



## PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE MUNICIPALITY OF **KWADUKUZA**,  
AS REPRESENTED BY THE ACCOUNTING OFFICER

**MR N. J MDAKANE**  
MUNICIPAL MANAGER

AND

**MR A. M MANZINI**  
CHIEF OPERATIONS OFFICER

FOR THE

FINANCIAL YEAR: **1 JULY 2024 – 30 JUNE 2025**

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## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The Municipality of **KwaDukuza**, herein represent by **Mr N. J Mdakane** in his capacity as **Municipal Manager** (hereinafter referred to as the Employer or Accounting Officer)

and

**MR A.M MANZINI, CHIEF OPERATIONS OFFICER**  
of **KwaDukuza** (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 of the Local Government: Municipal Systems Acts 32 of 2000 ("the System Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57 of the Systems Act, read with the Contract of Employment concluded between 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 the relevant Sections of the Systems Act.

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## 2. PURPOSE OF THIS AGREEMENT

The Purpose of this Agreement is to:

- 2.1 Comply with the provisions of the Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 Specify accountabilities as set out in the Performance Plan, which forms an annexure to the performance agreement.
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 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 it's Employee in attaining equitable and improved service delivery.

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### 3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1 July 2024** and will remain in force until **30 June 2025**. Thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

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#### 4. PERFORMANCE OBJECTIVES

##### 4.1 The Performance Plan sets out:

4.1.1 The performance objectives and targets that must be met by the Employee; and

4.1.2 The time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in the performance plan is set by the employer in consultation with the employee and based on the Integrated Development Plan and the Budget of the municipality and shall include key objectives; key performance indicators; target dates and weightings.

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.

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## 5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the municipality.
- 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 Employee about the specific performance standard that will be included in the Performance Management System as applicable to the Employee.
- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPAs) (including special projects relevant to the employee's responsibilities) within the local government framework
- 5.5 The criteria upon which the performance of the employee must be assessed consist of two components, both of which must be contained in the performance agreement. The employee must be assessed against both components, with a weighting of 80: 20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs), respectively. Each area of assessment will be weighted and will contribute a specific part to the total score. KPAs covering the main areas of work will account for 80 % and CCR s will account for 20 % of the final assessment.
- 5.6 The employee's assessment will be based on his or her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's, which constitute 80% of the overall

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assessment result as per the weightings agreed to between the employer and employee.

KEY PERFORMANCE AREAS (KPA'S)	WEIGHTING
Spatial Planning & Environmental Management	0%
Basic Service Delivery	2%
Local Economic Development (LED)	02%
Municipal Financial Viability and Management	10%
Good Governance and Public Participation	66%
Municipal Transformation and Institutional Development	20%
<b>TOTAL</b>	<b>100%</b>

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The Competency Framework (CF) will make up the other 20% of the employee's assessment score. The Competency Framework as contained in the Local Government Regulations on Appointment and Conditions of Employment of Senior Managers, 2014 must be used for this purpose. The Regulations state that there is no hierarchal connotation to the structure and all competencies are essential to the role of a Senior Manager to influence high performance. All competencies must therefore be considered as measurable and critical in assessing the level of a Senior Managers performance.

*Competency Framework Structure (Competency Descriptions attached as Annexure B)*

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The competencies that appear in the competency framework are detailed below : -

Leading competencies		Weighting in %
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>	10
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>	5
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>	10
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>	10
Governance & Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>	10
<b>Core competencies</b>		
Moral Competence		5
Planning and Organising		10
Analysis and Innovation		10
Knowledge and Information Management		15
Communication		10
<b>TOTAL WEIGHT</b>		<b>100%</b>

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## 6. EVALUATING PERFORMANCE

6.1 This Agreement sets out:

6.1.1 The standards and procedures for evaluating Employee's performance; and

6.1.2 The intervals for the evaluation of the Employee's performance.

6.2 Despite the establishment of intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

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

6.5 The annual performance appraisal will involve:

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

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

(b) An indicative rating on the five-point scale should be provided for each KPA.

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

#### 6.5.2 Assessment of the Competency Framework

- to
- (a) Each Competency should be assessed according to the extent which the specified standards have been met.
  - (b) An indicative rating on the five-point scale should be provided for each competency.
  - (c) The applicable assessment rating calculator then be used to add the scores and calculate a final competency score.

#### 6.5.3 Overall Rating

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


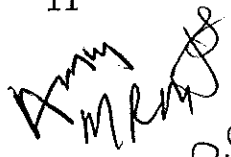
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6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and Competency Framework:

RATING	CATEGORY	DESCRIPTION
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.

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established –

(i) Mayor.

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- (ii) Chairperson of the performance audit committee.
- (iii) Member of the executive committee.
- (iv) Mayor and/or municipal manager from another municipality; and
- (v) Member of a ward committee as nominated by the Mayor.

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

- (i) Municipal Manager.
- (ii) Chairperson of the performance audit committee.
- (iii) Member of the executive committee.
- (iv) Municipal manager from another municipality.

6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

## 7. SCHEDULE FOR PERFORMANCE REVIEW

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

First quarter	:	July - September
Second quarter	:	October - December
Third quarter	:	January - March
Fourth quarter	:	April - June 0 9

7.2 The employer must keep a record of the mid-year review and annual assessment meetings.

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- 7.3 Performance feedback must be based on the employer's assessment of the employee's performance.
- 7.4 The employer will be entitled to review and make reasonable changes to the provisions of the performance plan from time to time for operational reasons on agreement between both parties.
- 7.5 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. **DEVELOPMENTAL REQUIREMENTS**

A personal development plan (PDP) for addressing developmental gaps must form part of the performance agreement.

## 9. **OBLIGATIONS OF THE EMPLOYER**

- 9.1 The Employer must:
  - 9.1.1 Create an enabling environment to facilitate effective performance by the Employee;
  - 9.1.2 Provide access to skills development and capacity building opportunities;
  - 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
  - 9.1.4 On the request of the Employee delegates such powers reasonably required by the Employee to enable him/her to meet the performance objectives and targets established in term of this Agreement; and
  - 9.1.5 Make available to the Employee such resources as the

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employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

## **10. CONSULTATION**

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

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

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

10.1.3 A substantial financial effect on the Employer.

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

10.3 As soon as is practicable to enable the Employee to take any necessary action without delay.

## **11. MANAGEMENT OF EVALUATION OUTCOMES**

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

11.2 A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that –

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The Performance Management Regulations stipulates that a minimum of 130% qualifies for a 5% bonus and a score of 167% qualifies for a 14% performance bonus, since there are amendments made in terms of COGTA performance guidelines which have percentages below 130%, the following criteria will be used to cover both the Regulations and the amended COGTA guidelines:


- A score of 100% -114% is awarded a bonus of 3%
- A score of 115% -129% is awarded a bonus of 4%
- A score of 130% -149% is awarded a bonus between 5% - 9%
- A score of 150% -159% is awarded a bonus of 10%
- A score of 160% -167% is awarded a bonus between 12% - 14%

The table below stipulates the guidelines on the exact % paid out according to the scores achieved:

Rating score achieved	Percentage score achieved	Bonus paid
1	69% and below	0%
2	70% - 99%	0%
3	100% - 114%	3%
	115% - 129%	4%
4	130% - 135%	5%
	136% - 140%	7%
	141% - 143%	8%
	144% - 149%	9%
5	150% - 159%	10%
	160%- 167%	12% - 14%

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

- (a) provide systematic remedial or developmental support to assist the employee to improve his or her performance; and

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- (b) after appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance, and performance does not improve, the employer may consider steps to terminate the contract of employment of the employee on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

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

(a) In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC ; and

(b) In the case of managers directly accountable to the municipal manager, the mayor within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by –

(a) In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC ; and

(b) In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Local Government:

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Municipal Regulations for Municipal Managers & Managers Directly Accountable to Municipal Managers, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

### 13. GENERAL

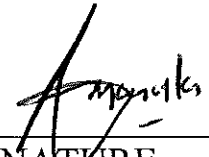
- 13.1 The contents of the performance agreement must be made available to the public by the employer in accordance with the Municipal Finance Management Act, 2003 and Section 46 of the Act.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the employee in terms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

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Thus, done and signed at **KwaDukuza** on this the 03 day of **June 2024**.

