PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE EMAKHAZENI LOCAL MUNICIPALITY REPRESENTED BY THE EXECUTIVE MAYOR

NOMHLE A. MASHELE

AND

JABULANI W. SHABANGU

THE MUNICIPAL MANAGER OF THE MUNICIPALITY [HEREIN REFERRED TO AS THE EMPLOYEE OF THE MUNICIPALITY]

FOR THE

FINANCIAL YEAR: 2024-2025



PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Emakhazeni Local Municipality herein represented by **Nomhle A. Mashele** in his capacity as the Executive Mayor (hereinafter referred to as the **Employer** or **Supervisor**)

and

Jabulani W. Shabangu an employee of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

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

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of acceptable performance determined in terms of 11.2, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.



3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **01 July 2024** and will remain in force from **01 July 2024** to **30 June 2025** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee**'s performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer**'s Integrated Development Plan.
- 4.4 That Senior Manager/(s) is/are expected to perform the action plan of the Auditor General (Annexure B).
- 4.5 That Senior Managers/(s) is/are expected to deal with the risks as per the risk register of the municipality (Annexure C).



5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
 - 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) (SDBIP) and the Core Competency Requirements (CCRs) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.3 KPAs (SDBIP) covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 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	30%
Local Economic Development (LED)	10%
Municipal Financial Viability and Management	20%
Municipal Institutional Development and Transformation	10%
Good Governance and Public Participation	20%
6. Spatial Rationale	10%
Total	100%
The KPA must constitute 100% and be converted to	80%

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee**'s assessment score. CCRs that are deemed to be most critical for the **Employee**'s specific job should be selected (\sqrt) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:



Competencies	Competency Definition	Components	Weighting % (total 100%)
	Core Professional Competencies	ompetencies	
Written Communication	The ability to communicate in writing as appropriate to specific audiences.	Prepares considered, high quality reports for decision making within the organisation; and Takes supervisory responsibility for reviewing and editing less experienced practitioners' and subordinates work.	10
Oral Communication	The ability to articulate a message In an understandable and convincing manner.	 Demonstrates effective oral and presentation skills for complex and sensitive topics and issues. 	10
Attention to Detail	Ability to scrutinise own work and that of others to ensure accuracy and compliance with the relevant municipal standards.	 Monitors projects and programmes; Checks against standards and regulations and signs off on documents; and Accurately reviews documents and edits documents created by others. 	10
Influencing	The ability to interact with others and influence them to adopt the best alternative from a range of options.	 Identifies preferred solution with potential consequences; Decides on best option within risk profile; Creates understanding with client / stakeholder / groups as to best option; and Executes option and accepts consequences and accountability. 	က
Ethics and Professionalism	The ability to identify and deal with ethical issues and conflicts of interest.	Evaluates relevant facts, issues and risks;	လ

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Business Processes	Ability to engage with systems or component processes and make continuous improvements.	 Independently designs systems and processes for the purpose of ensuring continuous improvement and business effectiveness; and Ensures that changes are implemented and properly communicated. 	ഹ
	Public Service Orientation Competencies	n Competencies	
Service Delivery Orientation	The ability to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals	 Establishes a collaborative relationship with the community; and Speaks effectively on service delivery matters as required. 	ഗ
Client Orientation and Customer Focus	Understands the service needs of a client/customer (internal or external) and actively focuses on anticipating, meeting and exceeding the needs in a timely and appropriate manner.	Demonstrates personal commitment to the client service vision through own actions and attitudes; and Recognises individuals and areas that are demonstrating behaviours and outcomes consistent the client service vision.	ιΩ
	Personal Competencies	etencies	
Change Readiness	The ability to innovate and challenge the status quo and the ability to cope with change driven by others.	 Recognises when change is necessary, develops a change implementation strategy. 	J.
Cognitive ability	The ability to gather information, analyse issues and deal with complexity and ambiguity. Shows long-term thinking, follows through in a logical manner, aware of consequences and implications. Is able to see the 'Bigger Picture'.	Deals with high levels of complexity and clarifies issues for others; Comes up with creative and unique ideas; and Considers alternative.	ഹ
	Management / Leadership Competencies	p.Competencies	
Impact and Influence	The ability to inspire a positive attitude in	Motivates and inspires others;	\$

MO C.K

		- Identification	
	others and be able to influence others	 Effectively influences senior 	
	effectively.	management and executive; • Establishes support and projects	
		authority and credibility; and • Uses	
	Training filter of the constraint of the constra	influence to achieve objectives.	222 Williams
Team Orientation	The capacity to promote a cooperative	Builds team spirit and cohesion	S.
	climate, understand group dynamics and	across functional areas;	
	apply appropriate facilitation techniques in	Encourages team approach to	
	working with others to achieve a shared	problem solving;	
	goal.	Recognises and respects the	
		value of diverse views; and	
		 Draws on diverse backgrounds, 	
		skills and knowledge of team	
		members.	***************************************
Direction Setting	The ability to create a clear sense of	Able to translate Directorates /	G
	common purpose and vision for others with a	Department's goals into objectives	
	view to obtaining buy-in and commitment to	for the unit and gains commitment	
		for these goals from the team;	
		Provides a clear sense of purpose	
		and focuses on successful	
		jectives;	
		Organises resources and inspires	
		others towards focussed	
AL1/12		nance.	
Coaching and Mentoring	The ability to assess skills, performance, and	Actively involved in the retention	co.
	potential of subordinates and to encourage	and development of talent within the	
- Committee of the comm	their development with the view of optimising	unit;	
	their talent.	Actively creates development	
		opportunities by crafting roles to	
		best meet the needs of individuals;	
		and	
		Constantly on the lookout for	
		training opportunities for	
		subordinates	
Core Competencies		The state of the s	100

