

Tropiese Paradys

# GROTER TZANEEN MUNISIPALITEIT GREATER TZANEEN MUNICIPALITY

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# PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

GREATER TZANEEN MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

**DONALD MHANGWANA** 

AND

FREEDOM MTHETWA

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 1 JULY 2025 - 30 JUNE 2026

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#### PERFORMANCE AGREEMENT

# **ENTERED INTO BY AND BETWEEN:**

The Greater Tzaneen Municipality herein represented by Donald Mhangwana in his capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

and

Freedom Mthetwa as the Employee of the Municipality (hereinafter referred to as the Employee).

#### WHEREBY IT IS AGREED AS FOLLOWS:

# 1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 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 and outputs that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

#### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties.
- 2.2 Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employee's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP), the Departmental Business Plan 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 job.
- 2.6 In the event of outstanding performance, to appropriately reward the employee.
- 2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery

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#### 3 COMMENCEMENT AND DURATION

- This Agreement will commence on the 1 July 2025 and will remain in force until 30 June 2026; 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 (see **Annexure A**) that replaces this Agreement at least once a year by not later than the beginning of the first month of the successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee**'s contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

# 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
  - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
  - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; targets that may include dates and weightings.
  - 4.2.1 The key objectives describe the main tasks that need to be done.
  - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
  - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
  - 4.2.4 The weightings show the relative importance of the key performance areas, key objectives and key performance indicators to each other in terms of the position.
- 4.3 The **Employee**'s performance will, in addition, be measured in terms of contributions to the strategic objectives and strategies set out in the **Employer**'s Integrated Development Plan as developed per the Balanced Scorecard methodology.

# 5 PERFORMANCE MANAGEMENT SYSTEM

- 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 required standards.

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- 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**.
- The **Employee** undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
  - 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCR's) respectively.
  - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
  - 5.5.3 KPA's covering the main areas of work will account for 80% and CCR's will account for 20% of the final assessment.
- The **Employee**'s assessment will be based on his 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	Weighting
Municipal Institutional Development and Transformation	
Basic Service Delivery	80%
Local Economic Development (LED)	
Municipal Financial Viability and Management	20%
Good Governance and Public Participation	
Total	100%

- 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 (see Table 2):

TABLE 2: COMPETENCY REQUIREMENT	S FOR EMPLOYER	≘s
LEADING COMPETENCIES	√	WEIGHT
Strategic Direction and Leadership	<b>√</b>	10%
People Management	√	10%
Program and Project Management	<b>√</b>	10%
Financial Management	<i>√</i>	5%
Change Leadership	$\sqrt{}$	5%
Governance Leadership	√	5%
CORE COMPETENCIES		
Moral Competence	<b>√</b>	10%



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TABLE 2: COMPETENCY REQUIREMENTS I	FOR EMPLOYER	ES .
LEADING COMPETENCIES		WEIGHT
Planning and Organising		10%
Analysis and Innovation	<b>√</b>	10%
Knowledge and Information Management	1	10%
Communication		5%
Results and Quality Focus	<b>√</b>	10%
Total percentage	<u>-</u>	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 employees 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 agreed time frames in the Personal Development.
- 6.4 The **Employee**'s performance will be measured in terms of contributions to the strategic objectives and strategies set out in the **Employer**'s IDP.
- 6.5 The bi-annual and annual performance appraisal will involve:

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

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

#### 6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR (see Table 3)
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CR score.

