



OFFICE OF THE MUNICIPAL MANAGER  
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## PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE AMAHLATHI LOCAL MUNICIPALITY  
AS REPRESENTED BY THE MUNICIPAL MANAGER

IVY SIKHULU NQWENA

.....  
FULL NAMES

AND

NOZUKO NQULO

.....  
DIRECTOR: CORPORATE SERVICES

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 1 AUGUST 2021 - 30 JUNE 2022

ABN  
1

- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

### 3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1 August 2021** and will remain in force until **30 June 2022** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4. PERFORMANCE OBJECTIVES

- a. 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.
- b. 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

5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

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

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	0
Municipal Financial Viability and Management	0
Good Governance and Public Participation	5
Local Economic Development (LED)	0
Municipal Institutional Development and Transformation	95
<b>Total</b>	<b>100%</b>

5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.

- i. The standard of performance for each employee shall be assessed based on the evidence submitted for supporting the achievement of a set annual target using the following scale:

PERFORMANCE SCORING SUGGESTED BY THE REGULATIONS (2006)

Level	Performance Rating Score	Terminology	Description
5	166	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	133	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	100	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	66	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for

Financial Management	• Budget Planning and Execution	Superior	8.3		
	• Financial Strategy and Delivery	Advanced			
	• Financial Reporting and Monitoring	Competent			
		Basic			
Change Leadership	• Change Vision and Strategy	Superior	8.3		
	• Process Design and Improvement	Advanced			
	• Change Impact Monitoring and Evaluation	Competent			
		Basic			
Governance Leadership	• Policy Formulation	Superior	8.3		
	• Risk and Compliance Management	Advanced			
	• Cooperative Governance	Competent			
		Basic			
<b>CORE COMPETENCIES</b>	<b>Achievements Levels</b>	<b>Weight</b>	<b>SELF-SCORING-HOD</b>	<b>FINAL SCORE MM</b>	
<b>Moral Competence</b>	Superior Advanced Competent Basic	8.3			
<b>Planning and Organising</b>	Superior Advanced Competent Basic	8.5			
<b>Analysis and Innovation</b>	Superior Advanced Competent Basic	8.3			
<b>Knowledge and Information Management</b>	Superior Advanced Competent Basic	8.3			
<b>Communication</b>	Superior Advanced Competent Basic	8.3			

- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 6.5 The annual performance appraisal will involve:

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

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

**6.5.2 Assessment of the 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.
- (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 CCR 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 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

- 6.6.1 Executive Mayor or Mayor;
- 6.6.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.6.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- 6.6.4 Mayor and/or municipal manager from another municipality; and
- 6.6.5 Member of a ward committee as nominated by the Executive Mayor or Mayor.

- 6.7 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 -

## 9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

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

## 10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

- 10.1.1 a direct effect on the performance of any of the Employee's functions;
- 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
- 10.1.3 a substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package **may** be paid to the Employee in recognition of the outstanding performance to be constituted as follows:
- 11.3 The performance bonus percentage are determined by calculating the overall rating using the applicable assessment rating calculator.

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

- 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
- 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
  - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
  - 12.1.2 any other person appointed by the MEC.
  - 12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;
  - 12.1.4 The MEC for Local Government and the Mayor, respectively, shall have the final say with regard to the Municipal Manager's and the Section 57 Managers' assessment respectively.
  - 12.1.5 In the case of staff other than the Municipal Manager or the Section 57 Managers, the fact of non-consensus together with the necessary evidence shall be escalated in line with the municipality's dispute resolution mechanism as embodied in the relevant Collective Agreement.

