

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

**THE THULAMELA MUNICIPALITY AS
REPRESENTED**

BY THE MUNICIPAL MANAGER

**MALULEKE HLENGANI EMMANUEL
AND**

**SENIOR MANAGER: PLANNING AND
DEVELOPMENT**

MAKUMULE M.T, THE

EMPLOYEE OF

THE MUNICIPALITY

FOR THE FINANCIAL YEAR:

1 JULY 2021 TO 31 JUNE 2022

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

1.1 The Municipality has, in terms of Section 56(1)(a) of the Local Government:

Municipal Systems Act, No. 32 of 2000 ("the Systems Act") entered into a contract with the Manager for a period of **5 Years**, commencing on **01 November 2019 –31 October 2024**

1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the Parties, require 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 Municipal Manager 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), (4B) and (5) of the Systems Act as well as the contract of employment entered into by the Parties.

1.5 In this Agreement the following words will have the meaning ascribed thereto:

"This Agreement" - means the performance agreement between the Municipality, the Municipal Manager or Managers directly accountable to Municipal Manager, and the annexure thereto.

"The Executive Authority" - means the Executive Committee of the Municipality constituted in terms of Section 43 of the Local Government: Municipal Structures Act as represented by its chairperson, the Mayor.

"The Manager" – means the Municipal Manager directly accountable to the Mayor in terms of Section 56(a) of the Systems Act.

"The Municipal Manager" – means the Municipal Manager appointed in terms of Section 82 of the Local Government: Municipal Structures Act, No. 117 of 1998.

"The Municipality" – means the Thulamela Municipality.

"The Parties" - means the Mayor and the Municipal Manager or the Municipal Manager and Managers directly accountable to the Municipal Manager

1. PURPOSE OF THIS AGREEMENT

11.2 The Parties agree that the purposes of this Agreement are to:

- 2.1.1. comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the contract of employment entered into between the Parties;
- 2.1.2. specify objectives and targets defined and agreed with the Mayor and to communicate to the Manager the Municipality's expectations of the Manager's performance and accountability in alignment with the Integrated Development Plan (IDP), the Service Delivery Business Implementation Plan (SDBIP) and the budget of the Municipality;
- 2.1.3. specify accountabilities as set out in Annexure A;
- 2.1.4. monitor and measure performance against targeted outputs and outcomes;
- 2.1.5. use Annexure A, B and C as a basis for assessing the Manager for permanent employment and/or to assess whether the Manager has met the performance expectations applicable to his/her job;
- 2.1.6. appropriately reward the Manager in accordance with the Municipality's performance management policy in the event of outstanding performance;
- 2.1.7. establish a transparent and accountable working relationship; and
- 2.1.8. Give effect to the Municipality's commitment to a performance-orientated relationship with its Manager (Mayor) in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature this Agreement will commence on the **1st of July 2021** and will remain in force until a new performance agreement including a Performance Plan and Personal Development Plan is concluded between the Parties as contemplated in Clause 3.2
- 3.2 The Parties will review the provisions of this Agreement during June each year. The Parties will conclude a new performance agreement including a Performance Plan and Personal Development Plan that replaces this Agreement at least once a year by not later than the 31st of July each year.
- 3.3 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter annual performance assessment as informed by the quarterly performance assessments.

- 3.4 The payment of a performance bonus for the year in which the Manager was assessed will be done as set out in clause 3.3 and the bonus will be determined on the last day of the financial year.
- 3.5 In the event of the Manager commencing or terminating his services with the Municipality during the validity period of this Agreement, the Manager's performance for the portion of the period referred to in clause 3.1 during which he was employed, will be evaluated and he will be entitled to a pro rata performance bonus based on his evaluated performance and the period of actual service.
- 3.6 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon by the Parties.
- 3.7 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.
- 3.8 This Agreement will terminate on the termination of the Manager's contract of employment for any reason.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan in **Annexure A** sets out:
- 4.1.1 The performance objectives and targets which must be met by the Manager, and The time frames within which those performance objectives and targets must be met.
- 4.2 The Core Competency Requirements (CCRs) reflected in **Annexure B** set out those management skills regarded as critical to the position held by the Manager.
- 4.3 The Personal Development Plan in **Annexure C** sets out the Manager's personal developmental requirements in line with the objectives and targets of the Municipality.
- 4.4 The performance objectives and targets reflected in Annexure A are set by the Municipality in consultation with the Manager and based on the IDP, SDBIP and the budget of the Municipality, and include key objectives, key performance areas, target dates and weightings.
- 4.5 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the time frame in which the

work must be achieved. The weightings show the relative importance of the key objectives to each other.