Core Competencies

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6. PERFORMANCE ASSESSMENT

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

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

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

6.5.2 Assessment of the 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.

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

Level	Terminology	Description	Rating
	3,		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.	5
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	4
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.	3
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.	2
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.	1

- 6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -
 - 6.7.1 Executive Mayor or Mayor;
 - 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
 - 6.7.4 Mayor and/or municipal manager from another municipality; and
 - 6.7.5 Member of a ward committee as nominated by the Executive Mayor or Mayor.



7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter : July- September 2024 (on or before 31 October 2024).

Second quarter: October-December 2024 (on or before 31 January 2025).

Third quarter : January – March 2025 (on or before 30 April 2025)

Fourth quarter: April – June 2025 (on or before 31 July 2025).

- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer**'s assessment of the **Employee**'s performance.
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps must form part of the performance agreement.

9. OBLIGATIONS OF THE EMPLOYER

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

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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 ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that-
 - 11.2.1. a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9% and
 - 11.2.2. a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
- 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 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 salary increment in the agreement must be mediated by
 - 12.1.1. In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and
 - 12.1.2. In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee.
- 12.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by-
 - 12.2.1. In the case of the Municipal Manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and
 - 12.2.2. 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), within thirty (30) days of receipt of formal dispute from the employee; whose decision shall be final and binding on both parties.
- 12.3 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

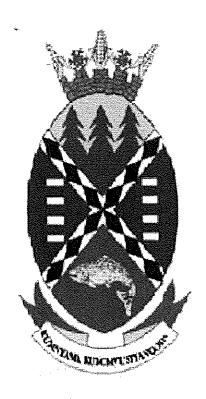


13. GENERAL

- 13.1 The contents of the performance agreement must be made available to the public by the employer in accordance with the Municipal Finance Management Act, 2003 and Section 46 of the Act.
- Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her employment contract, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at EMAKHAZEN.Lond	this the
1. Deleger	MUNICIPAL MANAGER
AS WITNESSES:	
1. Nomble Mashele 2. A	EXECUTIVE MAYOR

