



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE MAFUBE LOCAL MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER**

JOSIE LEPOLESA RALEBENYA
(Municipal Manager)

AND

ZANDILE ELIZABETH MOFOKENG
(Director Community Services and LED)

FOR THE

2022/2023 FINANCIAL YEAR: 01 July 2022 – 30 June 2023

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Mafube Local Municipality herein represented by Lepolesa Josie Ralebenya in his capacity as the Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

and

Zandile Elizabeth Mofokeng, Employee of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b)(ii) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement within one (1) month after the beginning of each financial year of the municipality.
- 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 Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 01st of July 2022 and will remain in force until the 30th of June 2023; thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

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

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.

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- 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 standards that will be included in the performance management system as applicable to the Employee.
- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Competency Requirements (CRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CRs will account for 20% of the final assessment.
- 5.5.4 The total score must be determined using the rating calculator.
- 5.6 The Employee's assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	50 %
Municipal Institutional Development and Transformation	7%
Local Economic Development (LED)	30 %
Municipal Financial Viability and Management	7 %
Good Governance and Public Participation	6 %
Total	100%

- 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 CRs will make up the other 20% of the Employee's assessment score. CRs 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. Three of the CRs are compulsory for Municipal Managers:

COMPETENCY REQUIREMENTS FOR EMPLOYEES		
LEADING COMPETENCIES	✓	WEIGHT
Strategic Direction and Leadership		8.35
People Management		8.33

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COMPETENCY REQUIREMENTS FOR EMPLOYEES		
LEADING COMPETENCIES	√	WEIGHT
Program and Project Management		8.33
Financial Management		8.33
Change Leadership		8.33
Governance Leadership		8.33
CORE COMPETENCIES		
Moral Competence		8.33
Planning and Organising		8.35
Analysis and Innovation		8.33
Knowledge and Information Management		8.33
Communication		8.33
Results and Quality Focus		8.33
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the Employee's performance; and
- 6.1.2 the intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set timeframes.
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 6.5 The annual performance appraisal will involve:
- 6.5.1 Assessment of the achievement of results as outlined in the performance plan:**
- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.
- 6.5.2 Assessment of the CRs**
- (a) Each CR 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 CR.

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- (c) This rating should be multiplied by the weighting given to each CR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CR score.

6.5.3 Overall rating

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

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

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

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- 6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established-
- 6.7.1 Executive Mayor or Mayor;
 - 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
 - 6.7.4 Mayor and/or municipal manager from another municipality; and
 - 6.7.5 Member of a ward committee as nominated by the Executive Mayor or Mayor.
- 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 -
- 6.8.1 Municipal Manager;
 - 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
 - 6.8.4 Municipal manager from another municipality.
- 6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter (July – September 2022)	:	08 – 11 October 2022
Second quarter (October – December 2022)	:	09 – 13 January 2023
Third quarter (January – March 2023)	:	12– 15 April 2023
Fourth quarter (April – June 2023)	:	13 – 16 July 2023

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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-

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

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timorously where the exercising of the powers will have amongst others–
 - 10.1.1 a direct effect on the performance of any of the Employee's functions;
 - 10.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 a substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the total remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:
 - 11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%;and
 - 11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
- 11.3 In the case of unacceptable performance, the Employer shall–
 - 11.3.1 provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
 - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

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12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by--
- 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or
- 12.1.2 any other person appointed by the MEC.
- 12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

Whose decision shall be final and binding on both parties?

- 12.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Frankfort on this the 1st day of July 2022

AS WITNESSES:

1. [Signature]

[Signature]
EMPLOYEE (Director)

2. [Signature]

AS WITNESSES:


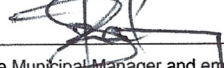
1. [Signature]

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EMPLOYER (Municipal Manager)

2. [Signature]

ANNEXURE A

PERFORMANCE PLAN

PERFORMANCE SCORECARD – SECTION 56 EMPLOYEE			
Employee Name:	Zandile Elizabeth Mofokeng	Employee Number	7001AAA
Job Title:	Director Community services and LED	Department:	Community services and LED
Manager:	Municipal Manager	Date (Financial Year):	2022 – 2023 Financial Year
Position Purpose:	To carry out the functions as the Director and head of Community services and LED in the Municipality		
The period of this Performance Plan is from 01 July 2022 to 30 June 2023			
Signed and accepted by the Director Community services and LED		Date:	
Signed by the Municipal Manager		Date:	01/07/2022
By signing this performance scorecard the Municipal Manager and employee hereby indicate their full understanding of, and agreement with the contents of the scorecard. The manager and the employee both acknowledge that this is in full compliance with the Municipality's Performance Management Policy.			