- 4.6 The Manager's performance will, in addition, be measured in terms of contributions to the development objectives and strategies set out in the Municipality's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Manager agrees to participate in the performance management system that the Municipality adopts or introduces for the municipal management and municipal staff of the Municipality.
- 5.2 The Manager accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the municipal management and municipal staff to perform to the standards required.
- 5.3 The Executive Authority and/or Mayor will consult the Manager about the specific performance standards that will be included in the performance management system as applicable to the Manager.
- 5.4 The Manager undertakes to actively focus towards the promotion and implementation of his Key Performance Areas as set out in Annexure A including special projects relevant to the Manager's responsibilities within the local government framework.
- 5.5 The Manager undertakes to give respond to Auditor General raised queries within 3 days and address them according to the action plan agreed upon.
- 5.6 The Manager undertakes to file all records and transfer them to record center and same will be available on request by Auditor General in accordance with the archive policy.

6. PERFORMANCE ASSESSMENT

The performance of the Manager will be assessed against the outputs and outcomes achieved in terms of his/her Key Performance Areas (KPA's) as fully described in Annexure A and his/her Core Competency Requirements (CCRs) determined at the commencement of this Agreement with a weighting of 80:20 allocated to the KPA's and CCRs respectively. Therefore, the KPA's that refer to the main tasks of the Manager account for 80% of his/her assessment while the CCRs make up the other 20% of the Manager's assessment score.

The weightings agreed to in respect of the Manager's KPAs attached as Annexure A are set out in the table below:

KEY PERFORMANCE AREAS (KPAS)	WEIGHT
KPA 1: Municipal Transformation and Organisational Development	5%
KPA 2: Basic Service Delivery and Infrastructure	15%
KPA 3: Local Economic Development	25%
KPA 4: Financial Viability Management	10%
KPA 5: Good Governance and Public Participation	0%
KPA 6: Spatial Rationale	45%
TOTAL PERCENTAGE	100%

The assessment of the performance of the Municipal Manager will be based on the following levels for KPAs and CCRs:

LEVEL	TERMINOLOGY	DESCRIPTION	RATING				
			1	2	3	4	5
5	Outstanding Performance	Performance far exceeds the standard expected of an Employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above Expectations	Performance is significantly higher than the standard Expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the Year.					
3	Fully effective	Performance fully meets the standards expected in all Areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as Specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job In key areas. Performance meets some of the Standards expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified In the PA and Performance Plan.					
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.					

An indicative rating on the five-point scale should be provided for each KPA and CCR using the following as guidance:

1	Unacceptable/poor performance
2	Not fully effective/ below average
3	Fully effective/average
4	Above expectations/above average
5	Outstanding/excellent performance

Each KPA and CCR 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 to determine which rating on the five-point scale did the Manager achieved. The following criteria could assist:

Duration of task	<ul style="list-style-type: none"> ✓ Was the target achieved within the projected time frame?
Level of complexity	<ul style="list-style-type: none"> ✓ Required problem solving ✓ Reconciling different perceptions ✓ Innovative alternatives used
Cost	<ul style="list-style-type: none"> ✓ within budget ✓ saving ✓ overspending
Constraints	<ul style="list-style-type: none"> ✓ Did envisaged constraints materialize? ✓ If so, were steps taken to manage/reduce the effect of the constraint? ✓ If not, did it beneficially affect the completion of the target? ✓ Any innovative/pro-active steps to manage the constraint

Annexure "B" may be used as the basis for progress discussions by the Municipality.

An applicable assessment rating calculator must be used to add the KPA and CCR scores and calculate final KPA and CCR percentages.

7. PANEL AND SCHEDULE FOR PERFORMANCE ASSESSMENTS

For purpose of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established:

- Executive Mayor or Mayor
- Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee
- A member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council.
- Mayor and/or municipal manager from another municipality; and
- Member of a ward committee as nominated by the Executive Mayor or Mayor (observation)

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:

- Municipal Manager
 - Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
 - Municipal manager from another municipality
 - Member of a ward committee as nominated by the Executive Mayor or Municipal manager (observation)
- ✓ The manager responsible for the Corporate Services of the Municipality must provide secretariat services to the evaluation panel for the annual performance assessment.

Schedule for performance reviews:

- (1) The performance of the employee in relation to his or her performance agreement must be reviewed on the following quarters with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

1 st Quarter	:	July - September
2 nd Quarter	:	October - December
3 rd Quarter	:	January - March
4 th Quarter	:	April - June

- (2) The employer must keep a record of the mid-year review and annual assessment meetings.
- (3) Performance feedback must be based on the employer's assessment of the employee's performance.
- (3) The employer will be entitled to review and make reasonable changes to the provisions of the performance plan from time to time for operational reasons on agreement between both parties.
- (5) The employer may amend the provisions of the performance plan whenever the performance management system is adopted, implemented and/or amended as the case may be on agreement between both parties.

8. EVALUATING PERFORMANCE

The Municipal Manager will submit quarterly performance reports and a comprehensive annual performance report prior to the performance assessment meetings to the Mayor.

The Mayor will give performance feedback to the Manager after each quarterly and the annual assessment meetings.