EMAKHAZENI LOCAL MUNICIPALITY



2024/25 FINANCIAL YEAR SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

NAME

: JABULANI W. SHABANGU

POSITION

: MUNICIPAL MANAGER

SUPERVISOR: EXECUTIVE MAYOR

INSTITUTION: EMAKHAZENI LOCAL MUNICIPALITY

PERIOD

: 01 JULY 2024 - 30 JUNE 2025

PERFORMANCE PLAN

		Weig		7	m	ന
		Accountabili by		Municipal Manager	Municipal Manager	Municipal Manager
		Evidence		Appointme ntletter, site hand- over minutes, Progress report and completion certificate	Appointme ntletter, site hand- over minutes, Progress report and completion certificate	Appointme ntletter, site hand- over minutes, Progress report and completion
		100	Q3	1 x farm rowided with water (project completed)	1 x Old	1 x Glisa Sewer Pump Station in Siyathuthuka (project complete)
	e environment	Quarterly Target	62	50% 1 x construction prov progress wate	refurbishme Mandeix In progress Sewer F of Old Station Mandela Siyathul Sewer Cyroject Pump complet Station ,in Siyathuthuk a	refurbishme Sew nt progress Stat of Glisa Siya Sewer (pro Pump com Station in Siyathuthuk
	sustainable basic services within a safe environment.		ъ	Appointment of service of service providers & Site hand-over to commence with construction	Appointment of service providers & site hand-over to commence with construction services of services o	Appointment of service providers & Site handover to commence with
KEY PEROFMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	ıstainable basics	Annual Target		1 x farm provided with water by 30 June 2025	1 x Old Mandela Sewer Pump Station refurbishme nt in Siyathuthuk a by 30 June 2025	1 x Glisa Sewer Pump Station refurbishme nt in Siyathuthuk a by 30
RUCTUR		Budg		MIG	MIG	MIG
Y AND INFRASI	itable, affordat	2023/24 Baseline		Farms provided with water	New Target	New Target
VICE DELIVER	s for all, to equ	KPI		Number of farms provided with water	Number of Sewer Pump Station Refurbished in Siyathuthuk a	Number of Sewer Pump Station Refurbished in Siyathuthuk
REA: BASIC SER	fo ensure acces	Strategy		Provision of sustainable basic services by upgrading and providing new infrastructur e	Provision of sustainable basic servicesby upgrading and providing new infrastructur e	Provision of sustainable basic servicesby upgrading and providing new
EROFMANCE AR	Strategic Objective: To ensure access for all, to equitable, affordable, and	Strategic Priority Ama		Strategic Priority Area 1: Water and Sanitation	Strategic Priority Area 1: Water and Sanitation	Strategic Priority Area 1: Water and Sanitation
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	Accountabili by			Municipal Manager	Municipal Manager	Municipal Manager
	Evidence		certificate	EIA approval, Appointme nt letter, Tender Advert, Progress report and completion certificate	Appointme ntletter, site hand-over minutes, Progress report and completion certificate	Appointme ntletter, site hand-over minutes, Progress report and completion
		8			1	ı
	y Target	60		1 x Entokozweni Sewer Pump Station in Entokozweni (project complete)	1 x Roman Sewer Rising main pipeline upgrading in Siyathuthuka (project complete)	1 x Reservoir Complex in Siyathuthuka (project complete)
sustainable basic services within a safe environment.	Quarterly Target	92	е	50% refurbishmen t progress of Sewer Pump Station in Entokozweni	50% refurbishme nt progress of Roman Sewer Rising main pipeline upgrading in Siyathuthuk a	50% refurbishme nt progress of Reservoir Complex in Siyathuthuk a
ervices within a s		Ð	construction	EIA general approval and project advertisemen t for commenceme nt with works	Appointment deservice providers & Site handover to commence with construction	Appointment of service providers & Site handover to commence with construction
stainable basics	Annual Target		June 2025	1 x Entokozwe ni Sewer Pump Station refurbishme nt by 30 June 2025	1 x Roman Sewer Rising main pipeline upgrading in Siyathuthuk a by 30 June 2025	1 x Reservoir Complex refurbishme nt in Siyathuthuk a by 30 June 2025
ble, and su	Budg	ś		MDRG	MIG	MIG
table, afforda	2023/24 Raceline			Designs complete	New Target	New Target
s for all, to equ	103		В	Number of Sewer Pump Station Refurbished in Entokozwen i	Number of Sewer Pipeline upgrading in Siyathuthuk a	Number of Reservoir Complex Refurbished in Siyathuthuk a
Strategic Objective: To ensure access for all, to equitable, affordable, and	Strategy		infrastructur e	Provision of sustainable basic servicesby upgrading and providing new infrastructur e	Provision of sustainable basic servicesby upgrading and providing new infrastructur e	Provision of sustainable basic servicesby upgrading and providing new infrastructur
Strategic Objective: To ensure access for all, to equitable, affordable, and sustainable basic	Strategic Briotite Amer			Strategic Priority Area 1: Water and Sanitation	Strategic Priority Area 1: Water and Sanitation	Strategic Priority Area 1: Water and Sanitation
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		Weig			2	7	2
		Accountabili ty			Municipal Manager	Municipal Manager	Municipal Manager
		Evidence		certificate	Design report, Appointme nt letter, Progress report and completion certificate	Appointme ntietter, site handover minutes, Progress report and completion certificate	Appointme ntletter, site hand-over minutes, Progress report and
			z		1	60% refurbishme nt progress of Water Treatment Works upgrading in Dullstroom	1 x Water Treatment Works upgrading in Machadodor p (project
		Quarterly Target	8			50% refurbishme nt progress of Water Treatment Works upgrading in Dullstroom	80% refurbishmen t progress of Water Treatment Works upgrading in
	afe environment	Quarter	70		1	40% refurbishme nt progress of Water Treatment Works upgrading in Dullstroom	40% refurbishme nt progress of Water Treatment Works upgrading
	ervices within a s		ಸ		1 x Raw water bulk line replaced in Dullstroom (project complete)	Appointment of service providers & Site hand-over to commence with construction	Appointment of service providers & Site hand- over to commence with
DEVELOPMENT	sustainable basic services within a safe environment.	Annual Target 2024/25			1 x Raw water bulk line replaced in Dullstroom by 30 June 2025	60% refurbishme nt progress of Water Treatment Works upgrading in Dullstrrom by 30	1 x Water Treatment Works upgrading in Machadodo rp by 30
RUCTURE	ole, and su	Budg			MDRG	WSIG	WSIG
Y AND INFRASI	itable, affordal	2023/24 Baseline			Designs complete	New Target	New Target
VICE DELIVER	s for all, to equ	KPI			Number of Raw water bulk line Replaced in Dullstroom	Number of Water Treatment Works upgrading in Dullstroom	Number of Water Treatment Works upgrading in Machadodo
REA: BASIC SER	To ensure acces	Strategy		u	Provision of sustainable basic servicesby upgrading and providing new infrastructur e	Provision of sustainable basic servicesby upgrading and providing new infrastructur e	Provision of sustainable basic servicesby upgrading and providing
KEY PEROFMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	Strategic Objective: To ensure access for all, to equitable, affordable, and	Strategic Priority Area			Strategic Priority Area 1: Water and Sanitation	Strategic Priority Area 1: Water and Sanitation	Strategic Priority Area 1: Water and Sanitation
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	Accountabili ty			Municipal Manager	Municipal Manager	Municipal Manager
	Evidence		completion certificate	Design approval letter, Tender advert, Appointme nt letter, site hand-over minutes	Appointme ntletter, site handover minutes, Progress report and completion certificate	Appointme ntletter, site hand-over minutes, Progress report and completion certificate
		**	complete)	Appointmen t of service providers & Site hand- over to commence with construction (15% progress)		ı
	y Target	8	Machadodorp	Design approval, Tender advertisement for appointment of service providers (10% progress)	1x road paved in Sakhelwe (Zamvie Street Phase 2) – Project complete	1x road paved in Siyathuthuka (Mongwe Street Phase 2) – Project complete