**EMPLOYEE :**

Mandla Manzini  
PRINT NAME

  
SIGNATURE

WITNESS 1 : Mpumelo R Mahlahle  
PRINT NAME

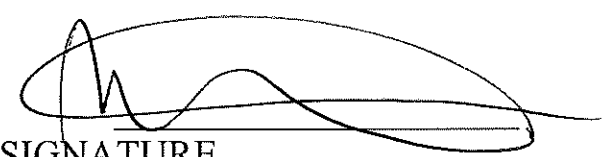
  
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WITNESS 2 : Pearl Mbili  
PRINT NAME

  
SIGNATURE

**EMPLOYER**

NJ MOKANE  
PRINT NAME

  
SIGNATURE

WITNESS 1 : QINISILE MSWELI  
PRINT NAME

  
SIGNATURE

WITNESS 2 : JUDY SEWOLAR  
PRINT NAME

  
SIGNATURE

## PERSONAL DEVELOPMENT PLAN

**MUNICIPALITY** : KWADUKUZA  
**INCUMBENT** : A. M MANZINI  
**SALARY** : \_\_\_\_\_  
**JOB TITLE** : CHIEF OPERATIONS OFFICER  
**REPORT TO** : MUNICIPAL MANAGER

1. What are the competencies required for this job (refer to competency profile of job description)?
  - Understanding of local government legislation
  - Financial management
  - Strategic management
  - Programme management
2. What competencies from the above list, does the job holder already possess?
  - Understanding of local government legislation
  - Financial management
  - Strategic management
  - Programme management
  - Personnel management
3. What then are the competency gaps? (If the job holder possesses all the necessary competencies, complete No's 5 and 6.)
  - N/A
4. Actions/Training interventions to address the gaps/needs
  - N/A
5. Indicate the competencies required for future career progression/development
  - N/A
6. Actions/Training interventions to address future progression
  - N/A
7. Comments/Remarks of the Incumbent
  - N/A

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8. Comments/Remarks of the supervisor

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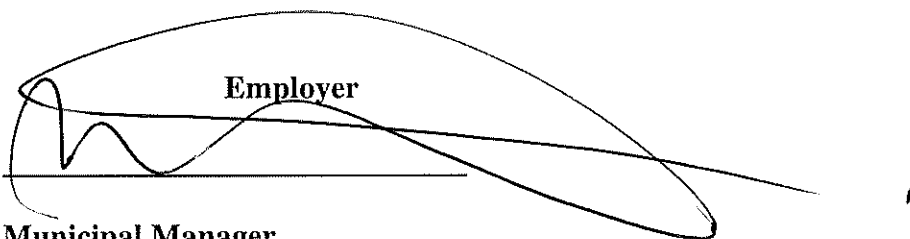
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Agreed upon

Signature :

Employer



Supervisor :

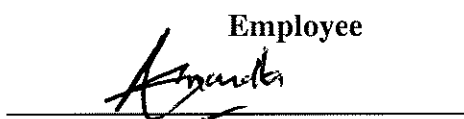
Municipal Manager

Date :

30/06/2024

Signature :

Employee



Incumbent :

A. M Manzini

Date :

2024. 06. 03

Date of next review: 30 June 2025

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## FINANCIAL DISCLOSURE FORM

I, the undersigned (surname and initials) Manzini, A. M., of Lot 789 La Lucia Extension (Postal address) and Lot 789 La Lucia Extension (Residential address) employed as **Chief Operations Officer** at the **KwaDukuza Municipality** hereby certify that the following information is complete and correct to the best of my knowledge:

1. **Shares and other financial interests (Not bank accounts with financial institutions)**

*See information sheet: Note (1)*

Number of shares extent of financial interest	Nature	Nominal value	Name of Company or entity
N/A			

2. **Directorships and Partnerships**

*See information sheet: Note (2)*

Name of Corporate entity, partnership or firm	Type of business	Amount of Remuneration or Income
N/A		

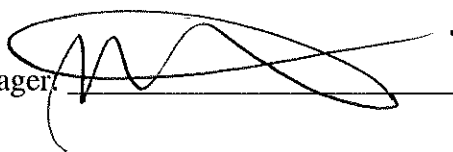
3. **Remunerated work outside the Municipality (As sanctioned by Council)**

*See information sheet: Note (3)*

Name of Employer	Type of work	Amount of Remuneration or Income
N/A		

Council sanction confirmed:

Signature of Municipal Manager:



Date: 30/06/2024

4. **Consultancies and retainerships**

*See information sheet: Note (4)*

Name of client	Nature	Type of business activity	Value of benefits received
N/A			

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5. Sponsorships

*See information sheet: Note (5)*

Source of sponsorship	Description of sponsorship	Value of sponsorship
N/A		

6. Gifts and hospitality from a source other than a family member

*See information sheet: Note (6)*

Description	Value	Source
N/A		

7. Land and property

*See information sheet: Note (7)*

Description	Extent	Area	Value
Dwelling House	800 sqm	La Lucia x 10	R 2 100 000



SIGNATURE OF EMPLOYEE

DATE: 2024.06.03

PLACE: KwaDukuza

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## OATH/AFFIRMATION

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:

(i) Do you know and understand the contents of the declaration?

Answer Yes.

(ii) Do you have any objection to taking the prescribed oath or affirmation?

Answer No


(iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?

Answer Yes.

2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true".

The signature/mark of the deponent is affixed to the declaration in my presence.

WILLIAM MTHANDENI MKHIZE  
HR ADMINISTRATION OFFICER  
KWADUKUZA MUNICIPALITY  
COMMISSIONER OF OATHS  
(EX-OFFICIO)

  
Commissioner of Oath / ~~Justice of the Peace~~

TEL: 032 437 5145

CELL: 083 562 9638

Full first names and surname: William Mthandeni Mkhize (Block letters)

Designation (rank): EX-OFFICIO Ex Officio Republic of South Africa

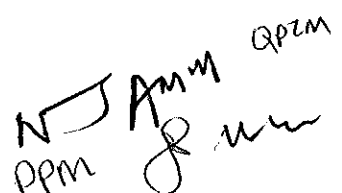
Street address of institution: 14 CHIEF ALBERT LUTHOLI STREET

Date: 30/06/2024

Place: \_\_\_\_\_

  
CONTENTS NOTED: MUNICIPAL MANAGER

DATE: 30/06/2024

  
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## INFORMATION SHEET FOR THE GENERIC FINANCIAL

### DISCLOSURE FORM

The following notes is a guide to assist with completing the Financial Disclosure form (Annexure 1):

#### NOTE 1: **Shares and other financial interests**

Designated employees are required to disclose the following details with regard to shares and other financial interests held in any private or public company or any other corporate entity recognised by law:

- The number, nature and nominal value of shares of any type;
- The nature and value of any other financial interests held in any private or public company or any other corporate entity; and
- The name of that entity.