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Competent (3)   Competent (3)   Competent (3)   Competent (3)	Table 5: Achiev	lable 3: Achievement levels for Competency Requirements	cy Requirements <sup>1</sup>		
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Participate in team goal- setting and problem-solving• Interact and collaborate with people of diverse and backgrounds• Aware of guidelines for employee development, but requires support in implementing development initiatives  Seek opportunities to increase team setting and problem-solving• and support the diverse nature of others backgrounds• Aware of the benefits of a backgrounds• Aware of guidelines for employee development, but requires support in implementing development initiatives  Facilitate team goal-setting and problem-solving• Effectively delegate effectiveness• Identify development and learning contribution and execute functions optimally- Apply relevant employee legislation fairly and consistently• Facilitate team goal-setting and problem-solving• Effectively identify capacity requirements to fulfil the strategic mandate  Interact and collaborate with people of others and recommend remedial interventions• and relate it to own work communications and develop strategies, positions and alliances  Interact and collaborate with people of others and recommend remedial interventions• and responsibility• Respect and recommend remedial interventions• and responsibility• Respect and recommend remedial interventions• and rec			<ul> <li>Understand the aim and objectives of</li> </ul>	dynamic tensions among key players to frame	less inderstanding of compating
Participate in team goal- setting and problem-solving* Interact and collaborate with people of diverse apple of diverse and support the diverse nature of others people of diverse approach* Effectively delegate development but requires support in implementing development initiatives  Tacilitate team goal-seek opportunities to increase team and recommend remedial interventions*  And recommend remedial interventions*  Recognise and reward effective and desired behaviour. Provide mentoring and guidance to others in order to increase contribution and execute functions optimally-Apply relevant employee legislation fairly and consistently-  Facilitate team goal-seek to the recognise and recommend remedial interventions*  Recognise and recommend remedial interventions*  Recognise and reward effective and behaviour. Provide mentoring and guidance to others in order to increase confluctive to sharing, innovation, ethical behaviour and professionalism* Inspire a culture of others in order to increase personal effectively delegate tasks and empower others to increase confluctive to sharing, innovation, ethical behaviour and professionalism* Inspire a culture of others in order to increase personal effectively delegate otherwiour Provide mentoring and guidance to others in order to increase personal effectively delegate of tracks and empower others to increase confluctive to sharing, innovation, ethical behaviour and professionalism* Inspire a culture of operiormance excellence by giving positive and constructive feedback to the team. Achieve agreement or consensus in adversarial environments* Lead and unite diverse teams across divisions to achieve institutional environments and conflicts according to institutional environments and conflicts according to institutional and recommend remedial interventions and recommend remedial int			the institution and relate it to own work	communications and develop strategies.	interests to manner or compound
*Participate in team goal- setting and problem-solving* Interact and collaborate with people of diverse backgrounds* Aware of guidelines for employee development, but requires support in implementing development initiatives  *Facilitate team goal- support the diverse nature of others of and recommend remedial interventions* and support the diverse nature of others of and recommend remedial interventions* and recommend remetoring and guidance to others in order to increase effectiveness in order to increase effect	-			positions and alliances	win/win outcome
Interact and collaborate with and support the diverse nature of others people of diverse and be aware of the benefits of a diverse approach. Effectively delegate tasks and empower others to increase contribution and execute functions support in implementing development, but requires optimally. Apply relevant employee contribution and execute functions optimally. Apply relevant employee legislation fairly and consistently. Facilitate team goal-setting and problem-solving. Effectively identify capacity requirements to fulfil the strategic mandate  Initiate projects after approval from higher authorities.	Managament	Participate in team goal-	<ul> <li>Seek opportunities to increase team</li> </ul>	<ul> <li>Identify ineffective team and work processes</li> </ul>	Develop and incorporate best practice
people of diverse backgrounds• Aware of guidelines for employee development, but requires support in implementing development initiatives Facilitate team goal-setting and problem-solving• Effectively identify capacity requirements to fulfil the approval from higher ament ament ament  Initiate projects after  and support the diverse nature of others and be aware of the benefits of a diverse approach• Effectively delegate tasks and empower others to increase personal tasks and empower others to increase of the situations of the tam• Suidance to others in order to increase personal tasks and empower others to increase of the situations of the tam• Suidance to increase personal tasks and empower others to increase of the situations of the tam• Suidance of the string and development and constitutions of the tam• Suidance of the situations of the tam• Suidance of the situations of the tam•	Management	setting and problem-solving.	contribution and responsibility Respect	and recommend remedial interventions•	people management processes,
backgrounds• Aware of diverse approach• Effectively delegate development, but requires support in implementing development initiatives  Facilitate team goal-setting and problem-solving• Effectively identify capacity requirements to fulfil the approval from higher and proval from higher iment		interact and collaborate with	and support the diverse nature of others	Recognise and reward effective and desired	approaches and tools across the
guidelines for employee development, but requires support in implementing development initiatives development initiatives realization fairly and consistently capacity requirements to fulfil the approval from higher authorities rights and empower others to increase personal contribution and execute functions optimally. Apply relevant employee development initiatives redilitate team goal-setting and problem-solving. Effectively identify capacity requirements to fulfil the strategic mandate sment approval from higher sment authorities.		people of diverse	and be aware of the benefits of a	behaviour• Provide mentoring and guidance to	institution• Foster a culture of discipline,
development, but requires contribution and execute functions support in implementing development initiatives realistation fairly and consistently development initiatives recipilitate team goal-setting and problem-solving requirements to fulfil the strategic mandate reproval from higher authorities recipilitate team goal-setting and problem-solving requirements to fulfil the strategic mandate reproved from higher recipies strates and key milestones.		guidelines for employee	tocks and amnounce there to increase approach the control of the c	others in order to increase personal	responsibility and
support in implementing development initiatives realitate team goal-setting and problem-solving capacity requirements to fulfil the approval from higher authorities requires ament and constructives requirement and communicate the authorities recipied status and key milestones requirements of political legislation fairly and consistently. Conducive to sharing, innovation, ethical conducive to sharing, innovation, ethical conducive to sharing, innovation, ethical behaviour and professionalism. Inspire a culture of performance excellence by giving positive and constructive feedback to the team. Achieve agreement or consensus in adversarial environments. Lead and unite diverse teams across divisions to achieve institutional priorities and conflicts according to institutional controllers.		development but requires	lasks allu elilpower others to increase	effectiveness• Identify development and learning	accountability. Understand the impact of
development initiatives    development initiatives   legislation fairly and consistently*   legislation fairly and consistently*   behaviour and professionalism* Inspire a culture   of performance excellence by giving positive and   problem-solving* Effectively identify   constructive feedback to the team* Achieve   agreement or consensus in adversarial   environments* Lead and unite diverse teams   across divisions to achieve institutional   enviroities   optimality*   development initiatives   legislation fairly and consistently*   development initiatives   legislation fairly and consistently*   development of performance excellence by giving positive and constructive feedback to the team* Achieve   agreement or consensus in adversarial   environments* Lead and unite diverse teams   across divisions to achieve institutional   environments*   enviro		development, put requires	contribution and execute functions	needs within the tam. Build a work environment	diversity in performance and actively
Facilitate team goal-setting and professionalism• Inspire a culture of performance excellence by giving positive and problem-solving• Effectively identify constructive feedback to the team• Achieve agreement or consensus in adversarial environments• Lead and unite diverse teams across divisions to achieve institutional objectives and conflicts according to institutional environment authorities and key milestones.		Support in implementing	opumally• Apply relevant employee	conducive to sharing, innovation, ethical	incorporate a diversity strategy in the
problem-solving• Effectively identify constructive feedback to the team• Achieve agreement or consensus in adversarial environments• Lead and unite diverse teams across divisions to achieve institutional objectives after approval from higher authorities and key milestones are coals.		nevelopment initiatives	registation fairly and consistently.	behaviour and professionalism• Inspire a culture	institution•Develop comprehensive
capacity requirements to fulfil the agreement or consensus in adversarial environments. Lead and unite diverse teams across divisions to achieve institutional objectives  Indicate projects after approval from higher authorities and communicate the authorities and conflicts according to institutional project status and key milestones.			racilitate team goal-setting and	of performance excellence by giving positive and	integrated strategies and approaches to
capacity requirements to fulfil the agreement or consensus in adversarial environments* Lead and unite diverse teams across divisions to achieve institutional objectives  nme and  • Initiate projects after approval from higher involvement and communicate the authorities and conflicts according to institutional environments to fulfil the environments. Lead and unite diverse teams across divisions to achieve institutional objectives  • Establish broad stakeholder involvement and communicate the priorities and conflicts according to institutional environments.			problem-solving. Effectively identity	constructive feedback to the team. Achieve	human capital development and
nme and  • Initiate projects after  approval from higher  authorities  • Istablish broad stakeholder  approval from higher  authorities  • Establish broad stakeholder  involvement and key milestones  are environments• Lead and unite diverse teams  across divisions to achieve institutional objectives  • Manage multiple programmes and balance  priorities and conflicts according to institutional			capacity requirements to fulfil the	agreement or consensus in adversarial	management. Actively identify trends
nme and  • Initiate projects after  approval from higher  approval from higher  authorities  • Establish broad stakeholder  involvement and communicate the  project status and key milestones  across divisions to achieve institutional objectives  • Manage multiple programmes and balance  priorities and conflicts according to institutional			strategic mandate	environments. Lead and unite diverse teams	and predict capacity requirements to
nme and  • Initiate projects after  • Establish broad stakeholder  approval from higher  involvement and key milestones  authorities  • Manage multiple programmes and balance  priorities and conflicts according to institutional				across divisions to achieve institutional objectives	facilitate unified transition and
approval from higher involvement and communicate the authorities and conflicts according to institutional authorities.	Programmo and	Initiate manifestation and			performance management
ment authorities project status and communicate use profites and conflicts according to institutional	riografifile and	• initiate projects after	Establish broad stakeholder	Manage multiple programmes and balance	<ul> <li>Understand and conceptualise the</li> </ul>
	Management	authorities	project status and bey milestones	profiles and conflicts according to institutional	long-term implications of desired project