afe environment.	Quarterly Target	05	in Machadodo rp	ı	50% construction progress	50% construction progress
ervices within a s		10	construction	1	Appointment of service providers & Site handover to commence with construction	Appointment of service providers & Site hand- over to commence with construction
sustainable basic services within a safe environment	Annual Target		June 2025	25% progress: in Dam wall upgrading commenceme nt in Dullstroom by 30 June 2025 (Multi-year project)	1 x roads paved in Sakhelwe Ward 4 (Zamvie Street Phase 2) by 30 June 2025	1 x roads paved in Siyathuthuka (Mongwe Street Phase 2) by 30 June 2025
	Budg	ţ		WSIG	MIG	MIG
itable, affordal	2023/24 Baceline			New Target	1x roads paved in Sakhelwe (Zamvie street Phase 1)	1x roads paved in Siyathuthu ka (Mongwe street Phase 1)
s for all, to equ	Tay		ф	% progress of Dam wall upgrading in Dullstroom (Multi-year project)	Number of roads paved in Sakhelwe Ward 4 (Zamvie street Phase 2)	Number of roads paved in Siyathuthuk a (Mongwe street Phase 2)
To ensure acces	Strategy		new infrastructur e	Provision of sustainable basic servicesby upgrading and providing new infrastructur e	Maintenanc e, reconstructi on and upgrading of existing road network	Maintenanc e, reconstructi on and upgrading of existing road network
Strategic Objective: To ensure access for all, to equitable, affordable, and	Strategic Priority Area			Strategic Priority Area 1: Water and Sanitation	Priority Area 3: Roads andStorm Water	Priority Area 3: Roads and Storm Water
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	Accountabili tv		Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager
	Evidence		Design report, Appointme nt letter, Progress report and completion certificate	Design report, Appointme nt letter, Progress report and completion certificate	Appointme nt letter and delivery note	Quarterly report & council resolution
		49	1	I	L .	5% reduction of Water distribution losses report
	Target	60	,	ſ	1	5% reduction of Water distribution losses report
afe environment.	Quarterly Target	0.0	· ·	1	1	5% reduction of Water distribution losses report
sustainable basic services within a safe environment		TŽ	1x Access Bridge in Entokozweni (Project complete)	1 x Access Bridge in Emthojweni (Project complete)	Appointment of service providers and Delivery of a Refuse Removal Truck	5% reduction of Water distribution losses report
stainable basic se	Annual Target		1 x Access Bridge reconstructe d in Entokozweni by 30 June 2025	1 x Access Bridge reconstructe d in Emthonjweni by 30 June 2025	1 x Refuse Removal Truck purchased by 30 June 2025	20% Reduction of Water Distribution losses reports submitted
le, and su	Budg	์ วี	MDRG	MDRG	MIG	хәдо
itable, affordab	2023/24		Designs complete	Designs complete	New Target	70%Water distribution losses report
s for all, to equ	ğ		Number of Access Bridges to be reconstruct ed in Entokozwen i	Number of Access Bridges to be reconstruct ed in Emthonjwe	Number of Refuse Removal Truck purchased	Reduction of Water distribution loss reports submitted to council
To ensure acces	Strategy		Maintenanc e, reconstructi on and upgrading of existing road network	Maintenanc e, reconstructi on and upgrading of existing road network	Provision of sustainable basic servicesby upgrading and providing new infrastructur e	Provision of sustainable basic servicesby upgrading and providing
Strategic Objective: To ensure access for all, to equitable, affordable, and sustainable basic	Strategic	Priority Area	Priority Area 3: Roads and Storm Water	Priority Area 3: Roads and Storm Water	Priority Area 4: Environment al and Waste Managemen t	Strategic Priority Area 1: Water and Sanitation
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	Accountabili N			Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager
	Evidence			Monthly reports & council resolutions	Quarterly report & council resolution	Quarterly progress report & pictures	Quarterly progress report & pictures
		Q4		108 water quality samples anayized	2,5% reduction of electricity distribution losses report	50m2	25km
	Target	ß		108 water quality samples anaylzed	2,5% reduction of electricity distribution losses report	50m2	10km
are environment	Quarterly Target	0.5		108 water quality samples anayized	2,5% reduction of electricity distribution losses report	70m2	10km
IVICES WILMIN & SE		5		108 water quality samples anayized	2,5% reduction of electricity distribution losses report	80m2	20km
STATE MADE DASIC SELVACES WITHIN A SAME EMVIOURIEM.	Annual Target		to council by 30 June 2025	432 water quality samples analyzed by 30 June 2025	10% Reduction of Electricity Distribution losses reports submitted to council by 30	250m2 road potholes patched by 30 June 2025	65km roads biaded by 30 June 2025
	Budg	វ		Opex	Opex	Opex	Opex
icable, amorual	2023/24			New Target	50% Electricity distribution losses report	New Target	70km road bladed
s for all, to equ	KPI			Number of water quality samples anaylzed	Reduction of Electricity distribution losses reports submitted to Council	Area of road potholes patchwork done	Number of kilometers roads bladed
To ensure acces	Strategy		new infrastructur e	Provision of sustainable basic services	Provision of sustainable basic servicesby upgrading and providing new infrastructur e	Maintenanc e, reconstructi on and upgrading of existing road network	Maintenanc e, reconstructi on and
Strategic Objective; To ensure access for all, to equitable, affordable, and	Strategic	Priority Area		Strategic Priority Area 1: Water and Sanitation	Strategic Priority Area 2: Electricity	Priority Area 3: Roads and Storm Water	Priority Area 3: Roads andStorm Water
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Strategic Objective: To ensure access for all, to equitable, and sustainable basic services within a safe environment. N. Strategic Objective: To ensure access for all, to equitable, and sustainable basic services within a safe environment. O Priority Area Of existing of existing road network	KEY PEROFMANCE.	KEY PEROFMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	
Strategic Strategy KPI 2023/24 Budg Annual Target Quarterly Target Priority Area et 2024/25 Q1 Q2 Q4 of existing road network et 2024/25 Q3 Q4	Strategic Objective	ve: To ensure access for all, to equitable, affordable, and sustainable basic services within a safe environment.	
of existing road network		Strategy KPI 2023/24 Budg Annual Target Quarterly Target et 2024/25	Weig
of existing road road network		93	
road		of existing	
network		peou	
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		Accountabilit y		Municipal Manager	Municipal Manager
		Evidence		Report and Picture	Appointmen t letter, Progress report and completion certificate
			\$	Ħ	Mishack Bhembhe stadium refurbishe d in Sakhelwe (project complete)
		Quarterly Target	ස	1	80% constructio nprogress
	fe environment	Quarter	Q 2		40% constructio nprogress
	ices within a sa		τò	1	Appointmen t of service providers & Site handover to commence with construction
DEVELOPMENT	Strategic Objective: To ensure access for all, to equitable, affordable and sustainable basic services within a safe environment.	Annual Target 2024/25		4 x reports on illegal dumping sites identified and cleaned by 30 June 2025	Mishack Bhembhe stadium refurbishe d by 30 June 2025
RUCTURE	le and sust	Budge		Opex	MIG
ND INFRAST	ble, affordab	2023/24 Baseline		4 reports submitte d	New Target
E DELIVERY A	rall, to equita	KPI		Number of reports on illegal dumping sites identified and cleaned cleaned	Mishack Bhembhe Stadium refurbishe d in Sakhelwe
KEY PEROFMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	ensure access fo	Strategy		Ensure clean and healthy environment	Maintenance, reconstructio n and upgrading of existing public facilities
EROFMANCE ARE	igic Objective: To	Strategic Priority area		Priority Area 4: Environmenta I and Waste Management	Priority Area 5: Municipal amenities
KEYP	Strate	ż c	,	21.	22.

