



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

SENQU MUNICIPALITY

“(Hereinafter referred to as the employer)”

Represented by

**The Municipal Manager
Mr Thembinkosi Mawonga**

and

**Ms Z Koyana
Corporate Services Director
“(Hereinafter referred to as the employee)”**

2025/2026

PERFORMANCE AGREEMENT: PART A

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 **both the Employer the Employee** to a set of outcomes that will secure Local Government policy goals.
- 1.4 Section 57(1) (a) (b), (4A), (4B) ,(4C) and (5) of the Systems Act; No 32 of 2000 and subsequent amendments (the Systems Act, No Act 7 of 2011) , read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement within 60 days after the beginning of the financial year. The updated Performance review of the previous year will occur no later than July each year.
- 1.5 In its comprehensive version, this Performance Agreement is made up of five components, namely.
- 1.5.1 **PART A:** The generic contextualizing agreement, which is not to be measured / assessed for performance but rather sets the legal and relationship context and stage for all other subsequent assessable sections / parts of this performance agreement.
- 1.5.2 **PART B** (Approximate weighting = 80%): **Employee's Core Contributory Performance – Top Layer SDBIP-Based Scorecard Issues.** It is the **Performance Plan** for which this executive employee alone leads and is accountable for achieving the specific and unique outcomes set out for his / her department across the whole municipality in the Top Layer SDBIP. Part B does not focus on outcomes that a generic for all executives performed within and for their departments. It is the first measurable Part, wherein measurable targets in all unique **Strategic (from the TL SDBIP)** and **Functional (From Job Profiles)** outcomes and objectives have been set. For brevity, these outcomes and objectives must come from all only those KPAs wherein the executive employee's work cannot be generalized with that of her / his other executive peers **(in Part C below)**. The individual executive employee targets are based on the (i) Top Layer (Institutional) and (ii) Departmental /Directorate SDBIPs objectives and targets wherein the

section 57 Manager plays a unique significant leadership contribution (iii) whatever strategic targets set in the Executive's Employment Contract Performance Clause.

- 1.5.3 **PART C** (approximate weighting = 0%): This is a crucial part of the executive employee's scorecard. It measures those aspects of work that all executives at this level are expected to perform on and achieve working as Heads for their departments. Since all executive directors do most of their work through other employees below them (subordinate / divisional managers), at this executive level, this Part C carries the greatest weighting of all the other scorecards in the Performance Agreement. It plans out and measures all departmental level strategic (in the departmental SDBIP) and generic / core managerial competence areas largely found in the functional list of the **executive's COGTA Job Profile list of activities and outputs**. Though most important, these core managerial competences (CMC and Critical Competence Requirements (CCRs), these are not unique. They are generic competences and performances that every section 57 executive employee must perform and be assessed on. These cover all 6 KPAs though mostly weighted heaviest on KPAs 3 (Financial Management & Viability); KPA 4: Institutional Transformation and Municipal Development) and KPA 5: Good Governance & Public Participation). These come from annually selected and prioritized Core Managerial Competences (CMCs) and Core Competency Requirements (CCRs). This selection process in this year has been streamlined to pick and use only those aspects which are already listed in the various Directors & MM's Job Profiles combined with those leadership roles implied in achieving each of the Top Layer SDBIP objectives and targets unique to the department that the executive leads.

- 1.5.4 **PART D (0%): Antecedent Input Behaviours. These are strategically winning behaviours that define what an individual must do in order that they succeed in leading strategic - performance in the municipality and in their department.** These have been given a weighting of zero – meaning they will be understood to be applicable in future but are not measured this Financial Year as a way of not slowing down the overwhelming parts of change management. In the years when these will be measured, their weighting will be borrowed from Parts B and C above so that this Part D weighs a maximum of 15% and still retain the overall weighting of Parts B, C & D at 80. The logic of including Part D Scorecard, in the Performance Agreement is that, any manager or any employee's performance is enhanced or reduced by certain behavioral habits / practices that they adopt and display, for example, how they manage time, how they make decisions, how they build, lead or work in teams to mention a few. To ensure that these winning antecedent behaviours are always at their most positive to impact performance, KPIs and Targets are set in this Part to measure the institutionally selected behaviours. The selection of the top five or so can be agreed at executive management level or assigned to the MM and her / his delegated director (like Corporate Services Director where Individual Performance resides).

1.5.5 **PART E (20%): Competence – based Individual Development or Learning Plan (CBIDP).**

These are commonly called Personal Development Plans (PDPs) or Individual Development Plans (IDPs). Different from previous practices in many organisations, in this Part E, these competence development areas will be planned and measured against (i) competence gaps in fulfilling current job requirements and performances (**roughly 40% of this Part E**) (ii) generic individual managerial or developmental competence / performance gaps (**roughly 40% weighting of this Part E**) (iii) life development goals (**at 20% weighting at own cost but leave time allowed for examinations**). Unlike in Senqu's previous practices on the PDPs, and unlike what many other municipalities where PDPs are just a "wish list", whose actual achievement does not impact the employee's performance, in this case these Competence-Based Individual Development Plans CBIDPs have set targets and will constitute 20% of the overall performance of that employee in line with the provisions of the Skills Dev Act.

- 1.5.6 This Performance Agreement cannot be interpreted as if it is replaceable by the Performance Clause in the Executive's 5 Year Contract of Employment as some do at times. This agreement is an annualized sub-set through whose cumulative performance measurement and tracking, whatever the executive would have committed to deliver in 5 years gets achieved.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement, as agreed by both parties, is to, inter alia.

- 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.

