



**PERFORMANCE AGREEMENT**

**MADE AND ENTERED INTO BY AND BETWEEN:**

**THE INKOSI LANGALIBALELE LOCAL MUNICIPALITY  
AS REPRESENTED BY THE**

**THE MAYOR  
(duly authorised by Council)**

**MDUDUZI T. MYEZA**

**AND**

**MUNICIPAL MANAGER**

**SITHEMBISO BLESSING MTHEMBU**

**FOR THE**

**FINANCIAL YEAR: 1 JULY 2023 - 30 JUNE 2024**

## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The Inkosi Langalibalele Local Municipality herein represented by **Mduduzi T. Myeza** in his capacity as The Mayor (hereinafter referred to as the Employer or Supervisor)

And

**Sithembiso B. Mthembu** Municipal Manager (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 -

2.1 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;

2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;

2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);

2.4 Monitor and measure performance against set targeted outputs;

2.5 Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her job;

2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and

2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

### **3. COMMENCEMENT AND DURATION**

3.1 This Agreement will commence on the **1 July 2023** and will remain in force until **30 June 2024** where after 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 Employer'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 Employer; 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 Employee in consultation with the Employer and based on the Integrated

Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weighing.

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

4.4 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.

## **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.

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

5.3 The Employer will consult the Employer about the specific performance standards that will be included in the performance management system as applicable to the Employee.

## **6. The Employee agrees to participate in the performance management and development system that the Employer.**

6.1 The Employer undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the Employer's responsibilities) within the local government framework.

6.2 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.

6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Competency Framework Structure (CFSSs) respectively.

6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

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

6.3 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)	WEIGHT
Municipal Institutional Development and Transformation	10%
Local Economic Development (LED)	10%
Good Governance and Public Participation	20%
Cross Cutting Intervention	10%
Municipal Financial Viability and Management	25%
Basic Service Delivery	25%
<b>TOTAL</b>	<b>100%</b>

#### 6.4 Competency Framework Structure

The competencies that appear in the competency framework are detailed below.

LEADING COMPETENCIES	WEIGHT
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul> 15%
People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul> 10%
Program and Project Management	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Program and Project Monitoring and Evaluation</li> </ul> 5%
Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul> 15%
Change Leadership	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and Improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul> 5%
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul> 15%

<b>CORE COMPETENCIES</b>	
Moral Competence	5%
Planning and Organising	5%
Analysis and Innovation	5%
Knowledge and Information Management	10%
Communication	5%
Results and Quality Focus	5%
<b>TOTAL</b>	<b>100%</b>

#### **6.4.1 Minimum Requirements**

The minimum requirements that accompany the competency framework, but do not govern the selected competencies, as set out in Annexure B to these regulations, refer to the level of higher education qualification, work experience and knowledge that are needed to operate effectively in the local government environment.

The CFSSs will make up the other 20% of the Employee's assessment score. CFSSs that are deemed to be most critical for the Employee's specific job should be selected from the list below as agreed to between the Employer and Employee

### **7. EVALUATING PERFORMANCE**

7.1 The Performance Plan to this Agreement sets out -

7.1.1 The standards and procedures for evaluating the Employer's performance;

and

7.1.2 The intervals for the evaluation of the Employer's performance.

7.2 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.

7.3 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.

7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

7.5 The annual performance appraisal will involve:

7.5.1 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 must then be used to add the scores and calculate a final KPA score.

#### 7.5.2 Assessment of the CFSSs

(a) Each CFS 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 CFS.

(c) The applicable assessment rating calculator must then be used to add the scores and calculate a final CFS score.

#### 7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

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

Level Terminology Description Rating 1 2 3 4 5

Achievement Levels	Legislation (MSA Regulations on Appointment and conditions of employment for senior managers)
1	Basic
2	
3	Competent
4	Advanced
5	Superior

7.7 For purpose of the performance of the Municipal Manager, an evaluation panel constituted by the following persons will be established

7.7.1 His worship the Mayor

7.7.2 Chairperson of the Performance Audit Committee

7.7.3 Member of the Executive Committee

7.7.4 Mayor and/or Municipal Manager of another Municipality

7.7.5 Member of the ward committee as nominated by the Mayor

7.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established.

7.8.1 Municipal Manager;

7.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;

7.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and

7.8.4 Municipal manager from another municipality.

## **8. SCHEDULE FOR PERFORMANCE REVIEWS**

8.1 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:

<b>First quarter:</b>	<b>July – September 2023 by October 2023</b>
<b>Second quarter:</b>	<b>October – December 2023 by January 2024</b>
<b>Third quarter:</b>	<b>January – March 2024 by April 2024</b>
<b>Fourth quarter:</b>	<b>April – June 2024 by July 2024</b>

8.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.

8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

8.4 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.

8.5 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.

## **9. DEVELOPMENTAL REQUIREMENTS**

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

## **10. OBLIGATIONS OF THE EMPLOYER**

10.1 The Employer shall:



10.1.1 Create an enabling environment to facilitate effective performance by the Employee;

10.1.2 Provide access to skills development and capacity building opportunities;

10.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

10.1.4 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

10.1.5 Makes available to the Employee such resources as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

## **11. CONSULTATION**

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

11.1.1 A direct effect on the performance of any of the Employee's functions;

11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.3 A substantial financial effect on the Employer.

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

## **12. MANAGEMENT OF EVALUATION OUTCOMES**

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

12.2 A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.

12.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

12.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

### **PERFORMANCE ASSESSMENT RATINGS**

#### **Scoring ranging 150- 166 and above**

<b>Score</b>	<b>Awarded %</b>
150-153	10%
154-157	11%
158-161	12%
162-165	13%
166- above	14%

#### **Scoring ranging 130 -149**

<b>Score</b>	<b>Awarded %</b>
130-133	5%
134-137	6%
138-141	7%
142-145	8%
146-149	9%

12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective assessment.

12.4 In the case of unacceptable performance, the Employer shall

12.4.1 Provide systematic remedial or developmental support to assist the Employer to improve his or her performance; and

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

### **13. DISPUTE RESOLUTION**

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

13.1.1 The MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or

13.1.2 Any other person appointed by the MEC.

13.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

- A staff member of a Municipality is a public servant in a developmental local system and must accordingly Implement the provisions of section 50 (2) of the Local Government Municipal Systems Act, 2000, Code of Conduct Annexure C.
- Personal interests include membership of the organisation's board of directors/ trustees or senior management, held either by yourself or a member of your close family, Declaration of Interest Annexure D.

