. INTRODUCTION

PURPOSE:

The performance plan defines the Council's expectations of the CFO's 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.

STRATEGIC ALIGNMENT:

The Objects of Local Government as outlined in the Constitution, Key Performance Areas (KPA) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives per BSC perspective and the ultimate outcomes to be achieved are listed in the table below. The indicators and targets are aligned to the achievement of the objectives over the longer term, in so far it is relevant to the functions of the employee.

Objects of Local Government	KPA	Strategic Objectives
Promote a safe and healthy environment	Service Delivery	To empower the community and instil sense of ownership of development
	Spatial Rationale	To preserve and protect natural resources and promote public health
Promote social and economic development	Local Economic Development	To create an environment that can sustain local economic development
Ensure the provision of services to communities in a sustainable manner.	Financial Viability	To effectively manage finances and improve financial sustainability
	Service Delivery	To coordinate and monitor infrastructure development for the provision and access to basic services
	Spatial Rationale	To facilitate access and transform land and rural tourism development
Encourage the involvement of communities and community organisations in the matters of local government	Good Governance and Public Participation	To develop and implement integrated management and governance systems
Provide democratic and accountable government for local communities	Transformation and Organisational Development	To promote accountability, efficiency and professionalism in the organisation.



2. PURPOSE OF THE POSITION

The employee undertakes to be committed to the municipality's strategic intent that follows:

The **Vision:**

"To be the best energy hub and eco-tourism destination in Southern Africa"

The **Mission:**

"To invest in a constituency of talented who are motivated and innovative to build a sustainable economy in the field, minerals and eco-tourism for the benefit of all our communities"

The **Values** of Waterberg District Municipality to which the employee subscribes are:

Values:	Description:
Commitment	• Commitment is a fundamental cornerstone underpinning our everyday activities – we recognise the value of commitment to fellow employees, to our Councillors and, particularly, to our communities. Forging long-term relationships with our communities, we appreciate they are the lifeblood of our municipality and, in essence, we value them as stake-holders in our future. Thus committed to our clients, naturally we are equally committed to quality and, we also believe in commitment to society as a whole – both the councillors and employees undertake to not only perform their duties in a professional manner, but also actively participate in public life and express their opinions on issues of development in the country in which they live and work
Productivity	• Productivity generally refers to the amount of work someone does in a given amount of time. It consists of the undertaking that to intensify labour-effort and the quality of labour produced at all levels and producing technical innovations. Productivity means doing more with less for maximum impact.
Excellence	• Synonyms for 'excellence' include 'fineness' 'brilliance', 'superiority', 'distinction', 'quality', and 'merit'. Excellence in all endeavours must be a defining virtue by which the District Wide Area pursues its vision and mission.
Integrity	• Integrity is a concept of consistency of actions, values, methods, measures, principles, expectations, and outcomes. In ethics, integrity is regarded as the honesty and truthfulness or accuracy of one's actions. Integrity can be regarded as



Values:	Description:
Transparency	the opposite of hypocrisy in that it regards internal consistency as a virtue, and suggests that parties holding apparently conflicting values should account for the discrepancy or alter their beliefs. • Behavior, actions and information should be visible and available for all to scrutinise. • This includes professionalism which refers to the adherence of employees to honesty and responsibility when dealing with community members including ensuring a level of excellence that goes over and above what is legislatively required. It is about personal ethics, the quality of work produced and the attitude with which it is produced.
Accountability	• To render services to the community with least waste of required resources and ensuring that responsibility is taken for actions so as to be answerable to the community.
Courtesy	• Courtesy involves gentle politeness and courtly manners, which not only covers basic etiquette and decorum but also provided for sophisticated conversation and intellectual skill. To be courteous means to treat other people with dignity.
Professionalism	• A high standard of work where the professionals promote good to society ,act selflessly and abide the code of thics.