1. 1. Purpose

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The performance plan defines the council expectation of the Director Performance agreement to which this document is attached and Section 57 (5) of the Municipal System 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 and as reviewed annually.

2. Key responsibilities

The following objects of local government will inform the Director 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 organisation in the matters of local government

3. Key Performance Area

The following Key Performance Area (KPA's) as outline in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006), inform the strategic objective 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

4. Key Performance Objectives and Indicators, for the Director

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The provision 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 (Regulation No. R805, dated 1 August 2006)
- 4.3 Regulations No.796 (Local Government: Municipal Planning and Performance Management Regulation, 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 System Act 2000, in particular, but not limited to sections 55 to 57

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1.1 Directorate: Community Services
Strategic plans, office of Director Community services

5.6.1 Unit/ department: Environmental Management

National Outcome		Sustainable human settlements and improved quality of household life									
NDP Objective		Environmental Sustainability and Resilience									
Provincial strategic Objective		Sustainable Rural Development									
Pre- Determined IDP Objective		Broaden access and improve quality of municipal services									
Municipal strategic Priority		Broaden access and improve quality of municipal services									
Key Performance Area	Programmes	Key performance Indicator	Base line 2021/22	Annual Target 2022/23	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Unit of measure	Pre-Determined Evidence
Basic Service Delivery	Environment Management	Number of Percentage of households with access to basic refuse removal service.	86%	100%	100%	100%	100%	100%	Nil	Number	Acknowledgement Forms 10 Houses per Ward
		Number of Percentage of Business, Public entities and industries with access to basic refuse removal service.	100%	100%	100%	100%	100%	100%	Nil	Number	Score cards and Photos
		Number of Reviewed integrated waste management plan,	0	Develop	0	0	0	1	Nil	Number	Integrated Waste management plan and council resolution
		Number of Conducted cleaning awareness campaigns	0	1	1	0	0	0	Nil	Number	Invitations Attendance registers Photos
		Number of Developed waste management By-law	0	Develop	0	0	0	1	Nil	Number	Waste Management By-Law and council resolution
		Number of Developed Cemetery Management By-law	0	Develop	0	0	0	1	Nil	Number	Cemetery Management By-law and council resolution
		Number of Developed Open Space and Parks Management By-law	0	Develop	0	0	0	1	Nil	Number	Open space and park by-law, council resolution
		Number of Development of landfill site operations and maintenance plan	0	Develop	1	0	0	0	Nil	Number	Landfill site operations and maintenance plan, council resolution

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	Number of Eco-parks developed.	0	0	0	0	0	1	Nil	Number	Eco-Park, council resolution
	Number of Environmental forums Established	0	1	1	0	0	0	Nil	Number	Invitation, Attendance Register, Minutes/report
	Number of Environmental forum meetings held	0	4	1	1	1	1	Nil	Number	Invitation, Attendance Register, Minutes/report
	Number of Establishment of the Landfill sites	0	0	1	0	0	0	Nil	Number	Invitation, Attendance Register, Minutes/Report
	Number of Provision of household waste bins	0	1000	250	250	250	250	Nil	Number	Invitation, recipient Register, Minutes/report
	Number of Fencing of Landfill Sites	0	0	1	0	0	0	Nil	Number	Invitation, Attendance Register, Minutes/Report
	Number of Establishment of new cemeteries	0	1	1	0	0	0	Nil	Number	Invitation, Attendance Register, Minutes/Report

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5.6.2 Unit/ department: Local Economic Development (LED, Agriculture and Tourism)