#### NOTE 2: **Directorships and partnerships**

Designated employees are required to disclose the following details with regard to directorships and partnerships:

- The name and type of business activity of the corporate entity or partnership/s; and
- The amount of any remuneration received for such directorship or partnership/s.

Directorship includes any occupied position of director or alternative director, or by whatever name the position is designated.

Partnership is a legal relationship arising out of a contract between two or more persons with the object of making and sharing profits.

#### NOTE 3: **Remunerated work outside the Municipality (As sanctioned by Council)**

Designated employees are required to disclose the following details with regard to remunerated work outside the public service:

- The type of work;
- The name and type of business activity of the employer; and
- The amount of the remuneration received for such work.

Remuneration means the receipt of benefits in cash or kind, and work means rendering a service for which the person receives remuneration.

#### NOTE 4: **Consultancies and retainerships**

Designated employees are required to disclose the following details with regard to consultancies and retainerships:

- The nature of the consultancy or retainership of any kind;
- The name and type of business activity, of the client concerned; and
- The value of any benefits received for such consultancy or retainerships.

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**NOTE 5: Sponsorships**

Designated employees are required to disclose the following details with regard to sponsorships:

- The source of the sponsorship;
- The description of the sponsorship; and
- The value of the sponsorship.

**NOTE 6: Gifts and hospitality from a source other than a family member**

Designated employees are required to disclose the following details with regard to gifts and hospitality:

- A description and the value and source of a gift with a value in excess of R350.00;
- A description and the value of gifts from a single source which cumulatively exceed the value of R350.00 in the relevant 12 month period; and
- Hospitality intended as a gift in kind.

Designated employees must disclose any material advantages that they received from any source e.g.

any discount prices or rates that are not available to the general public. All personal gifts within the family

and hospitality of a traditional or cultural nature need not be disclosed.

**NOTE 7: Land and Property**

Designated employees are required to disclose the following details with regard to their ownership and

other interests in land and property (residential or otherwise both inside and outside the Republic):

- A description of the land or property;
- The extent of the land or property;
- The area in which it is situated; and
- The value of the interest.

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## 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 of the Local Government: Municipal Systems Act, Act 32 of 2000 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); of the Local Government: Municipal Systems Act, Act 32 of 2000;
- (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 maximize the ability of the municipality as a whole to achieve its objectives and improve the quality of life of its residents.

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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 obtained 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.

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- (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 subitem (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.

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**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

**14 A. Disciplinary steps**

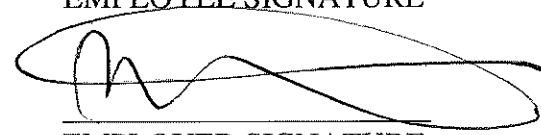
(1) A breach of this Code is a ground for dismissal or other disciplinary steps against a staff member who has been found guilty of such a breach.

(2) Such other disciplinary steps may include –

- (a) suspension without pay for no longer than three months;
- (b) demotion;
- (c) transfer to another post;
- (d) reduction in salary, allowances or other benefits; or
- (e) an appropriate fine.


  
EMPLOYEE SIGNATURE

A.M MANZINI  
PRINT NAME

  
EMPLOYER SIGNATURE

MDAKANE N.J  
PRINT NAME

Date: 30/06/2024



# **PERFORMANCE PLAN**

**Entered into by and between**

**THE KWADUKUZA MUNICIPALITY**

**And**

**CHIEF OPERATIONS OFFICER**

**MR A. M MANZINI**

## **1. Purpose**

The performance plan defines the Council's expectations of the Municipal Manager's 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 Municipal Manager's 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 Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006), inform the strategic objectives listed in the table below:

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

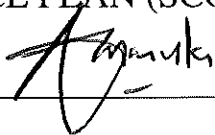
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#### 4. Key Performance Objectives and Indicators, for the Municipal Manager

The provisions and statutory time frames contained in the following legislation are required to be reported on and measured:

- 4.1 Section 157 of the Constitution of the Republic of South Africa, 1996
- 4.2 Local Government: Municipal performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Manager, 2006 (Regulation No. R805, dated 1 August 2006)
- 4.3 Regulation No. 796 (Local Government: Municipal Planning and Performance Management Regulations, 2001) dated 24 August 2001
- 4.4 Municipal Finance Management Act, 2003, in particular, but not limited to, Chapter 8. (Must include, *inter alia*, tariff policy, rates policy, credit control and debt collection policy, supply chain management policy and an unqualified Auditor General's report.)
- 4.5 Property Rates Act, 2004.
- 4.6 Municipal Structures Act, 1998, in particular, but not limited to, Chapter 5 (Powers and functions as determined by legislation or agreement)
- 4.7 Municipal Systems Act, 2000, in particular, but not limited to, sections 55 to 57
- 4.8 Any other applicable legislation specific to the Municipal Manager.

#### PERFORMANCE PLAN (SCORECARD ATTACHED)

Signed and accepted by  \_\_\_\_\_

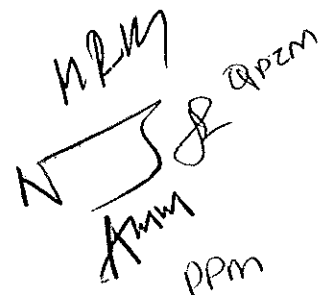
Job title: Chief Operations Officer

Date: 2024. 06. 03

Signed by the ~~MUNICIPAL MANAGER~~ on behalf of the **KWADUKUZA** Council

SIGN: 


Date: 30/06/2024

  
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# CHIEF OPERATIONS OFFICER: 2024/2025 SCORECARD