The employee is accountable and responsible for amongst others:

- The management of the department's human resources in accordance with Municipal legislation and other legislation applicable to the Municipality, including the management, discipline and development of staff
- The cost effective management of the departments and the municipality's budget and the timely implementation of resolutions related to the department
- The management of Municipality's financial accounting functions to ensure unqualified audit reports
- To manage the financial affairs of the municipality to ensure financial viability.
- To increase revenue to become financially sustainable.
- To manage supply chain in terms of MFMA.
- The compilation and control of the municipality's budget to effect no budget variance
- To manage cash receipts and disbursement to facilitate non-utilization of bank overdrafts
- The management of the payroll and ensuring timeous and accurate payment of personnel salaries and allowances



- The administration of the municipal finances to ensure cash is available for projects and operations
- Ensuring daily banking of cash received
- Management of investment to earn above national average interest on surplus funds
- Determination of tariffs and taxes and ensuring budgeted costs are recovered
- Timely development and submission of financial statements to ensure positive financial results
- Alignment of the budget, Integrated Development Plan and Performance Management System
- The efficient and legal management of supply chain processes
- Manage income and expenditure of the municipality to ensure sound financial management of Council



3. SERVICE DELIVERY AND PERFORMANCE INDICATORS

The indicators and targets for which the employee is responsible to achieve and report on follows:

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 2023 - 2024	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
1	Spatial rationale To facilitate access and transform land and rural tourism development	Integrated planning	Percentage Alignment of Budget & IDP by 30 May 2024	new	100% Alignment of Budget & IDP by 30 May 2024	N/A	N/A	1 Approved budget	N/A	Approved Budget
2	Financial Management and viability To effectively manage finances and improve financial sustainability	Expenditure management	Percentage of Operating budget in terms of SDBIP expended	new	85 to 90% of Operating budget expenditure attained by 30 June 2025	N/A	N/A	70 to 80%	85 to 95%	Financial Report
4	Financial management and viability To effectively manage finances and improve financial sustainability	Expenditure management	Number of Timeous submission of Annual Financial Statements	1/1	1x submission of Annual Financial Statements by 31 August	1 30 August	N/A	N/A	N/A	Submission receipt
6	Financial management and viability To effectively manage finances and improve financial sustainability	Expenditure management	Percentage complete invoice received paid within (30 days or older)	new	98 %complete invoice received (30 days or older)	98	98	98	99%	completed invoices paid within 30 days



KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 2023 – 2024	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
7	Financial management and viability	Budget and reporting	Number of Adjustments budget submitted within timeframe	1	1x Adjustments budget submitted by 28 February 2024	N/A	N/A	1x Adjustments budget	N/A	Council Item & council resolution
8	Financial management and viability	Supply chain management	Number of SCM management report tabled at portfolio and Council	New	4 SCM management report	1	1	1	1	Scm value added report/ SCM management report
9	Financial management and viability	Supply chain management	Total Municipal operating expenditure on contracted services	New	80 to 98 percentage expenditure on contracted services	N/A	N/A	80	80 to 100% on contracted services expended	Financial report Annexure
10	Financial management and viability	Supply chain management	Sum of the number of days from the point of advertising a tender in terms of the 80/20 procurement process to the issuing of letter of award(applicable when there is a tender)	New	90 days validity period from date of advertising a tender	90 days	90 days	90 days	90 days	



KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 2023 - 2024	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
11	Financial management and viability	Supply chain management	Percentage of 80/20 tender awarded as per procurement process	New	90 to 100 percent	N/A	N/A	80	90 to 100 percent	SCM Report
12	Financial management and viability	Supply chain management	Number of SCM deviation reports submitted to Council. Applicable when there is deviation(	8	0 to 3 SCM deviation reports submitted to Council by 30 June 2025(Applicable when there is a deviation)	0	1	1	0-3 deviation report	SCM report
13	Financial management and viability	Supply Chain Management	Percentage of orders issued within 10 working days of receipt of requisition	177%	100% of orders issued within 10 working days of receipt of requisition	100%	100%	100%	100%	Orders issued within 10 working days
14	Financial management and viability	Cash flow and liquidity	Current assets to current liability	New	1:1.5 by 30 June 2025	N/A	N/A	1.5:1	1:1.5	Financial/in year report
15	Good governance and public participation	Governance	Percentage of Council resolutions implemented (applicable if there is a	100%	100% Council resolutions implemented by 30 June 2024	25%	50%	75%	100%	Council resolution register



KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 2023 – 2024	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
	systems		Council resolution related to BTO							
16	Good governance and public participation	Auditing	Percentage of AG Audit findings related to BTO resolved	95 to 100%	95% to 100% of Prior Year audit queries resolved by 30 June 2025	N/A	60%	80%	95 to 100%	2024/25 Post Audit action plan
17	Good governance and public participation	Internal Auditing	Percentage of Internal Audit Unit queries related to BTO addressed	100%	95 to 100% Internal Audit Unit queries related to BTO addressed by 30 June 2024	25%	50%	75%	90 to 100%	IA query resolution register
18	Good governance and public participation	Risk Management	% Risks in terms of risk register related to BTO with mitigation action	75%	100% of Identified risk mitigation action in place as specified in risk plan by 30 June 2025	25%	50%	75%	100%	Risk register
19	Good governance and public participation	Intergovernmental relations	Number of CFO forum meeting held	1	3 to 4x CFO forum meeting held by 30 June 2025	1	1	1	1	Invites, Agenda minutes Attendance register



	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Annual Target 2023 - 2024	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
20	Financial management and viability	To effectively manage finances and resource mobilisation.	Reporting	Number of section 71 MFMA report submitted within timeframe	12/12	12x section 71 MFMA report submitted by 30 June 2024	3	3	3	3	Submission letters or email
21	Good governance and public participation	To develop and implement integrated management and governance systems	Auditing	AG -Audit outcome/Opinion	Unqualified	Unqualified attained by 31 November 2023	N/A	N/A	Unqualified	N/A	Final Audit Report and Management Report
22	Good governance and public participation	To develop and implement integrated management and governance systems	Financial policies	Number of Financial policies reviewed	7	7x Financial policies reviewed by 31 May 2025	N/A	N/A	N/A	3	Policy review register
23	Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	Number of disciplinary action initiated by the Manager	0	0 to 1 of disciplinary action initiated by the Manager by 30 June 2025	0	0	0	0 to 1	HR report



4. CORE COMPETENCY REQUIREMENTS

The core competencies the employee should conform to and will be assessed and evaluated against follows:

CORE MANAGERIAL COMPETENCIES	DEFINITION	DIMENSIONS MEASURED	WEIGHT
Strategic Capability and Leadership	Must be able to provide vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate	Annual Performance Reporting; Lead People; Strategy and Task Execution; Strategic Planning; Governance and Management Frameworks	5%
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved		n.a.
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	Financial Planning: MFMA, MTEF and MTFS; Financial Budget Execution and Reporting (in Year Monitoring and Reporting) AG Report	60%
Change Management	Must be able to initiate and support municipal transformation and change in order to successfully implement new initiatives and deliver on service delivery		n.a.



CORE MANAGERIAL COMPETENCIES	DEFINITION	DIMENSIONS MEASURED	WEIGHT
	commitments		
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality		10%
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals	Innovation; Processes, Policy and Structures; Application of Best Practice	n.a.
Problem Solving and Analysis	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	Identify, Analyse and Resolve Problems in timely manner; Contingency Plans and Anticipate Problems	n.a.
People and Diversity Management	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals		10%
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively in order to put the spirit of customer service (Batho Pele) into practice		5%
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes		n.a.
Accountability and Ethical Conduct	Must be able to display and build the highest standard of ethical and moral conduct in order to promote confidence and trust in the municipality		10%

More details related to each competency are attached as Annexure A1 to this plan.



5. SUMMARY SCORECARD

In terms of Regulation 805 of 2006, the employee will be scored on a ratio of 80% for key performance areas (KPAs) and 20% for core competency requirements (CCRs). It is also required that the KPAs relevant to the employees functions also be weighted in terms of importance out of a total of 100%, contributing to the 80% contribution to KPAs. It is also necessary to allocate weightings amongst KPIs and projects where relevant. A summary of the total weightings are indicated below:

POSITION OUTCOMES/OUTPUTS		KPA WEIGHTINGS	KPI / PROJECT WEIGHTING		ASSESS WEIGHTING
Key Performance Areas					80%
Spatial Rationale		n.a.	n.a.		
Service Delivery and Infrastructure		5%	KPI's	100%	
Financial Viability		70%	KPI's	100%	
Local Economic Development		n.a.	n.a.		
Transformation and Organisational Development		n.a.	n.a.		
Good Governance and Public Participation		25%	KPI's	100%	



Total	100%		
Core Competency Requirements (CCRs)			20%



6. RATING SCALES

The assessment of the performance of the Employee will be based on the following rating scale for KPAs and CCRs:

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.