National Outcome		Decent employment through inclusive economic growth									
NDP Objective		Economy and Development									
Provincial strategic Objective		Inclusive Economic growth and sustainable job creation;									
Pre- Determined IDP Objective		Create an environment that promotes the development of the local economy and facilitate job creation.									
Municipal strategic Priority		Create an environment that promotes the development of the local economy and facilitate job creation.									
Key Performance Area	Programmes	Key performance Indicator	Base line 2021/22	Annual Target 2022/23	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Unit of measure	Pre-Determined Evidence
Local Economic Development Agricultural Development	Business Development; SMME's Development; Tourism; and agriculture Development	Number of Establishment of LED Forum	0	1	1	0	0	0	Nil	Number	Invitations Agenda Munities Attendance register
		Number of LED forum meetings held	0	4	1	1	1	1	Nil	Number	Invitations Agenda Munities Attendance register
		Number of LED strategy reviewed and approved by Council	0	1	0	1	0	0	Nil	Number	LED Strategy and council resolution
		Number of Tourism strategy Developed/reviewed and approved by Council	0	1	0	1	0	0	Nil	Number	Tourism Strategy and council resolution
		Number of Agriculture development strategy/plan developed/reviewed and approved by Council	0	1	0	1	0	0	Nil	Number	Agriculture Strategy and council resolution
		Number of SMME development plan developed/reviewed and approved by Council	1	1	0	0	0	1	Nil	Number	SMME Plan, council resolution
		Number of Business Development Policy developed/reviewed	1	1	0	0	0	1	Nil	Number	Business Development Policy, council resolution

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	Number of LED programmes conducted annually	1	4	1	1	1	1	1	Nil	Number	Invitations, Agenda, Report /Minutes, Attendance register
	Number of Establishment of commonage management committee	0	1	1	0	0	0	0	Nil	Number	Invitation, Agenda, Attendance Register, Minutes/Report
	Number of commonage management committee meetings held	0	4	1	1	1	1	1	Nil	Number	Invitation, Agenda, Attendance Register, Minutes/Report

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5.6.3 Unit/ department: Social Development and Disaster Management

National Outcome		A responsive and accountable, effective and efficient local government system									
NDP Objective		Developing a capable and Development State									
Provincial strategic Objective		Efficient Administration and Good Governance									
Pre- Determined IDP Objective		Build united non-racial, integrated and safer communities.									
Municipal strategic Priority		To optimize community participation in social development initiatives									
Key Performance Area	Programmes	Key performance Indicator	Base line 2021/22	Annual Target 2022/23	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Unit of measure	Pre-Determined Evidence
Basic Service Delivery	Sport arts and culture;	Number of Establishment of sports arts and culture forum	0	Establish	0	0	0	1	Nil	Number	Invitation, Minutes, Attendance Register and Signed off Report (Director)
		Number of Sport arts and culture forums meetings held	0	4	1	1	1	1	Nil	Number	Invitation, Minutes, Attendance Register and Signed off Report (Director)
		Number of Sport arts and Culture programmes held	0	2	0	1	1	0	Nil	Number	Invitation, Attendance Register and signed off Report (Director)
		Number Sport arts and culture development policy reviewed annually and approved by Council	0	Review	0	0	0	1	Nil	Number	Sport arts and culture Policy and council resolution
		Number of Sport arts and culture development strategy	0	Develop	0	0	0	1	Nil	Number	Sport arts and culture Strategy and council resolution

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		developed and approved by Council									
	Disaster Management	Number of Disaster management policy developed and approved by Council	0	Develop	0	0	0	1	Nil	Number	Disaster management policy and council resolution
		Disaster management strategy developed and approved by Council	0	Develop	0	0	0	1	Nil	Number	Disaster management strategy and council resolution
		Climate Change Response Plan developed	0	Develop	0	0	0	1	Nil	Number	Climate Change Response Plan, council resolution