<sup>1</sup> As prescribed by Regulation 21 of 2014



Understand procedures of the project team and create clarity management methodology, impact assessment and resource management methodology.  Indestand the rational of the project team and create clarity implications and stakeholder involvement.  Understand the rational of project team and create clarity involvement.  Indestand the rational of project team and create clarity involvement.  Indestand the rational of collectives of the project team and create clarity involvement.  Indestand the rational of the first tulons strategic of the project sand the rational of course and the quality of deliverables.  Indestand the rational of the deliverables of the completion of the cellurerables of the first tulons and apply policies in a consistent with own work.  Understand the rational of the deliverables of the project sand the first tulons and apply policies in a consistent by consument and apply policies in a consistent by consument and polyprofers and project team and project team and project the first tulons and polyprofers and the quality and objectives of the project sand methodology.  Indicate the effective completion of the project sand project source and motivates and the quality of deliverables.  Indicate the effective completion of the project sacrossation of conversity project manner.  Indicate the effective completion of the project sacrossation of conversity project manners of successity project and polyproject sand project sequence and motivate project sources and project sequence in motivation and project sources and project sources and the quality of deliverables.  Indicate the effective completion of the project and project sources and project sou	Understand procedures of the project team and create clarity management methodology around expectations and stakeholder interpolations and stakeholder interpolation to the institutions strategic deadline and the quality of deliverables.  Understand the rational of project and the project and the project and the project and the project and publications and stakeholder interpolation of the deliverables.  Understand the associated with own work.  Uses results and communicate and poppy policies in a consistent the deliverables.  Understand basic financial connepts and methods as understand basic financial interpolations of decisions and staken processes and activities.  Understand basic financial connepts and methods are darkines of financial arounding mechanisms.  Understand the importance of financial accountability understand the importance of financial arounding in the project inmoliterations of decisions and several processes and provides credible institution and processes and systems and systems.  Understand the importance of financial arounding and financial importance of financial arounding and instructions are required by National Freasury guidelines are reviewed and understanding of the understanding of the benchiques and processes for project institutional development in implementing understanding of the u	Competencies	Competencies Basic (2) Competent (3)	Competent (3)	(Advanced) (A)	(Superior) (S)
programme and project management methodology mplications and stakeholder involvement understand the rational of pojects in relation to the institution's strategic objectives Understand the rational of Use results and approaches Use results and approaches Understand basic financial concepts and methods as they relate to institutional official accountability Understand the importance Understand the importance Understand the importance Of asset control of asset control  Teasury guidelines are required the forevened and apply point and stakeholders in seeking project to stakeholders in stakeholders in seeking project to stakeholders in seeking project to stakeholders in stakeholders in seeking project to stakeh	programme and project.  Implications and stakeholder involvement:  Understand the rational of balliera and the quality of delinerables.  Understand the rational of balliera and the quality of delinerables understand the rational of ballierable and appropriate project accors and risk associated with own work.  Use results and approaches of successful project.  Implications and risk associated with own work.  Use results and approaches of successful project.  Implication as guide  Understand basic financial concepts, planning, budgefing, and they relate to institutional data, reporting thancial concepts, planning, budgefing, and forecasting and how they treated in institutional data, reporting the archivage replication and systems.  Understand the importance of financial accountability.  Understand the importance of a fession and required publications and processes and sortivities.  Understand the importance of financial accountability of the institutional development in importance and fessions and measure risk, compliance and the importance of financial development in implications are required by kational graphs of the structure of its stations and implementing understanding of the techniques and processes for the institutional development in implications and processes for procedures and instructions are required by kational development in implications and incompliance and instructions are required by kational graphs abasic awareness.  Display a basic awareness.  Obsplay a broad dispersions of the situation of the situations of the sit		<ul> <li>Understand procedures of</li> </ul>	Se	Apply effective risk management strategies	Direct a comprehensive strategi
Implications and stateholder involvement  In	Implications and stakeholder involvement and sometime and the quality of deliverables understand the rational of projects in relation to the institution's strategic objectives and proporties projects in relation to the institution's strategic objectives objectives and project in relation to the institution at guide with own work projects in relation to the objectives and project in relation to the objectives and project institution and apply policies in a consistent and apply policies in a consistent inplication and apply policies in a consistent in the relation and apply policies in a consistent in the relation and apply policies in a consistent inplication and apply policies in a consistent in the relation and programment in the relation and apply policies in a consistent in the relation and apply policies in a consistent in the relation as guide in the relation and apply policies in a consistent in the relation and apply policies in a consistent in the relation and apply policies in a consistent in the relation and apply policies in a consistent in the relation to the dealine and the quality of eleverations to the relation to the		programme and project	create clarity	through impact assessment and resource	macro and micro analysis and sc
Implications and stakeholder involvement of each offer project involvement of each offer project involvement of each offer project in relation to the institution is strategic of the project in relation to the institution is strategic of the project in relation to the institution is strategic of the project in relation to the institution is strategic of the project in relation to the institution is strategic of the project in relation to the institutional tractors and ska associated with own work.  *Use results and approaches and mappy policies in a consistent manner of successful project in minimum or progress and use of resource allocation in the institutional stakeholders in seeking project bury in clerity and apply contemporary project management methodology in influence and motivate project team to deliver monitor progress and use of resource allocation in influence and an owner of project bury in clerity and make needed adjustments to infellines, steps and resource allocation in influence and an owner of results and approaches in management methodology in influence and an owner of results and approaches in management methodology.  *Influence and and motivate project team to deliver management in management methodology.  *Influence and and motivate project and apply contemporary project management methodology.  *Influence and and motivate project team to deliver management methodology.  *Influence and apply contemporary project management methodology.  *Influence and apply contemporary project management methodology.  *Influence and motivate project team to deliver management methodology.  *Influence and motivate project team to deliver management methodology.  *Influence and motivate project team to deliver workpling and motivate project and apply project management methodology.  *Influence and droceast project learn to deliver workpling and project to the control of the project and management to management once and provides coedible residual to the project state of resources and provides coedible residual	implications and stakeholder involvement of chearing and the youngest sand the rational of projects and the rational of projects and the rational of projects in relation to the institutions strategic chearing appropriate project resources projects in relation to the institutions strategic concepts and many propriate project sand apply policies in a consistent and approaches of the project and apply policies in a consistent individual project and apply policies in a consistent concepts, planning, budgeting, and they relate to institutional concepts, planning, budgeting, and they relate to institutional concepts, planning, budgeting, and concepts and management concerns insking and how they interested to the strategic objectives of the institution and approval to the planning budgeting, and concepts and management concerns insking and how they interested to the strategic objectives of the institution.  1. Prepare budgets that are aligned to the strategic objectives of the institution and provides or entirely and management concerns institution.  2. Propare that decisions and concepts ar		management methodology,	around expectations	requirements	projects accordingly to realise
Understand the rational of claims and the quality and deleverness.  Understand the rational of claims and apply policities and apply contemporary project insured in the deliverables.  Obschmes of concepts and risk associated with own work.  Use results and approaches of the project insured interest and apply policities in a consistent includes and apply policities in a consistent includes and apply policities in a consistent individual processes and apply policities in a consistent individual processes and apply policities in a consistent individual processes and activities oncepts, planning, budgeting, and they relate to institutional processes and activities oracles of financial management in the deliver and activities oracles of financial management in the various sources of financial management in the concesses and activities oracles of financial povernances into the various sources of financial management in the processes and activities of status of the various sources of financial management in the various sources of financial management in the various sources of financial povernance and systems.  Prepare that delegation and the importance of financial accountability of financial a	Understand the rational of because of the project institution's strategic objectives.  Understand the rational of institution's strategic objectives.  Document and communicate manner influence and appropriate specific sources of the project institution's strategic objectives.  Document and communicate manner influence and appropriate specific sources of the project institution as guide implementation as guide implementation as guide influence and apply policites in a consistent implementation as guide influence and advivities.  Understand basic financial concepts and methods as display awareness into the validus sources of financial processes and advivities in sources of financial governance, processes and systems  Understand the importance of financial reports based on the processes and systems  Understand the importance of asset control of asset control of asset control instructions are required by National Understand the importance of everyoner in implementing and the processes and provides or entirely and implement plants to address and insperse in the delegation and general financial require guidance and inplement plants to address and insperse in the strategic objectives of the institution approval to the strategic objectives of the institution approval to financial accountability  Understand the importance of financial required by National freature guidance and development in implementing  Understand the importance of insk, compliance and governance and risk associated with own responsibility and integrity of financial management or processes and systems  Understand the importance of six compliance and governance and risk associated in the province of the institution applications of decisions and understanding of the such require guidance and governance and risk and compliance on the such requires the such responsibility of the province of the institutional processes and specific such requires the such responsibility of financial requires to the province of the institutional process and institutional pro		implications and stakeholder	<ul> <li>Find a balance between project</li> </ul>	<ul> <li>Modify project scope and budget when required</li> </ul>	institutional objectives
Industriand the rational of institution's strategic objects and relevant institution's strategic objectives.  Document and communicate in deliverables.  Document and communicate in the deliverables of the deliverables.  Document and communicate in the deliverables of the deliverables.  Document and communicate in the deliverables of the deliverables of successful project with statutory requirements.  Document and communicate in the deliverables of successful project implementation as guide in the deliverables and make needed adjustments to successful project implementation as guide in the deliverables and make needed adjustments to timelitudes and methods as they relate to institutional of exacts and accomplant of concepts, planning, budgeting, and forecast processes and apply oblices in a consistent the five relate to institution and apply oblices in a consistent to institution and they relate to institution and they relate to institution and concepts, planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility processes and systems.  Oncepts, planning, budgeting, and forecast processes and provides credible discussed on the state of the institution of the state of the institution of the importance of financial management on the processes and provides credible answers to queries within own responsibility processes and systems.  Oncepts, planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility processes and provides credible answers to queries within own responsibility.  Perpare budgets there are dispond to the strategic objectives of the institution of the importance of financial management or put the delegation and instituctions are required by National Treasury's regulatory framework for Financial Management or procedures regarding asset control of six control methodology and approaches of the certain of proces	<ul> <li>Understand the rational of computers in relation to the rational of inestitution's strategic objects in relation to the deliverables.</li> <li>Dozument and communicate and approaches of institution as guide</li> <li>Understand basic financial ocnepts and make needed adjustments to implementation as guide</li> <li>Understand basic financial concepts and methods and apply policies in a consistent in the processes and activities and make needed adjustments to implementation as guide</li> <li>Understand basic financial concepts, planning budgeting, and they relate to institutional processes and activities.</li> <li>Assess, identify and manage financial accountability processes and systems.</li> <li>Understand the importance of financial accountability.</li> <li>Ensure that delegation and instructions are required by National Treasury guidelines are reviewed and updated updated understand the importance of financial accountability.</li> <li>Display a basic awareness.</li> <li>Display a basic awarene</li></ul>		involvement	deadline and the quality of deliverables	without compromising the quality and objectives	<ul> <li>Consider and initiate projects the</li> </ul>