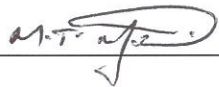
#### 14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

This done and signed at .....ESTCOURT.....on this the 26 day of JULY.....  
2024

The Mayor  
MT Myeza  
(Employer)



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1. Witness



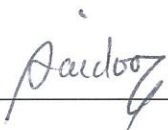
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Municipal Manager  
SB Mthembu  
(Employee)



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1. Witness



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# **ANNEXURE A**

# **INDIVIDUAL PERFORMANCE PLAN**

Isp/Slbp No.	Objectives	Strategies	Key Performance Indicator	Unit of Measure	Annual Target	2022/2023				2023/2024 Financial Year				Annual Budget	Responsible Department	Portfolio of Evidence	Ward No
						Demand	Baseline	Backlog	Projected Target	Projected Target	Projected Target	Projected Target	Projected Target				
<b>MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>																	
MT001/2024	Ensure Functional Performance Management System implemented	Implementation of PMS Policy & Framework	Date of Reviewed PMS Policy/Framework adopted by Council by 30 June 2024	Date	Review PMS Policy Framework to be adopted by Council by 30 June 2024	30-Jun-23	30-May-23	n/a	n/a	n/a	n/a	30-Jun-24	Office of the Municipal Manager	Council Resolution & PMS Policy Framework	n/a		
MT002/2024	To ensure effective and efficient internal and external communication strategy	Reviewed and implement Communication Framework/Strategy	Number of 2023/2024 Performance Agreements signed by Section 54/56 Managers by 31 July 2023	Number	6 Performance Agreements signed by 54/56 Managers by 31 July 2023	6	6	0	n/a	n/a	n/a	n/a	Office of the Municipal Manager	Signed Performance Agreements and Council Resolution	n/a		
MT003/2024	To ensure effective and efficient internal and external communication strategy	Reviewed and implement Communication Framework/Strategy	Date of adoption of the Reviewed 2023/2024 communication Strategy by 30 June 2024	Date	Reviewed of 2023/2024 Communication Strategy adopted by Council by 30 June 2024	30-Jun-23	30-May-23	n/a	n/a	n/a	n/a	Reviewed Communication Strategy adopted by Council by 30 June 2024	Office of the Municipal Manager	Communication Strategy & Council Resolution	n/a		
MT004/2024	To ensure that the municipality has well skilled component and motivated members and councillors	Filling of critical identified posts	Date of reviewed 2024/2025 Organizational Structure approved by Council by 30 June 2024	Date	Review of 2024/2025 Organizational Structure approved by Council by 30 June 2024	30-Jun-23	30-May-23	n/a	n/a	n/a	n/a	Review of 2024/2025 Organizational Structure approved by Council by 30 June 2024	Corporate Services	Approved Organizational Structure & Council Resolution	n/a		
MT005/2024	To ensure that the municipality has well skilled component and motivated members and councillors	Implementation of Human Resources and Work Skills Plan (WSP) (and SALGA) trainings	Date to Approve WSP/ATR by LRF by 30 April 2024	Date	Approve WSP/ATR by Local Labour Forum by 30 April 2024	30-May-23	30-May-23	n/a	n/a	n/a	n/a	Approve WSP/ATR by Local Labour Forum by 30 April 2024	Corporate Services	WSP/ATR and LRF Resolution	n/a		
MT006/2024	To ensure an effective and efficient HR systems that addresses Human resources within the municipality	To implement HR Strategy	Number of trainings and capacity building programmes for officials by 30 June 2024	Number	Conduction of 4 trainings and capacity building programmes for officials by 30 June 2024	4	10	0	n/a	n/a	n/a	1 Training and Capacity building programme to be conducted by 31 December 2023	Corporate Services	Training Programmes and attendance registers and related printout	n/a		
MT007/2024	To ensure effective records management	Implement decentralized records management by the Municipality	Percentage of budget spent on implementing training and capacity building programmes (workplace skills plan) by 30 June 2024	Percentage	100% of training budget to be spent on training capacity building programmes (workplace skills plan) by 30 September 2023	100%	100%	n/a	n/a	n/a	n/a	75% of training budget to be spent on training capacity building programmes (workplace skills plan) by 31 March 2024	Corporate Services	Training Programmes, attendance registers and related printout	n/a		
MT008/2024	To ensure an effective and efficient HR systems that addresses Human resources within the municipality	To implement HR Strategy	Date to review and adjust HR Strategy and Policies by Council by 30 June 2024	Date	Review and Adjust HR Strategy and Policies by Council by 30 June 2024	30-May-23	30-May-23	n/a	n/a	n/a	n/a	Review and Adjust HR Strategy and Policies by 30 June 2024	Corporate Services	HR Strategy, HR Policies & Council Resolutions	n/a		
MT009/2024	Provision of effective ICT services	Implementation of ICT Framework	Date of Review and adopt ICT framework by Council by 30 June 2024	Date	Review and Adoption of ICT Framework by Council by 30 June 2024	30-Jun-23	30-May-23	n/a	n/a	n/a	n/a	Review and Adoption of ICT Framework by 30 June 2024	Corporate Services	ICT Framework and Council Resolution	n/a		
MT010/2024	To ensure effective records management	Implement decentralized records management by the Municipality	100% of functional Registry by June 2024	Percentage	100% of functional Registry by 30 June 2024	100%	100%	n/a	n/a	n/a	n/a	100% of functional Registry by 30 June 2024	Corporate Services	Internal Delivery Book	n/a		
<b>GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>																	
GG001/2024	To facilitate Good Governance	Coordination of Meetings	Number of Council meetings convened by 30 June 2024	Number	4 Council meetings to be convened by 30 June 2024	4	11	0	n/a	n/a	n/a	1 Council meeting to be convened by 31 March 2024	Corporate Services	Agendas, Minutes and Attendance Registers	n/a		
GG002/2024	Effective Public Participation	Ensure functionality of ward committees	Number of EXCO meetings convened by 30 June 2024	Number	12 EXCO meetings to be convened by 30 June 2024	12	12	0	n/a	n/a	n/a	3 EXCO meetings to be convened by 31 March 2024	Corporate Services	Agendas, Minutes and Attendance Registers	n/a		
GG003/2024	To ensure accessible reporting	Functional internal Audit	Number of functional wards in the municipality by 30 June 2024	Number	24 Functional Wards in the municipality by 30 June 2024	24	24	n/a	n/a	n/a	n/a	24 Functional Wards in the municipality by 31 March 2024	Office of the Municipal Manager	Attendance Register, Reports & Minutes	All		
GG004/2024	To ensure accessible reporting	Functional internal Audit	Number of PMS Internal Audit Reports submitted to PAC by 30 June 2024	Number	4 Quarterly PMS Internal Audit Reports submitted to PAC by 30 June 2024	4	4	n/a	n/a	n/a	n/a	02 PMS Internal Audit Report submitted to PAC by 30 June 2024	Office of the Municipal Manager	IA Reports, PAC Agenda and Minutes	n/a		
GG005/2024	Effective participation in Annual events	To participate/host in public community events to provide feedback	Number of Special Programmes implemented within the Municipality by 30 June 2023	Number	23 Special Programmes implemented within the Municipality by 30 June 2024	6	6	n/a	n/a	n/a	n/a	5 Special Programmes implemented within the Municipality by 31 March 2024	Office of the Municipal Manager	Monthly Reports	n/a		
GG006/2024	Increase the municipal audit opinion	Effective Audit Committee	Number of quarterly Performance/Audit Committee meetings convened by 30 June 2024	Number	4 Quarterly PAC Meetings convened by 30 June 2024	4	4	0	n/a	n/a	n/a	1 Quarterly PAC meeting convened 30 June 2024	Office of the Municipal Manager	Attendance Register, Minutes & Agenda	n/a		
GG007/2024	Increase the municipal audit opinion	Effective Oversight	Number of quarterly ordinary MPAC meetings convened by 30 June 2024	Number	4 Quarterly ordinary MPAC meetings convened by 30 June 2024	4	4	0	n/a	n/a	n/a	1 Quarterly ordinary MPAC meeting convened by 31 March 2024	Office of the Municipal Manager	Attendance Register, Minutes & Agenda	n/a		
GG008/2024	Increase of Law enforcement	To ensure provision of a safe environment for all inhabitants/accessible roads	Number of road Safety interventions/campaigns conducted (activities) by 30 June 2024	Number	4 Road Safety interventions/campaigns conducted (activities) by 30 June 2024	4	4	n/a	n/a	n/a	n/a	1 Road Safety interventions/campaigns conducted (activities) by 31 March 2024	Community Services	Monthly Reports with photos	n/a		