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	PEROFMANCE AREA: L	KEY PERGFMANCE AREA: LOCAL ECONOMIC DEVELOPMENT	MENT									
	egic Objective : To pro	Strategic Objective : To promote social and economic development	elopment									
ra comunicativo (Sistilia)	N.O Strategic Priority Area	Strategy		2023/24 Baseline	Budget	Annual Target 2024/25	Quarterly Q1 Q2	tenly 7	Quarterly Target 1 Q2 Q3 Q4	Evidence 1	Accountability	Weight
	Priority Area 8: Economic Growth and Development	To create job opportunities through SMMEs programmes	Reviewal of the Contractor Development Policy	Reviewed Contractor Development Policy	Opex	1 x Review of the Contractor Development Policy by 30 June 2025	1	ŧ		Council resolution	Municipal Manager	2
	Priority Area 8: Economic Growth and Development	Ensuring the functionality of the LED Forum and the creation of the annual calendar	Number of LED Forum meetings held	4 LED Forums held	орех	4 x LED Forum meetings held by 30 June 2024	-	1	1	Attendance registers & Minutes	Municipal Manager	2
	Priority Area 8: Economic Growth and Development	To create job opportunities through EPWP & CWP programmes	Number of EPWP job opportunities created	100 job opportunities created	R1 434 000	80 x Job opportunities created by 30 June 2025	08	ŧ .	'	Appointment letters	Municipal Manager	2