projects in relation to the institutions strategic objectives.  Obscuring and communicate and apply policies in a consistent factors and risk associated with own work of successful project with own work of successful project and make inheritation as guide.  Inderstand basic financial concepts and methods as charles and methods as charles and carbinise.  Inderstand basic financial concepts and methods as charles and carbinise and achilities.  Inderstand basic financial concepts and methods as charles and charles of stake needed adjustments to inhelines, steps and resource allocation implementation as guide.  Inderstand basic financial concepts and methods as charles and contents in financial governance, influencial accountability.  Inderstand the importance of financial accountability of financial accoun	projects in relation to the institutions strategic objectives strategic objectives completion of institutions strategic and apply policies in a consistent factors and risk associated and apply policies in a consistent factors and risk associated and apply policies in a consistent factors and risk associated and apply policies in a consistent factors and risk associated and apply policies in a consistent factors and risk associated and apply policies in a consistent factors and risk associated and apply policies in a consistent factors and risk associated and apply policies in a consistent factors and apply policies in a consistent factors and apply policies in a consistent management individuous and make needed adjustments to implementation as guide  - Understand basic financial - Camply with statutory requirements - Admiss or and apply connemporary project town and apply connemporary project management indentify and make needed adjustments to timelines, steps and resource allocation implementation as guide  - Understand basic financial - Cambly with statutory requirements to observe and apply connemporary project management indentify and make needed adjustments to timelines, steps and resource allocation implementation as guide  - Understand basic financial - Assume a cost-saving approval to data, reporting mechanisms, financial management concerns and systems and advities or fread institution - Assume a cost-saving approval to implement concerns and processes and provides credible and forecasts and make the project team to deliver sunderstand apply connemporary project two incoming the source allocation in dramagement independent oncerns and apply connemporary project two incoming and management independent oncerns and solvers or polect two the stakendor project sear and motivate project team to deliver and management independent oncerns and solvers or polect two the strategic objectives of the institution of the strategic objectives of the institution of the current and provides credible and forecasts in pla		<ul> <li>Understand the rational of</li> </ul>	<ul> <li>Identify appropriate project resources</li> </ul>		focus on achievement of the long
bleichies de sakeholders in seeking project buy-in objecthes.  Discument and communicate and apply policies in a consistent with own work  Lactors and risk associated with own work  Lactors and approaches and apply policies in a consistent with own work  Lactors and approaches and apply policies in a consistent with own work  Lactors and apply policies in a consistent with own work  Lactors and apply policies in a consistent work  Lactors and apply policies in a consistent with own work  Lactors and apply policies in a consistent with own work  Lactors and apply policies in a consistent management nethodology  Lactors and apply policies in a consistent management indigence and motivate project team to deliver manage in and apply policies and processes and provides credible oncopsts, planning, budgeling, and forecast processes and provides credible oncopsts and methods as they relate to institution and apply processes and provides credible oncopsts, planning, budgeling, and forecast processes and provides credible oncopsts, planning, budgeling, and forecast processes and provides credible oncopsts, planning, budgeling, and forecast processes and provides credible oncopsts, planning, budgeling, and forecast processes and provides credible oncopsts, planning, budgeling, and forecast processes and provides credible oncopsts, planning, budgeling, and forecast processes and provides credible oncopsts, planning, budgeling, and forecast processes and provides credible oncopsts, planning, budgeling, and forecast processes and provides credible oncopsts, planning, budgeling, and forecast processes and provides credible oncopsts, planning, budgeling, and forecast processes and provides credible answers to quenes within own responsibility processes and systems and systems and systems and systems and processes in place to enhance the quality and menagement oncorns and processes and processes in planning, budgeling, and forecast processes and provides credible answers to quenes within own responsibility processes and provide	institution's strategic objectives of believes and seaking project buy-in objectives.  Discurrent and communicate and apply policies in a consistent actions and risk associated with own work.  Lichtist and approaches of inancial with own work.  Linderstand basic financial concepts, planning, budgeting, and they relate to institutional they relate to institutional processes and activities.  - Cartibit knowledge of general financial concepts, planning, budgeting, and they relate to institutional they relate to institutional processes and activities.  - Assess, identify and manage financial accomplish to restain gard how they interrelate the various sources of financial ecountability.  - Assess, identify and manage financial and forecast processes and provides credible forecasting and how they interrelate the various sources of financial mechanisms, financial governances.  - Onsider and understand the financial instructions are required by National Treasury guildelines are reviewed and instructions are required by National Treasury guildelines are reviewed and updated  - Display a basic awareness  - Disp		projects in relation to the	to facilitate the effective completion of	<ul> <li>Involve top-level authorities and relevant</li> </ul>	objectives
- Comply with statutory requirements - Document and communicated manner require and monitor ing and apply policies in a consistent - Index and risk associated with own work - Influence and motivate project team to deliver exceptional results - Influence and motivate project team to deliver exceptional results - Influence and motivate project team to development to institution and name and periodes and processes and provides credible of the strategic objectives of the institution - Influence formats - Influence and forecasting and financial influence to the quality and integrity of financial management - Propose beging and financial processes in place to enhance the quality and integrity of financial management - I	- Comply with statutory requirements - Chocument and communicated and apply policies in a consistent - Industrial apply contemporary project - Industrial apply contemporary project - Industrial apply policies in a consistent - Industrial apply policies and updefing and financial - Industrial indu		Institution's strategic	the deliverables	stakeholders in seeking project buy-in	<ul> <li>Influence people in positions of</li> </ul>
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factors and implement plans to address these Demonstrate understanding of the techniques and processes for optimising  • Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the	factors and implement plans to address these Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the  Identify, analyse and measure risk, create valid  In the second implement plans to address	Leadership	of risk, compliance and	governance and risk and compliance	objectives and drivers	commitment in complying with
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techniques and processes for optimising   to prevent and reduce risk that impede on the	techniques and processes for optimising to prevent and reduce risk that impede on the risk taking decisions within the achievement of institutional objectives		development in implementing	<ul> <li>Demonstrate understanding of the</li> </ul>	<ul> <li>Apply risk control methodology and approaches</li> </ul>	compliance strategy to ensure
	risk taking decisions within the achievement of institutional objectives		such requirements	techniques and processes for optimising	to prevent and reduce risk that impede on the	achievement of institutional object