GG009/2024		By Conducting Roadblocks	Number of Road Blocks conducted by 30 June 2024	Number	300 Road Blocks to be conducted by 30 June 2024	12	141	n/a	75 Road Blocks to be conducted by 30 September 2023	75 Road Blocks to be conducted by 31 March 2024	75 Road Blocks to be conducted by 30 June 2024	n/a	Community Services	Report and Attendance Register	n/a
GG010/2024	To promote compliance with Road Traffic Act	Processing of all vehicle applications received	Percentage of processing all vehicle applications received by 30 June 2024	Percentage	100% of Processing all vehicle applications received by 30 June 2024	100%	100%	n/a	100% of Processing all received by 30 September 2023	100% of Processing all received by 31 March 2024	100% of Processing all vehicle applications received by 30 June 2024	n/a	Community Services	Monthly Reports	n/a
GG011/2024	To conduct testing and Licenses and Driving Licenses	Issuing of licenses and driving Licenses to all successful applicants tested by 30 June 2024	Percentage of issuing of licenses and driving Licenses to all successful applicants tested by 30 June 2024	Percentage	100% issuing of licenses and driving Licenses to all successful applicants tested by 30 June 2024	100%	100%	n/a	100% issuing of licenses and driving Licenses to all successful applicants tested by 31 December 2023	100% issuing of licenses and driving Licenses to all successful applicants tested by 31 March 2024	100% issuing of licenses and driving Licenses to all successful applicants tested by 30 June 2024	n/a	Community Services	Monthly Reports	n/a
GG012/2024	Enhancing education within I.L. Municipality	Improved Library membership	Number of functional Libraries in the Municipality by 30 June 2024	Number	6 functional Libraries in the Municipality by 30 June 2024	6	6	n/a	6 functional Libraries in the Municipality by 31 December 2023	6 functional Libraries in the Municipality by 31 March 2024	6 functional Libraries in the Municipality by 30 June 2024	GRANT	Community Services	Statistics Records	n/a
GG013/2024	To ensure that the interests of the Municipality are protected and compliance with applicable legislations.	Give legal support to departments, setting of contracts and conducting litigation	Percentage of litigations resolved for the municipality by 30 June 2024	Number	100% Litigations resolved for the municipality by 30 June 2024	4	4	n/a	100% Litigations resolved for the municipality by 30 September 2023	100% Litigations resolved for the municipality by 31 March 2024	100% Litigations resolved for the municipality by 30 June 2024	n/a	Office of the Municipal Manager	Updated Litigation register	n/a
<b>MUNICIPAL FINANCIAL VIABILITY MANAGEMENT</b>															
FV001/2024		Optimize the expenditure of capital budget	Percentage Capital expenditure budget implementation (actual expenditure/budget capital expenditure) x 100 by 30 June 2024	Percentage	100% Capital expenditure budget implementation (actual expenditure/budget capital expenditure) x 100 by 30 June 2024	100%	159%	n/a	50% Capital expenditure budget implementation (actual expenditure/budget capital expenditure) x 100 by 30 September 2023	75% Capital expenditure budget implementation (actual expenditure/budget capital expenditure) x 100 by 31 March 2024	100% Capital expenditure budget implementation (actual expenditure/budget capital expenditure) x 100 by 30 June 2024	n/a	Budget and Treasury	Monthly report	n/a
FV002/2024		Optimize expenditure of operational budget	Percentage operating revenue budget implementation (actual operating revenue / operating revenue) x 100 by 30 June 2024	Percentage	100% operating revenue budget implementation (actual operating revenue / operating revenue) x 100 by 30 June 2024	100%	100%	13%	50% operating revenue budget implementation (actual operating revenue / operating revenue) x 100 by 30 September 2023	75% operating revenue budget implementation (actual operating revenue / operating revenue) x 100 by 31 March 2024	100% operating revenue budget implementation (actual operating revenue / operating revenue) x 100 by 30 June 2024	n/a	Budget and Treasury	Monthly report	n/a
FV003/2024	Improved budget implementation in the municipality	Optimize actual services charges and property rates revenue x 100 by 30 June 2024	Percentage service charges and property rates revenue budget implementation (actual service charges and property rates revenue / revenue budget service charges and property rates revenue) x 100 by 30 June 2024	Percentage	100% service charges and property rates revenue budget implementation (actual service charges and property rates revenue / revenue budget service charges and property rates revenue) x 100 by 30 June 2024	100%	100%	1%	50% service charges and property rates revenue budget implementation (actual service charges and property rates revenue / revenue budget service charges and property rates revenue) x 100 by 30 September 2023	75% service charges and property rates revenue budget implementation (actual service charges and property rates revenue / revenue budget service charges and property rates revenue) x 100 by 31 March 2024	100% service charges and property rates revenue budget implementation (actual service charges and property rates revenue / revenue budget service charges and property rates revenue) x 100 by 30 June 2024	n/a	Budget and Treasury	Monthly report	n/a
FV004/2024		Optimize revenue of operational budget	Percentage operational revenue budget implementation (actual operational revenue / operational revenue) x 100 by 30 June 2024	Percentage	100% operational revenue budget implementation (actual operational revenue / operational revenue) x 100 by 30 June 2024	100%	84%	16%	50% operational revenue budget implementation (actual operational revenue / operational revenue) x 100 by 30 September 2023	75% operational revenue budget implementation (actual operational revenue / operational revenue) x 100 by 31 March 2024	100% operational revenue budget implementation (actual operational revenue / operational revenue) x 100 by 30 June 2024	n/a	Budget and Treasury	Monthly report	n/a
FV005/2024		To ensure maximization of revenue generation	The percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the integrated development plan by 30 June 2024	Percentage	100% of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the integrated development plan by 30 June 2024	New Target	New Target	New Target	50% of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the integrated development plan by 30 September 2023	75% of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the integrated development plan by 31 March 2024	100% of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the integrated development plan by 30 June 2024	n/a	Budget and Treasury	Monthly Revenue Grant Report	n/a
FV006/2024	Improved Asset Management	Optimize expenditure of Assets by 30 June 2024	Percentage of Budget spent on Repairs and Maintenance of Assets by 30 June 2024	Percentage	100% Budget spent on Repairs and Maintenance of Assets by 30 June 2024	100%	111%	n/a	50% of Budget spent on Repairs and Maintenance of Assets by 30 September 2023	75% of Budget spent on Repairs and Maintenance of Assets by 31 March 2024	100% of Budget spent on Repairs and Maintenance of Assets by 30 June 2024	n/a	Budget and Treasury	Monthly report and Municipal Profit	n/a
FV007/2024		Improve municipal administrative capacity	Updated Asset Register by 30 June 2024	Date	Updated Asset Register by 30 June 2024	30-June-2023	30-June-2023	n/a	n/a	n/a	Updated Asset Register by 30 June 2024	n/a	Budget and Treasury	Quarterly Assets Reports and Asset Register	n/a
FV008/2024		Adoption of adjustment 2023/2024 and 2024/2025	Date to Approve 2023/2024 Adjustments Budget by 28 February 2024	Date	Date to Approve 2023/2024 Adjustments Budget by 28 February 2024	28-Feb-22	27-Feb-23	n/a	n/a	Date to Approve 2024/2025 Adjustments Budget by 28 February 2024	n/a	n/a	Budget and Treasury	Council Resolution & 2023/2024 Adjusted Budget	n/a
FV009/2024		Date to Approve 2024/2025 Final Budget by 31 May 2024	Date to Approve 2024/2025 Final Budget by 31 May 2024	Date	Date to Approve 2024/2025 Final Budget by 31 May 2024	30-May-22	30-May-23	n/a	n/a	Date to Approve 2024/2025 Final Budget by 31 May 2024	n/a	n/a	Budget and Treasury	Council Resolution & 2024/2025 Final Budget	n/a
FV010/2024		Number of Financial compliance reports submitted by 30 June 2024	24 Financial compliance reports submitted by 30 June 2024	Number	24 Financial compliance reports submitted by 30 June 2024	24	24	n/a	24 Financial compliance reports submitted by 31 December 2023	24 Financial compliance reports submitted by 31 March 2024	24 Financial compliance reports submitted by 30 June 2024	n/a	Budget and Treasury	Quarterly report and Council Resolution	n/a
FV011/2024	Improve Resolving and Monitoring	Ratio: Total operating revenue received minus operating grants divided by debt service payments (i.e. interests plus redemption) by 30 June 2024	1.3 (Achievement of 1.3 debt coverage ratio throughout financial year)	Debt Coverage Ratio	1.3 (Achievement of 1.3 debt coverage ratio throughout financial year)	1.3	n/a	n/a	1.3 (Achievement of 1.3 debt coverage ratio by 30 September 2023)	1.3 (Achievement of 1.3 debt coverage ratio by 31 March 2024)	1.3 (Achievement of 1.3 debt coverage ratio by 30 June 2023)	n/a	Budget and Treasury	Monthly Reports	n/a
FV012/2024		Ratio: Available cash plus investments divided by monthly fixed operating expenditure by 30 June 2024	1.3 (Achievement of 1.3 cash coverage ratio throughout financial year)	Cash Coverage Ratio	1.3 (Achievement of 1.3 cash coverage ratio throughout financial year)	1.1	1.1	n/a	1.3 (Achievement of 1.3 cash coverage ratio by 30 September 2023)	1.3 (Achievement of 1.3 cash coverage ratio by 31 March 2024)	1.3 (Achievement of 1.3 cash coverage ratio by 30 June 2023)	n/a	Budget and Treasury	Monthly Reports	n/a