The evaluation of the Manager's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

At the end of the 4th quarter, the Executive Authority will determine if the Municipal Manager is eligible for a performance bonus as envisaged in his/her contract of employment.

A performance bonus of between 5% and 14% of the all-inclusive remuneration package may be paid to the Manager in recognition of above average or outstanding performance, which is constituted as follows:

- ✓ **A score of 150% and above is awarded a performance bonus ranging from 10% to 14%; and**
- ✓ **A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%**
- ✓ **A score of 115% to 129% , no performance bonus will be awarded**
- ✓ **A score of 100% to 114% , no performance bonus will be awarded**
- ✓ **A score of 70% to 99% , no performance bonus will be awarded**

The results of the annual assessment and the scoring report of the Municipal Manager for the purposes of bonus allocation, if applicable, will be submitted to the Executive Committee for a recommendation to the full Council.

Personal growth and development needs identified during any performance assessment discussion, must be documented in the Municipal Manager's Personal Development Plan as well as the action steps and set time frames agreed to.

Despite the establishment of agreed intervals for assessment, the Mayor may, in addition, review the Municipal Manager's performance at any stage while his contract of employment remains in force.

The Mayor will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Manager will be fully consulted before any such change is made.

The provisions of Annexure "A" may be amended by the Executive Committee when the Municipality's performance management system is adopted, implemented and/or amended as the case may be subject to clause 5.3.

9. OBLIGATIONS OF THE MUNICIPALITY

The Municipality will create an enabling environment to facilitate effective performance by the Manager.

The Manager will be provided with access to skills development and capacity building opportunities.

The Municipality will work collaboratively with the Manager to solve problems and generate solutions to common problems that may impact on the performance of the Manager.

The Municipality will make available to the Manager such resources including employees as the Manager may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement; provided that it will at all times remain the responsibility of the Manager to ensure that he complies with those performance obligations and targets.

The Manager will, at his request, be delegated such powers by the Municipality as may in the discretion of the Municipality be reasonably required from time to time to enable him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Mayor agrees to consult the Manager within a reasonable time where the exercising of the Executive Committee's powers will:

10.1.1 Have a direct effect on the performance of any of the Manager's functions;

10.1.2 Commit the Manager to implement or to give effect to a decision made by the Executive Committee;

10.1.3. Have a substantial financial effect on the Municipality.

10.2 The Mayor agrees to inform the Manager 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 Manager to take any necessary action without delay.

11. CONSEQUENCE OF UNACCEPTABLE OR POOR PERFORMANCE

- 11.1 Where the Mayor is, at any time during the Municipal Manager's employment, not satisfied with the Manager's performance with respect to any matter dealt with in this Agreement, the Mayor will give notice to the Manager to attend a meeting with the Mayor.
- 11.2 The Manager will have the opportunity at the meeting to satisfy the Mayor of the measures being taken to ensure that the Manager's performance becomes satisfactory in accordance with a documented programmed, including any dates, for implementing these measures.
- 11.3 The Municipality will provide systematic remedial or developmental support to assist the Manager to improve his performance.
- 11.4 If, after appropriate performance counseling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Mayor holds the view that the performance of the Manager is not satisfactory, the Municipal Council will, subject to compliance with applicable labor legislation, be entitled by notice in writing to the Manager, to terminate the Manager's employment in accordance with the notice period set out in the Manager's contract of employment.
- 11.5 Where there is a dispute or difference as to the performance of the Manager under this Agreement, the Parties will confer with a view to resolving the dispute or difference.
- 11.6 Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the Manager's contract of employment with or without notice for any other breach by the Manager of his obligations to the Municipality or for any other valid reason in law.

12. DISPUTES

- 12.1 In the event that the Manager is dissatisfied with any decision or action of the Executive Committee and/or Mayor in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Manager has achieved the performance objectives and targets established in terms of this Agreement, the Manager may meet with the Mayor with a view to resolving the issue. At the Manager's request the Mayor will record the outcome of the meeting in writing.
- 12.2 If any dispute about the nature of the Manager's performance agreement whether it relates to key responsibilities, priorities, methods of assessment or any other matter provided for cannot be resolved through an internal mechanism as contemplated above, the dispute will be mediated by the Mayor within thirty (30) days of receipt of a formal dispute from the Manager whose decision shall be final and binding on both Parties.
- 12.3 If any dispute about the outcome of the Manager's performance evaluation cannot be resolved through an internal mechanism as contemplated above, the dispute will be mediated by a member of the Council, provided that such member was not part of the evaluation panel provided for in clause 7 within thirty (30) days of receipt of a formal dispute from the Manager whose decision shall be final and binding on both Parties.
- 12.4 In the event that the mediation process contemplated above fails, the relevant arbitration clause of the contract of employment will apply.