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- 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 Notwithstanding the date of signature hereto, this Agreement will commence on the **1st July 2025** and will remain in force until **28th February 2026**. Thereafter, a new Performance Agreement, made up of the Performance Plan (the four parts B, C, & D Scorecards) and Personal Development Plan (CBIDP) shall be concluded between the parties for the next financial year or any portion thereof along the lines explained above.
- 3.2 The parties will review all the provisions of this Performance Agreement against its own efficaciousness as well as against existing and / or new local government policy changes in June of each year as part of the Performance Management System Annual Review. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than 31st July 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 re-determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement, the work environment alters (whether as a result of Government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.
- 3.6 All revisions and amendments of this Agreement must be **immediately** noted and **immediately** counter-signed by the two agreeing parties, namely, the Employer and the Employee.

4 PERFORMANCE OBJECTIVES, KEY PERFORMANCE INDICATORS (KPIs), BASELINES AND TARGETS

- 4.1 Mutually aligned performance objectives, related KPIs, their KPI related baselines and targets form the basis and value chain of any strategic – performance management system of any organisation like the municipality.
- 4.2 They are kept in proper alignment through a Performance Plan as described below.
- 4.3 The full Performance Plan or Scorecard (**Parts B, C, D & E**) 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.
- 4.4 The performance objectives and targets reflected in (**Parts B, C and D**) as well as the Part E: (Competence Based Individual Development Plan (CBIDP) are set by the **Employer** in consultative agreement (hence the term Performance Agreement) with the **Employee** and are all based on or clearly aligned to the approved Integrated Development Plan, Top Layer Service Delivery and Budget Implementation Plan (TL SDBIP) and the Budget of the **Employer** and shall include key strategic and functional objectives; key performance indicators; target dates, weightings to reflect urgency and prioritisation, resource requirements, Means of Evidence Verification (MOVs).
 - 4.2.1 The key objectives describe the main intended achievements that need to be accomplished as derived from the Institutional (Top Layer) and Departmental SDBIPs wherein the Director makes their contribution in the Municipality.
 - 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. **Key** here means that there are many indicators from where one can chose, so the choice must prioritise only the few that will move forward the strategic objectives the most.
 - 4.2.3 The **baselines** are very important and must be decided consistent with language and units implied in the performance indicator when measurement of the indicator starts at the beginning of the year.

- 4.2.4 The **targets** describe the quantity or quality of the performance achieved in that objective and key performance indicator. In most cases, because the timeframe for achieving such a target is understood to be quarterly, semi-annually or annually, timeframes are not mentioned beyond these terms or columns.
- 4.2.5 The **weightings in %** show the importance of the key performance indicators and their targets relative to each other. They are crucial in computing the weighted average ratings at the end of period (quarterly, semi-annually, or annually). It is prudent to always work with an internal total weighting of 100% for each Scorecard (be it Part B, C, D or E).
- 4.5 The **Employee's** performance will, always, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan and other sub-ordinate plans and projects that support the achievement of this IDP.

5 THE MUNICIPALITY'S PERFORMANCE MANAGEMENT SYSTEM

- 5.1 At a sitting between the employer and the employee, held onto discuss and agree on this year's performance, the Employee herewith agrees to participate in the performance management system that the Employer has adopted as reflected in this entire Performance Agreement document and its annexures (Parts B, C, D and E) s, as applicable for the Employer, management, and all other municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system is to provide a comprehensive system with specific performance standards and targets to assist the Employer, Management and Municipal staff to perform to reach the standards required for each local government KPA.
- 5.3 The Employer will consult and support the Employee about all aspects required to achieve 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 all the KPAs, objectives and KPIs (including special projects relevant to the employee's responsibilities) within the Local Government framework.
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

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- 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas, Objectives and Targets set in PARTS B, C, & D (when Part D is being measured) and the Competence Based Individual Development Plans (CBIDP in lieu of the usual PDP) based on prioritized Learning & Development Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment (as per the four Parts described above) will be weighted and will contribute a specific part to the total score accordingly.
- 5.5.3 KPAs covering the main areas of work (PARTS B, C & D) will account for 80% and selected Developmental CRs (in the PART E – CBIDP) will account for 20% of the final assessment.
- 5.5.4 The total score must be determined using the rating calculator which will always be appropriately calibrated to accommodate all the three or four measurable scorecards and the weighting given to each KPI and target within each KPA as found in the four measurable scorecards, namely, Parts B, C, D and E. (This year Part D has been left out for introduction next year).
- 5.6 The Employee's assessment will be based on his / her performance in terms of the outputs / outcomes (measured through the performance indicators and their related targets) identified as per attached Performance Plan (**PARTS B, C & D**), which are collectively and distributively linked to all the 6 KPA's, and will constitute **80%** of the overall assessment result as per the weightings agreed to between the Employer and Employee. The weightings are set based, firstly, on this director's key job profiles which specify key activities / roles assigned to the incumbent as the director (HOD) of the department in their pursuit of each their own core KPAs, notwithstanding that this director, like all others must play supportive roles in the work done in other KPAs (signified by varying weighting each year).
- 5.7 The weightings shown below, while changeable to align with both the prevailing strategic and functional thrusts that this director must pursue, they must align with the average weighting per KPA assigned to each of the 80% Scorecards (Parts B and C combined). The Table below shows the weightings agreed for this current year for this director.

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	18%
Local Economic Development	9%
Municipal Financial Viability and Management	18%

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Key Performance Areas (KPA's)	Weighting
Institutional Transformation and Organisational Development	35%
Good Governance and Public Participation	20%
Total	100%

- 5.7 In the case of managers / directors directly accountable to the Municipal Manager, the weighting of the key performance areas related to the strategic and functional area of the relevant Manager, will always be subject to negotiation between the Municipal Manager and the relevant manager / director. These agreed weightings must be translated to the top of each KPA in the actual Plan templates (PARTS B, C & D).
- 5.8 The developmental Competency Requirements (CR) (learning requirements in the CBIDP) will make up part of 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. These Leading CRs make PART C – Generic / Core Managerial Competences (which are common to every Director / Senior Manager as agreed. A selection of Optional Core Competencies is selected each year and will form part of the Antecedent Input Behaviours (as explained earlier).
- 5.9 In this year's Performance Agreement, all of the critical and desired competency requirements have mostly been taken care of through Part C built largely on the directors' Job Profiles, which, coming from COGTA have already selected which of the CRs are important. So the table below is only a guide not a prescription for the KPIs and targets set out in Part C.