Project ID	Project Description	Start Date	End Date	1.30 days (Achievement of 1.30 days outstanding debtors ratio throughout financial year)	1.30 days (Achievement of 1.30 days outstanding debtors ratio throughout financial year)	1.30 days (Achievement of 1.30 days outstanding debtors ratio throughout financial year)	1.30 days (Achievement of 1.30 days outstanding debtors ratio throughout financial year)	1.30 days (Achievement of 1.30 days outstanding debtors ratio throughout financial year)	1.30 days (Achievement of 1.30 days outstanding debtors ratio throughout financial year)	1.30 days (Achievement of 1.30 days outstanding debtors ratio throughout financial year)	1.30 days (Achievement of 1.30 days outstanding debtors ratio throughout financial year)	Budget and Treasury	Monthly Reports	Completion Date
FV013/2024	Ratio: Outstanding Gross Debtors Services Ratio	Date to Approve 2024/2025 procurement plan by 30 June 2024	30-Jun-23	1.3	30-Jun-23	4 reports	R23 017 500.00	n/a	n/a	1 Quarterly SCM Report submitted to Council by 30 June 2024	1 Quarterly SCM Report submitted to Council by 30 June 2024	n/a	Monthly Reports	n/a
FV014/2024	Improve expenditure control	Date to Approve 2024/2025 procurement plan by 30 June 2024	30-Jun-23	4 reports	30-Jun-23	4 reports	R23 017 500.00	n/a	n/a	1 Quarterly SCM Report submitted to Council by 30 June 2024	1 Quarterly SCM Report submitted to Council by 30 June 2024	n/a	Council Resolution & Procurement Plan	n/a
FV015/2024	Effectively and efficient use of Supply Chain Management	Number of Quarterly SCM Reports submitted to Council by 30 June 2024	30-Jun-23	0	30-Jun-23	4 reports	R23 017 500.00	n/a	n/a	1 Quarterly SCM Report submitted to Council by 30 June 2024	1 Quarterly SCM Report submitted to Council by 30 June 2024	n/a	Council Resolution & Quarterly SCM Report	n/a
FV016/2024	Percentage of MIG budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2024	Percentage of MIG budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2024	30-Jun-23	n/a	30-Jun-23	4 reports	R23 017 500.00	n/a	n/a	75% of MIG budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 31 March 2024	75% of MIG budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 31 March 2024	R 42 690 000.00	MIG Certificate of Expenditure	n/a
FV017/2024	Percentage of INEP budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2024	Percentage of INEP budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 June 2024	30-Jun-23	New Target	30-Jun-23	4 reports	R23 017 500.00	New Target	n/a	50% of INEP budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 30 September 2023	50% of INEP budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan by 31 March 2024	R 22 070 000.00	INEP Certificate of Expenditure	n/a
<b>BASIC SERVICE DELIVERY</b>														
BS001/2024	Ensuring access to refuse Removal in all housing units	Percentage of Collection in Urban Areas (All areas billed for Waste collection) by 30 June 2024	30-Jun-23	100%	30-Jun-23	4 reports	R23 017 500.00	100%	n/a	100% of Collection in Urban Areas (All areas billed for Waste collection) by 31 March 2024	100% of Collection in Urban Areas (All areas billed for Waste collection) by 31 March 2024	n/a	Collection Schedule, and Billing System	All
BS002/2024	Ensuring consumers have access to Electricity	Percentage of new consumer with access to electricity within LUM area of supply by 30 June 2024	30-Jun-23	100%	30-Jun-23	4 reports	R23 017 500.00	100%	n/a	100% of new consumer with access to electricity within LUM area of supply by 31 March 2024	100% of new consumer with access to electricity within LUM area of supply by 30 June 2024	n/a	Monthly Reports	All
BS003/2024	Provision of Free Basic Services	The Percentage of households earning less than R1100 per month with access to free basic services by 30 June 2024	30-Jun-23	100%	30-Jun-23	4 reports	R23 017 500.00	100%	n/a	100% of households earning less than R1100 per month with access to free basic services by 31 March 2024	100% of households earning less than R1100 per month with access to free basic services by 30 June 2024	n/a	Monthly Reports	All
BS004/2024	Percentage of approved indigent customers by 30 June 2024	Percentage of approved indigent customers by 30 June 2024	30-Jun-23	100%	30-Jun-23	4 reports	R23 017 500.00	100%	n/a	100% of approved indigent customers by 31 December 2023	100% of approved indigent customers by 31 March 2024	n/a	Indigent Register	All
BS005/2024	Maintenance of Electricity Infrastructure	Number of Substations, Kiosks, Minibus maintained by 30 June 2024	30-Jun-23	1894	30-Jun-23	4 reports	R23 017 500.00	0	n/a	444 of Substations, Kiosks, Minibus maintained by 31 March 2024	444 of Substations, Kiosks, Minibus maintained by 30 June 2024	n/a	Monthly Reports	All
BS006/2024	Number of Streetlighting maintained by 30 June 2024	Number of Streetlighting maintained by 30 June 2024	30-Jun-23	1915	30-Jun-23	4 reports	R23 017 500.00	0	n/a	437 Streetlighting maintained by 31 March 2024	437 Streetlighting maintained by 30 June 2024	n/a	Monthly Reports	All
BS007/2024	Number (in km/s) of gravel roads (billed) by 30 June 2024	Number (in km/s) of gravel roads (billed) by 30 June 2024	30-Jun-23	29.42 km/s	30-Jun-23	4 reports	R23 017 500.00	0	n/a	25km/s of gravel roads billed by 31 March 2024	25km/s of gravel roads billed by 30 June 2024	n/a	Monthly Report	All
BS008/2024	Number of m <sup>2</sup> of damaged roads that require rehabilitation by 30 June 2024	Number of m <sup>2</sup> of damaged roads that require rehabilitation by 30 June 2024	30-Jun-23	474.7m <sup>2</sup>	30-Jun-23	4 reports	R23 017 500.00	0	n/a	100m <sup>2</sup> of damaged roads that require rehabilitation by 31 March 2023	100m <sup>2</sup> of damaged roads that require rehabilitation by 30 June 2024	n/a	Monthly Report	All
BS009/2024	Number of m <sup>2</sup> of damaged roads that require rehabilitation by 30 June 2024	Number of m <sup>2</sup> of damaged roads that require rehabilitation by 30 June 2024	30-Jun-23	474.7m <sup>2</sup>	30-Jun-23	4 reports	R23 017 500.00	0	n/a	100m <sup>2</sup> of damaged roads that require rehabilitation by 31 March 2024	100m <sup>2</sup> of damaged roads that require rehabilitation by 30 June 2024	n/a	Monthly Report	All
BS010/2024	Percentage Construction of Wembezi Backstop Roads Phase 3 by 30 June 2024	Percentage Construction of Wembezi Backstop Roads Phase 3 by 30 June 2024	30-Jun-23	60%	30-Jun-23	4 reports	R23 017 500.00	New Target	n/a	50% Construction of Wembezi Backstop Road Phase 3 by 30 September 2023	80% Construction of Wembezi Backstop Road Phase 3 by 31 March 2024	R 22 805677.25	Monthly Reports, Completion Certificate	Ward 09 & 08
BS011/2024	Percentage of Rehabilitation & Upgrading of Bank, Cliff and cemetery access Road Phase 2 by 30 June 2024	Percentage of Rehabilitation & Upgrading of Bank, Cliff and cemetery access Road Phase 2 by 30 June 2024	30-Jun-23	New Target	30-Jun-23	4 reports	R23 017 500.00	New Target	n/a	60% Rehabilitation & Upgrading of Bank, Cliff and cemetery access Road Phase 2 by 30 September 2023	100% Rehabilitation & Upgrading of Bank, Cliff and cemetery access Road Phase 2 by 31 March 2024	R 5 000 000.00	Monthly Reports, Completion Certificate	Ward 10
BS012/2024	Percentage Construction of Wembezi Backstop Roads Phase 1 by 28 September 2023	Percentage Construction of Wembezi Backstop Roads Phase 1 by 28 September 2023	28-Sep-23	New Target	28-Sep-23	4 reports	R23 017 500.00	New Target	n/a	100% Construction of Wembezi Backstop Road Phase 1 by 30 September 2023	n/a	R9 537 632.65	Monthly Reports, Completion Certificate	8 & 17
BS013/2024	Percentage Construction of Wembezi Backstop Roads Phase 2 by 28 September 2023	Percentage Construction of Wembezi Backstop Roads Phase 2 by 28 September 2023	28-Sep-23	New Target	28-Sep-23	4 reports	R23 017 500.00	New Target	n/a	100% Construction of Wembezi Backstop Road Phase 2 by 30 September 2023	n/a	R5 118 480.59	Monthly Reports, Completion Certificate	17 & 9
BS014/2024	Percentage of Mahlabi Mangrove Estuary CBD Road by 29 September 2023	Percentage of Mahlabi Mangrove Estuary CBD Road by 29 September 2023	29-Sep-23	New Target	29-Sep-23	4 reports	R23 017 500.00	New Target	n/a	n/a	n/a	R 1 201 171.03	Monthly Reports, Completion Certificate	24
BS015/2024	Percentage of Rehabilitation Estour CBD Roads	Percentage of Rehabilitation Estour CBD Roads	30-Jun-23	New Target	30-Jun-23	4 reports	R23 017 500.00	New Target	n/a	100% Rehabilitation Estour CBD Roads	n/a	n/a	Monthly Reports, Completion Certificate	10
BS016/2024	Percentage of Rehabilitation Wemem CBD Roads by 29 September 2024	Percentage of Rehabilitation Wemem CBD Roads by 29 September 2024	29-Sep-24	New Target	29-Sep-24	4 reports	R23 017 500.00	New Target	n/a	100% Rehabilitation Wemem CBD Roads	n/a	n/a	Monthly Reports, Completion Certificate	21
BS017/2024	Percentage of Rehabilitation Wemem Estemem Gravel Roads	Percentage of Rehabilitation Wemem Estemem Gravel Roads	30-Jun-23	New Target	30-Jun-23	4 reports	R23 017 500.00	New Target	n/a	100% Rehabilitation Wemem Estemem Gravel Roads	n/a	n/a	Monthly Reports, Completion Certificate	21