F. M. D.W.

lable 3: Achieve	lable 3: Achievement levels for Competency Requirements	cy Requirements1		
Competencies	Basic (2)	Competent (3)	(Advanced) (4)	(Superior) (5)
	cooperative government but requires quidance on fostering	<ul> <li>Actively drive policy formulation within</li> </ul>	<ul> <li>Demonstrate a thorough understanding of risk retention plans</li> </ul>	•Able to advise Local Government on
	workable relationships	the institution to ensure the	<ul> <li>Identify and implement comprehensive risk</li> </ul>	practice interventions and compliance
	between stakeholders	achievement of objectives	management systems and processes	management
	•Provide input into policy		Implement and monitor the formulation of	<ul> <li>Able to forge positive relationships on</li> </ul>
	iormulation		policies, identify and analyse constraints and	cooperative governance level to
			recommendations for improvement	government
			-	• Able to shape, direct and drive the
	90.0			formulation of policies on a macro level
Core Competencies	1		1 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4	
Moral competence	Realise the impact of acting	Conduct self in alignment with the	<ul> <li>Identify, develop, and apply measures of self-</li> </ul>	<ul> <li>Create an environment conducive of</li> </ul>
	with integrity, but requires	values of Local Government and the	correction	moral practices
	guidance and development in	Able to people offert and winter	Able to gain trust and respect through aligning	Actively develop and implement
	follow the basic rules and	and weaknesses and seek assistance	•Make proposals and recommendations that are	measures to combat fraud and
	regulations of the institution	from others when unable to deliver	transparent and gain the approval of relevant	Set integrity standards and shared
	<ul> <li>Able to identify basic moral</li> </ul>	<ul> <li>Actively report fraudulent activity and</li> </ul>	stakeholders	accountability measures across the
	situations, but requires	corruption within local government	<ul> <li>Present values, beliefs and ideas that are</li> </ul>	institution to support the objectives of
	understanding and reasoning	<ul> <li>Choerstand and nonour the confidential nature of matters without</li> </ul>	congruent with the institution's rules and	<ul> <li>Take recognitions and</li> </ul>
	with moral intent	seeking personal gain	Takes an active stance against corruption and	decisions, even if the consequences are
		Able to deal with situations of conflict	dishonesty when noted	unfavourable
		or interest promptly and in the best	Actively promote the value of the institution to     internal and external stakeholders	
		6	Able to work in unity with a team and not seek	
			personal gain	
			<ul> <li>Apply universal moral principles consistently to achieve moral decisions</li> </ul>	
Planning and	<ul> <li>Able to follow basic plans</li> </ul>	<ul> <li>Actively and appropriately organise</li> </ul>	Able to define institutional objectives, develop	<ul> <li>Focus on broad strategies and</li> </ul>
Organising	and organise tasks around set	Information and resources required for a	comprehensive plans, integrate and coordinate	initiatives when developing plans and
	Understand the process of	•Recognise the urgency and importance	successful implementation	Able to project and forecast short.
	planning and organising but	of tasks	<ul> <li>Identify in advance required stages and actions</li> </ul>	medium and long term requirements of
	requires guidance and	<ul> <li>Balance short and long-term plans and</li> </ul>	to complete tasks and projects	the institution and local government
	development in providing	goals and incorporate into the team's	Schedule realistic timelines, objectives and	<ul> <li>Translate policy into relevant projects</li> </ul>
	detailed and comprehensive	performance objectives	milestones for tasks and projects	to facilitate the achievement of the
	plans	<ul> <li>Schedule tasks to ensure they are</li> </ul>	Produce clear, detailed and comprehensive	institutional objectives
	Able to follow existing plans	performed within budget and with	plans to achieve institutional objectives	
	and ensure that objectives are	efficient use of time and resources	<ul> <li>Identify possible risk factors and design and</li> </ul>	
	met	Measures progress and monitor		
	• Focus on snort-term	performance results	Adapt plans in light of changing circumstances	
	objectives in developing plans			