STRATEGIC OBJECTIVE	OPMS NO./ DEPARTMENTAL	PROJECT NAME	ANNUAL BUDGET & SOURCE OF FUNDING IF OTHER THAN COUNCIL	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ANNUAL TARGET	Q1 TARGET	TARGET DESCRIPTION	Q2 TARGET	TARGET DESCRIPTION	Q3 TARGET	TARGET DESCRIPTION	Q4 TARGET	TARGET DESCRIPTION	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE SECTION
<b>NATIONAL KEY PERFORMANCE AREA 1 : MUNICIPAL TRANSFORMATION &amp; INSTITUTIONAL DEVELOPMENT (WEIGHTING 20%)</b>																	
To enhance organisational performance	COO 01	Good governance meetings	R0	The number of Organisational Good Governance and Compliance Meetings held	12	12 Organisational Good Governance and Compliance Meetings held by 30 June 2025	3	Organisational Good Governance & Compliance Meetings held	3	Organisational Good Governance & Compliance Meetings held	3	Organisational Good Governance & Compliance Meetings held	3	Organisational Good Governance & Compliance Meetings held	Internal	Notice of the agenda, Minutes, attendance register	Office of the COO
To enhance organisational performance	COO 02	Data cleansing project	R36 000 000	Multi year (Year 1) -Number of Progress report on municipal data cleansing project submitted to Manco/ Exco by target date.	2	2 progress reports on Municipal Data Cleansing Project submitted to Exco by 30 June 2025	1	Progress report on Municipal Data Cleansing Project submitted to Manco/Exco.	N/A	No Target	1	Progress report on Municipal Data Cleansing Project submitted to Manco/Exco	N/A	No Target	Internal	Council/ Exco resolution or proof of item submitted to the Secretariat or the Agenda with the index page.	Special Projects
To enhance organisational performance	OPMS 05	Top layer of the SDBIP and SDBIP	R0	The turnaround time for the approval of the SDBIP by the Mayor after the approval of the Budget	28	2025/2026 Service Delivery and Budget Implementation Plan (SDBIP) approved by Mayor within 28 Days from the approval of the budget.	N/A	No target	N/A	No target	N/A	No target	28	2025/2026 Service Delivery and Budget Implementation Plan (SDBIP) approved by Mayor within 28 Days from the approval of the budget.	Internal	SDBIP signed by Mayor.	Performance Monitoring & Evaluation
To enhance organisational performance	OPMS 07	APR submission to AG	R0	The number of the Annual Performance Reports (APR-23/24) submitted to the Auditor General (AG) by target date.	1	Submission of the 2023/2024 Annual Performance Report (APR) to the Auditor General (AG) by 31 August 2024	1	Submission of the 2023/2024 Annual Performance Report (APR) to the Auditor General (AG) by 31 August 2024	N/A	No target	N/A	No Target	N/A	No Target	Internal	E-mail to Internal Audit or e-mail from Internal Audit to AGSA of confirmation of submission to AG.	Performance Monitoring & Evaluation
To enhance organisational performance	OPMS 08	Tabling of Annual Report	R0	The number of KDM 2023/2024 Annual Report tabled at Council by target date.	1	KDM 2023/2024 Annual Report is tabled at Council by 31 January 2025.	N/A	No target	N/A	No target	1	KDM 2023/2024 Annual Report is tabled at Council by 31 January 2025	N/A	No target	Internal	Council resolution or proof of item submitted to the Secretariat or the Agenda with the index page.	Performance Monitoring & Evaluation
To enhance organisational performance	OPMS 09	Oversight report	R0.	The number of MPAC Oversight reports to Council for adoption by target date.	1	Submission of the 2023/2024 Oversight report to Council for adoption by 31 March 2025	N/A	No Target	N/A	No target	N/A	Submission of the 2023/2024 Oversight report to Council for adoption by 31 March 2025	N/A	No target	Internal	Council resolution or proof of item submitted to the Secretariat or the Agenda with the index page.	Performance Monitoring & Evaluation
To enhance organisational performance	OPMS 10	Reports to EXCO or Council on Performance Information.	R0.	The number of quarterly performance reports submitted to the EXCO/ Council by target date.	4	4 quarterly performance reports submitted to the EXCO/Council by 30 June 2025.	1	Q4 2023/2024 End PMS quarterly performance report submitted to the Council	1	Q1 2024/2025 PMS quarterly performance report submitted to the Exco	1	Q2 2024/2025 PMS quarterly performance report submitted to the Council	1	Q3 2024/2025 PMS quarterly performance report submitted to the Exco	Internal	Council resolution or proof of item submitted to the Secretariat or the Agenda with the index page.	Performance Monitoring & Evaluation
To enhance organisational performance	OPMS 12	Performance Agreements made public	R0	The turnaround time for Performance Agreements to be placed on the municipal website.	14	Publication of the Performance Agreements on the municipal website 14 days after the approval of the SDBIP.	14	Publication of the Performance Agreements on the municipal website 14 working days after the approval of the SDBIP.	N/A	No target	N/A	No target	N/A	No target	Internal	Website link from the communications section.	Communications Unit
To enhance organisational performance	OPMS 13	Publication of Oversight report	R0	The turnaround time for the Publication of the Oversight Report on the Annual Report.	5	Publication of the Oversight report on the municipal website within 5 work days of Council adoption.	N/A	No target	N/A	No target	N/A	No target	5	Publication of the Oversight report on the municipal website within 5 work days of Council adoption.	Internal	Website link from the communications section.	Communications Unit
To enhance organisational performance	COO 03	Cascading of PMS	R0	The percentage implementation of cascading of the Individual Performance Management System (IPMS) from Task Grade 19 to Task Grade 12.	100%	100% Implementation of the cascading of the Individual Performance Management System (IPMS) for 21 employees from Task Grade 19 to Task Grade 12 by 30 June 2025	10%	Performance plans for 9 employees from T19 to T16 submitted to the IPMS Office by the 30 September 2024.	10%	Performance plans for 12 employees from T15 to T12 submitted to the IPMS Office by the 31 December 2024.	40%	1) Email to HR requesting reviews from T19 to T16 by 31 January 2025 (20%) 2) Adjusted scorecards for T19 to T16 submitted to IPMS office by 31 March 2025 (20%)	40%	1) Email to HR requesting reviews from T15 to T12 by 30 April 2025 (20%) 2) Adjusted scorecards for T15 to T12 submitted to IPMS office by 30 June 2025 (20%)	Internal	1) List of employees from T19 to T12 that have submitted the performance plans 2)E-mail sent to HR requesting reviews to be conducted for T19 to T12	Chief Operations Officer
<b>NATIONAL KEY PERFORMANCE AREA 2: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT (WEIGHTING 10%)</b>																	
To improve expenditure on Capital Budget	COO 04	Expenditure of Capital budget	R13 578 355	The percentage expenditure on Departmental Capital budget	90%	90% expenditure on Departmental Capex by 30 June 2025. (Total=R12 220 519)	20%	20% expenditure on CAPEX (R2 715 671)	50%	50%expenditure on CAPEX (R6 110 259)	60%	60% expenditure on CAPEX (R7 468 095)	90%	90% expenditure on CAPEX (R12 220 519)	Internal	Report from finance showing CAPEX Spend	Chief Operations Officer
To improve expenditure on operating Budget	COO 05	Expenditure on Operational Budget	R84 239 854	The percentage expenditure Departmental Operating Budget	90%	90% expenditure Departmental Operating Budget by 30 June 2025 Total (R75 815 868)	15%	15 % expenditure departmental Operating Budget (R11 372 379)	50%	50 % expenditure on departmental operating budget (R37 907 934)	60%	60 % expenditure departmental Operating Budget (R45 489 520)	90%	90 % expenditure departmental Operating Budget (R75 815 868)	Internal	Report from finance showing Budget Spent	Chief Operations Officer

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STRATEGIC OBJECTIVE	OPMS NO./ DEPARTMENTAL	PROJECT NAME	ANNUAL BUDGET & SOURCE OF FUNDING IF OTHER THAN COUNCIL	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ANNUAL TARGET	Q1 TARGET	TARGET DESCRIPTION	Q2 TARGET	TARGET DESCRIPTION	Q3 TARGET	TARGET DESCRIPTION	Q4 TARGET	TARGET DESCRIPTION	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE SECTION
To improve expenditure on operating Budget	COO 06	Management of Overtime	R444 853	The percentage expenditure on Departmental Capital budget	100%	100% of Overtime expenditure kept within the allocated budget in each quarter.	R444 853	Overtime spend expenditure kept within the budget of R444853	R444 853	Overtime spend expenditure kept within the budget of R444 853	R444 853	Overtime spend expenditure kept within the budget of R444 853	R444 853	Overtime spend expenditure kept within the budget of R444 853	Internal	Report from finance showing spend on overtime	Chief Operations Officer
To improve expenditure of capital budget	COO 07	SCM - Procurement plan	R0.	The number of Progress Reports on the Departmental Procurement Plan submitted to SCM Unit/IGG/Manco/Exco.	4	4 Progress Reports on the Departmental Procurement Plan submitted to SCM Unit/IGG/Manco/Exco by 30 June 2025	1	1 progress report for Q4 of 2023/2024 submitted SCM Unit/IGG/Manco/Exco.	1	1 progress report for Q1 of 2024/2025 submitted SCM Unit/IGG/Manco/Exco.	1	1 progress report for Q2 of 2024/2025 submitted SCM Unit/IGG/Manco/Exco.	1	1 progress report for Q3 of 2024/2025 submitted SCM Unit/IGG/Manco/Exco.	Internal	Progress Report signed by ED and submitted to SCM Unit as well as GG or Manco or Exco.	Chief Operations Officer
To improve expenditure of capital budget	COO 08	The turnaround time to submit the Departmental Procurement Plan to the SCM Unit.	R0	The turnaround time to submit the Departmental Procurement Plan to the SCM Unit.	10	Submission of the Departmental Procurement Plan to the SCM Unit within 10 days of the approval of the budget.	N/A	No target	N/A	No target	N/A	No target	10	Submission of the Departmental Procurement Plan to the SCM Unit within 10days of the approval of the budget.	N/A	e-mail submission to SCM unit of Procurement Plan	Chief Operations Officer
To ensure that the revenue of the municipality is collected and accounted for.	COO 09	Reduction of Irregular Expenditure	R0.	% maintenance of irregular expenditure	0%	The department to maintain 0% Irregular expenditure by 30 June 2023	0%	Nil departmental irregular expenditure.	0%	Nil departmental irregular expenditure.	0%	Nil departmental irregular expenditure.	0%	Nil departmental irregular expenditure.	Internal	Spreadsheet from the Expenditure Office indicating departmental irregular expenditure.	Chief Operations Officer