Code	Activity	Target	Actual	Start	End	Responsible	Value	Progress	Remarks
B5018/2024	Improve Access to Basic Services.	Percentage of Rehabilitation of Women Farmers Roads Gravel Roads by 28 September 2025 by 31 July 2024	100% Rehabilitation of Women Farmers Roads	New Target	New Target	100% Rehabilitation of Women Farmers Roads	R2 000 000.00	n/a	Monthly Reports, Completion Certificate
B5019/2024		Percentage of LED Lighting Repairs under the EEBM program	25%	New Target	New Target	100% of 898 fittings	R3 000 000.00	25%	Monthly Reports
B5020/2024		Percentage of Construction of Nqunyanwen Community Hall 31 March 2024	30% Construction of Nqunyanwen Community Hall by 30 September 2023	New Target	New Target	100% Construction of Nqunyanwen Community Hall by 30 September 2023	R6 077 096.16	n/a	Monthly Reports, Completion Certificate
B5021/2024		Percentage of Construction of Enabankwen Community Hall 31 March 2024	33% Construction of Enabankwen Community Hall by 30 September 2023	New Target	New Target	100% Construction of Enabankwen Community Hall by 30 September 2023	R 6 342 670.26	n/a	Monthly Reports, Completion Certificate
B5022/2024		Percentage of Phase 2 construction and connections in Lorchley (271 households) by 31 March 2024	69% (163) Phase 2 construction and connections in Lorchley by 31 March 2023	New Target	New Target	100% (163) Phase 2 construction and connections in Lorchley by 31 March 2023	R7 300 000.00	n/a	Monthly Reports, Completion Certificate
B5023/2024		Percentage of Phase 2 construction and connections in Nqunyanwen (85 households) by 31 March 2024	33% (28) of Phase 2 construction and connections in Nqunyanwen by 30 September 2023	New Target	New Target	100% (85) of Phase 2 construction and connections in Nqunyanwen by 31 March 2023	R 2 200 000.00	n/a	Monthly Reports, Completion Certificate
B5024/2024		Percentage of Phase 2 construction and connections in Kwalasaku (80 households) by 31 March 2024	34% (27) of Phase 2 construction and connections in Kwalasaku by 30 September 2023	New Target	New Target	69% (54) of Phase 2 construction and connections in Kwalasaku by 31 March 2023	R 2 000 000.00	n/a	Monthly Reports, Completion Certificate
B5025/2024		Percentage of Phase 2 construction and connections in Mlungwini (130 households) by 31 March 2024	33% (43) of Phase 2 construction and connections in Mlungwini by 30 September 2023	New Target	New Target	69% (86) of Phase 2 construction and connections in Mlungwini by 31 March 2023	R 3 500 000.00	n/a	Monthly Reports, Completion Certificate
B5026/2024		Number of housing forums convened by 30 June 2024	4 housing forums convened by 30 June 2024	2	2	1 housing forum convened by 30 September 2023	n/a	1 housing forum convened by 30 June 2024	Agenda, Notice of the meeting, attendance Register and Minutes
B5027/2024		Number of houses to be built by 30 June 2024	180 houses to be built by 30 June 2024	100	105	40 Houses to be built by 30 September 2023	DoH5	40 Houses to be built by 30 June 2024	D6 form
B5028/2024		Number of houses to be rectified by 30 June 2024	100 houses to be rectified by 30 June 2024	100	119	25 houses to be rectified by 30 September 2023	DoH5	25 houses to be rectified by 30 June 2024	D6 form
B5029/2024		Number of Housing Consumer Education Trainings to be held by 30 June 2024	4 Housing Consumer Education Trainings to be held by 30 June 2024	4	4	1 Housing Consumer Education Training to be held by 30 September 2023	n/a	1 Housing Consumer Education Training to be held by 30 June 2024	Attendance Registers & program
<b>LOCAL ECONOMIC DEVELOPMENT</b>									
LED001/2024		Number of SME's workshop / sessions conducted by 30 June 2024	4 SME's workshop / sessions conducted by 30 June 2024	4	5	1 SME's workshop / sessions conducted by 30 September 2023	n/a	1 SME's workshop / sessions conducted by 30 June 2024	Attendance Registers, Program
LED002/2024	Support of local businesses	Percentage of SME's assisted with Legal documents by 30 June 2024	100% of SME's assisted with Legal documents by 30 June 2024	100%	100%	100% of SME's assisted with Legal documents by 30 September 2023	n/a	100% of SME's assisted with Legal documents by 30 June 2024	SME registration documents and List of SME's
LED003/2024	Improve support to Local Development	Number of business Plans developed and submitted to source funding for Cooperatives by 30 June 2024	4 business Plans developed and submitted to source funding for Cooperatives by 30 June 2024	4	4	1 business Plan developed and submitted to source funding for Cooperatives by 30 September 2023	n/a	1 business Plan developed and submitted to source funding for Cooperatives by 30 June 2024	Cooperatives registration documents Business Plans Prior of Submission
LED004/2024	Job Creation to ensure sustainability of SME's and Co-ops	Number of jobs created through economic development initiatives including capital projects by 30 June 2024	200 jobs created through economic development initiatives including capital projects by 30 June 2024	New Target	New Target	50 jobs created through economic development initiatives including capital projects by 30 September 2023	n/a	50 jobs created through economic development initiatives including capital projects by 30 June 2024	List of beneficiaries, Contract
LED005/2024	To provide tourism development	Number of LED and Local Tourism Forum meetings to be held by 30 June 2024	4 LED and Local Tourism Forum meetings to be held by 30 June 2024	4	4	1 LED and Local Tourism Forum meeting to be held by 30 September 2023	n/a	1 LED and Local Tourism Forum meeting to be held by 30 June 2024	Attendance Register, agenda & Minutes
LED006/2024	To ensure that businesses and informal traders are compliant with rules and regulations	Percentage of New and Renewals of business License applications by 30 June 2024	100% of New and Renewals of business License applications by 30 June 2024	100%	100%	100% of New and Renewals of business License applications by 30 September 2023	n/a	100% of New and Renewals of business License applications by 30 June 2024	Application forms, proof of payment and List of issued New and Renewals Business Licenses
LED007/2024		Percentage of Informal Traders permits renewed by 30 June 2024	100% of Informal Traders permits renewed by 30 June 2024	100%	100%	100% of Informal Traders permits renewed by 30 September 2023	n/a	100% of Informal Traders permits renewed by 30 June 2024	copies of permits issued and list of Informal Traders
LED008/2024	Enhance Job Creation	Number of jobs created through EPWP programs by 30 September 2023	490 jobs created through EPWP programs by 30 September 2023	360	490	60 jobs created through EPWP by 30 September 2023	R 1 800 000.00	n/a	Employments Contract and Payroll report
<b>GRASS ROOTS INTERVENTION</b>									
CO001/2024	To ensure effective and credible strategic municipal planning	Completion and approval of Integrated Development Plan by 30 June 2024	Council approved credits 2024/2025 IDP by 31 May 2024	30-May-23	n/a	Taking of Draft 2024/2025 IDP by 31 December 2023	n/a	Council approved 2024/2025 IDP by 31 May 2024	Process Plan, Draft IDP Attachment, Register, Council Resolution & Adopted IDP
CO002/2024	Implementing of SPLUMA Approvals	Percentage of SPLUMA Application processed by 30 June 2024	100% of SPLUMA Application processed by 30 June 2024	100%	n/a	100% of SPLUMA Application processed by 31 December 2023	n/a	100% of SPLUMA Application processed by 30 June 2024	Planning & Development Department