CORE COMPETENCY REQUIREMENTS (CCRs) FOR EMPLOYEES – Same Weighting for executives and managers at the same level		
LEADING COMPETENCIES	✓	WEIGHT
Strategic Direction and Leadership	✓	10%
People Management	✓	10%
Program and Project Management	✓	10%
Financial Management	✓	10%
Change Leadership	✓	10%
Governance Leadership	✓	10%
CORE COMPETENCIES		
Moral Competence	✓	10%
Planning and Organising	✓	5%

CORE COMPETENCY REQUIREMENTS (CCRs) FOR EMPLOYEES – Same Weighting for executives and managers at the same level		
LEADING COMPETENCIES	✓	WEIGHT
Analysis and Innovation	✓	5%
Knowledge and Information Management	✓	5%
Communication	✓	10%
Results and Quality Focus	✓	5%
Total percentage	-	100%

6. EVALUATING PERFORMANCE

6.1 The Performance Plan Scorecards (Parts B, C and D) to this Agreement each set 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, subject to sufficient notice and reasons for justifying the variation being given to the employee.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Competence-Based Individual Development 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 and subordinate TL SDBIP and Departmental SDBIP and operational plans.

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 targets set for each key performance indicator (KPI) have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

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- (b) An indicative rating on the five-point scale should be provided for each target first and then aggregated 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 weighted average rating for each KPA score.

6.5.2 Assessment of the Competency Requirements

- (a) Each Competency Requirement should be assessed according to the extent to which the specified standards (based on the standard being treated as a KPI and calibrated targets set, agreed and subsequently met).
- (b) An indicative rating on the five-point scale should be provided for each selected CR based on set KPIs and related targets.
- (c) This rating should be multiplied by the weighting given to each selected 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 calibration of all set targets in each section / PART of the Performance agreement as well as the subsequent assessment of the performance attained by the Employee for each target will be based on the following rating scale for KPA's and the selected Competence Requirements (CRs) as reflected Part C taking from the Directors' Job Profiles which in turn have drawn them from the following CRs.

- 6.7 Below is the local government municipal regulations rating scale that each municipality has adopted.

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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.					
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.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
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 moderate the ratings first agreed between the Employee – i.e. the MM and their supervisor (Executive Mayor)-

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 of 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 The 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 of Municipality, another member of Council; and

6.8.4 another 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 (6.7) and (6.8).

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 Before the on-set of the Performance Management Cycle, all targets in PARTS B, C, and D must be calibrated against the rating scale of 1 – 5 in order to minimize common subjectivity that occurs when assessments are done during appraisal time.
- 7.2 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.....Period Review Report Concluded on.....

Second quarter : October – DecemberPeriod Review Report Concluded on.....

Third quarter: January – March..... Period Review Report Concluded on.....

Fourth quarter: April – June..... Period Review Report Concluded on.....

- 7.2 During these review sessions, targets are scored or rated, the targets may also be renegotiated and adjusted in re-alignment to the available budgets and other prevailing environmental conditions as necessary. The Employer shall keep a record of the mid-year review and annual assessment meetings and scores for cumulative averaging at the end of each year as provided by the policy.
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance done in mutual agreement with the employee.
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of all PARTS "B, C & D & E" 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 PARTS B, C, and D & E 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 and ideally be in agreement before any such change is made. Both parties will sign-off any amendments made as such agreements are legally binding on both parties.

8. DEVELOPMENTAL REQUIREMENTS

The Competence-Based Individual Development Plan (CBIDP) in lieu of the normal Personal Development Plan (PDP) for addressing developmental gaps is attached as Part E as annexed.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee.
- 9.1.2 provide access to skills development and capacity building opportunities.
- 9.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.
- 9.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of the Employer and / or Employee's delegated powers will have amongst others, a direct effect on the performance of any of the Employee's key functions, in particular;

- 10.1.1 at the initial agreement of this document called the Performance Agreement (Parts A, B, C, D and E), it is envisaged that consultative discussions will be held and that the final signed off agreement will be signed for each part to signify that there was discussion and consensus for each part of this agreement. It is envisaged that the employee will prepare and present to the Employer a draft Performance Agreement (in all its agreed Parts showing calibrated targets for each scorecard) for discussion at a timely agreed date and time. Once agreed, dated and signed by both parties, the Performance Agreement is deemed to be legally binding to both parties, such that no party shall vary any part of it without consultation and agreement with the other Party.
- 10.1.2 at every performance appraisal / review session (quarterly in line with the municipal performance regulations, unless agreed otherwise within the municipality's Performance Management policy),

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the Employee shall present their own self rating scores and reasons for discussion and comparing notes with the Employer (who will also have already scored the employee independently prior to the meeting). In this meeting notes are being compared, agreements on performance levels to be maintained, or improved agreed with clear additional support for the employee being agreed. Such support will include necessary coaching and mentoring, training and development arrangement. It is at these formal review / appraisal sessions that any targets may be adjusted, in writing and all changes co-signed against this initial agreement by both parties indicating reasons for such a change.