13. GENERAL

- 13.1 The contents of this Agreement and the outcome of any review conducted in terms of Annexure "A" will not be confidential, and may be made available to the public by the Municipality.
- 13.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Manager in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Signed at Thohoyandou on 22 / 06 / 2021

As Witnesses:

1.  _____

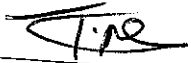
2.  _____


Senior Manager: Planning & Development


Thulamela Municipality

Signed at Thohoyandou on 29 / 06 / 2021

As Witnesses:

1.  _____

2.  _____


Municipal Manager:

Thulamela Municipality

THULAMELA LOCAL MUNICIPALITY



PERFORMANCE PLAN – SENIOR

MANAGER: PLANNING AND DEVELOPMENT

2021/22 FINANCIAL YEAR

Period: 01/07/2021 – 30/06/2022

NAME OF EMPLOYEE: MAKUMULE M.T



1. Purpose

The performance plan defines the Council's expectations of the Acting Senior Manager: Planning and Development performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. Key responsibilities

The following objects of local government will inform the Acting Senior Manager: Planning and Development performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. Key Performance Areas

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Basic Service Delivery
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

LEADING COMPETENCIES	
Core Competencies	Weight
Strategic Direction and leadership	
People management	
Program and people management	
Financial management	
Change Leadership	
Governance Leadership	
Core Occupational Competencies	Weight
Moral competence	
Planning and Organising	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Results and Quality focus	
	100%

Assessment Ratings

The assessment of performance of the employee will be based on the following rating scale for KPA's and CMC's				
1	2	3	4	5
Unacceptable performance	Not fully effective	Fully effective	Performance significantly Above expectations	Outstanding performance
Performance does not meet the standard expected for the job	Performance is below the standard required for the job in the key areas	Performance fully meets the standard expected in all areas of the job	Performance is significantly higher than the standard expected in the job	Performance far exceeds the standard expected of an employee at this level

ASSESSMENT OF THE ACHIEVEMENT OF RESULTS AS OUTLINED IN THE PERFORMANCE PLAN

1. 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.
2. An indicative rating on the five-point scale should be provided for each KPA
3. The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score

ASSESSMENT OF CCR'S

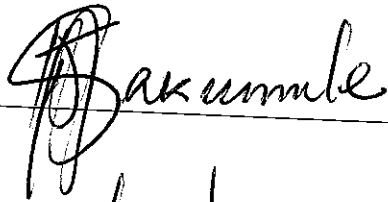
1. Each CCR should be assessed according to the extent to which the specified standards have been met.
2. An indicative rating on the five-point scale should be provided for each CCR
3. This rating should be multiplied by the weighting given to each CCR during the contracting process to provide a score.
4. The applicable assessment rating calculator must then be used to add the scores and calculate a final CCR score.

SUMMARY OF KPA	
KEY PERFORMANCE AREAS	WEIGHTING
Municipal transformation and organisational Development	5%
Basic Service Delivery	15%
Local Economic Development (LED)	25%
Municipal Financial Viability and Management	10%
Good Governance and Public Participation	0%
Spatial Rationale	45%
	100%

**PERFORMANCE PLAN FOR SENIOR MANAGER: PLANNING AND
DEVELOPMENT FOR**

THE PERIOD: 01/07/2021 TO 30/06/2022

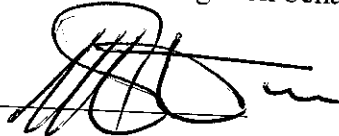
Signed and accepted by the Senior Manager: Planning and Development _



Date: 29/06/2021

Signed by the Municipal Manager on behalf of the Thulamela

Municipality



Date: 29/06/2021

PLANNING AND DEVELOPMENT DEPARTMENT 2021/22														
KPI NO.	KEY PERFORMANCE AREA	WEIGHT	STRATEGIC OBJECTIVE	PROGRAMME / FOCUS AREA	WARD/ DEPT.	PERFORMANCE INDICATORS	BASELINE 2020/21	ANNUAL TARGET	QUARTERLY TARGETS				BUDGET	EVIDENCE
									1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target		
PD 01	MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	15%	To improve organisational performance by fostering accountability by June 2022	Planning & Development	N/A	Number of departmental meetings to be conducted by June 2022	10	10 departmental meetings to be conducted by June 2022	3 departmental meetings to be conducted	2 departmental meetings to be conducted	2 departmental meetings to be conducted	3 departmental meetings to be conducted	OPEX	Minutes and attendance register of the meetings
PD 02			To provide appropriate environment for Thulamela municipality to become a city by 2030 by promoting urban regeneration and comprehensive rural development by June 2022	Integrated Development Planning	N/A	Number of IDP process plan to be developed by August 2022	1	1 IDP process plan to be developed by August 2022	N/A	1 IDP process plan to be developed by August 2022	N/A	N/A	OPEX	IDP process plan/ Council Resolution
PD 03			To provide appropriate environment for Thulamela municipality to become a city by 2030 by promoting urban regeneration and comprehensive rural development by June 2022	Integrated Development Planning	N/A	Tabling of 2022/23 draft IDP by Council by March 2022	1	Tabling of 2022/23 draft IDP by Council by March 2022	Compile analysis report and Process plan	Compile Strategies report	Tabling of 2022/23 draft IDP to Council	N/A	OPEX	Analysis report; process plan, Minutes of the meeting and attendance register; Council ; strategy report
PD 04			To provide appropriate environment for Thulamela municipality to become a city by 2030 by promoting urban regeneration and comprehensive rural development by June 2022	Integrated Development Planning	N/A	Adoption of 2022/23 Final draft IDP by Council by May 2022	1	Adoption of 2022/23 Final draft IDP by Council by May 2022	Compile analysis report and Process plan	Compile Strategies report	Projects report	Adoption of 2022/23 Final draft IDP by Council by May 2022	OPEX	Analysis report; strategy report, projects report, Minutes of the meeting and attendance register; Council resolution