Code	Establishment of Building Management System Structures & Systems	Date Disaster Management Plan Reviewed and adopted by council by 30 June 2024	Date	Date Disaster Management Plan Reviewed and adopted by council by 30 June 2024	30-May-23	30-Jun-23	30-May-23	n/a	n/a	n/a	n/a	n/a	n/a	Community Services	Council Resolution & Approved Disaster Management Plan	All
CC003/2024	To have effective and efficient Disaster Management	Functional Disaster Management Centre	Number of Disaster Management Advisory Forum meetings attended by 30 June 2024	4	4	0	n/a	1 Disaster Management Advisory Forum meetings attended 30 September 2023	1 Disaster Management Advisory Forum meetings attended 31 March 2024	1 Disaster Management Advisory Forum meetings attended 31 March 2024	1 Disaster Management Advisory Forum meetings attended 30 June 2024	1 Disaster Management Advisory Forum meetings attended 30 June 2024	Community Services	Community Services	All	
CC004/2024			Percentage response to reported disasters by 30 June 2024	100%	100%	0%	n/a	100% response to reported disasters by 30 September 2023	100% response to reported disasters by 31 March 2024	100% response to reported disasters by 31 March 2024	100% response to reported disasters by 30 June 2024	100% response to reported disasters by 30 June 2024	Community Services	Community Services	n/a	
CC005/2024	To ensure and increase safety and security	Functional Disaster Management Centre	Number of disaster / fire awareness campaigns held by 30 June 2024	12	12	0	n/a	3 disaster / fire awareness campaigns held by 30 September 2023	3 disaster / fire awareness campaigns held by 31 March 2024	3 disaster / fire awareness campaigns held by 31 March 2024	3 disaster / fire awareness campaigns held by 30 June 2024	3 disaster / fire awareness campaigns held by 30 June 2024	Community Services	Community Services	All	
CC006/2024			Number of municipal fire drills conducted by 30 June 2024	4	11	0	n/a	3 municipal fire drills conducted by 30 September 2023	3 municipal fire drills conducted by 31 March 2024	3 municipal fire drills conducted by 31 March 2024	3 municipal fire drills conducted by 30 June 2024	3 municipal fire drills conducted by 30 June 2024	3 municipal fire drills conducted by 30 June 2024	Community Services	Community Services	n/a
CC007/2024	To ensure the functionality of Building control	Functional Disaster Management Centre	30 Days approval of building plans by 30 June 2024	New Target	New Target	New Target	n/a	30 Days approval of building plans by 30 September 2023	30 Days approval of building plans by 31 March 2024	30 Days approval of building plans by 31 March 2024	30 Days approval of building plans by 30 June 2024	30 Days approval of building plans by 30 June 2024	Planning and Development	Building Plans Registrar	n/a	
CC008/2024			30 Days approval of Wayleave Register by 30 June 2024	New Target	New Target	New Target	n/a	30 Days approval of Wayleave Register by 30 September 2023	30 Days approval of Wayleave Register by 31 March 2024	30 Days approval of Wayleave Register by 31 March 2024	30 Days approval of Wayleave Register by 30 June 2024	30 Days approval of Wayleave Register by 30 June 2024	30 Days approval of Wayleave Register by 30 June 2024	Planning and Development	Wayleave Registrar	n/a