## 13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Amhara Local Municipality

2017/22 Service Delivery & Budget Implementation Plan

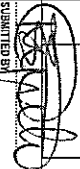
DP REF	ORGANISATIONAL OBJECTIVE AND EFFICIENT LOCAL GOVERNMENT	INTERNAL STRATEGIC OBJECTIVE FOR TRANSFORMATION GOALS	LOCAL STRATEGIC OBJECTIVE FOR THE YEARS AND BEYOND	KEY INTERVENTION AREAS/FOCUS	STRATEGY to Share the Objectives	KEY PERFORMANCE INDICATOR	Annual Target	BASELINE	Project	Medium Budget	Quarter One	Expected Pof	Quarter Two	Expected Pof	Quarter Three	Expected Pof	Quarter Four	Expected Pof	Responsibility	KPI NO	KPI weight	
WPA 1 BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (WEIGHT 20)																						
WPA 2 MUNICIPAL FINANCIAL VIABILITY (WEIGHT 20)																						
WPA 3 ECONOMIC GROWTH AND RISK PARTICIPATION (WEIGHT 50)																						
WPA 4 LOCAL ECONOMIC DEVELOPMENT (WEIGHT 50)																						
WPA 5 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (WEIGHT 50)																						
51	Conduct 1. Implement and differentiate approach to Municipal Finance Planning and support	Improve the quality of public services as critical to achieving transformation.	To attract capital, build capacity and maintain education of Amhara's human Capital by 2022 and beyond	HUMAN RESOURCE MANAGEMENT	Implementation of the organizational structure	No. of recruited and posted positions	22 Recruits	60 Vacancies in 2020/21 FY	Recruitment and Retention Policy, Job Evaluation Review	Operational Review of HR Policies	1 Report on the implementation of process plan on the project submitted to Standing Committee	1 Signed quarterly report by HOD	1 Report on the implementation of process plan on the project submitted to Standing Committee	1 Signed quarterly report by HOD	1 Report on the implementation of process plan on the project submitted to Standing Committee	1 Signed quarterly report by HOD	1 Report on the implementation of process plan on the project submitted to Standing Committee	1 Signed quarterly report by HOD	1 Report on the implementation of process plan on the project submitted to Standing Committee	Director - Corporate Services	81	534
52						No. of Reports on the implementation of process plan on the project submitted to Standing Committee	4 Reports on the implementation of process plan on the project submitted to Standing Committee	Recruitment and Retention Policy, Job Evaluation Review	Operational Review of HR Policies	1 Report on the implementation of process plan on the project submitted to Standing Committee	1 Signed quarterly report by HOD	1 Report on the implementation of process plan on the project submitted to Standing Committee	1 Signed quarterly report by HOD	1 Report on the implementation of process plan on the project submitted to Standing Committee	1 Signed quarterly report by HOD	1 Report on the implementation of process plan on the project submitted to Standing Committee	1 Signed quarterly report by HOD	1 Report on the implementation of process plan on the project submitted to Standing Committee	Director - Corporate Services	82	534	
53						% of critical vacant and posted positions filled as per the approved recruitment plan	100 % of critical vacant and posted positions filled as per recruitment plan	Recruitment and Retention Policy, Job Evaluation Review	Operational Review of HR Policies	1 Report on the implementation of process plan on the project submitted to Standing Committee	1 Signed quarterly report by HOD	1 Report on the implementation of process plan on the project submitted to Standing Committee	1 Signed quarterly report by HOD	1 Report on the implementation of process plan on the project submitted to Standing Committee	1 Signed quarterly report by HOD	1 Report on the implementation of process plan on the project submitted to Standing Committee	1 Signed quarterly report by HOD	1 Report on the implementation of process plan on the project submitted to Standing Committee	Director - Corporate Services	83	534	
54						No. of implemented projects per Strategy implementation plan	4 implemented projects per Strategy implementation plan	New Indicator	Human Resource Strategy implementation	Director of Corporate Services	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	Director - Corporate Services	84	534	
55	WDP 9 and 12	English systems and mechanisms for e-governance in			Strengthening systems and mechanisms relating to governance processes, risk management and internal controls	No. of EAP approved and implemented as per approved plan	4 EAP programs implemented as per approved plan	COVID-19 National Policy, EAP Plan	Implementation of EAP Programs	Other	1 EAP program implemented per approved plan (Code: awareness)	1 Approved EAP plan	1 EAP program implemented per approved plan (Code: awareness)	1 Approved EAP plan	1 EAP program implemented per approved plan (Code: awareness)	1 Approved EAP plan	1 EAP program implemented per approved plan (Code: awareness)	1 Approved EAP plan	1 EAP program implemented per approved plan (Code: awareness)	Director - Corporate Services	85	534
56						No. of reports on implementation of AMULCO strategy and compliance plan	4 Reports on implementation of AMULCO strategy and compliance plan	COVID-19 National Policy, EAP Plan	Implementation of EAP Programs	Other	1 Report on implementation of AMULCO strategy and compliance plan	1 Signed Report by HOD	1 Report on implementation of AMULCO strategy and compliance plan	1 Signed Report by HOD	1 Report on implementation of AMULCO strategy and compliance plan	1 Signed Report by HOD	1 Report on implementation of AMULCO strategy and compliance plan	1 Signed Report by HOD	1 Report on implementation of AMULCO strategy and compliance plan	Director - Corporate Services	86	534