### NATIONAL KEY PERFORMANCE AREA 3 : LOCAL ECONOMIC DEVELOPMENT (WEIGHTING 2%)

To develop a prosperous, inclusive, transformative and diverse local economy	COO 10	Departmental Service Provider Assessments reports to Portfolio Committees.	R0.	The number of Service Provider Assessments reports submitted to Manco & SCM contract's manager on all service providers within the department by target date.	4	4 Service Provider Assessments reports submitted to Manco & SCM Contract's Manager on all service providers within the department by 30 June 2025	1	1 Service Provider Assessments reports submitted to Manco & SCM Contract's Manager on all service providers within the department for Q4 of 2023/2024	1	1 Service Provider Assessments reports submitted to Manco & SCM Contract's Manager on all service providers within the department for Q1 of 2024/2025	1	1 Service Provider Assessments reports submitted to Manco & SCM Contract's Manager on all service providers within the department for Q2 of 2024/2025	1	1 Service Provider Assessments reports submitted to Manco & SCM Contract's Manager on all service providers within the department for Q3 of 2024/2025	Internal	Quarterly Service Provider Assessment forms submitted to the Portfolio Committee	Chief Operations Officer
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### NATIONAL KEY PERFORMANCE AREA 4 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION (WEIGHTING 66%)

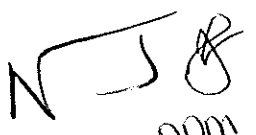
To ensure co-ordination and alignment of developmental programmes of the municipality with other spheres of government	OPMS 14	Approval of IDP	R0	The percentage adoption of the 2025/2026 IDP in line with S129 MFMA & Chapters 58.6 MSA by Council.	100%	Approval and adoption of the 2025/2026 IDP in line with S129 MFMA & Chapters 58.6 MSA by Council by 31 May 2025	1	1) Approval and adoption of the DRAFT Process Plan. 2) Advertisement for comments of the Draft Process Plan. 3) Adoption of the FINAL 2025/2026 IDP Process Plan in line with S129 MFMA & Chapters 58.6 MSA by Council by 30th of August 2024. 4) Proof of submission to COGTA of the FINAL process Plan	1	1) Advertisement of the Final Schedule of all road shows/Mayoral Izimbizo. 2) Attendance registers of all road shows/Mayoral Izimbizo.	66%	Prepare and Submit Draft IDP to council for adoption by 31 March 2025. 1) Council resolution for the adoption of the DRAFT IDP 2) advertisement for public comments	34%	1) Approval/Adoption of the 2025/2026 IDP in line with S129 MFMA & Chapters 58.6 MSA by Council by 31 May 2025. (17%) 2) Submission to Cogta within 10 days.(17%)	Internal	1) Council resolution or proof of item submitted to the Secretariat or the Agenda with the index page 2) newspaper adverts 3) IDP process plan 4) List of community needs, 5) Attendance registers of road shows attended 6) Acknowledgement of receipt from COGTA for IDP submission.	IDP Unit
To ensure co-ordination and alignment of developmental programmes of the municipality with other spheres of government	COO 11	Community Based Planning	R0	The number of community based plans (2025/2026) developed and approved in line with MSA Sec 16(1) and 29 (b)	30	30 community based plans (2025/2026) developed for all KDM wards in line with MSA Sec16(1) and 29(b) by 30 June 2025	N/A	No Target	N/A	No target	0	30 Draft community based plans developed on or by 30th of March 2025	30	30 Draft community based plans developed on or by 30th of June 2025	All wards	E-mail sent / Proof of submission to all ward councilors with copy of final community based plans	IDP Unit
To involve local communities in matters of local government	COO 12	Functionality of Ward Committees	R0	The number of reports on functionality of ward committees received, consolidated and submitted to Council.	4	4 Reports on functionality of ward committees received, consolidated and submitted to Council by 30 June 2025	1	1 report on functionality of ward committees received, consolidated and submitted to Council	1	1 report on functionality of ward committees received, consolidated and submitted to Council	1	1 report on functionality of ward committees received, consolidated and submitted to Council	1	1 report on functionality of ward committees received, consolidated and submitted to Council	Internal	1) ward committee reports 2) Council resolution or proof of item submitted to the Secretariat or the Agenda with the index page.	Public Participation Unit
To involve local communities in matters of local government	COO 13	Community Engagements	R0	The number of Community engagement meetings held	120	120 community engagement meetings held by 30 June 2025	30	30 community engagement meetings held by	30	30 community engagement meetings held	30	30 community engagement meetings held	30	30 community engagement meetings held	All wards	Attendance registers, minutes	Public Participation Unit
To provide effective and efficient Internal Audit services for Council	COO 14	Risk Based Internal Audit Plan to be approved and adopted by Audit Committee	R0.	2025/2026 Risk based Annual Internal Audit Plan to be approved by Audit Committee by target date.	1	2025/2026 Risk based Annual Internal Audit Plan to be approved and adopted by Audit Committee 30 June 2025	N/A	No target	N/A	No target	N/A	No target	1	2025/2026 Risk based Annual Internal Audit Plan to be approved and adopted by Audit Committee	All wards	1) Approved Risk Based Annual internal audit plan 2) Minutes of Audcom, Notice of meeting, agenda,	Internal Audit Section
To provide effective and efficient Internal Audit services for Council	OPMS 15	Risk Based Annual Internal Audit Plan submitted to Council	R0.	The number of Risk Based Annual Internal Audit Plan submitted to Council	1	2025/2026 Risk Based Annual Internal Audit Plan to Council by 30 June 2025	N/A	No target	N/A	No target	N/A	No target	1	2025/2026 Risk based Annual Internal Audit Plan submitted to council.	Internal	Council resolution or proof of item submitted to the Secretariat or the Agenda with the index page.	Internal Audit Section