- 10.1.3 continuously commit the Employee to implement or to give effect to a decision made by the Employer that affect and are affected by this agreement;
 - 10.1.4 continuously commit the Employer to render all necessary support (resources, emotional, intellectual and physical) as may be reasonably needed by the employee to optimally perform what has been agreed in this Performance Agreement; and
 - 10.1.5 that has a substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of any outcome of any decisions taken outside the consultation with the employee, with regards to the implementation of this Performance Agreement pursuant to the exercise of powers contemplated in 10.1 above as soon as is practicable, as part of the Employer's coaching roles in order to enable the Employee to take any necessary action without delay. It is envisaged that such decisions will be rare and mostly coming from outside the municipal administration sphere like council, COGTA, National Treasury, SALGA etc.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The final evaluation of the Employee's performance will be conclusively pronounced by the selected panel as envisaged in section 27 (d) of the Performance Regulation, also recapped in sub-sections 6.7 and 6.8 in this document above. The panel will perform a moderating role on all signed performance appraisal reports of each review session held and agreed between the Employer and Employee in the course of the year. For administrative fairness, both the Employer and the Employee should always be present or at least represented to clarify any issues that the panel may wish to have clarified.
- 11.2 Based on the final scores / ratings presented to and confirmed by the panel, a performance bonus of between 5% to 14% of the total remuneration package **may be paid to the Employee (subject to the policy and the resources available to the municipality as stated in the Systems Act)** in recognition

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of outstanding performance that the municipality wishes to sustain and also in line with the provisions of the municipal performance management regulations. Such reward will be constituted as follows:

- 11.2.1 a rating of 4 out of the 5 point rating scale is given a score of between 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
- 11.2.2 a rating of 5 out of the 5 point rating scale is given a score of between 150% and above is awarded a performance bonus ranging from 10% to 14%.

N.B.: It should be noted that the rating process (against the 5 point scale) must always happen first before the use of the percentage equivalents ranging from 70% - 166%+ because not all targets can be calibrated up to 166%+, so it is better to rate first on the numbers and use the % as qualifiers as shown below.

11.3 In the case of unacceptable performance, the Employer shall –

11.3.1 On confirming performance shortfalls, immediately 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.

12.0 MANAGEMENT OF EVALUATION OUTCOMES

12.1 The evaluation of the Employee's performance shall form the basis for rewarding outstanding and excellent performance only (ratings 4 and 5) or correcting unacceptable performance (Ratings 2 and below) as reflected in the table below –

Rating (out of the 5 point scale)	% Score (for those instances where performance is meaningfully stretchable beyond 100%)	Equivalent on a Usual 100% Maximum (where performance can never be meaningfully calibrated beyond 100%)	% of annual package payable as a performance Bonus
4.00 - 4.19	130.0% - 133.8%	(65.0% - 66.9%)	5%
4.20 – 4.39	134.0% – 137.8%	(67.0% - 68.9%)	6%

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4.40 – 4.59	138.0% - 141.8%	(69.0% - 70.9%)	7%
4.60 – 4.79	142.0% - 145.8%	(71.0% - 72.9%)	8%
4.80 – 4.99	146.0% - 149.8%	(73.0% - 74.9%)	9%
5.00 – 5.19	150.0% - 152.8%	(75.0% - 76.4%)	10%
5.20 – 5.39	153.0% - 155.8%	(76.5% - 77.9%)	11%
5.40 – 5.59	156.0% - 158.8%	(78.0% - 79.4%)	12%
5.60 – 5.79	159.0% - 161.8%	(79.5% - 80.9%)	13%
5.80 – 5.99	162% - 164.8% +	(81.0% - 82.4%) +	14%

12.1.1 At the end of the 4th quarter, the Executive Authority will determine, based on the final panel ratings based on the rating / scoring table above, if the s56 / s57 Director / manager is eligible for a performance bonus as envisaged in his/her contract of employment based on the bonus allocations shown in the table above.

12.2 In the case of unacceptable performance, the Employer shall -

12.2.1 Provide systematic remedial or developmental support to assist with **Employee** to improve his or her performance; and

12.2.2 After appropriate performance counseling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to firstly shift the employee to another position within the municipality (if possible). If that does not help, then and only then will the Employer invoke procedures to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to competently perform out his or her duties.

12.2.3 Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the Director's contract of employment with or without notice for any other breach by the Director of his obligations to the Municipality or for any other valid reason in line with fair labour practice and law.

13 MERITS AWARDS

13.1.1 Merit awards for Section 56 employees are determined by performance against targets. Once performance criteria have been established, performance targets are reviewed regularly. At the end of the financial year, actual performance is compared against the agreed performance targets to determine the magnitude of the merit increase. The merit increase is calculated as a percentage of the total annual package of the employee, as indicated in the table hereunder.

Score / 200	Merit
130 to 141 (65%-70%)	1% of total package
142 to 149 (71% - 74%)	2% of total package
150 to 161 (75%-80%)	3% of total package

Performance Agreement – Part A: Corporate Services Director, 2025/2026

162 to 165 (81 – 82%)	4% of total package
166+ (83% +)	5% of total package

- 13.1.2 Merit awards are subject to policy and Budgetary provisions made on an annual basis the merit bonuses may be paid as a 'once off' payment or at agreed quarterly intervals i.e. over a number of months.

14 DISPUTE RESOLUTION

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

14.1.1 The MEC for Local Government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or

14.1.2 Any other person appointed by the MEC.

14.1.3 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.

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

15. GENERAL

15.1 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.

15.2 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.

15.3 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.

Performance Agreement – Part A: Corporate Services Director, 2025/2026

16. The signatures below signify that the Employer and the Employee have discussed and agree on every detail contained and implied in this Part A of the Performance Agreement.

Thus **done** and **signed** aton this the..... day of 2025.