# **ANNEXURE B**

# **PERSONAL DEVELOPMENT PLAN**



**PERSONAL DEVELOPMENT PLAN (PDP)**

Entered into by and between

**INKOSI LANGALIBALELE LOCAL MUNICIPALITY**

[the Employer]

And

**SITHEMBISO BLESSING MTHEMBU**

**MUNICIPAL MANAGER**

[the Employee]

SBM

## **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 Management, that is:

(a) Human resource development forms an integral part of human resource planning and management.

(b) In order for 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 and career pathing.

(c) To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.

(d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are attached and these should be linked to relevant registered unit standards to specifically assist them in compiling Personal Development Plans in consultation with their managers.

(e) 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.

## **2. Competence Modelling**

2.1 What does an institution mean when it says an employee / prospective employee is competent if he / 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 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 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 his / her employee, to **compile a Personal Development Plan as follows:**

(a) The identified training needs should **be entered into column 1 of Appendix 1, entitled Skills /Performance Gap**. The following should be carefully determined during such a process:

(i) 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.

(ii) Individual training needs, that are job / career related.

(b) Next, the **prioritisation of the training needs in column 1 should be also 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 expected **outcomes, to be listed in column 2 of Appendix**, so that once the intervention is completed the impact it had can be measured against relevant output indicators.

(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 should be listed in **column 3 of Appendix 1, entitled: Suggested training and / or development activity** in line with the National Qualifications Framework, 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 and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.

(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 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 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 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 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].