		3000000	524625N						
		Accountability Weight							
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				80% Collection rate	attained by 30 June				
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		Annual Target 2024/25		ᅜ	<u>`</u>	2025			
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KEY PEROFMANCE AREA: FINANCIAL VIABILITY	Strategic Objective: To ensure sound and sustainable financial management, compliance and accountability	92		26.					
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		Accountability		Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager
		Evidence		Amnual financial statement & Acknowledgment of receipts	Action Plan, progress report & AG management report.	Quarterly Assets verification report	Billing report	Supplementary Valuation Roll
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		Quarterly Target	8	ı	20%		m	1
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Alig		Annual Target 2024/25		1 × Annual Financial Statements (AFS) submitted to Auditor General on or before the 31st of August 2025	100% progress towards resolving Audit findings listed on the action plan by 30 June 2025.	4 x asset verifications conducted and submitted to Council by 30 June 2025	12 x monthly billing reports submitted to Council by 30 June 2025.	1 × Supplementary Valuation developed by 30 June 2025.
nollance and accountability		Budget		Opex	Opex	xedo	Opex	xedo
		2023/24 Baseline		2023/24 AFS were submitted to Auditor General	Audit Action plan tabled to council	2 Asset verification conducted	12 monthly billing reports submitted	One supplementary valuation Roll
KET FEKUTIANCE AKEN: FINANCIAL VIABILLI II Strategic Objective : To ensure sound and sustainable financial management, con		ğ		Annual Financial Statements (AFS) submitted to Auditor General on or before 31 August.	Percentage progress towards resolving Audit findings listed on the action plan.	Number of asset verifications conducted	Number of monthly billing reports submitted to Council	Number of supplementary valuation rolls developed
STATE OF CONTRACT OF STATE SOUND STATE OF STATE OF STATE OF STATE SOUND STATE OF STATE SOUND STATE OF STATE SOUND STATE OF STATE SOUND STATE OF STA		Strategy		To provide timely and relevant financial management reports to all stakeholders	To establish and implement effective financial management systems.	To establish and implement effective financial management systems	To establish and implement effective financial management systems	To establish and implement effective financial management
EROFMANCE voic Objective		Strategic Priority	Area	Priority Area 9: Financial Viability	Priority Area 9: Financial Viability	Priority Area 9: Financial Viability	Priority Area 9: Financial Viability	Priority Area 9: Financial Viability
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	Weight		2	N	2
	Accountability		Municipal Manager	Municipal Manager	Municipal Manager
	Evidence		Unauthorised, Irregular, Fruitless and wasteful expenditure reports & Council resolution	Unauthorised, Irregular, Fruitless and wasteful expenditure reports & Proof of submission	Expenditure report
	\$		m	m	100%
	Quarterly Target		ო	m	75%
	Quarter Q2		m	m	20%
	15		m	m	25%
bility	Annual Target 2024/25		12 x Unauthorised, Irregular, Fruitless and wasteful expenditure prevention reports submitted to Council with no non-compliance by 30 June 2025.	12 x Unauthorised, Irregular, Fruitless and wasteful expenditure prevention reports with supporting evidence submitted to MPAC by 30 June 2025.	100% expenditure on FMG by 30 June 2025
pliance and accountability	Budget		хофо	xədo	Opex
magement, compliance an	2023/24 Baseline		12 Unauthorised, Irregular, Fruitless and wasteful expenditure reports submitted to Council	12 Unauthorised, Irregular, Fruitless and wasteful expenditure prevention reports with supporting evidence submitted to MPAC	100% Spending
KEY PEROFMANCE AREA: FINANCIAL VIABILITY Strategic Objective : To ensure sound and sustainable financial management, com	KPI		Number of Unauthorised, Irregular, Fruitless and wasteful expenditure prevention reports submitted to Council with no non-compliance	Number of Unauthorised, Irregular, Fruitless and wasteful expenditure prevention reports with supporting evidence submitted to MPAC.	% spent on FMG
KEY PEROFMANCE AREA: FINANCIAL VIABILITY Strategic Objective: To ensure sound and sustainab	Strategy	systems	To establish and implement effective financial management systems	To establish and implement effective financial management systems	To establish and implement effective financial management systems.
EROFMANCE gic Objective	Strategic Priority Area		Priority Area 9: Financial Viability	Priority Area 9: Financial Viability	Priority Area 9: Financial Viability
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							X	Strategy				\$		Φ.	Baseline	2	lafing	5		8	24/2.	2024/25	3	91 62 93 94	62	8	2,			EVIGERA	0	•	accountability	9	?			
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ž	Strategic Priority		, was	2023/24	4	Annual Target	eno 🏻	rterly	Quarterly Target		Endonese	Accountability	Weight
	Area		114	Baseline	pudyet.	2024/25	61	Q2 Q3	63	45		W. Commence	
36	Priority Area 16:	Develop, review and implement	Number of	Reviewal of	Opex	1 x Review of the	1	,	-	8	Council	Municipal	7
	Information,	ICT Governance Framework,	reviews of the	the Disaster		Disaster				α.	Resolution	Manager	
	Communication &	policies, strategic plans,	Disaster	Recovery Plan		Recovery Plan by	******						
	Technology	succession plan and User	Recovery Plan			30 June 2025							
		Access Control Management											
		Standards & Procedures.											
37.	Priority Area 16:	Develop, review and implement	Number of	Developed ICT	Opex	1 x review of the			,	8	Council	Municipal	7
	Information,	ICT Governance Framework,	reviews of the	Backup and		ICT Backup and				Z.	Resolution	Manager	
	Communication &	policies, strategic plans,	ICT Backup and	Retention		Retention					***************************************		
	Technology	succession plan and User	Retention	Strategy		Strategy by 30							
		Access Control Management	Strategy			June 2025				·····	•		
		Standards & Procedures.						_					
æ	Priority Area 16:	Development of the Municipal	Municipal	New Target	Opex	1 x Municipal		<u> </u>		Ē	Functional	Municipal	7
	Information,	intranet service	intranet service			intranet service				봅	Intranet	Manager	
	Communication &		developed			developed by 30							
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		Evidence		Report & Council resolution	Approved 2023/24 SDBIP	4 x Performance reports and Council Resolutions	Performance reports and Proof of Submission	Oversight Report and Council Resolution
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to technological systems, internal control, risk management and governance processes		Annual Target 2024/25		1 x Mid-Year Performance assessment conducted by 30 June 2025	1 x SDBIP approved by Executive Mayor within 28 days after approval of the Budget by 30 June 2025	4 x Performance reports submitted to Council not later than 30 days after the end of the quarter by 30 June 2025	4 x Performance reports submitted to MPAC not later than 30 days after the end of the quarter by 30 June 2025	1 x Oversight Report approved by Council by 30 June 2025
systems, in		Budget		xedo	xedo	xədo	Opex	opex
ion to technological		2023/24 Baseline		1 x Mid-Year performance assessments conducted	2022/23 SDBIP was approved	4 x performance reports submitted	New Target	The Oversight Report was approved by Council
Strategic Objectives: To add value to the operations of the municipality in relation t		K		Number of Mid-Year Performance assessments conducted	SDBIP approved by Executive Mayor within 28 days after approval of the Budget	Number of performance reports submitted to Council not later than 30 days after the end of the quarter	Number of performance reports submitted to MPAC not later than 30 days after the end of the quarter	Number of Oversight Reports approved
a add value to the open		Strategy		Inculcate a culture of performance management in the institution	Inculcate a culture of performance management in the institution	Inculcate a culture of performance management in the institution	Inculcate a culture of performance management in the institution	Inculcate a culture of performance management in the institution
ic Objectives: To	Strategic	Priority Area		Priority Area 18: Performance Management	Priority Area 18: Performance Management	Priority Area 18: Performance Management	Priority Area 18: Performance Management	Priority Area 18: Performance Management
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	Priority Area	Strategy	2	ZUZJ/ ZUZ4 basemne	panodet	2024/2025	10	02 03	63	64 EVI		Accountaning	
4.	Priority Area	Implementation of	Number of audits	13 audits conducted	Opex	11 x Audits to be	3	2	3	3 Final		Municipal	2
	20: Auditing	the approved internal	conducted and			conducted by the 30th				Internal	Jal	Manager	
	•	audit plan	submitted to the			of June 2025				Audit			
			Municipal Manager							Reports	rts		
45.	Priority Area	Submission of	Number of Internal	4 progress reports	S S S S S S S S S S S S S S S S S S S	4 x Internal Audit	1	1	7	1 Audit		Municipal	Tril
	20: Auditing	quarterly progress	Audit quarterly	were submitted to the		quarterly progress				Com	Committee	Manager	
	1	7	progress reports	Audit Committee		reports submitted by				minu	minutes and		
		Committee	submitted to the			30 th of June 2025				Reports	ts.		
			Audit Committee										
46.	Priority Area	To conduct risk	Number of Risk	New Target	Opex	11 x Risk action plans	2	7	7	2 Progress	ess	Municipal	
	22: Risk	assessment	actionplans			resolved to address				report on	t on	Manager	****
	Management	workshops with the	implemented to			Strategic and				imple	implemented		
		aim of minimizing	address Identified			OperationalRisk				mitigating	ating		***************************************
		organizational risks	Strategic and			Identified per quarter				measures	ures		
		ı	Operational Risk			by 30 June 2025							