AS WITNESSES:

1. _____
EMPLOYEE (DIRECTOR)

2. _____

AS WITNESSES:

1. _____
MUNICIPAL MANAGER

2. _____

Service Delivery	To ensure maintenance on municipal fleet	3) Reduce the stand down period of all Service Delivery vehicles per Incident (Maintenance)	3.00%	Avail 77% of departmental vehicles as per the schedule.	1 = -42%	Q1-N/A	Proof of submission to Technical Services (Roads and Stormwater Manager) by the Departmental Co-ordinator signed off by the Director (Email)
Service Delivery	To ensure maintenance on municipal fleet	4) Reduce the stand down period of all Service Delivery vehicles per Incident (Breakdowns, Fault warning and Accidents)	3.00%	77% of Fault warning, Breakdowns and Accidents must be reported within 24 hours of occurrence.	1 = -42%	All four Quarters	Proof of submission to Technical Services (Roads and Stormwater Manager) by the Departmental Co-ordinator signed off by the Director (Email)
Customer Enquiries or Complaints	Attend to customer queries.	5) Disseminate institutional complaints that have been referred to Customer Care within 5 days and checked after 6 working days by 30 June 2026	3.00%	77% of issues disseminated and tracked complaints register and checked after 8 working days dissemination by 30 June 2026	1 = -42%	All 4 quarters	Municipal Customer Care Complaints Register, Report of Issue disseminated and checked submitted to the Standing Committee

Local Economic Development	Customer Enquiries or Complaints	Attend to customer queries	6 Respond to departmental specific complaints within 48 hours of its occurrence	3.00%	77% of finalised contracts within the stipulated timeframes per intake	1 = <42%	Q1: Contracts concluded	Annual report on the finalisation of contracts submitted to the MHW (via email).
	LED Strategy Implementation	Has creation	7 77% submission of applications to the Local Enterprise Office (LEO) within 14 days of receipt (excluding capital projects)	3.00%	77% of submissions to LEO within the stipulated timeframes per intake	1 = <42%	Q1: Terminations finalised	Annual report on 1 terminations submitted to the MHW (via email).
	LED Strategy Implementation	Has creation	8 77% of EPNP procurement initiated within the first month of allocation of staff to own Directorate	3.00%	77% of own EPNP procurement initiated as per stipulated timeframes	1 = <42%	Q1: Procurement initiated	1. Signed off specs 2. Proof of Approval to Manager (email)

LED Strategy Implementation	Jobs creation	9/77% of contracts concluded within the first 24 working days per intake (excluding capital projects)	3.00%	77% of finalised contracts within the stipulated timeframes per intake	1 = <42%		Q1: Contracts concluded Q2: N/A	Annual report on the finalisation of contracts submitted to the MPA (via email).
Financial Viability and Management	Cost effective procurement and implementation of services and products	10/ Approve departmental specifications	3.00%	Attend 7% Bid Committee meetings reflected in the approved schedule.	1 = <42%		Q1: N/A	1. Signed off specs
							Q2: N/A	2. Proof of Approval to Manager (email)
							Q1: N/A	1. Signed off evaluation forms
							Q2: N/A	2. Proof of submission to Finance (register).

	Cost-effective procurement and implementation of services and products		12) Adhere to Bid Committee meetings schedule	3.00%	Attend 77% Bid Committee meetings reflected in the approved schedule.	1 = -42%	Q1: N/A		Attendance registers for each meeting attended
							Q2: N/A		
	Monitoring and Evaluation, Financial Reporting	Accountable and clean municipal administration	13) Expenditure of the 2025-2026 Operational Budget by 30 June 2026	3.00%	77% Expenditure of the 2025-2026 Operational Budget by 30 June 2026	1 = -42%	Q1: N/A		Expenditure report of the 2025-2026 Operational Budget reflecting departmental spending (system generated).
							Q2: N/A		
	Financial Management	Improved expenditure and accelerated service delivery	14) Expenditure of the 2025-2026 Capital Budget by 30 June 2026	3.00%	77% Expenditure of the 2025-2026 Capital Budget by 30 June 2026	1 = -42%	Q1: N/A		Expenditure report of the 2025-2026 Capital Budget reflecting departmental spending (system generated).
							Q2: N/A		

Audit Action Plan	Accountable and clean municipal administration	15 Reduce unauthorised irregular, fruitless and wasteful expenditure	3.00%	Reduce by 50% unauthorised, irregular, fruitless and wasteful expenditure by 30 June 2026 (Departmental)	1 = -42%	Q1: N/A Q2: N/A	Report generated by Finance on Unauthorised, Irregular, Fruitless and Wasteful expenditure.
Institutional Transformation and Development	Human Resource	16 Finalising the change management and placement processes by June 2026	3.00%	77% of placement processes finalised by 30 June 2026	1 = -42%	Q1: N/A Q2: N/A	Change management report and placements completed submitted to MM and the Standing Committee
Human Resource	Improved human capital management within the municipality. Creation of an environment that allows for performance at optimal level	17 Ensure vacant, funded with approved ID's critical position below Senior Managers are filled within 3 months of being vacant, and Senior managers within 12 months with a variance of 20%	3.00%	77% of vacant, funded with approved ID's critical position below Senior Managers are filled within 3 months of being vacant, and Senior managers within 12 months with a variance of 20%	1 = -42%	Quarterly reports on recruitment and selection Recruitment and selection report submitted to MM and the Standing Committee	

Human Resource	Improved human capital in the organization with the transparency, creation of an environment that allows for performance at optimal level	18 Ensure that there is alignment between the ES strategy and appointments	3.00%	77% % of people from employee equity target groups employed in the 3 highest levels of organization	1 = 42%	4 quarterly reports on the 3 highest appointment submitted for Standing Committee consideration	Standing Committee Report
Human Resource	Ensuring Staff capacity	19 Ensure that WSP is aligned to strategic and operational needs of the institution	5.00%	77 % of institutional training needs correctly reflected in the WSP	1 = 42%	Q1: N/A Q2: Calling for submission of training needs	Signed off Memo Acknowledging the process. Approval of WSP by Training Committee, USSEA Acknowledgment Letter
Human Resource	Ensuring Staff capacity	20 Approve and monitor Training Implementation Plan	3.00%	77 % of five existing needs implemented as per the approved plan	1 = 42%	Training Implementation and reporting quarterly to the training committee	4 Training Committee Report