#### **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:

No.	Learning Area
1	Language, Literacy and Communication
2	Mathematical Literacy, Mathematics and Mathematical Science
3	Human and Social Sciences
4	Natural Science
5	Technology
6	Arts and Culture
7	Economic and Management Sciences
8	Life Orientation

4.3 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 professionalization within the local government sector there may be a need to develop vocational qualifications.

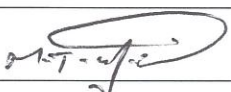


### INDIVIDUAL LEARNING PLAN (ILP)

Managers Name:	Sithembiso Blessing Mthembu	Managers Employee Number:
Job Title:	Municipal Manager	
Date:	26 July 2013	

Skills/Performance Gap	Outcome Expected	Suggested training and/or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practise skill/development area	Support Person

Municipal Manager	
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The Mayor	
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**DEFINITIONS:**

**“Higher, Further and General Education and Training”** refers to:

National Qualification Framework	Levels	Types of Qualifications and Certificates	
8	<b>HIGHER EDUCATION AND TRAINING</b>	Doctorates Further Research Degrees	
7		Higher Degrees Professional Qualifications	
6		First Degrees Higher Diplomas	
5		Diplomas Occupational Certificates	
FURTHER EDUCATION AND TRAINING CERTIFICATES			
4	<b>FURTHER EDUCATION AND TRAINING</b>	School/College/Training Certificate Mix of units from all	
3		School/College/Training Certificate Mix of units from all	
2		School/College/Training Certificate Mix of units from all	
GENERAL EDUCATION AND TRAINING CERTIFICATES			
1	<b>GENERAL EDUCATION AND TRAINING</b>	Senior Phase  Intermediate Phase  Foundation Phase	<b>ABET level 4</b>  <b>ABET level 3</b>  <b>ABET level 2</b>  <b>ABET level 1</b>

# **ANNEXURE C**

## **CODE OF CONDUCT**



# INKOSI LANGALIBALELE LOCAL MUNICIPALITY

## CODE OF CONDUCT

## **1. DEFINITIONS**

- In this schedule "partner" means a person who permanently lives with another person in a manner as if married.

## **2. GENERAL CONDUCT FOR STAFF MEMBERS**

- 2.1. A staff member of a Municipality must at all times:
- 2.1.1. Loyal execute the lawful policies of the Municipal Council.
  - 2.1.2. Perform the functions of office in good faith, diligently, honestly and in a transparent manner.
  - 2.1.3. Act in such a way that the spirit, purport and objects of section 50 of the Municipal Systems Act is promoted.
  - 2.1.4. 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
  - 2.1.5. Act impartially and treat all people including staff members equally without favour or prejudice.

## **3. COMMITMENT TO SERVING THE PUBLIC INTEREST**

- 3.1. A staff member of a Municipality is a public servant in a developmental local system and must accordingly:
- 3.1.1. Implement the provisions of section 50 (2) of the Local Government Municipal Systems Act, 2000,
  - 3.1.2. Foster a culture of commitment to serving the public and collective sense of responsibility for performance in terms of standards and targets,
  - 3.1.3. Promote and seek to implement the basic values and principles of public administration described in section 195(1) of the Constitution,
  - 3.1.4. Obtain copies of or information about the Municipality's integrated development plan and as far as possible within the ambit of the staff members job description seek to implement the objectives set out in the integrated development plan and achieve the performance targets set for each development indicator,
  - 3.1.5. 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 maximize the ability

of the Municipality as a whole to achieve its objectives and improve the quality of life of its residents.

#### **4. PERSONAL GAIN**

4.1. A staff member of a Municipality may not:

4.1.1. 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.

4.1.2. 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 associates have a direct or indirect personal or private business interest.

4.1.3. Except with the prior consent of the Council of the Municipality a staff member of the Municipality may not:

4.1.3.1. Be a party to a contract for:

- the provision of goods or services to the Municipality or
- the performance of any work for the Municipality otherwise than as a staff member.

4.1.3.2. Obtain a financial interest in any business of the Municipality

4.1.3.3. Be engaged in any business, trade or profession other than the work of the Municipality unless disclosed and authorized by the Council.

#### **5. DISCLOSURE OF BENEFITS**

5.1. 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 the Municipality must disclose in writing full particulars of the benefit to the Council.

5.2.1. 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**

- 6.1. A staff member of a Municipality may not without permission disclose any privileged or confidential information obtained as a staff member of the Municipality to an unauthorized person.
- 6.2 For the purpose of this item "privileged or confidential information" includes any information:
- Determined by the Municipal Council or any structure or functionary of the Municipality to be privileged or confidential,
  - Discussed in closed session by the Council or a Committee of the Council,
  - Disclosure of which would violate a person's right to privacy or
  - Declared to be privileged, confidential or secret in terms of any law
- 6.3.1. This item does not derogate from a person's right of access to information in terms of National Legislation.

## **7. UNDUE INFLUENCE**

- 7.1. A staff member of a Municipality may not:
- 7.1.1. 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
- 7.1.2. Mislead or attempt to mislead the Council or a structure or functionary of the Council in its consideration of any matter or
- 7.1.3. Be involved in a business venture with a Council without the prior written consent of the Council of the Municipality.

## **8. REWARD, GIFTS AND FAVOURS**

- 8.1.1 A staff member of a Municipality may not request, solicit or accept any reward, gifts or favour for performing municipal duties
- 8.1.1. Persuading the Council of the Municipality or any structure or functionary of the Council with regard to the exercise of any power or performance of any duty,

- 8.1.2. Making a representation to the Council or any structure or functionary of the Council.
- 8.1.3. Disclosing any privileged or confidential information, or
- 8.1.4. Doing or not doing anything within that staff member's powers or duties.
- 8.1.5. 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 any of the item above.

**9. COUNCIL PROPERTY**

- 9.1. A staff member of 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**

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

**11. PARTICIPATION IN ELECTIONS**

- 11.1. 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**

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

**13. REPORTING DUTY OF STAFF MEMBERS**

- 13.1. 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**

14.1. Breaches of this code must be dealt with in terms of the disciplinary procedures of the Municipality as envisaged in section 67(1) (h) of the Local Government Municipality Systems Act, 2000.

**15. COMMENCEMENT**

This code shall come into force on the date on which the Inkosi Langalibalele Local Municipality established.

**16. SHORT TITLE**

This code shall be known as the Code of Conduct – Employees.

# **ANNEXURE D**

## **DECLARATION OF INTEREST**

**DECLARATION OF INTERESTS**

I, SB Mthembu declare that neither I nor my close family have any personal or business interest in, or potential for personal gain from any of the organisations or projects on the list on this page of this form, with the exception of the following:

Organisation/Project	Nature of personal interest
N/A	

Personal interests include membership of the organisation's board of directors/ trustees or senior management, held either by yourself or a member of your close family. Close family is defined as family members (including siblings) or those of the same households (including spouse, partners, children and parents).

Signed: 

Date: \_\_\_\_\_