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KPI NO.	KEY PERFORMANCE AREA	WEIGHT	STRATEGIC OBJECTIVE	PROGRAMME / FOCUS AREA	WARD/DEPT.	PERFORMANCE INDICATORS	BASELINE 2020/21	ANNUAL TARGET	QUARTERLY TARGETS				BUDGET	EVIDENCE
									1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target		
PD 05			To provide appropriate environment for Thulamela municipality to become a city by 2030 by promoting urban regeneration and comprehensive rural development by June 2022	Integrated Development Planning		Number of IDP Representative forum meetings to be held per quarter by June 2022	4 Meetings	4 IDP representative forum meetings to be held by June 2022	1 IDP representative forum meeting to be held	1 IDP representative forum meeting to be held	1 IDP representative forum meeting to be held	1 IDP representative forum meeting to be held	OPEX	Minutes of REP Forum Meeting
									1 IDP steering committee meeting to be held	1 IDP steering committee meeting to be held	1 IDP steering committee meeting to be held	1 IDP steering committee meeting to be held		
PD 06			To provide appropriate environment for Thulamela municipality to become a city by 2030 by promoting urban regeneration and comprehensive rural development by June 2022	Integrated Development Planning		Number of IDP steering committee meetings to be held by June 2022	4	4 IDP steering committee meetings to be held by June 2022	1 IDP steering committee meeting to be held	1 IDP steering committee meeting to be held	1 IDP steering committee meeting to be held	1 IDP steering committee meeting to be held	OPEX	Minutes of IDP steering committee
									1 IDP steering committee meeting to be held	1 IDP steering committee meeting to be held	1 IDP steering committee meeting to be held	1 IDP steering committee meeting to be held		
PD 07			To provide appropriate environment for Thulamela municipality to become a city by 2030 by promoting urban regeneration and comprehensive rural development by June 2022	Integrated Development Planning		Annual Review of Municipal Strategies and Objectives in line with municipal vision and mission by January 2022	1	Annual Review of Municipal Strategies and Objectives in line with municipal vision and mission by January 2022	N/A		Annual Review of Municipal Strategies and Objectives in line with municipal vision and mission by January 2022	N/A	OPEX	Municipal strategy and objectives document

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KPI NO.	KEY PERFORMAN CE AREA	WEI GHT	STRATEGIC OBJECTIVE	PROGRAMME / FOCUS AREA	WARD/ DEPT.	PERFORMANCE INDICATORS	BASELINE 2020/21	ANNUAL TARGET	QUARTERLY TARGETS				BUDGET	EVIDENCE
									1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target		
PD 08	SPATIAL RATIONALE	40%	To ensure integration in rural, urban development and land use control in order to promote sustainable Integrated Spatial development by June 2022	Development support	N/A	Percentage of Deed of Grant rights Applications to be processed within 18 working Days by June 2022	700	100% of deed of Grant rights Applications to be processed within 18 working days by June 2022	100% of deed of Grant rights Applications to be processed within 18 working days	100% of deed of Grant rights Applications to be processed within 18 working days	100% of deed of Grant rights Applications to be processed within 18 working days	OPEX	Deeds register, Report	
PD 09			To ensure integration in rural, urban development and land use control in order to promote sustainable Integrated Spatial development by June 2022	Development support	N/A	Percentage of business Permission To Occupy (PTO) certificates to be received and processed within 5 working days by June 2022	50	100% of business Permission to Occupy (PTO) certificates to be received and processed within 14 working days by June 2022	100% of business Permission to Occupy (PTO) certificates to be received and processed within 14 working days	100% of business Permission to Occupy (PTO) certificates to be received and processed within 14 working days	100% of business Permission to Occupy (PTO) certificates to be received and processed within 14 working days	OPEX	Business PTO Register	
PD 10			To ensure integration in rural, urban development and land use control in order to promote sustainable Integrated Spatial development by June 2022	Development support	N/A	Percentage of trading licenses to be processed within 14 working days by June 2022	50	100% trading licenses to be processed within 14 working days by June 2022	100% trading licenses to be processed within 14 working days	100% trading licenses to be processed within 14 working days	100% trading licenses to be processed within 14 working days	OPEX	Trading Licensing Register	
PD 11			To ensure integration in rural, urban development and land use control in order to promote sustainable Integrated Spatial development by June 2022	Spatial Planning	N/A	Percentage of Rezoning applications to be processed within 5 months by June 2022	16	100% of Rezoning applications to be processed within 5 months by June 2022	100% of Rezoning applications to be processed within 5 months	100% of Rezoning applications to be processed within 5 months	100% of Rezoning applications to be processed within 5 months	OPEX	Rezoning Application Register	