Human Resource	Ensuring Staff capacity	21. Approve identified departmental training needs.	3.00%	Approved 77% identified departmental training needs by 30 December 2025.	1 = 42%	Q1: N/A	Submission register
						Q2: Submit training needs	
Human Resource	Ensuring Staff capacity	22. Submission of Institutional job Descriptions (existing/amended) to the approving authority.	3.00%	77% of Institutional job Descriptions (existing/amended) submitted to the approving authority; resignations processed on time service timeously	1 = 42%	Q1: N/A	Job description and proof of submission
						Q2: N/A	
Human Resource	To ensure that all Senou Buildings and staff adhere to and implement OHS legislation	23. Institutional OHS and LP resolutions sent to Directors within 7 days of receipt with subsequent feedback in the next meeting	3.00%	77% of Institutional OHS and LP resolutions disseminated, tracked and provided feedback on by the next meeting	1 = 42%	All 4 Quarters	Quarterly reports submitted to the MM, OHS Committee (OHS matters only), LP and Standing Committee

Human Resource	Ensure that disciplinary investigations are completed within the prescribed timeframe	24 Investigations on alleged non financial misconduct initiated within the SALGBG/ Regulations of Financial Misconduct for Senior Managers stipulated timeframes.	3.00%	77% Investigations on alleged non financial misconduct initiated within the SALGBG/ Regulations for Financial Misconduct stipulated timeframes.	1 = <42%	All 4 quarters	Standing Committee Report
Human Resource	Ensure that disciplinary investigations are completed within the prescribed timeframe	25 Investigations on alleged non financial misconduct initiated within the SALGBG/ Regulations of Financial Misconduct for Senior Managers stipulated timeframes.	3.00%	77% Investigations on alleged non financial misconduct initiated within the SALGBG/ Regulations for Financial Misconduct stipulated timeframes.	1 = <42%	All 4 quarters	Standing Committee Report
Human Resource	Improve individual performance	26 Signed scorecards of your immediate subordinate	3.00%	77% Compliance of contracting with immediate subordinate by 31 July 2025.	1 = <42%	Q1-100% Signed Scorecards Q2-N /A	Signed Scorecards

Good Governance and Public Participation	TO INCREASE PUBLIC INVOLVEMENT IN MUNICIPAL AFFAIRS	Deepened democracy in municipality and its communities	27 Quarterly Ward Committee meetings held per Ward (17Wards) 30 June 2016 in each ward	3.00%	77% meeting held per quarter per ward	1 = <45%	Meeting held in all 4 quarters	1. Attendance registers, 2. Notices convening the meetings, 3. list of Ward Committee Members per Ward 4. Minutes of Ward Committee meetings.
	Implementation of Resolutions made by Mandated Municipal Structures and ensuring proper delegations	Transparency and accountable governance	28 Public Participation Forum resolution disseminated, tracked and reported in the next meeting	3.00%	77% Public Participation Forum resolution disseminated, tracked and reported in the next meeting	1 = <45%	4 Quarterly reports on status of 77% implementation	Proof of dissemination within 7 tracking of resolutions register, 4 Quarterly Reports on tracked resolutions of Public Participation Forum
	Deepening Municipal Democracy	Improved sustainable access to services	29 SPU interventions implement as per the approved plan	3.00%	77 % SPU interventions implement as per the approved plan per quarter	1 = <45%	Quarterly reports on status of implementation	Standing Committee Reports

Risk and Fraud Prevention Management	Accountable and clean Municipal Administration	30 Risk Mitigation measures implemented by June 2025	3.00%	77% of Risk Mitigation measures implemented by June 2025	1 = <42%	Risk Implementation as per the approved plan in all 4 quarters	Report on risk mitigation measures implemented submitted for RMC consideration
Implementation of measures made by Member Municipal Structures	Desired democracy in municipality and its communities	31 Implement Resolutions as per the resolution passed by the Mayor of SSM/MPAC 32 Implement Resolutions as per the resolution passed by the Mayor of SSM/MPAC 33 Implement Resolutions as per the resolution passed by the Mayor of SSM/MPAC 34 Implement Resolutions as per the resolution passed by the Mayor of SSM/MPAC 35 Implement Resolutions as per the resolution passed by the Mayor of SSM/MPAC 36 Implement Resolutions as per the resolution passed by the Mayor of SSM/MPAC 37 Implement Resolutions as per the resolution passed by the Mayor of SSM/MPAC 38 Implement Resolutions as per the resolution passed by the Mayor of SSM/MPAC 39 Implement Resolutions as per the resolution passed by the Mayor of SSM/MPAC 40 Implement Resolutions as per the resolution passed by the Mayor of SSM/MPAC 41 Implement Resolutions as per the resolution passed by the Mayor of SSM/MPAC 42 Implement 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Annual report on the Resolutions Implemented on MPAC/EXCO/Council Resolutions submitted to Mm (via email).
Internal Audit Activity	Accountable and clean Municipal Administration	21 Feedback provided on the external Audit Action Plan.	2.00%	77% of issues identified in the audit action plan reported on required	1 = <42%	Audit Action Plan issues resolved	Audit Action Plan, quarterly progress Reports on issues in the Audit Action Plan resolved

Implementation of Resolutions made by Mandated Municipal Structures and ensuring proper delegations	Improved & enhanced Oversight and functioning of municipality	33	Circulation and tracking of EXCO and Council Agendas within the stipulated timeframes	3.00%	77% OF EXCO and Council Agendas circulated within the stipulated timeframes	1 = <42%	4 quarterly reports	Proof of dissemination within 7 tracking of Council and Exco resolutions register, 4 Quarterly Reports on tracked resolutions of Council and EXCO
TOTAL					100.00%			