Competencies I	Competencies Basic (2) Competent (3)	Competent (3)	(Advanced) (4)	(Superior) (5)
	and actions	•	Prioritise tasks and projects according to their	
	Arrange information and		relevant urgency and importance	
	resources required for a task,			
	but require further structure			
ĉ	and organisation			
Analysis and	Understand the basic	Demonstrate logical problem solving	Coaches team members on analytical and	Demonstrate complex analytical and
Innovation c	operation of analysis, but lack	techniques and approaches and provide	innovative approaches and techniques	problem solving approaches and
-	detail and thoroughness	rationale for recommendations	<ul> <li>Engage with appropriate individuals in</li> </ul>	techniques
_	Able to balance	<ul> <li>Demonstrate objectivity, insight, and</li> </ul>	analysing and resolving complex problems	Create an environment conductive to
	independent analysis with	thoroughness when analysing problems	<ul> <li>Identify solutions on various areas areas in the</li> </ul>	analytical and fact-based problem-
	requesting assistance from	<ul> <li>Able to break down complex problems</li> </ul>	institution	solving
	others	into manageable parts and identify	<ul> <li>Formulate and implement new ideas</li> </ul>	<ul> <li>Analyse, recommend solutions and</li> </ul>
	Recommend new ways to	solutions	throughout the institution	monitor trends in key challenges to
	perform tasks within own	<ul> <li>Consult internal and external</li> </ul>	Able to gain approval and buy-in for proposed	prevent and manage occurrence
	function	stakeholders on opportunities to	interventions from relevant stakeholders	Create an environment that fosters
	Propose simple remedial	improve processes and service delivery	<ul> <li>Identify trends and best practices in process</li> </ul>	innovative thinking and follows a
=-	interventions that marginally	Clearly communicate the benefits of	and service delivery and propose institutional	learning organisation approach
	challenges the status quo	new opportunities and innovative	application	<ul> <li>Be a thought leader on innovative</li> </ul>
	<ul> <li>Listen to the ideas and</li> </ul>	solutions to stakeholders	<ul> <li>Continuously engage in research to identify</li> </ul>	customer service delivery, and process
	perspectives of others and	<ul> <li>Continuously identify opportunities to</li> </ul>	client needs	optimisation
	explore opportunities to	enhance internal processes		<ul> <li>Play an active role in sharing best</li> </ul>
	enhance such innovative	<ul> <li>Identify and analyse opportunities</li> </ul>		practice solutions and engage in
	thinking	conducive to innovative approaches and		national and international local
		propose remedial intervention		government seminars and conferences
and	Collect, categorise and	<ul> <li>Use appropriate information systems</li> </ul>	Effectively predict future information and	<ul> <li>Create and support a vision and</li> </ul>
	track relevant information	and technology to manage institutional	knowledge management requirements and	culture where team members are
Management r	required for specific tasks and	knowledge and information sharing	systems	empowered to seek, gain and share
• **	projects	• Evaluate data from various sources	Develop standards and processes to meet	knowledge and information
=	nformation to draw	influence decisions and provide	ruture knowledge management needs	• Establish partnerships across local
	conclusions	solutions	management across various institutions	government to racificate knowledge
•	Seek new sources of	Actively create mechanisms and	Establish accurate measures and monitoring	<ul> <li>demonstrate a mature approach to</li> </ul>
	information to increase the	structures for sharing of information	systems for knowledge and information	knowledge and information sharing with
-	knowledge base	<ul> <li>Use external and internal resources to</li> </ul>	management	an abundance and assistance approach
•	<ul> <li>Regularly share information</li> </ul>	research and provide relevant and	<ul> <li>Create a culture conducive of learning and</li> </ul>	<ul> <li>Recognise and exploit knowledge</li> </ul>
o.	and knowledge with internal	cutting-edge knowledge to enhance	knowledge sharing	points in interactions with internal and
···	stakeholders and team	institutional effectiveness and efficiency	<ul> <li>Hold regular knowledge and information</li> </ul>	external stakeholders
	members		sharing sessions to elicit new ideas and share	
Communication •	Demonstrate an	Everyon ideas to individuals and	pest practice approaches	
	Inderstanding for	Express ideas to individuals and	enectively confindingle right-risk and sensitive	• Regarded as a specialist in
	understanding for	groups in formal and informal settings in	matters to relevant stakeholders	negotiations and representing the
	communication levers and	a manner that is interesting and	<ul> <li>Develop a well-defined communication strategy</li> </ul>	institution