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KEY PEROFMANCE AREA: INSTITUTIONAL DEVELOPMENT AND TRANSFOI	Strategic Objectives: To ensure adherence with legislation and implementation	N.O Strategic Priority, Area Strategy		Training of	municipal	Oilclais

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Ž	KEY PEROFMANCE AREA: Spatial Rationale	: Spatial Rationale								- 65 - 63 - 63			
Stra	tegic Objective : To £	Strategic Objective: To ensure sustainable rural and urban planning in order to meet the needs of the community	urban planning in order	to meet the need	s of the co	mmunky							
0 2	Strategic Bringly Proc	Strategy	KPI	2023/24 Baseline	Budget	Annual Target		Quarterly Target	Target		Evidence	Accountability	Weight
							10	62	63	40			
48.	Priority Area 24: Human Settlement and Property Development	Conduct inspections in all built environment within ELM in terms of NHBRC and NBR standards.	Number of reports on inspections of compliance with NHBRC & NBR standards submitted to Council	4 reports submitted	Opex	4 x Quarterly reports on inspections of compliance with NHBRC & NBR standards submitted to Council by 30 June 2025	~		.	+-1	Quarterly Inspection reports & Council resolution	Municipal Manager	н
9.	Priority Area 24: Human Settlementand Property Development	Conduct inspections in all built environment within ELM in terms of NHBRC and NBR standards.	% of Reports for none compliance Notices by Property Owners submitted to Legal Unit for intervention	New Target	хэдо	100% Report on None compliance Notices by Property Owners submitted to Legal Unit for Intervention by 30	100%	100%	100%	100%	Quarterly Reports and Council resolution	Municipal Manager	н
50.	Priority Area 24: Human Settlement and Property Development	Assessment of building plans	% of building plans received and assessed	100% building plans received & assessed	Opex	100% building plans received & assessed by 30 June 2025	100%	100%	100%	100%	Submission register, Proof of payment & approval letters	Municipal Manager	₩
51.	Priority Area 24: Land Use Management	To ensure sustainable urban and rural planning	Number of SPLUMA Certificates issued	New Target	Opex	100 x SPLUMA certificates issued by 30 June 2025	50	20	30	30	Copies of SPLUMA certificates issued	Municipal Manager	

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MUNICIPAL MANAGER: CONDUMING

EXECUTIVE MAYOR: SHackel

Annexure B

PERSONAL DEVELOPMENT PLAN (PDP)

Entered into by and between

EMAKHAZENI LOCAL MUNICIPALITY THE EXECUTIVE MAYOR CLLR. NOMHLE A. MASHELE

["The Employer"]

And

JABULANI W. SHABANGU

["The Employee"]

Explanatory Notes to the Personal Development Plan

1. Introduction

- 1.1 A Municipality should be committed to -
 - (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
 - (b) managing training and development within the ambit of relevant national policies and legislation.
- 1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:
 - (a) Human resource development should form an integral part of human resource planning and management.
 - (b) In order for a municipality's training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals, career pathing, scarce skills an talent management and succession planning.
 - To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
 - (d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