7. PERFORMANCE ASSESSMENT PROCESS

The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

1. Performance Assessment:
 - 1.1. Formal assessment between employee and employer will take place twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly assessments respectively.
 - 1.2. Actual performance against the targets will be captured in preparation for the assessments.
 - 1.3. Scores of 1-5 will be calculated based upon the progress against targets.
 - 1.4. KPI's and targets are audited before assessment date and their findings must accompany the Performance Plans.
 - 1.5. The employer must keep a record of the mid-year assessment and annual assessment meetings.
2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.
3. The process for determining Employee ratings are as follows:
 - 3.1. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.
 - 3.2. The employee to motivate for higher ratings where applicable.
 - 3.3. The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
 - 3.4. The panel scores are averaged to derive at a total score per KPI / Activity / CCR. Overall scores are calculated by taking weightings into account where applicable.
- 3.5. The final KPA's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.
4. The five point rating scale referred to in regulation 805 correspond as follows:

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167
5. The assessment rating calculator is used to calculate the overall % score for performance.
6. Annual performance evaluation to determine the final ratings and scores as well as recommend performance bonuses will be conducted by the appropriate panel as constituted by Regulation 805 of 2006.
7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in table below:



% Rating Over Performance	% Bonus
130-149%	5-9%
150% and above	10-14%

8. The Personal Development Plan (PDP) can be reviewed after the performance evaluation had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.
9. The results of the annual performance evaluation will be submitted to the performance audit committee for final approval of the assessment/s /evaluations.
10. Performance bonus, based upon the annual evaluation, will be subject to approval by Council.
11. The performance evaluation results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the Province.



8. APPROVAL

The process followed ensures individual alignment to the strategic intent of the institution and gives clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshopping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employer	Undertaking of the employee
On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.	I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.
Signed and accepted on behalf of Council:	Signed and accepted by the Employee:
	
DATE: 20/07/2024	DATE: 01/07/2024



ANNEXURE A1 - CORE MANAGERIAL COMPETENCIES DETAILS

The details pertaining to the Core Managerial Competencies follows:

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Strategic Capability and Leadership	- Understands organisational and departmental strategic initiatives; - Describes how specific tasks link to organisation's strategies; - Aligns and prioritises own action plans to organisational strategies; and - Demonstrates commitment through actions.	- Gives direction to team in realising the organisation's strategic objectives; - Impacts positively on team morale; - Develops action plans to execute strategic initiatives; - Assists in defining performance measures to evaluate the success of strategies; - Identifies and communicates obstacles to executing specific strategies; - Supports stakeholders in achieving their goals; - Inspires staff with own behaviour - "walks the talk"; - Manages and takes calculated risks; - Communicates strategic plan to the organisation; and - Utilises strategic planning methods and tools.	- Evaluates all activities to determine value added and alignment with the organisation's strategic goals. - Displays and contributes in-depth knowledge to strategic planning at the organisational level; - Ensures alignment of strategies across various functional areas to the organisation strategy; - Defines performance measures to evaluate the success of organisation's strategy; - Monitors and reviews strategic plans consistently and takes corrective action; - Promotes organisation's mission and vision to all relevant stakeholders; - Empowers others to deal with complex and ambiguous situations; - Achieves agreement or consensus in an adversarial environment; - Guides the organisation through complexity and uncertainty of vision; - Leads and unites diverse workgroups across divisions to achieve organisational objectives; and - Develops and implements risk



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
			management.