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IPT NO.	KEY PERFORMAN CE AREA	WEI GHT	STRATEGIC OBJECTIVE	PROGRAMME / FOCUS AREA	WARD/ DEPT.	PERFORMANCE INDICATORS	BASELINE 2020/21	ANNUAL TARGET	QUARTERLY TARGETS					BUDGET	EVIDENCE
									1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target			
PD12			To ensure integration in rural, urban development and land use control in order to promote sustainable intergrated Spatial development by June 2022	Planning & Development	N/A	Purchasing of software ISDG by June 2022		Purchasing of software ISDG by June 2022	Specification	Purchasing of software ISDG	N/A	N/A	R 60 000,00	Specification, order, proof of payment	
PD 13			To ensure integration in rural, urban development and land use control in order to promote sustainable intergrated Spatial development by June 2022	Spatial Planning	N/A	Dermacation of sites (Pegging and generating of general plan) by June 2022	1000	Township establishment (dermacation of sites) (Pegging and generating of general plan) by June 2022	Feasibility study	Design of layout plan & public participation	Dermacation of sites (Pegging and generating of general plan)	Dermacation of sites (Pegging and generating of general plan)	R6 000 000	Feasibility study report, layout plan, community resolutions, general plan	
PD 14			To ensure integration in rural, urban development and land use control in order to promote sustainable intergrated Spatial development by June 2022	Development support	N/A	Percentage of building plans to be processed within 60 days months by June 2022	300	100% building plans to be processed within 60 days by June 2022	100% building plans to be processed within 60 days	100% building plans to be processed within 60 days	100% building plans to be processed within 60 days	100% building plans to be processed within 60 days	100% building plans to be processed within 60 days	OPEX	Building Plan assessment Register
PD 15			To ensure integration in rural, urban development and land use control in order to promote sustainable intergrated Spatial development by June 2022	Development support	N/A	Percentage of building inspection to be conducted and notices to be issued by June 2022	100	100% building inspections to be conducted and notices to be issued by June 2022	100% building inspections to be conducted and to be issued	100% building inspections to be conducted and to be issued	100% building inspections to be conducted and to be issued	100% building inspections to be conducted and notices to be issued	OPEX	Building Inspection Register	

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KPI NO.	KEY PERFORMAN CE AREA	WEI GHT	STRATEGIC OBJECTIVE	PROGRAMME / FOCUS AREA	WARD/ DEPT.	PERFORMANCE INDICATORS	BASELINE 2020/21	ANNUAL TARGET	QUARTERLY TARGETS				BUDGET	EVIDENCE
									1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target		
PD 16			To ensure integration in rural, urban development and land use control in order to promote sustainable Integrated Spatial development by June 2022	Development support	N/A	Property registration of Tshaulu township by June 2022	New Indicator	Property registration of Tshaulu township by June 2022	Preparation of registration process	Preparation of registration process	Registration of properties	Registration of properties	R1 500 000	Registration reports
PD 17			To ensure integration in rural, urban development and land use control in order to promote sustainable Integrated Spatial development by June 2022	Development support	18, 33	Number of Streets & municipal infrastructure naming (Thohoyandou CBD, Mithwani, Thohoyandou Industrial Area, Stadia, building and Main Roads) by June 2022	New Indicator	Naming of (Thohoyandou CBD, Mithwani, Thohoyandou Industrial Area, Stadia, building and Main Roads) streets by June 2022	Planting of poles & name plates	Naming of (Thohoyandou CBD, Mithwani, Thohoyandou Industrial Area, Stadia, building and Main Roads) streets	N/A	N/A	R 459 000.00	Progress report/ Gazetted document of draft names
PD 18			To ensure integration in rural, urban development and land use control in order to promote sustainable Integrated Spatial development by June 2022	Development support	N/A	Compilation of Supplementary valuation roll by June 2022	1	Compilation of Supplementary valuation roll by June 2022	N/A	N/A	N/A	Compilation of Supplementary valuation roll	R1 000 000	Supplementary valuation roll/ signed letter of acceptance
PD 19	INFRASTRUC TURE DEVELOPME NT & BASIC SERVICE DELIVERY	5%	To provide a climate that will attract investment and reduce unemployment through the promotion of economic development by June 2022	Economic Development and Integration	30	Construction of Mutale Arts and Craft Centre by June 2022 (multi year)	Advert	Concrete slab and superstructure brickwork by June 2022	Appointment of contractor	Site establishment & digging of trenches	Foundation concrete and brickwork	Concrete slab and superstructure brickwork	R22 600 000	Appointment letter & Progress reports

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KPI NO.	KEY PERFORMANCE AREA	WEIGHT	STRATEGIC OBJECTIVE	PROGRAMME / FOCUS AREA	WARD/ DEPT.	PERFORMANCE INDICATORS	BASELINE 2020/21	ANNUAL TARGET	QUARTERLY TARGETS				BUDGET	EVIDENCE
									1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target		
PD 20	GOOD GOVERNANCE & PUBLIC PARTICIPATION	10%	To provide an effective risk, audit, legal and PMU support to the municipality by June 2022	Planning & Development	N/A	Percentage of Auditor General queries to be resolved by June 2022		100% Auditor General queries to be resolved by June 2022	N/A	N/A	50% Auditor-General queries to be resolved	100% Auditor-General queries to be resolved	OPEX	Updated AG action plan
PD 21			To provide an effective risk, audit, legal and PMU support to the municipality by June 2022	Planning & Development	N/A	Number of risks to be reduced as per risk register 2021/22		4 risks to be reduced as per risk register by June 2022	4 risks to be reduced as per risk register	4 risks to be reduced as per risk register	4 risks to be reduced as per risk register	4 risks to be reduced as per risk register	OPEX	Risk management report
PD 22			To provide an effective risk, audit, legal and PMU support to the municipality by June 2022	Planning & Development	N/A	Frequent Monitoring of the departmental attendance register by June 2022	New Indicator	Weekly Monitoring of the departmental attendance register by June 2022	Weekly Monitoring of the departmental attendance register	Weekly Monitoring of the departmental attendance register	Weekly Monitoring of the departmental attendance register	Weekly Monitoring of the departmental attendance register	OPEX	Attendance register
PD 23	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	10%	To ensure compliance with the MFMA and Municipal Budget and Regulations by June 2022	Expenditure	N/A	Percentage of departmental total capital budget to be spent by June 2022	100%	100% of departmental total capital budget to be spent by June 2022	15% of departmental total capital budget to be spent	50% of departmental total capital budget to be spent	75% of departmental total capital budget to be spent	100% of departmental total capital budget to be spent	CAPEX	Expenditure Report

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ANNEXURE B

The weightings agreed to in respect of the CCRs considered most critical for the Manager's position are set out in the table below:

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR) LEADING COMPETENCIES

		Weight
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organizational Awareness 	10
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management 	10
Program and Project Management	<ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation 	15
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring 	10
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy 	15

	<ul style="list-style-type: none"> • Process Design and Improvement • Change Impact Monitoring and Evaluation 	
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance 	10
Core Competencies		
Moral Competence		5
Planning and Organising		5
Analysis and innovation		5
Knowledge and information Management		5
communication		5
Results and Quality Focus		5
Total Percentage		100%

ANNEXURE C

PERSONAL DEVELOPMENT PLANNING

Competency Profile of the jobs	Incumbent competency available	Skills/Performance Gap (in order of priority)	Suggested training and/or development activity	Suggested mode of delivery	Suggested Time Frames	Budget available for suggested training
<ul style="list-style-type: none"> Strategic leadership and management, co-ordination and project management skills project management and interpersonal skills, computer literacy. Expensive knowledge and municipal Town planning, IDP, LED. 	Master in Development Planning and Urban Management	Policy Strategy & Planning	Course in Municipal administration /governance	Short Course	4 months	Available
	NQF Level 7 CPMD	Contract Management	Contract Management	Short Course	3 days	Available
		Conflict resolution	Conflict resolution /management	Short Course	3 days	Available

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<ul style="list-style-type: none"> • Ensure effective land use management at the customer care • Establish operational mechanisms on daily/weekly, monthly basis. • Oversee receipt, evaluation and report writing in connection with land use management management/town planning application. • Manage the budget and assets assigned to the planning and development. • Provide inputs to the drafting of policies related to the development planning • Keep records of legislations and policies related to development planning • Identify and initiate land development opportunities and pursue necessary process to ensure the fruition thereof 						
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<ul style="list-style-type: none">• Ensure that all contravention complaints are dealt with in accordance with relevant legislations and policies.	

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ANNEXURE D: CODE OF CONDUCT

SCHEDULE 2

CODE OF CONDUCT FOR MUNICIPAL STAFF MEMBERS

1. Definitions

In this Schedule “**partner**” means a person who permanently lives with another person in a manner as if married.

2. General conduct

A staff member of a municipality must at all times—

- (a) Loyally execute the lawful policies of the municipal council;
- (b) Perform the functions of office in good faith, diligently, honestly and in a transparent manner;
- (c) Act in such a way that the spirit, purport and objects of section 50 are promoted;
- (d) Act in the best interest of the municipality and in such a way that the credibility and integrity of the municipality are not compromised; and
- (e) Act impartially and treat all people, including other staff members, equally without favour or Prejudice.