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STRATEGIC OBJECTIVE	OPMS NO./ DEPARTMENTAL	PROJECT NAME	ANNUAL BUDGET & SOURCE OF FUNDING IF OTHER THAN COUNCIL	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ANNUAL TARGET	Q1 TARGET	TARGET DESCRIPTION	Q2 TARGET	TARGET DESCRIPTION	Q3 TARGET	TARGET DESCRIPTION	Q4 TARGET	TARGET DESCRIPTION	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE SECTION
To ensure compliance with the laws and regulations	COO 15	Clean Audit- Organisational Compliance Reports to Audit committee	RD.	The number of quarterly reports on organisational compliance with relevant laws and regulations compiled by Internal Audit and submitted to Audit Committee	4	4 quarterly reports on organisational compliance with relevant laws and regulations compiled by Internal Audit and submitted to Audit Committee by 30 June 2025.	1	Quarter 4 of 2023/2024 reports on organisational compliance with relevant laws and regulations compiled by Internal Audit and submitted to Audit Committee	1	Quarter 1 of 2024/2025 reports on organisational compliance with relevant laws and regulations compiled by Internal Audit and submitted to Audit Committee	1	Quarter 2 of 2024/2025 reports on organisational compliance with relevant laws and regulations compiled by Internal Audit submitted to Audit Committee	1	Quarter 3 of 2024/2025 report on organisational compliance with relevant laws and regulations compiled by Internal Audit submitted to Audit Committee	Internal	1) Organisational Compliance reports, 2) Audit committee Minutes or Resolution	Internal Audit Section
To ensure compliance with the laws and regulations	COO 16	Organisational Compliance Reports to MPAC	RD.	The number of quarterly reports on organisational compliance with relevant laws and regulations compiled by Internal Audit to MPAC	4	4 Quarterly reports on organisational compliance with relevant laws and regulations compiled by Internal Audit and submitted to MPAC by 30 June 2025.	1	Quarter 4 of 2023/2024 report on organisational compliance with relevant laws and regulations compiled by Internal Audit and submitted to MPAC	1	Quarter 1 of 2024/2025 report on organisational compliance with relevant laws and regulations compiled by Internal Audit submitted to MPAC	1	Quarter 2 of 2024/2025 report on organisational compliance with relevant laws and regulations compiled by Internal Audit submitted to MPAC	1	Quarter 3 of 2024/2025 reports on organisational compliance with relevant laws and regulations compiled by Internal Audit submitted to MPAC	Internal	1) Organisational Compliance reports. 2) MPAC Minutes and Resolution	Internal Audit Section
To ensure compliance with the laws and regulations	OPMS 16	Organisational Compliance Reports to EXCO /Council	RD.	The number of quarterly reports on organisational compliance with relevant laws and regulations compiled by Internal Audit and submitted to EXCO/Council	4	4 Quarterly reports on organisational compliance with relevant laws and regulations compiled by Internal Audit and submitted to EXCO/Council by 30 June 2025	1	Quarter 4 of 2023/2024 report on organisational compliance with relevant laws and regulations compiled by Internal Audit and submitted to EXCO/Council	1	Quarter 1 of 2024/2025 report on organisational compliance with relevant laws and regulations compiled by Internal Audit and submitted to EXCO/Council	1	Quarter 2 of 2024/2025 report on organisational compliance with relevant laws and regulations compiled by Internal Audit submitted to EXCO/Council	1	Quarter 3 of 2024/2025 report on organisational compliance with relevant laws and regulations compiled by Internal Audit and submitted to EXCO/Council	Internal	1) Proof of submission to the Council secretariat or Exco or Council Resolution 2) Organisational Compliance Report	Internal Audit Section
To ensure compliance with the laws and regulations	OPMS 17	Audit & Performance Audit Committee reports to Council as required by Municipal Planning & Performance Management Regulations (MPPMR) 14(4) (a) (iii) & Interims of MFMA requirements	RD.	The number of Audit and Performance Audit Committee Reports submitted to Council as required by MPPMR 14(4) (a) (iii).	4	4 Audit & Performance Audit Committee reports submitted to Council by the Audit Committee by 30 June 2025	1	2023/2024 Q4 Audit & Performance Audit Committee report submitted to Council by audit committee	1	2024/2025 Q1 Audit & Performance Audit Committee report submitted to Council by audit committee	1	2024/2025 Q2 Audit & Performance Audit Committee report submitted to Council by audit committee	1	2024/2025 Q3 Audit & Performance Audit Committee report submitted to Council by audit committee	Internal	Audit & Performance Audit Committee report submitted to Councils secretariat or Notice of the meeting or Agenda or minutes/resolution of Council.	Internal Audit Section
To ensure compliance with the laws and regulations	COO 17	Clean Audit- AG action plan reports	RD	The number of progress reports on the percentage of AG findings resolved in the AG action plan, compiled by IA and submitted to Audit comm by target date.	4	4 progress reports on the percentage of AG findings resolved in the AG action plan, compiled by IA and submitted to Audit comm by 30 June 2025.	N/A	Q4 2022/2023 progress report on the % of AG findings resolved in the AG action plan compiled by IA and submitted to Audit Committee	1	1 progress reports on the percentage of AG findings resolved in the AG action plan, compiled by IA submitted to Audit committee	1	Q2 2022/2023 progress report on the % of AG findings resolved in the AG action plan compiled by IA and submitted to Audit Committee	1	Q3 2023/2024 progress report on the % of AG findings resolved in the AG action plan compiled by IA and submitted to Audit Committee	Internal	1) Report containing of AG findings resolved in the AG action plan 2) Audit committee minutes or resolution	Internal Audit Section
To ensure compliance with the laws and regulations	COO 18	AG action plan reports to MPAC	RD	The number of progress reports on the percentage of AG findings resolved in the AG action plan, compiled by IA and submitted to MPAC by target date.	4	4 progress reports on the percentage of AG findings resolved in the AG action plan, compiled by IA submitted to MPAC by 30 June 2025	N/A	Q4 2022/2023 progress report on the % of AG findings resolved in the AG action plan compiled by IA and submitted to MPAC	1	1 progress report on the % of AG findings resolved in the AG action plan, compiled by IA submitted to MPAC	1	Q2 2022/2023 progress report on the % of AG findings resolved in the AG action plan compiled by IA and submitted to MPAC	1	Q3 2023/2024 progress report on the % of AG findings resolved in the AG action plan compiled by IA and submitted to MPAC	Internal	1) MPAC Minutes or Resolution 2) AG Action Plan report	Internal Audit Section
To ensure compliance with the laws and regulations	OPMS 18	AG action plan reports to EXCO/Council	RD.	The number of progress reports on the percentage of AG findings resolved in the AG action plan, compiled by IA and submitted to EXCO/Council	4	4 progress reports on the percentage of AG findings resolved in the AG action plan, compiled by IA and submitted to EXCO/Council by 30 June 2025	1	Q4 2023/2024 progress report on the % of AG findings resolved in the AG action plan, compiled by IA submitted to EXCO/Council	1	Q1 2024/2025 progress report on the % of AG findings resolved in the AG action plan, compiled by IA submitted to EXCO/Council	1	Q2 2024/2025 progress report on the % of AG findings resolved in the AG action plan, compiled by IA submitted to EXCO/Council	1	Q3 2024/2025 progress report on the % of AG findings resolved in the AG action plan, compiled by IA submitted to EXCO/Council	Internal	Proof of submission to the Council secretariat and Action Plan or Exco or Council Resolution.	Internal Audit Section
To provide effective and efficient Internal Audit services for Council	COO 19	Audit Projects	RD	The percentage of audit projects in the 2024/2025 Risk Based Annual Audit plan completed and submitted to Audcom.	80%	80% of audits projects in the 2024/2025 Risk Based Annual Internal Audit Plan completed and submitted to Audcom by 30 June 2025	80%	Q4 of 2023/2024 risk based annual audit plan completed and submitted to Audcom by 30 Sept 2024	30%	(i) Q4 of 2023/2023 risk based annual audit plan completed and submitted to Audcom by 30 Sept 2023. (ii) 30 % of audits projects in the 2023/2024 Risk Based Annual Internal Audit Plan completed and submitted to Audcom by 31 Dec 2023	60%	60% of audits projects in the 2024/2025 Risk Based Annual Internal Audit Plan completed and submitted to Audcom by 31 March 2025	80%	80% of audits projects in the 2024/2025 Risk Based Annual Internal Audit Plan completed and submitted to Audcom by 30 June 2025	Internal	1) Notice of meeting or agenda, 2) Minutes of meetings; and 3) Quarterly spread sheet or report showing performance against activities and progress as a %.	risk Management Office
To ensure compliance with the laws and regulations	COO 20	AG Matters	RD	The percentage of AG findings resolved in the AG action plan -Departmental	100%	100% of AG findings resolved in the AG action plan by 30 June 2025.	25%	25% resolution of AG matters contained in the 2022/23 AG action plan	50%	(i) Finalise carried over 2022/2023 AG matters contained in the AG action plan (ii) 30% resolution of AG matters contained in the 2022/2023 AG action plan	75%	75% resolution of AG matters contained in the 2022/23 AG action plan	100%	100% resolution of AG matters contained in the 2021/2022 AG action plan	Internal	1) list of AG findings contained in the AG action plan; 2) Quarterly % resolution of AG findings resolved in the AG action plan	risk Management Office
To address oversight requirements of risk management and institution's performance with regards to risk management	OPMS 19	Risk Mitigation register	RD.	The number of 2025/2026 Risk Registers adopted by council.	1	Adoption of 2025/2026 Risk Register by council by 30 June 2025.	N/A	No Target	N/A	No target	N/A	No target	1	Adoption of 2025/2026 Risk Register by Council	Internal	Council resolution or proof of item submitted to the Secretariat or the Agenda with the index page	Risk Management Office