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Financial Management	• Articulates basic financial concepts and techniques as they relate to organisational/departmental processes and tasks (e.g. performance budgeting and value for money); • Displays awareness of the different sources of financial data, reporting mechanisms and financial processes and systems; • Understands importance of financial accountability; • Understands the necessity for asset control; • Recognises key expenditure and financial accounting and reporting concepts; • Performs key financial management processes (expenditure, accounting and reporting) with guidance/direction; • Tracks and measures actual expenditure against budget; and • Understands the role of an audit function.	• Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate; • Assesses, manages and monitors financial risks; • Prepares financial reports based on prescribed format; • Understands and weighs up financial implications of propositions; • Controls assets according to prescribed policies and procedures; • Understands, analyses and monitors financial reports; • Allocates resources to established goals and objectives; • Manages expenditure in relation to cash flow projections; • Ensures effective utilisation of financial resources; • Develops corrective measures/actions to ensure alignment of budget to financial resources; • Prepares and manages own budget in line with the strategic objectives of the organisation; and	• Takes ownership of key planning, budgeting and forecasting processes and answers questions related to topics within own responsibility; • Manages financial planning, forecasting and reporting processes; • Prepares budgets that are aligned to the strategic objectives of the organisation\department; • Addresses complex budgeting and financial management issues; • Formulates long term financial plans and resource allocations; • Develops and implements systems, procedures and processes in order to improve financial management; • Advises on policies and procedures regarding asset control; • Dynamically allocates resources according to internal and external objectives (broader government objectives); • Develops expenditure Key Performance Indicators (KPIs); • Succeeds in achieving maximum results with limited resources; • Assists others with financial accounting\reporting tasks; • Coaches and teaches others on key financial concepts; and • Analyses projections in reports.



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Service Delivery Innovation	• Recommends new ways of performing tasks within own function; • Identifies and seeks potential sources of new ideas and approaches to enhance service delivery; • Proposes simple remedial solutions to simple service delivery orientated problems; and • Listens to the ideas and perspectives of others and explores opportunities to enhance these ideas.	• Consults clients and stakeholders on ways to improve the delivery of services; • Communicates the benefits of service delivery improvement opportunities to stakeholders; • Identifies internal process improvement opportunities; • Identifies and analyses opportunities where innovative ideas can lead to improved service delivery; • Creates mechanisms to encourage innovation and creativity within functional area and across the organisation; and • Implements innovative service delivery options in own department/organisation.	• Formulates and implements new ideas throughout the organisation; • Ensures buy-in from key stakeholders; • Consults and utilises international best practices on Service Delivery Innovation; • Aligns the Service Delivery Innovation initiatives with the latest technology; • Researches needs of clients; • Coaches others on innovation techniques; and • Inspires service providers to improve delivery of services.
Problem Solving and Analysis	• Understands the basic steps in problem solving and analysis and solves basic problems using organisation guidelines;• Identifies when to solve problems independently and when to consult others for resolution beyond own authority;• Participates actively and constructively in problem solving discussions; and• Identifies and documents issues associated with problems.	• Explains potential impact of problems to own working environment;• Demonstrates logical problem solving approach and provides rationale for proposed solutions;• Determines root causes of problems;• Demonstrates objectivity, thoroughness, insightfulness, and probing behaviours when approaching problems; and• Demonstrates the ability to break down complex problems into manageable parts and identify solutions.	• Coaches others on the analytical techniques and problem solving methods;• Anticipates organisational problems and strategises to counteract potential impact;• Involves the appropriate people, to resolve complex, inter-departmental problems;• Generates various solutions/ options and contingency plans for problems;• Identifies the impact of solutions on multiple areas within the organisation; and• Develops contingency measures and explores various problem solving options.



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Honesty and Integrity	- Follows through on commitments under supervision; and - Follows the rules and regulations of the organisation.	- Conducts self in accordance with organisational values; - Reports fraud, corruption, nepotism and maladministration; - Honours the confidentiality of matters; - Deals promptly, where conflict of interest arises; - Establishes trust and shows confidence in others; - Treats all employees with equal respect; - Takes responsibility for own actions; - Undertakes roles and responsibilities - Shares information openly, whilst respecting the principle of confidentiality.	- Develops and applies self-corrective measures; - Makes proposals; - Promotes transparent and accountable administration; - Acts decisively against corrupt and dishonest conduct; - Promotes the values and beliefs of the organisation internally and externally; - Co-operates with others and works as a team; and - Oversees the acceptance of responsibility and accountability in the organisation