3. Commitment to serving the public interest

A staff member of a municipality is a public servant in a developmental local system, and must Accordingly—

- (a) Implement the provisions of section 50 (2);
- (b) Foster a culture of commitment to serving the public and a collective sense of responsibility for performance in terms of standards and targets;
- (c) Promote and seek to implement the basic values and principles of public administration described in section 195 (1) of the Constitution;
- (d) obtain copies of or information about the municipality’s integrated development plan, and as far as possible within the ambit of the staff member’s job description, seek to implement the objectives set out in the integrated development plan, and achieve the performance targets set for each performance indicator;
- (e) Participate in the overall performance management system for the municipality, as well as the staff member’s individual performance appraisal and reward system, if such exists, in order to maximise the ability of the municipality as a whole to achieve its objectives and improve the quality of life of its residents.

4. Personal gain

- (1) A staff member of a municipality may not—
 - (a) use the position or privileges of a staff member, or confidential information obtained as a staff member, for private gain or to improperly benefit another person; or
 - (b) Take a decision on behalf of the municipality concerning a matter in which that staff member, or that staff member's spouse, partner or business associate, has a direct or indirect personal or private business interest.
- (2) Except with the prior consent of the council of a municipality a staff member of the municipality may not—
 - (a) Be a party to a contract for—
 - (i) The provision of goods or services to the municipality; or
 - (ii) The performance of any work for the municipality otherwise than as a staff member;
 - (b) Obtain a financial interest in any business of the municipality; or
 - (c) Be engaged in any business, trade or profession other than the work of the municipality.

5. Disclosure of benefits

- (1) A staff member of a municipality who, or whose spouse, partner, business associate or close family member acquired or stands to acquire any direct benefit from a contract concluded with the municipality must disclose in writing full particulars of the benefit to the council.
- (2) This item does not apply to a benefit which a staff member, or a spouse, partner, business associate or close family member, has or acquires in common with all other residents of the municipality.

6. Unauthorised disclosure of information

- (1) A staff member of a municipality may not without permission disclose any privileged or confidential information obtain as a staff member of the municipality to an unauthorised person.
- (2) For the purpose of this item "privileged or confidential information" includes any information—
 - (a) Determined by the municipal council or any structure or functionary of the municipality to be privileged or confidential;
 - (b) Discussed in closed session by the council or a committee of the council;
 - (c) disclosure of which would violate a person's right to privacy; or
 - (d) Declared to be privileged, confidential or secret in terms of any law.
- (3) This item does not derogate from a person's right of access to information in terms of national Legislation.

7. Undue influence

A staff member of a municipality may not—

- (a) unduly influence or attempt to influence the council of the municipality, or a structure or functionary of the council, or a councillor, with a view to obtaining any appointment, promotion, privilege, advantage or benefit, or for a family member, friend or associate;
- (b) Mislead or attempt to mislead the council, or a structure or functionary of the council, in its consideration of any matter; or
- (c) Be involved in a business venture with a councillor without the prior written consent of the council of the municipality.

8. Rewards, gifts and favours

(1) A staff member of a municipality may not request, solicit or accept any reward, gift or favour for—

- (a) Persuading the council of the municipality, or any structure or functionary of the council, with regard to the exercise of any power or the performance of any duty;
 - (b) Making a representation to the council, or any structure or functionary of the council;
 - (c) Disclosing any privileged or confidential information; or
 - (d) Doing or not doing anything within that staff member's powers or duties.
- (2) A staff member must without delay report to a superior official or to the speaker of the council any offer which, if accepted by the staff member, would constitute a breach of sub item (1).

9. Council property

A staff member of a municipality may not use, take, acquire, or benefit from any property or asset owned, controlled or managed by the municipality to which that staff member has no right.

10. Payment of arrears

A staff member of a municipality may not be in arrears to the municipality for rates and service charges for a period longer than 3 months, and a municipality may deduct any outstanding amounts from a staff member's salary after this period.

11. Participation in elections

A staff member of a municipality may not participate in an election of the council of the municipality, other than in an official capacity or pursuant to any constitutional right.

12. Sexual harassment

A staff member of a municipality may not embark on any action amounting to sexual harassment.

13. Reporting duty of staff members

Whenever a staff member of a municipality has reasonable grounds for believing that there has been a breach of this Code, the staff member must without delay report the matter to a superior officer or to the speaker of the council.

14. Breaches of Code

Breaches of this Code must be dealt with in terms of the disciplinary procedures of the municipality envisaged in section 67(1)(h) of this Act.

14A. Disciplinary steps

- (1) A breach of this Code is a ground for dismissal or other disciplinary steps against a staff member who has been found guilty of such a breach?
- (2) Such other disciplinary steps may include—
 - (a) Suspension without pay for any longer than three months;
 - (b) Demotion;
 - (c) Transfer to another post;
 - (d) Reduction in salary, allowances or other benefits; or
 - (e) An appropriate fine.