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EP REF	OUTCOME & ACCOUNTABLE EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT	NATIONAL STRATEGIC OBJECTIVE linked to the National Transformation Agenda	LOCAL STRATEGIC OBJECTIVE linked to the Local Government	KEY INTERMEDIATE INDICATORS	STRATEGY to achieve the Strategic Objective	KEY PERFORMANCE INDICATOR	Annual Target	GOAL/MEASURE	Project	BSC/D Budget	Quarter One	Expected POE	Quarter Two	Expected POE	Quarter Three	Expected POE	Quarter Four	Expected POE	Responsibility	KPI NO	KPI WGTG	
5.1				Strengthening systems and processes relating to governance, risk management and internal controls	No of sectors implement as per approved OHS plan	4 Sectors	4 Sectors	OHS Policy	Implementation of OHS plan	Oper	1 Activity implemented as per approved OHS plan	1 Approved OHS plan signed by HOD	1 Activity implemented as per approved OHS plan	1 Approved OHS plan signed by HOD	1 Activity implemented as per approved OHS plan	1 Approved OHS plan signed by HOD	1 Activity implemented as per approved OHS plan	1 Approved OHS plan signed by HOD	Director - Corporate Services	87	534	
5.3				4 ULF meetings held	4 ULF meetings	4 ULF meetings	4 ULF meetings	New Indicator	ULF meetings conducted	Oper	1 ULF meeting held	1 ULF meeting held	1 ULF meeting held	1 ULF meeting held	1 ULF meeting held	1 ULF meeting held	1 ULF meeting held	1 ULF meeting held	Director - Corporate Services	88	534	
5.10				Implementation of approved EEP	No. of quarterly reports prepared on compliance with EEP annual targets	4 quarterly reports	4 quarterly reports	Approved EEP Plan	Monitor compliance with EEP targets	Oper	1 Quarterly report prepared on compliance with EEP targets	1 Quarterly report signed by HOD	1 Quarterly report prepared on compliance with EEP targets	1 Quarterly report signed by HOD	1 Quarterly report prepared on compliance with EEP targets	1 Quarterly report signed by HOD	1 Quarterly report prepared on compliance with EEP targets	1 Quarterly report signed by HOD	Director - Corporate Services	89	534	
5.13				Disables and dependent persons (for graduate or student) intervention programs, organized for Employees, Councilors and Community	No. of training programs implemented	4 Trainings	4 Trainings	4 Trainings	Monitor compliance of the approved MSP	Oper	1 Training intervention program implemented	1 Training quarterly report signed by HOD	1 Training intervention program implemented	1 Training quarterly report signed by HOD	1 Training intervention program implemented	1 Training quarterly report signed by HOD	1 Training intervention program implemented	1 Training quarterly report signed by HOD	Director - Corporate Services	92	534	
5.14				Strengthening systems and processes relating to risk management and internal controls	No. of reports on implementation of risk management systems submitted for management committee	4 reports on implementation of risk management systems	4 reports on implementation of risk management systems	Approved Risk Management Policy	Monitor compliance with risk management procedures	Oper	1 report on implementation of risk management systems submitted for management committee	1 Quarterly report signed by HOD	1 report on implementation of risk management systems submitted for management committee	1 Quarterly report signed by HOD	1 report on implementation of risk management systems submitted for management committee	1 Quarterly report signed by HOD	1 report on implementation of risk management systems submitted for management committee	1 Quarterly report signed by HOD	1 report on implementation of risk management systems submitted for management committee	Director - Corporate Services	93	534
5.15				No reports	4 reports on implementation of risk management systems submitted for management committee	4 reports on implementation of risk management systems	4 reports on implementation of risk management systems	Approved Risk Management Policy	Monitor compliance with risk management procedures	Oper	1 report on implementation of risk management systems submitted for management committee	1 Quarterly report signed by HOD	1 report on implementation of risk management systems submitted for management committee	1 Quarterly report signed by HOD	1 report on implementation of risk management systems submitted for management committee	1 Quarterly report signed by HOD	1 report on implementation of risk management systems submitted for management committee	1 Quarterly report signed by HOD	Director - Corporate Services	94	534	
5.16				Efficient and economical use of resources	% decrease in telephone usage expenditure	20% decrease in telephone usage expenditure	20% decrease in telephone usage expenditure	Telephone Management Policy	Monitor compliance with telephone management procedures	Oper	1 report on implementation of telephone usage expenditure	1 Quarterly report signed by HOD	1 report on implementation of telephone usage expenditure	1 Quarterly report signed by HOD	1 report on implementation of telephone usage expenditure	1 Quarterly report signed by HOD	1 report on implementation of telephone usage expenditure	1 Quarterly report signed by HOD	1 report on implementation of telephone usage expenditure	Director - Corporate Services	95	534
5.17				Establishment of legal benchmarks and ethical principles to protect the credibility of staff	No. of reports on implementation with the file plan	4 reports prepared on implementation with the file plan	4 reports prepared on implementation with the file plan	Approved file plan	Monitor implementation of the institutional file plan	Oper	1 report prepared on implementation with the file plan	1 Quarterly report signed by HOD	1 report prepared on implementation with the file plan	1 Quarterly report signed by HOD	1 report prepared on implementation with the file plan	1 Quarterly report signed by HOD	1 report prepared on implementation with the file plan	1 Quarterly report signed by HOD	1 report prepared on implementation with the file plan	Director - Corporate Services	96	534
5.20				Integrating and aligning the organization through the acquisition of resources	Quarterly reports submitted to IDPPMS Unit	Quarterly reports submitted to IDPPMS Unit	Quarterly reports submitted to IDPPMS Unit	Approved 2021 IDPPMS Policy	Monitor quarterly compliance with IDPPMS policy	Oper	1 report prepared on quarterly reports with evidence files submitted to IDPPMS Unit	1 Report of Submission signed by HOD	1 report prepared on quarterly reports with evidence files submitted to IDPPMS Unit	1 Report of Submission signed by HOD	1 report prepared on quarterly reports with evidence files submitted to IDPPMS Unit	1 Report of Submission signed by HOD	1 report prepared on quarterly reports with evidence files submitted to IDPPMS Unit	1 Report of Submission signed by HOD	1 report prepared on quarterly reports with evidence files submitted to IDPPMS Unit	Director - Corporate Services	99	534