Table 3: Achiev	Table 3: Achievement levels for Competency Requirements	1CV Requirements1		
Competencies	Basic (2)	Competent (3)	(Advanced) (4)	(Superior) (5)
	audience, but requires	<ul> <li>Able to understand, tolerate and</li> </ul>	needs when communicating viewpoints on	through positive communication that is
	guidance in utilising such	appreciate diverse perspectives,	complex issues	impactful and relevant
	Express ideas in a clear and	attitudes and beliefs	<ul> <li>Able to effectively direct negotiations around</li> </ul>	unbacker and solowall
-,	focused manner, but does not	style to suit the audience and facilitate	complex matters and arrive at a win-win situation	
	always take the needs of the	optimal information transfer	Market and promote the institution to external	
	audience into consideration	Deliver content in a manner that gains	stakeholders and seek to enhance a positive	
	• Disseminate and convey	support, commitment and agreement	image of the institution	
	rillormation and knowledge	from relevant stakeholders	Able to communicate with the media with high	
	aucquaiciy	<ul> <li>Compile clear, focused, concise and well-strictured written documents</li> </ul>	levels of moral competence and discipline	
Results and	<ul> <li>Understand quality of work</li> </ul>	<ul> <li>Focus on high-priority actions and</li> </ul>	Consistently verify own standards and	
Quality Focus	but requires guidance in	does not become distracted by lower-	outcomes to ensure quality output	guality standards and results
	Show a basic commitment	priority activities	<ul> <li>Focus on the end result and avoids being</li> </ul>	Develop challenging client-focused
	to achieving the correct	achieving the commitment and pride in	distracted	goals and sets high standards for
	results	Set citality standards and design	• Demonstrate a determined and committed	personal performance
	Produce the minimum level	processes and tasks around achieving	standards	Commit to exceed the results and
	of results required in the role	set standards	Follow task and projects through to completion	quality standards, monitor own
	Produce outcomes that is of	<ul> <li>Produce output of high quality</li> </ul>	V Set challenging goals and objectives to self	interventions when required
	Focus on the quantity of	• Able to balance the quantity and	and team and display commitment to achieving	Work with team to set ambitious and
	output but requires	objectives	Maintain a focus on quality autout.	challenging team goals, communicating
	development in incorporating	<ul> <li>Monitors progress, quality of work.</li> </ul>	placed under pressure	Take contract in the sectations
	the quality of work	and use of resources; provide status	• Establishing institutional eveteme for managing	and appropriate risks to accomplish
	Produce quality work in	updates, and make adjustments as	and assigning word, defining responsibilities,	Overcome setbacks and adjust action
	fails to meet expectation when		tracking, monitoring and measuring success,	plans to realise goals
	under pressure		evaluating and valuing the work of the institution	<ul> <li>Focus people on critical activities that</li> </ul>

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# 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.

The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's & CCR's, (see **Table 4**):

# 1. ADENDENDUM A: Rating Scale

		Score		
5 (150%)	4 (101-149%)	3 (100%)	2 (70-99%)	1 (0-69%)
Outstanding Performance (Above and beyond what was expected)	Performance Significantly Above Expectations	Fully Effective (Implemented what was planned)	Not Fully Effective (Planned targets not fully met)	Unacceptable 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.	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	Performance 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.	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.	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.

- For purposes of evaluating the annual performance of managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established -
  - 6.7.1 Municipal Manager;
  - 6.7.2 Chairperson of the Performance Audit Committee
  - 6.7.3 Member of the Executive Committee; and
  - 6.7.4 Municipal Manager from another municipality

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The manager responsible for human resources of the Municipality must provide secretariat services to the evaluation panels.

# 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the **Employee** in relation to her performance agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be informal if performance is satisfactory:

First quarter
Second quarter
Third quarter

July - September 2025

(October 2025)

· : October – December 2025 January – March 2026 (January 2026) (April 2026)

Fourth quarter

April – June 2026

(July 2026)

- 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 her to meet the performance objectives and targets established in terms of this Agreement.
  - 9.1.5 Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist 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.

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- 10.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**.
- 10.1.3 A substantial financial effect on the Employer.
- 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.
- A performance bonus of 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
  - 11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%.
  - 11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
  - 11.2.3 Specific bonus percentages will be determined on a sliding scale (as contained in the PMS Policy of Council), proportionately to the points scored, rounded up to the next 0.25 percentage. eg.136% score = 6.678% = 6.75% bonus.
- 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 her performance
  - 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 her duties.

# 12. DISPUTE RESOLUTION

- 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**
  - 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, the dispute procedures as per the Contract of Employment shall apply.

#### 13. GENERAL

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**.

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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.

on this the \_\_\_\_\_\_ Thus done and signed at \_day of

# **AS WITNESSES:**

AS WITNESSES

2025

**EMPLOYER**