5.6.4 Unit/ department: Human settlement management

National Outcome		Sustainable human Settlements and improved quality of household life									
NDP Objective		Transforming human settlements									
Provincial Strategic Objective		Sustainable rural development									
Pre-determined IDP Objective		Build united non-racial, integrated and safer communities									
Municipal Strategic Priority											
Key Performance Area	Programmes	Key performance Indicator	Base line 2021/22	Annual Target 2022/23	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Unit of measure	Pre-Determined Evidence
Basic Service Delivery	Human Settlement	%Housing Sector Plan reviewed and submitted to Council.	0	Review	30%	0%	0%	0%	Nil	Percentage	Housing sector plan, council resolution
		Number of Site Allocation policy developed and submitted to council	0	Develop	0	0	0	1	Nil	Number	Policy, council resolution
		%Informal settlement By-law drafted and submitted to council	0	Develop	10%	0%	0%	0%	R50 000.00 (gazetting the document)	Percentage	Informal settlement by-law, council resolution

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	Percentage of Submitted building plans assessed within 60 days of receipt.	50%	80%	0%	50%	25%	25%	Nil	Percentage	Building plans Register
	Percentage of Approved building plans inspections conducted as per industry standards.	50%	80%	80%	80%	80%	80%	Nil	Percentage	Register, reports
	Number of Reports prepared and submitted to council on building plans contravening the NBRBS Act 103 of 1977	0	4	1	1	1	1	Nil	Number	Reports
	Building Plan by-laws developed and submitted to council	0	Develop	0	0	0	1	Nil	Number	By-Law building plans, council resolution

5.6.5 Unit/ department: Urban Planning

National Outcome		Sustainable human settlements and improved quality of household life									
NDP Objective		Transforming Human Settlements									
Provincial strategic Objective		Sustainable Rural Development									
Pre- Determined IDP Objective		Build united non-racial, integrated and safer communities.									
Municipal strategic Priority		Building/Developing integrated human settlements									
Key Performance Area	Programmes	Key performance Indicator	Base line 2021/22	Annual Target 2022/23	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Unit of measure	Pre-Determined Evidence
Municipal Transformation and Institutional Development	Urban Planning	Number of Spatial Development Framework reviewed and submitted to council	0	1	0	0	0	1	R1 300 000	number	Spatial Development framework and council resolution
		Percentage of Land Development / Use Applications received and addressed.	100%	100%	25%	25%	25%	25%	Nil	Percentage	LDA Register and Reports/ Response letters
		Percentage of the Land Audit document	0	75%	10%	15%	25%	25%	R1 437 000	Percentage	Land Audit reports

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	Percentage Township Establishment on the remaining extent of the farm dorp Frankfort 74-RD	75%	25%	15%	10%	0%	0%	R752 662.50	Percentage	Reports
	Percentage of the formalised informal settlement in Frankfort, Namahadi	0	50%	5%	10%	15%	20%	R520 000.00	Percentage	Report
	Percentage of the formalised informal settlement in Villiers, Qalabojtha	0	50%	5%	10%	15%	20%	R350 000.00	Percentage	Reports
	Percentage of the of the Proposed Township Establishment in Frankfort, Namahadi	0	50%	5%	10%	15%	20%	R5 670 000	Percentage	Reports
	Percentage of the of the Proposed Township Establishment in Villiers	0	50%	5%	10%	15%	20%	R1 450 000	Percentage	Report

Signed and accepted by: [Signature]

Job title: DIRECTOR Community Services & LEP

Date: _____

Signed by the Municipal Manager on behalf of the Mafube Local Municipality Council

Date: 01/07/2020

[Signature]

6. Consolidated Score Sheet

Key Performance Area	Weighting	Municipal Managers' Rating	Director ' Rating	Final / Consolidated Score	Reason for Final Score
1					
2					
3					
4					
5					
6					
7					
Total:	100	Final Score			

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7. CONTROL SHEET

TO BE UPDATED BY MUNICIPAL MANAGER

PLANNING PHASE			
Date of 1 st planning meeting		Date of 2 nd planning meeting	
Date copy of performance plan handed to Director		Acting Municipal Manager	

COACHING PHASE

(Keep a record of meetings held to give feedback to the Director on performance related issues)	
Date of Feedback Meeting	Performance issue discussed and corrective action to be taken

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