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SDP REF	RESPONSIBLE AGENCY AND EFFICIENT LOCAL GOVERNMENT	NATIONAL STRATEGIC OBJECTIVE/OUTCOME linked to the National Transformation Agenda	LOCAL STRATEGIC OBJECTIVE FOR THE STEPS AND BEYOND	KEY INTERVENTION AREAS/ACTS	STRATEGY to achieve the Strategic Objective	KEY PERFORMANCE INDICATOR	Annual Target	BASELINE	Project	MCOA Budget	Quarter One	Expected PoE	Quarter Two	Expected PoE	Quarter Three	Expected PoE	Quarter Four	Expected PoE	Responsibility	N\$M	Weight		
521						No. of individual performance reviews conducted by each HOD (Risk grade 12 and upwards)	4 Quarterly Individual Performance Reviews coordinated by each HOD (Risk grade 12 and upwards)	Approved 2021 Renewed PMS Policy	Conduct Performance Reviews	Open	1 Quarterly Individual Performance Reviews coordinated (Risk grade 12 and upwards)	1 Performance review report signed by HOD registers 2 Signed attendance registers 3 Inspection for resolutions 4 Certificates of assurances	1 Quarterly individual Performance Reviews coordinated (Risk grade 12 and upwards)	1 Performance review report signed by HOD registers 2 Signed attendance registers 3 Inspection for resolutions 4 Certificates of assurances	1 Quarterly individual Performance Reviews coordinated by each HOD (Risk grade 12 and upwards)	1 Performance review report signed by HOD registers 2 Signed attendance registers 3 Individual for resolutions 4 Certificates of assurances	1 Quarterly individual Performance Reviews coordinated by each HOD (Risk grade 12 and upwards)	1 Performance review report signed by HOD registers 2 Signed attendance registers 3 Individual for resolutions 4 Certificates of assurances	1 Quarterly individual Performance Reviews coordinated by each HOD (Risk grade 12 and upwards)	1 Performance review report signed by HOD registers 2 Signed attendance registers 3 Individual for resolutions 4 Certificates of assurances	All HODs	10	5.84
<p>DATE: 06/08/2021</p> <p>SUBMITTED BY: </p> <p>DIRECTOR COMMUNAL SERVICES M. N. NDLOVU</p> <p>APPROVED BY: _____ MUNICIPAL MANAGER MISS ISHUU KHEWLA</p>																							

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