BEHAVIOURAL COMPETENCIES						Weighting: 20.00%		
KPA	FOCUS AREA	OUTCOME	INDIVIDUAL OF KPA No	INDIVIDUAL KPI	WEIGHTING	ANNUAL TARGET	TARGET STANDARDS	MEANS OF EVIDENCE VERIFICATION
Institutional Transformation and Development	Strategic Direction and Leadership	Provide and direct a vision for the institution and inspire and deploy others to deliver on the strategic institutional mandate	1	Strategic direction and Leadership	10.00%	Provide and direct vision of the institution and inspire and deploy others to deliver on the strategic institutional mandate	1. Not applicable 2. Basic 3. Competent 4. Advanced 5. Superior	Q1-N/A Q2-Strategic Session Q3-Strategic Session Q4-N/A
						Effectively manage, inspire and encourage people, respect diversity optimize talent and build nurture relationships in order to achieve institutional objectives	1. Not applicable 2. Basic 3. Competent 4. Advanced 5. Superior	Skills Audit Register
	Motivated and satisfied employee organisation	High Municipal Service Delivery Excellence Culture	2	People Management	10.00%			Q2-1 Skills Audit Register Q3-N/A Q4-N/A

Improved Performance Management	Ensure that departmental policies are reviewed annually and that the performance framework provided by HR is coordinated	3 Change Management	10.00%	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	1. Not applicable 2. Basic 3. Competent 4. Advanced 5. Superior	Q1-	Policy Workshop attendance register
						Q2- Q3- Q4- Attended policy workshop Q5-1 SEM Meeting Attended	4 Attendance Registers of SEM
Improved Performance Management	Well planned service delivery provisions	4 Output and Innovation	5.00%	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to	1. Not applicable 2. Basic 3. Competent 4. Advanced 5. Superior	Q2-1 SEM Meeting Attended Q3-1 SEM Meeting Attended Q4-1 SEM Meeting Attended Q5-1 SEM Meeting Attended	4 Attendance Registers of SEM
Knowledge and Information Management	Improved capacity in collecting, analysing, managing and disseminating municipal information	5 Knowledge and Information Management	5.00%	Able to promote the generation and sharing of knowledge, information and data through various processes and media in order to enhance the collective knowledge based on local government.	1. Not applicable 2. Basic 3. Competent 4. Advanced 5. Superior		
Good Governance and Public Participation	Well planned service delivery provisions	6 Programme and Project Management	10.00%	Able to understand program and project management methodology, plan, manage, monitor and evaluate specific activities in order to deliver on the set objectives	1. Not applicable 2. Basic 3. Competent 4. Advanced 5. Superior	Q2-1 SEM Meeting Attended Q3-1 SEM Meeting Attended Q4-1 SEM Meeting attended Annual target	Approved plans

	Adhere to Good Governance	Transparency and accountable governance	7 Governance Leadership	10.00%	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practice and capability. Further, able to direct the conceptualisation of risk and compliance and enhance cooperative governance relationships.	1. Not applicable 2. Basic 3. Competent 4. Advanced 5. Superior	Q2-1 RMC Attended Q2-2 RMC Attended Q2-3 RMC Attended Q2-4 RMC Attended Annual Target	4 Attendance Registers of RMC
	Fraud Prevention	Disciplined employees and ethics	8 Moral Competence	10.00%	Able to identify moral issues, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence.	1. Not applicable 2. Basic 3. Competent 4. Advanced 5. Superior	Q2-1 RMC Attended Q2-2 RMC Attended Q2-3 RMC Attended Annual Target	Report generated by Finance on Unauthorised, Irregular, Fictitious and Wasteful expenditure.
	COMMUNICATIONS, MARKETING, CUSTOMER CARE & PUBLIC PARTICIPATION	Improved capacity in communicating municipal information	9 Communication	10.00%	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1. Not applicable 2. Basic 3. Competent 4. Advanced 5. Superior	Q2-1 SEM Meeting Attended Q2-2 SEM Meeting Attended Q2-3 SEM Meeting Attended Q2-4 SEM Meeting Attended	4 Departmental meetings attendance registers
Financial Viability and Management	Compliance to financial Legislation and Control	Accountable and clean municipal administration	10 Financial Management	10.00%	Able to compile plan and manage budgets, control cashflows, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner.	1. Not applicable 2. Basic 3. Competent 4. Advanced 5. Superior	Q2-1 SEM Meeting Attended Q2-2 SEM Meeting Attended Q2-3 SEM Meeting Attended Q2-4 SEM Meeting Attended	Proof of submission of Departmental Budget Inputs (Email to Finance)
							Q2- submit inputs (Adjustment) Q3- submit inputs (if any) Q4- submit inputs (Main)	

Special Planning and Environmental Development	Planning and Organising	Forward planning	11	Planning and Organising	5.00%	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build effective contingency plans to manage risk.	1. Not applicable 2. Basic 3. Competent 4. Advanced 5. Superior	Q3-1 AC Meeting Attended	4 Attendance Registers of AC
								Q2-1 AC Meeting Attended Q3-1 AC Meeting Attended Q4-1 AC Meeting attended Q1-3 meetings attended	11 Attendance Registers of EXCO
								Q2-2 Meetings attended Q3-3 Meeting Attended Q4-3 Meetings attended	
Basic Service Delivery	Operational efficiency	High Municipal Service Delivery Excellence Culture	12	Results and quality focus	5.00%	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1. Not applicable 2. Basic 3. Competent 4. Advanced 5. Superior		
TOTAL					100.00%				

100.00%

By signing this performance scorecard, the manager and employee hereby indicate their full understanding of, and agreement with the contents of the scorecard. The manager and the employee both acknowledge that this is in full compliance with Seinpu Local Municipality's Performance Management Policy.

Name of employee: ZIMASCA KOTWANA

Signed by: ZIMASCA KOTWANA

Date: 7/29/2025

Manager: THEBINGCOZI MATWONGA

Signed by: THEBINGCOZI MATWONGA

Date: 7/31/2025

PART E: COMPETENCE – BASED INDIVIDUAL DEVELOPMENT PLAN – WEIGHTING OF 20%

This Part of the Performance Agreement is about the development of the employee. Development here has been divided into three aspects in order to meet all the employee work and personal development needs as provided for by the Skills development legislation of South Africa. The focus is on ensuring every employee develops and grows every year since job demands and the broader environment is constantly changing.

The competence development in this Part E has been made measurable to stop the habit of employees always stating competence areas which they have no intention of pursuing and accomplishing. Alternatively, once they get on the way to accomplish these competences, the organisation seems to be oblivious of this accomplishment. Further, because inconsequential personal goals in the respective Individual Development Plans (IDPs) managers will often take satisfaction in their personal development routes already agreed and co-signed by both parties as well. This Part E is meant to change that culture, shifting the attention to be as important on performance achievement as achieving any other targets.

A previous skills audit against competence areas agreed between the employee and his/her manager is assumed. If there has been no formal skills audit done, anecdotal self and manager performance-based audits will have to be used to initiate the process of finding meaningful baselines.

The following assumptions are important to fulfil, namely:

1. For the employee's Manager to:

- o Provide all resources (time, money, transport etc.) to afford the employee the desired development
- o To subsequently look out for new work challenges that will use as much of the employee's new competences
- o To ensure that the competences desired and pursued by all employees in her / his Business unit comply with the municipal Workplace Skills Development Plan (WSP)
- o To ensure that this Part E is appropriately scored and corrective action taken not like at other sections of the Performance Scorecard. Similarly Part F is quite its due weighting in calculating the overall performance ratings of the employee

2. For the employee to:

- o Complete all agreed training and development to the required competence levels
- o Plan for and enjoy implementing the newly acquired competences rather than let them die off
- o Ensure that they take the planning and scores of this Part E of the Scorecard as seriously as all other parts or else suffer the pain of being rated lowly in this area

3. Below is the rating scale used to determine and calibrate competence targets

This rating scale is used to determine the level of achievement of the employee in the various competence areas. The rating scale is as follows:	
1 = Not Competent	2 = Competent
3 = Competent	4 = Competent
5 = Competent	6 = Competent
7 = Competent	8 = Competent
9 = Competent	10 = Competent
11 = Competent	12 = Competent
13 = Competent	14 = Competent
15 = Competent	16 = Competent
17 = Competent	18 = Competent
19 = Competent	20 = Competent
21 = Competent	22 = Competent
23 = Competent	24 = Competent
25 = Competent	26 = Competent
27 = Competent	28 = Competent
29 = Competent	30 = Competent
31 = Competent	32 = Competent
33 = Competent	34 = Competent
35 = Competent	36 = Competent
37 = Competent	38 = Competent
39 = Competent	40 = Competent
41 = Competent	42 = Competent
43 = Competent	44 = Competent
45 = Competent	46 = Competent
47 = Competent	48 = Competent
49 = Competent	50 = Competent
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85 = Competent	86 = Competent
87 = Competent	88 = Competent
89 = Competent	90 = Competent
91 = Competent	92 = Competent
93 = Competent	94 = Competent
95 = Competent	96 = Competent
97 = Competent	98 = Competent
99 = Competent	100 = Competent

Period Covered by this Part B of the Employee's Performance Plan: 1st July, 2025 to 30th June 2026

Function and Performance Objective	Type	Metric	Business Current Compliance Profile (e.g. 100%)	Targeted Compliance Level (Each one of three rows represents a level)		Method to be used to acquire the compliance	Means of Evidence (Verification & VEV)	Assessment of Compliance Achievement in Financial Period under Annual Planned Target		Rating score for Performance Purpose
				Advanced	Compliance			Actual	Deviation	
1.	acc	2	100%							
2.	acc	3	100%							
3.	acc	4	100%							
4.	acc	5	100%							
5.	acc	6	100%							
6.	acc	7	100%							
7.	acc	8	100%							
8.	acc	9	100%							
9.	acc	10	100%							
10.	acc	11	100%							
11.	acc	12	100%							
12.	acc	13	100%							
13.	acc	14	100%							
14.	acc	15	100%							
15.	acc	16	100%							
16.	acc	17	100%							
17.	acc	18	100%							
18.	acc	19	100%							
19.	acc	20	100%							
20.	acc	21	100%							
21.	acc	22	100%							
22.	acc	23	100%							
23.	acc	24	100%							
24.	acc	25	100%							
25.	acc	26	100%							
26.	acc	27	100%							
27.	acc	28	100%							
28.	acc	29	100%							
29.	acc	30	100%							
30.	acc	31	100%							
31.	acc	32	100%							
32.	acc	33	100%							
33.	acc	34	100%							
34.	acc	35	100%							
35.	acc	36	100%							
36.	acc	37	100%							
37.	acc	38	100%							
38.	acc	39	100%							
39.	acc	40	100%							
40.	acc	41	100%							
41.	acc	42	100%							
42.	acc	43	100%							
43.	acc	44	100%							
44.	acc	45	100%							
45.	acc	46	100%							
46.	acc	47	100%							
47.	acc	48	100%							
48.	acc	49	100%							
49.	acc	50	100%							
50.	acc	51	100%							
51.	acc	52	100%							
52.	acc	53	100%							
53.	acc	54	100%							
54.	acc	55	100%							
55.	acc	56	100%							
56.	acc	57	100%							
57.	acc	58	100%							
58.	acc	59	100%							
59.	acc	60	100%							
60.	acc	61	100%							
61.	acc	62	100%							
62.	acc	63	100%							
63.	acc	64	100%							
64										

	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523</
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