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STRATEGIC OBJECTIVE	OPMS NO./ DEPARTMENTAL	PROJECT NAME	ANNUAL BUDGET & SOURCE OF FUNDING IF OTHER THAN COUNCIL	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ANNUAL TARGET	Q1 TARGET	TARGET DESCRIPTION	Q2 TARGET	TARGET DESCRIPTION	Q3 TARGET	TARGET DESCRIPTION	Q4 TARGET	TARGET DESCRIPTION	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE SECTION
To address oversight requirements of risk management and institution's performance with regards to risk management	OFMS 20	Risk mitigation - reports to Risk Management Committee (RMC) and Executive Committee (Exco).	RO.	The number of reports on top 10 risk action plans submitted to Risk Management Committee and EXCO	4	4 reports on strategic top 10 risk action plans submitted to RMC and EXCO by 30 June 2025	1	1 report for Q4 of 2023/2024, on strategic and Top 10 risk action plans submitted to Risk Management Committee and EXCO	1	1 report for Q1 of 2024/2025, on strategic and Top 10 risk action plans submitted to Risk Management Committee and EXCO	1	1 report for Q2 of 2024/2025, on strategic and Top 10 risk action plans submitted to Risk Management Committee and EXCO	1	1 report for Q3 of 2024/2025, on strategic and Top 10 risk action plans submitted to Risk Management Committee and EXCO	Internal	Risk management reports on strategic and Top 10 risk action plans Minutes/Resolution of RMC and EXCO or proof of item submitted to the Secretariat or the Agenda with the index page.	Risk Management Office
To ensure compliance with the laws and regulations	COO 21	Risk Registers to Council/ Exco	RO.	The number of risk reports submitted to Exco/Council	11	11 risk registers (Strategic, ICT, Fraud and 8 Operational BU Risk Registers) submitted to Council/Exco by 30 June 2025	N/A	No target	N/A	No target	N/A	No target	11	11 risk registers (Strategic, ICT, Fraud and 8 Operational BU Risk Registers) submitted Council/Exco	Internal	Risk Registers, Council/Exco resolution or proof of item submitted to the Secretariat or the Agenda with the index page.	Risk Management Office
To ensure compliance with the laws and regulations	COO 22	Risk Management reports to EXCO/Council	RO.	The number of risk management policies submitted to Exco/Council	8	8 risk management policies (Risk Management Committee Terms of Reference, Enterprise-Wide Risk Management Framework, Enterprise-Wide Risk Management Strategy, Risk Management Policy, Anti-Fraud and Corruption Strategy, Anti-Fraud and Corruption Policy and Whistle Blowing Policy) submitted to RMC by 30 June 2025	N/A	No target	N/A	No target	N/A	No target	8	8 risk management policies (Risk Management Committee Terms of Reference, Enterprise-Wide Risk Management Framework, Enterprise-Wide Risk Management Strategy, Risk Management Policy, Anti-Fraud and Corruption Strategy, Anti-Fraud and Corruption Policy and Whistle Blowing Policy) submitted to Council	Internal	Risk Management Policies, Council/Exco resolution or proof of item submitted to the Secretariat or the Agenda with the index page	Risk Management Office
To ensure compliance with the laws and regulations	COO 23	Risk Management reports to Council/EXCO	RO.	The number of risk reports submitted to Exco/Council	4	4 risk reports submitted to Exco/Council by 30 June 2025		Q4 of 2023/2024 risk report submitted to Exco/council		Q1 of 2024/2025 risk report submitted to Exco/council		Q2 of 2024/2025 risk report submitted to Exco/council		Q3 of 2024/2025 risk report submitted to Exco/council	Internal	1) Risk management reports, 2) EXCO/council resolution proof of item submitted to the Secretariat or the Agenda with the index page.	Risk Management Office
To ensure compliance with the laws and regulations	COO 24	Consequence management policy	RO	The percentage approval of consequence management policy by Council.	100%	100% approval of consequence management policy by Council by 30 June 2025	50%	Workshop on the draft of consequence management policy to Council	N/A	No target	50%	Adoption and approval of the consequence management policy by Council/ Exco	N/A	No target	Internal	1) Attendance register and notice of the workshop 2) Council/Exco Resolution or proof of item submitted to the Secretariat or the Agenda with the index page.	Chief Operation Officer
To ensure compliance with the laws and regulations	COO 25	Risk and safety assessment programme	RO	The percentage facilitation of risk and safety assessment programme for service delivery departments (Community Services, Civil & Community safety)	100%	100% facilitation of risk and safety assessment programmes for service delivery departments (Community Services, Civil & Community safety)	25%	Needs identification assessments	25%	Training on risk assessments and development of Standard operating procedures (SOP's)	25%	Identification and training of departmental risk and safety champions	25%	Consolidated progress report on risk and safety assessment programme	Internal	1) Assessment report 2) Attendance register 3) Consolidated progress report	Chief Operations Officer
To Enhance MPAC oversight function	COO 26	MPAC Oversight Programme	RO.	The number of MPAC Oversight programmes conducted	4	4 MPAC Oversight Programme conducted by 30 June 2025	1	1 programme (visit) conducted	1	1 programme (visit) conducted	1	1 programme (visit) conducted	1	1 programme (visit) conducted	Internal	Notice, Attendance register	Office of the COO
Enhancement of MPAC oversight function	COO 27	Consolidated MPAC reports	RO.	The number of MPAC consolidated reports submitted to council	4	4 MPAC consolidated reports submitted to council by 30 June 2025	1	1 MPAC consolidated report submitted to council	1	1 MPAC consolidated report submitted to council	1	1 MPAC consolidated report submitted to council	1	1 MPAC consolidated report submitted to council	Internal	Council resolutions or proof of item submitted to the Secretariat or the Agenda with the index page	Office of the COO
Enhancement of MPAC oversight function	COO 28	MPAC UIWF consolidated reports	RO.	The number of MPAC UIWF consolidated reports submitted to council	4	4 Consolidated MPAC UIWF consolidated reports submitted to council by 30 June 2025	1	1 Consolidated MPAC UIWF consolidated reports submitted to council	1	1 Consolidated MPAC UIWF consolidated reports submitted to council	1	1 Consolidated MPAC UIWF consolidated reports submitted to council	1	1 Consolidated MPAC UIWF consolidated reports submitted to council	Internal	Council resolutions or proof of item submitted to the Secretariat or the Agenda with the index page	Office of the COO
Ensure effective communication with the public	COO 29	External publications	RO.	The number of External Publications produced by target date.	4	4 External Publication produced by 30 June 2025	1	1 External Publication produced	1	1 External Publication produced	1	1 External Publication produced	1	1 External Publication produced	Internal	Copy of publication	Corporate Communications
To streamline empowerment and development of vulnerable groups	COO 30	Vulnerable Groups programmes: Senior Citizens, Disabled, Gender, Women & Children, Rights of the Child	RO.	The number of programmes conducted for vulnerable groups	10	10 Programmes conducted for vulnerable groups by 30 June 2025	3	3 Programmes on vulnerable groups conducted (a) Women's month programme. (b) Nelson Mandela Month programmes. (c) Senior citizens Golden Games	4	4 Programmes conducted: (a) Reed dance programme (b) Senior Citizens Programme (c) 16 days of activism on Gender based violence against women and children programme (d) Disability awareness	1	1 Programme conducted (a) Drug awareness programme	3	3 Programmes conducted (a) 2x Isibaya samadoda (b) Child Protection Programme.	All wards	Attendance registers	Head IGR
To streamline empowerment and development of vulnerable groups	COO 31	Consolidated Operation Sukuma Sakhe (OSS) Reports	RO.	The number of consolidated Operation Sukuma Sakhe (OSS) Reports submitted to departments	4	4 consolidated OSS reports, 1 per quarter, must be submitted to all departments. IGR to monitor and report to EXCO.	1	1 consolidated war-room intervention report on Operation Sukuma Sakhe submitted to EXCO	1	1 consolidated war-room intervention report on Operation Sukuma Sakhe submitted to EXCO	1	1 consolidated war-room intervention report on Operation Sukuma Sakhe submitted to EXCO	1	1 consolidated war-room intervention report on Operation Sukuma Sakhe submitted to EXCO	Internal	1) e-mail showing submission to all relevant departments regarding OSS matters from the IGR Unit. 2) Exco resolution or proof of item submitted to the Secretariat or the Agenda with the index page	Head IGR

  
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STRATEGIC OBJECTIVE	OPMS NO./ DEPARTMENTAL	PROJECT NAME	ANNUAL BUDGET & SOURCE OF FUNDING IF OTHER THAN COUNCIL	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ANNUAL TARGET	Q1 TARGET	TARGET DESCRIPTION	Q2 TARGET	TARGET DESCRIPTION	Q3 TARGET	TARGET DESCRIPTION	Q4 TARGET	TARGET DESCRIPTION	WARD	PORTFOLIO OF EVIDENCE	RESPONSIBLE SECTION
Ensure effective communication with the public	COO 32	Complaints management report submitted to EXCO	RD.	The number of Complaints management report submitted to EXCO	4	4 Complaints Management reports submitted to EXCO by 30 June 2025	1	1 Complaints Management report submitted to EXCO	1	1 Complaints Management report submitted to EXCO	1	1 Complaints Management report submitted to EXCO	1	1 Complaints Management report submitted to EXCO	Internal	1) EXCO resolution or proof of item submitted to the Secretariat or the Agenda with the index page 2) Complaints register report	Head IGR
Ensure effective communication with the public	COO 33	Rapid response reports	RD.	The number of Quarterly Rapid response reports submitted to Exco/Council	4	4 Quarterly Rapid Response reports submitted to EXCO/Council by 30 June 2024	1	1 Rapid response reports submitted to EXCO/Council	1	1 Rapid response reports submitted to Exco/Council	1	1 Rapid response reports submitted to Exco/Council	1	1 Rapid response reports submitted to Exco/Council	Internal	Council resolution or proof of item submitted to the Secretariat or the Agenda with the index page	Office of the Speaker
To ensure compliance with the laws and regulations	COO 34	Timeframe within which the Departmental Performance information is submitted to PM&E	RD.	The Performance Information of each department must be submitted within the allocated number of days after each quarter.	10	Requested Performance Information submitted to PM&E on the 10th of the month following quarter end.	10	Requested Performance information for Q1 submitted to PM&E by the 10 July 2024.	10	Requested Performance information for Q1 submitted to PM&E by the 10 October 2024.	5	Requested Performance information for Q2 submitted to PM&E on the 5 January 2025	10	Requested Performance information submitted to PM&E on the 10th of April 2025	Internal	e-mail sent to PM&E.	Performance Monitoring & Evaluation
To ensure compliance with the laws and regulations	COO 35	Governance	RD.	The percentage of AG findings resolved in the AG action plan	100%	100% of AG findings resolved in the AG action plan by 30 June 2025. IA to submit a progress report to Manco indicating the % of AG findings resolved in the AG action plan	25%	IA to submit a progress report to Manco indicating the 25% of AG findings resolved in the AG action plan	50%	IA to submit a progress report to Manco indicating the 50% of AG findings resolved in the AG action plan	75%	IA to submit a progress report to Manco indicating the 75% of AG findings resolved in the AG action plan	100%	IA to submit a progress report to Manco indicating the 100% of AG findings resolved in the AG action plan	Internal	1) E-mail from Project executive to the department sending them the Action Plan to update. 2) E-mail from the department to Project executive responding to the AG action Plan	Project executive
To enhance organisational performance	COO 36	C&B Indicators - readiness for National Key Performance Indicators	RD.	Number of consolidated Circular 88 National Indicators to Cogta by target date.	4	4 consolidated Circular 88 National Indicators to the Cogta by 30 June 2025	1	Quarter 4 of 2023/2024 consolidated Circular 88 National Indicators submitted Cogta.	1	Quarter 1 of 2024/2025 consolidated Circular 88 National Indicators submitted to Cogta	1	Quarter 2 of 2024/2025 consolidated Circular 88 National Indicators submitted to Cogta	1	Quarter 3 of 2024/2025 consolidated Circular 88 National Indicators submitted to Cogta	Internal	e-mail submission to Cogta with completed C&B template.	Performance Monitoring & Evaluation

**NATIONAL KEY PERFORMANCE AREA 5 : BASIC SERVICE DELIEVERY & INFRASTRUCTURE DEVELOPMENT (WEIGHTING 2%)**

To maintain and upgrade existing municipal infrastructure	COO 37	% Upgrade of ABM Infrastructure	R12 338 355	100% Upgrade of ABM Infrastructure completed by target date	100%	100% Upgrade of ABM Infrastructure completed by 30 June 2025	30%	Procurement Stage 1.TSC-10% 2.TEC-10% 3.TAC-10%	30%	1) Appointment of service provider(10%) 2) Site hand over(10%) 3) Site establishment (10%)	20%	Progress report indicating construction works done and signed off by the consultant-20%	20%	Practical Completion certificate (20%)	Internal	1.TSC minutes 2. TEC minutes 3.TAC minutes 4. Appointment letter 5. Progress report indicating construction works done and signed off by the consultant 6. Practical completion Certificate/Completion Certificate	Special Projects
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CHIEF OPERATIONS OFFICER : A.M MANZINI	MUNICIPAL MANAGER : NJ MADAKANE
SIGNATURE : 	SIGNATURE : 
DATE : 2024. 06. 07.	DATE : 12/06/2024

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