2. Competence Modeling

- 2.1 What does an institution mean when it says an employee / prospective employee is competent if she fits a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives. [The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.
- 2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.
- 2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders, with different interests' accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the

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various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

- 2.4 When linking a decision that a prospective employee / current employee is competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The dplg has decided on:
 - 2.4.1 A managerial competency framework as an expression of required managerial competencies.
 - 2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.
- 3. Compiling the Personal Development Plan attached as the Appendix.
- 3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs
- 3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.
- 3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with her employee, to **compile a Personal Development Plan** as follows:
 - (a) The identified training needs should be **entered into column 1 of the Appendix, entitled Skills / Performance Gap**. The following should be carefully determined during such a process:
 - a. Organisational needs, which include the following:
 - Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
 - The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
 - Specific competency gaps as identified during the probation period and performance appraisal of the employee.
 - b. <u>Individual training needs</u> that are job / career related.
 - (b) Next, the **prioritisation of the training needs [1 to ...] in column 1 should also be determined** since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
 - (c) Consideration must then be given to the outcomes expected in column 2 of the Appendix, so that once the intervention is completed the impact it had can be measured against relevant output indicators.

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- (d) An appropriate intervention should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These interventions should be listed in column 3 of the Appendix, entitled: Suggested training and / or development activity. The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed with regard to a specific outcome / skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.
- (e) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (f) Column 4 of the Appendix: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (g) The suggested time frames (column 5 of the Appendix) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (h) Work opportunity created to practice skill / development areas, in column 6 of the Appendix, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).
- (i) The final column, column 7 of the Appendix, provides the employee with a support person that could act as coach or mentor with regard to the area of learning.
- 3.4 Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality, in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority (LGSETA).
- 3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:
 - (a) A Skills Development Facilitator has been appointed.
 - (b) The Workplace Skills Plan has been submitted.
 - (c) A submission, including a Business Plan is submitted for additional grants [The LGSETA can be approached at Tel. 011 456 8579 for more information in this regard].

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4. Life-long learning

- 4.1 It was agreed that an outcomes-based Lifelong Learning Development Framework would be the basis on which Curriculum 2005 would be developed. The basic principle is that learners should be able to progress to higher levels of achievement by mastering prescribed learning outcomes. Learning programmes should thus facilitate progression from one phase or learning outcome to another and from any starting point in the education and training system. Prior knowledge (acquired informally or by work experience, would also have to be assessed and credited. National qualifications would be awarded, at each of the levels of the National Qualifications Framework (NQF) [see the attached definitions] provided that candidates have accumulated certain combinations of credits and have abided by probable rules of combinations required for such qualifications.
- 4.2 Eight learning areas were identified to form the basis of all education up to the Further Education and Training Certificate:

Nr.	Learning Area
1	Language, Literacy and Communication
2	Mathematical Literacy, Mathematics and Mathematical Science
3	Human and Social Sciences
4	Natural Sciences
5	Technology
6	Arts and Culture
7	Economic and Management Sciences
8	Life Orientation

- As is clear from the definitions, there will be four phases, with Adult Basic Education and Training (ABET) linked to the first three. The history of school education had the effect that the majority of the adult population for black communities, were provided with inadequate education or no schooling. Thus ABET is viewed as a force for social participation and economic development and has been brought into the mainstream of the education and training system. The underlying principles are that ABET should provide a general basic education, promote critical thinking and empower individuals to participate in all aspects of society, and promote active learning methods, and, ABET should lead to nationally recognized certificates based on clear national standards assessed as learning outcomes.
- 4.4 Once the foundation phase is addressed the other phases can follow suit. In this regard the discussion in item 3.3 (d) refers. Note should also be taken that in addressing professionalisation within the local government sector there may be a need to develop vocational qualifications.

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Appendix

Personal Development Plan of: [Shabangu J.W]

Compiled on (Date): [June 2024]	June 2024 J		***************************************		The state of the s	
1. Skills /	2. Outcomes	3. Suggested	4. Suggested mode	5. Suggested Time	6. Work opportunity	noddns./
Performance Gap	Expected	training and / or	ot delivery	rames	created to practice	Losia
(in order of priority)	(measurable	development activity	- 100		skill / development	
	indicators: quantity,				area	
	quality and time					
	frames)					
Compliance Risk	The Manager will	Risk Management	An external accredited	July 2024 - June	Identify risk and put	Executive Mayor
Management	effectively understand	Module	service provider in line	2025	mitigating measure in	
	issues relating to risk		with identified unit		place	
	management and be		standards at market			
	able to put mitigating		related rates.			
	measures to minimize					
	risks					
Financial	The Manager will	Financial	An external accredited	July 2024-June 2025	Interpretation and	Executive Mayor
Management	effectively understand	Management for non-	service provider in line		understanding of	
•	the basic principle of	financial Managers	with identified unit		financial information	
	financial management		standards at market		data	
			related rates.			
Strategic Planning	The Manager will	Executive Leadership	An external accredited	July 2024-June 2025	Understanding the	Executive Mayor
and Leadership	effectively		service provider in line		need for innovation	
•	understanding the		with identified unit		and change	
	basic principles of		standards at market		management	
	change management,		related rates.		-	
	innovation and					
	analysis and					
ن در الدوان والدوان	communication					

Employee's signature:

Supervisor's signature: