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## **DR NKOSAZANA DLAMINI-ZUMA MUNICIPALITY**

### **PERFORMANCE AGREEMENT**

Made and entered into by and between

#### **DR NKOSAZANA DLAMINI ZUMA MUNICIPALITY**

(represented by Nkosiyezwe Cyprian Vezi in his duly-authorized capacity as Municipal  
Manager of the municipality, hereinafter referred to as the Employer)

and

**Thobeka Immaculate Dawe**

(SENIOR MANAGER: DEVELOPMENT AND TOWN PLANNING)

(Hereinafter referred to as the Employee)

Financial year 01 July 2023 to 30 June 2024

## **INTRODUCTION**

1. (1) The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) – managers' employment contracts to be in writing - 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".

(2) Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the parties, requires the parties to conclude an annual Performance Agreement. The employer must conclude a Performance Agreement within 60 days of assumption of duty and renew it annually within one month of the commencement of the beginning of the financial year.

(3) The parties will 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 the local government policy goals as defined in the municipality's IDP.

(4) The parties will ensure that there is compliance with the Municipal Systems Act Sections 57(4A) – MFMA responsibilities of the accounting officer regarded as being included in this performance agreement, 57(4B) – payment of bonuses, and 57(5) – performance objectives and targets to be practical, measurable and based on the KPIs set out in the IDP.

## **2. PURPOSE OF THIS AGREEMENT**

The purpose of this Agreement is to –

**2.1** comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the contract of employment entered into between the parties;

**2.2** communicate to the Employee the Employer's performance expectations and accountabilities by specifying objectives and targets as defined in the IDP, SDBIP and budget of the municipality;

**2.3** specify accountabilities as set out in the Performance Plan (in a format substantially compliant with Appendix "A");

**2.4** monitor and measure performance against set targeted outputs;

**2.5** appropriately reward the Employee in the event of outstanding performance; and

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

## **3 COMENCEMENT AND DURATION**

**3.1** This Agreement will commence on the **01 July 2023** and will remain in force in line with the Employment agreement until **30 June 2024** where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof, if applicable.

**3.2** The parties will review the provisions of this Agreement during June each year and will conclude a new Performance Agreement (and Performance Plan and Personal Development Plan) that replaces this Agreement at least once a year but not later than one month after the commencement of the new financial year, in line with the Employment Agreement.

**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.

**3.6** Any significant amendments/ deviations referred to in 3.4 and 3.5 above must take cognisance of, where relevant, the requirements of sections 34 (annual review and amendment of the integrated development plan) and 42 (community to be involved in setting performance indicators and targets) of the Systems Act, and must be done in terms of regulation 4 (5) (submission of employment contracts and performance agreements to the provincial and national ministers responsible for local government) of the Local Government: Municipal Performance Regulations for Municipal Managers and managers directly accountable to the Municipal Manager, 2006 ("the Regulations");

#### **4 PERFORMANCE OBJECTIVES**

**4.1** The Performance Plan (Appendix "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 Appendix "A" are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer, 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.

#### **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 itself, management and municipal staff of the Employer.

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

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

**6.1** 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.

**6.2** The criteria upon which the performance of the Employee shall be assessed, shall consist of two components, both of which shall be contained in the Performance Agreement.

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

**6.2.2** KPAs covering the main areas of work (KPAs) will account for 80% and CFSs will account for 20% of the final assessment.

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

**6.3** The Employee's assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Appendix "A"- **objectives that are specific to the office of the Manager: Public Works and Basic Services**) 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) - FOR THE KPAs PER<br>ANNEXURE A | Weighting   |
|--|-------------|
| Basic Service Delivery   | 0%          |
| Municipal Institutional Development and Transformation         | 0%          |
| Social and Local Economic Development (LED)                    | 45%         |
| Municipal Financial Viability and Management                   | 5%          |
| Good Governance and Public Participation                       | 5%          |
| Cross-cutting interventions                                    | 45%         |
| <b>Total</b>   | <b>100%</b> |

6.4 The Leading Competencies (LCs) and Core Competencies (CC's) set out in Annexure A of the Local Government: Competency Framework for Senior Managers (Government Gazette No. 37245 dated 17 January 2014), will make up the other 20% of the Employee's assessment score. There is no hierarchical connotation and all competencies are essential to the role of a senior manager. All competencies must therefore be included in the assessment and weighted equally as follows:

| LEADING COMPETENCIES                        | Driving competency (of the leading competency)  | WEIGHT      |
|---|---|-------------|
| <b>Strategic Direction and Leadership</b>   | <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>         | 8.333%      |
| <b>People Management</b>                    | <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> | 8.333%      |
| <b>Programme and Project Management</b>     | <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>               | 8.333%      |
| <b>Financial Management</b>                 | <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>  | 8.333%      |
| <b>Change Leadership</b>                    | <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>                                       | 8.333%      |
| <b>Governance Leadership</b>                | <ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Co-operative Governance</li> </ul>   | 8.333%      |
| <b>CORE COMPETENCIES</b>                    |   |             |
| <b>Moral Competence</b>                     |   | 8.333%      |
| <b>Planning and Organising</b>              |   | 8.333%      |
| <b>Analysis and Innovation</b>              |   | 8.333%      |
| <b>Knowledge and Information Management</b> |   | 8.333%      |
| <b>Communication</b>                        |   | 8.333%      |
| <b>Results and Quality Focus</b>            |   | 8.333%      |
| <b>Total Percentage</b>                     |   | <b>100%</b> |

6.4 The employee specifically acknowledges that, in addition to the leading and core competencies, focus must also be placed upon the eight *Batho Pele* principles:

- Consultation
- Setting service standards
- Increasing access
- Ensuring courtesy
- Providing information
- Openness and transparency
- Redress
- Value for money

## 7. EVALUATING PERFORMANCE

7.1 The Performance Plan/scorecard (Appendix "A") to this Agreement sets out –

7.1.1 the standards and procedures for evaluating the Employee's performance; and

7.1.2 the intervals for the evaluation of the Employee's performance.

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

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan (in a format substantially compliant with Appendix "B") as well as the actions agreed to, and implementation must take place within set time frames.

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

7.5 The annual performance appraisal will involve:

### 7.5.1 Assessment of the achievement of results as outlined in the performance plan (Annexure A):

(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 (including the KPA weighting factors) must then be used to add the scores and calculate a final KPA score.

(d) The outcome scores, arising from items 7.5.1 (a) to (c) above, for each national KPA on Annexure A, will then be weighted with the percentages agreed to in paragraph 6.3 above.

### 7.5.2 Assessment in terms of the Leading Competencies (LCs) and Core Competencies (CCs) as set out in the Competency Framework Structure for Senior Managers

(a) Each LC and CC should be assessed according to the extent to which the specified standards (achievement levels) have been met: **basic, competent, advanced and superior** (refer to Annexure A of the Local Government: Competency Framework for Senior Managers (Government Gazette No. 37245 dated 17 January 2014 for the standards set for each achievement level).

(b) An indicative rating on the five-point scale should be provided for each CMC (**basic = 2 points, competent = 3 points, advanced = 4 points and superior = 5 points**).

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

### 7.5.3 Overall rating

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

7.6 The assessment of the performance of the Employee will be based on the following rating scale for the KPA's (but not the CFSs):

| Level | Terminology                                  | 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. |

7.7 For purposes of evaluating the performance an evaluation panel constituted in terms of **Regulation 27(4)(e)** will be established.

## 8. SCHEDULE FOR PERFORMANCE REPORTING, MONITORING, EVALUATION AND REVIEW

8.1 The performance of the Employee in relation to his performance agreement shall be monitored and evaluated on or about the following dates with the stipulation that the reviews for the second and fourth quarter will be recorded in writing. Quarterly evaluations will be subject to an internal audit process being concluded. The first and third quarter reviews may be verbal if performance is satisfactory:

| QUARTER | PERIOD                   | REVIEW TARGET DATE |
|---------|--------------------------|--------------------|
| First   | July to September 2023   | 31 October 2023    |
| Second  | October to December 2023 | 31 January 2024    |
| Third   | January to March 2024    | 30 April 2024      |

| QUARTER        | PERIOD             | REVIEW TARGET DATE   |
|----------------|--------------------|--|
| Fourth /Annual | April to June 2024 | 31 July 2024 (as a basis for preparation of the 2023/24 Annual Report) |

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

**8.3** The Employee is responsible for maintaining a Portfolio of Evidence, which must be made available at the informal and formal evaluation sessions, and for audit purposes

**8.4** Performance scoring and feedback shall be based on the Employer's assessment of the Employee's performance against Actuals reported and evidence provided.

**8.5** The Employer will be entitled to review and make reasonable changes to the provisions of Appendix "A" in line with Mid Year Assessment for operational reasons. The Employee will be fully consulted before any such change is made.

**8.6** The Employer may amend the provisions of Appendix "A" whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

## **9. DEVELOPMENTAL REQUIREMENTS**

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

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

**10.1** The Employer shall –

**10.1.1** create an enabling environment to facilitate effective performance by the employee;

**10.1.2** provide access to skills development and capacity building opportunities;

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

**10.1.4** on the request of the Employee delegate such powers reasonably required by the Employee to enable him/ her to meet the performance objectives and targets established in terms of this Agreement; and

**10.1.5** 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.

## **11. CONSULTATION**

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

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

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



**11.1.3** a substantial financial effect on the Employer.

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

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

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

**12.1.2** A performance bonus may be paid in terms of **section 32(2)** of the Local Government: Municipal Performance Regulations, 2006 and any other policy of Council,

**12.2** In the case of unacceptable performance, the Employer must implement Procedures for dealing with substandard performance as prescribed in section 16 of the Local Government: Disciplinary Code and Procedures for Senior Managers which is attached hereto as Appendix C.

**12.3.1 12.3.1 Negative audit outcomes i.e. disclaimed audit opinion, adverse audit opinion and qualified audit opinion shall be regarded as poor performance and the Municipal Council shall not authorise the payment of performance bonuses to an Employee (Senior Manager) in the event of a negative audit outcome.**

**12.3.1.2 As part of consequence management the Municipal Council shall not authorise the payment of performance bonuses to Senior Managers who will be found after an investigation by the Municipal Public Accounts Committee (MPAC) responsible for the Unauthorised, Irregular, Fruitless and Wasteful Expenditure.**

## **13. DISPUTE RESOLUTION**

**13.1** Any disputes about the nature of the Employee's **performance agreement**, whether it relates to key responsibilities, priorities, methods of assessment, and/ or salary increment in the agreement, must–

**13.1.1** in the case of the Municipal Manager be mediated by the MEC for local government in the province, or any other person appointed by the MEC within thirty (30) days of receipt of a formal dispute from the employee; and

**13.1.2** 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;

**13.2** Any disputes about the outcome of the employee's **performance evaluation**, must -

**13.2.1** In the case of the Municipal Manager be mediated by 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 appointed by the MEC; and

**13.2.2.** In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e), within thirty (30) days of receipt of a formal dispute from the employee;

## **14. GENERAL**

1Dr Nkosazana Dlamini-Zuma Municipality: Performance Agreement 1 July 2023 to 30 June 2024: MRS TI DAWE

**14.1** The contents of this agreement must be made available to the public by the Employer in terms of the MFMA - section 53 (3) (b).

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

**14.3** The performance assessment results of the 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.

**CONFIRMATION:**

|  |  |
|--|--|
| <b>Signed and accepted: Mrs TI Dawe</b>        |              |
| <b>Signed and accepted by Mr.NC Vezi</b>       |               |
| <b>Date Performance Plan signed</b>            | 03 July 2023   |
| <b>Witness Number One : Name and Signature</b> | PK Phoswa  |
| <b>Witness Number Two : Name and Signature</b> |            |

**APPENDIX A**  
(TO THE PERFORMANCE AGREEMENT)

**2023/24 PERFORMANCE PLAN**

Refer to the attached SDBIP/SCORECARD

| 2023/2024 FINAL SDBIP FOR DEVELOPMENT AND TOWN PLANNING SERVICES  |         |             |  |   |   |   |  |  |  |  |   |                               |               |   |
|---|---------|-------------|--|---|---|---|--|--|--|--|---|-------------------------------|---------------|---|
| NATIONAL KPA 6: CROSS CUTTING INTERVENTIONS AND SPATIAL DEVELOPMENT   |         |             |  |   |   |   |  |  |  |  |   |                               |               |   |
| PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS ) 5 ENVIRONMENTAL SUSTAINABILITY PROVINCIAL GROWTH & DEVELOPMENT STRATEGY GOAL 7: SPATIAL EQUITY |         |             |  |   |   |   |  |  |  |  |   |                               |               |   |
| GENERAL KPI:  |         |             |  |   |   |   |  |  |  |  |   |                               |               |   |
| BACK 2 BASICS PILLAR 2: DELIVERING BASIC SERVICES   |         |             |  |   |   |   |  |  |  |  |   |                               |               |   |
| IDP NO.   | WARD    | GENERAL KPI | STRATEGIC OBJECTIVE                                | PROJECT                                   | KEY PERFORMANCE INDICATOR   | BASELINE  | ANNUAL TARGET  | QUARTER 1  | QUARTER 2  | QUARTER 3 TARGET   | QUARTER 4 TARGET  | RESPONSIBLE DEPARTMENT        | ANNUAL BUDGET | PORTFOLIO OF EVIDENCE   |
|   |         |             |  |   |   |   |  | BUDGET PROJECTIONS   | BUDGET PROJECTIONS   | BUDGET PROJECTIONS   | BUDGET PROJECTION \$  |                               |               |   |
| DTPS 01   | All     | N/A         | To improve and optimise land usage by 30 June 2026 | Review of Spatial Development Framework   | Number of Spatial Development Frameworks reviewed   | Reviewed 2021/2022 Spatial Development Framework  | 1 Spatial Development Framework Reviewed   | Inception Report   | Status Quo Report  | 1 Draft SDF reviewed and noted by Council  | 1 Final SDF adopted by Council  | Development and Town Planning | Operational   | Quarter1:<br>(1) Inception Report<br><br>Quarter 2:<br>(1) Status Quo Report<br><br>Quarter 3:<br>(1) Draft SDF<br>(2) Council Resolution for noting Draft SDF<br><br>Quarter 4:<br>(1) Final SDF<br>(2) Council resolution for Adoption of Final SDF |
| DTPS 02   | Ward 14 | N/A         |  | Creighton Subdivision Layout Plan Phase 1 | Proof of submission of the General Plans to the Surveyor General for approval.  | 1 Inception and 1 Status Quo Reports developed in 2021/2022   | Submission of General Plans to the Surveyor General for approval.  | Compiling and submitting of SPLUMA application   | Public participation process of SPLUMA Application and approval by the MPT   | Actual surveying of sites  | Submission of General Plans to Surveyor General for approval and Close Out Report.  | Development and Town Planning | R360 000      | Quarter1:<br>Applications Register<br>Quarter 2:<br>(1) Proof of Advert and Site Notice<br>(2) Record of decision<br>Quarter 3<br>Survey Report<br>Quarter 4<br>Proof of submission to the Surveyor General   |
| DTPS 03   | Ward 10 | N/A         |  | Formalization of Khenena Area (Bulwer)    | Proof of submission of the General Plans to the Surveyor General for approval.  | Application was under public participation process in 2021/2022 Financial Year.   | Submission of General Plans to the Surveyor General for approval.  | Compiling and submitting of SPLUMA application   | Public participation process of SPLUMA Application and approval by the MPT   | Actual surveying of sites  | Submission of General Plans to Surveyor General for approval and Close Out Report.  | Development and Town Planning | R400 000      | Quarter1:<br>Applications Register<br>Quarter 2:<br>(1) Proof of Advert and Site Notice<br>(2) Record of decision<br>Quarter 3<br>Survey Report<br>Quarter 4<br>Proof of submission to the Surveyor General   |
| DTPS 04   | All     | N/A         |  | Land Development Management               | Percentage of Land Development Applications processed within 60 days from the closing date of comments or confirmation that the application is complete in line with SPLUMA | 100% of Land Development Applications processed within 60 days from closing date of comments or confirmation that the application is complete in line with SPLUMA in 2021/2022 Financial Year | 100 % of Land Development Applications processed within 60 days from closing date of comments or confirmation that the application is complete and in line with SPLUMA | 100 % of land development applications processed within 60 days from closing date of comments or confirmation that the application is complete | 100 % of land development applications processed within 60 days from closing date of comments or confirmation that the application is complete | 100 % of land development applications processed within 60 days from closing date of comments or confirmation that the application is complete | 100% of land development applications processed within 60 days from closing date of comments or confirmation that the application is complete | Development and Town Planning | Opex          |   |

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| 2023/2024 FINAL SDBIP FOR DEVELOPMENT AND TOWN PLANNING SERVICES  |        |  |   |  |  |   |  |  |   |   |   |                               |               |   |
|---|--------|--|---|--|--|---|--|--|---|---|---|-------------------------------|---------------|---|
| NATIONAL KPA 6: CROSS CUTTING INTERVENTIONS AND SPATIAL DEVELOPMENT   |        |  |   |  |  |   |  |  |   |   |   |                               |               |   |
| PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS ) 5 ENVIRONMENTAL SUSTAINABILITY PROVINCIAL GROWTH & DEVELOPMENT STRATEGY GOAL 7: SPATIAL EQUITY |        |  |   |  |  |   |  |  |   |   |   |                               |               |   |
| GENERAL KPI:  |        |  |   |  |  |   |  |  |   |   |   |                               |               |   |
| BACK 2 BASICS PILLAR 2: DELIVERING BASIC SERVICES   |        |  |   |  |  |   |  |  |   |   |   |                               |               |   |
| IDP NO.   | WARD   | GENERAL KPI  | STRATEGIC OBJECTIVE   | PROJECT  | KEY PERFORMANCE INDICATOR  | BASELINE  | ANNUAL TARGET  | QUARTER 1  | QUARTER 2   | QUARTER 3 TARGET  | QUARTER 4 TARGET  | RESPONSIBLE DEPARTMENT        | ANNUAL BUDGET | PORTFOLIO OF EVIDENCE   |
|   |        |  |   |  |  |   |  | BUDGET PROJECTIONS   | BUDGET PROJECTIONS  | BUDGET PROJECTIONS  | BUDGET PROJECTIONS  |                               |               |   |
| DTPS 05   | All    | N/A  |   | Approval of Building Plans   | Turn around time and percentage of building plans processed in line with NBR | 100 % of Building plans approved within 30/60 days from the date of receipt | Turn-around time and percentage of building plans processed in line with NBR   | % of building plans processed within 30/60 days from the date of receipt | % of building plans processed within 30/60 days from the date of receipt  | % of building plans processed within 30/60 days from the date of receipt                                  | % of building plans processed within 30/60 days from the date of receipt                                      | Development and Town Planning | Opex          | <p>Quarter 1:<br/>Building Plans Register with actual date for receipt and approval</p> <p>Quarter 2:<br/>Building Plans Register with actual date for receipt and approval</p> <p>Quarter 3:<br/>Building Plans Register with actual date for receipt and approval</p> <p>Quarter 4:<br/>Building Plans Register with actual date for receipt and approval</p> |
| DTPS 06   | Ward 3 | N/A  |   | Review of Underberg Precinct Plan  | Number of Precinct Plans approved by Council                                 | New Project   | 1 Precinct Plan approved by Council  | Procurement Processes  | Inception & Status Quo Report   | Development of Draft Precinct Plan  | 1 Final Precinct Plan adopted by Council  | Development and Town Planning | R458,000      | <p>Quarter 1:<br/>(a) Terms of Reference<br/>(b) Appointment Letter</p> <p>Quarter 2:<br/>(a) Inception Report<br/>(b) Status Quo Report</p> <p>Quarter 3:<br/>Draft Precinct Plan</p> <p>Quarter 4:<br/>(a) Final Precinct Plan<br/>(b) Council Resolution</p>   |
| DTPS 07   | All    | The number of jobs created through Municipality's, Local Economic Development initiatives including Capital Projects | To promote and support Local Economic Development through capacity building, forming of partnerships, co-operatives support with Materials and Equipments by 30 June 2026 | Training and Skills Empowerment of Emerging Enterprises: in the Agriculture, Block Manufacturing, Fashion Design, Informal Trade and Tourism And Support | Number of Emerging Enterprise's trainings conducted on various skills        | 12 Emerging Enterprises were trained on various skills in 2021/2022         | 09 Skills Trainings Sessions conducted for Emerging Enterprises and Individuals in the various sectors of the local economy. | N/A  | 1. Fashion Design Training (R90 000.00)<br>2. Events Management Training (R150 000.00)<br>3. Blockmaking Training (R180 000.00) | 1. Plumbing Training (R200 000.00)<br>2. Pipe fitter (R100 000.00)<br>3. Carpentry Training (R200 000.00) | 1. Plant Production Training (R0)<br>2. Carpentry Training (R200 000.00)<br>3. Welding Training (R150 000.00) | DTPS - LED & Tourism          | R755,00       | <p>Q1-Q4</p> <p>1. Attendance Register.<br/>2. Signed Closeout Report<br/>3. Training Manual</p>  |
|   |        |  |   |  |  |   |  |  | R 420 000.00  | R 500 000.00  | R 350 000.00  |                               |               |   |

| 2023/2024 FINAL SDBIP FOR DEVELOPMENT AND TOWN PLANNING SERVICES  |      |   |   |   |  |   |   |  |  |  |  |                        |               |  |
|---|------|---|---|---|--|---|---|--|--|--|--|------------------------|---------------|--|
| NATIONAL KPA 6: CROSS CUTTING INTERVENTIONS AND SPATIAL DEVELOPMENT   |      |   |   |   |  |   |   |  |  |  |  |                        |               |  |
| PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS ) 5 ENVIRONMENTAL SUSTAINABILITY PROVINCIAL GROWTH & DEVELOPMENT STRATEGY GOAL 7: SPATIAL EQUITY |      |   |   |   |  |   |   |  |  |  |  |                        |               |  |
| GENERAL KPI:  |      |   |   |   |  |   |   |  |  |  |  |                        |               |  |
| BACK 2 BASICS PILLAR 2: DELIVERING BASIC SERVICES   |      |   |   |   |  |   |   |  |  |  |  |                        |               |  |
| IDP NO.   | WARD | GENERAL KPI   | STRATEGIC OBJECTIVE   | PROJECT   | KEY PERFORMANCE INDICATOR  | BASELINE  | ANNUAL TARGET   | QUARTER 1                                    | QUARTER 2                                    | QUARTER 3 TARGET                             | QUARTER 4 TARGET                             | RESPONSIBLE DEPARTMENT | ANNUAL BUDGET | PORTFOLIO OF EVIDENCE  |
|   |      |   |   |   |  |   |   | BUDGET PROJECTIONS                           | BUDGET PROJECTIONS                           | BUDGET PROJECTIONS                           | BUDGET PROJECTIONS                           |                        |               |  |
| DTPS 08   | All  | The number of jobs created through Municipalities, Local Economic Development Initiatives including Capital Project   | To promote and support Local Economic Development through capacity building, forming of partnerships, co-operatives support with Materials and Equipments by 30 June 2026 | Material and Equipment Support to Emerging Enterprises: Coops, Crafters, & SMMEs. | Number of SMMEs and Coops supported with material and equipment  | 40 SMMEs and Cooperatives were supported with material and equipment in 2021/2022 | 40 businesses supported with material and equipment             | Evaluation of Community Requests             | 20 requisitions submitted to SCM             | 20 requisitions submitted to SCM             | 40 hand overs                                | DTPS - LED & Tourism   | R1 950 000,00 | Q1- Report on Evaluation of requests and attendance register Q2-Q3 proof of submission of requests to SCM Q4- Delivery Note and beneficiaries register |
| DTPS 09   | All  | The number of jobs created through Municipalities, Local Economic Development initiatives including Capital Project   | To promote and support Local Economic Development and Tourism through capacity building, forming of sustainable partnerships by 30 June 2026                              | Coordination of LED and Tourism Structures or Stakeholders                        | Number of LED and Tourism Stakeholder Forums Coordinated   | 4 LED & 4 Tourism Stakeholder Forum meetings coordinated in 2021/2022.            | 4 LED & Tourism Forum Meetings conducted                        | 1 LED & Tourism Forum Meeting                | 1 LED & Tourism Forum Meeting                | 1 LED & Tourism Forum Meeting                | 1 LED & Tourism Forum Meeting                | DTPS - LED & Tourism   | R16 000,00    | Q1-4- attendance Registers, Signed Minutes of the meetings   |
| DTPS 10   | All  | The number of jobs created through Municipalities, Local Economic Development Initiatives including Capital Project   | To promote and support Local Economic Development through capacity building, forming of partnerships, co-operatives support and market access by 30 June                  | Partnerships for Economic Development Initiatives.                                | Number of Partnerships created with Business & Social Partners to facilitate social compact and poverty alleviation. | New Project   | 4 Meetings for Partnership creation and stakeholder engagement. | R4000.00<br>1 stakeholder engagement meeting | R4000.00<br>1 stakeholder engagement meeting | R4000.00<br>1 stakeholder engagement meeting | R4000.00<br>1 stakeholder engagement meeting | DTPS - LED & Tourism   | R16 000,00    | Q1-4- Attendance Register & Signed Minutes   |
| DTPS 11   | All  | The number of jobs created through Municipalities, Local Economic Development Initiatives including Capital Project   | To develop, transform and promote tourism through engagement of local and external communities in the tourism value chain by 30 June 2026                                 | Provide support to community tourism initiatives, organizations and individuals.  | Number of tourism initiatives conducted.   | 2 Tourism awareness campaigns conducted in the 2021/2022 Financial Year.          | 4 Tourism Awareness Campaigns Conducted                         | R4000.00<br>1 Tourism Awareness programme    | R4000.00<br>1 Tourism Awareness programme    | R4000.00<br>1 Tourism Awareness programme    | R4000.00<br>1 Tourism Awareness programme    | DTPS - LED & Tourism   | R19 000,00    | Q1-Q4- Attendance Register/MOU, Report, photos   |
| DTPS 12   | All  | Facilitation and Coordination of market exposure of local businesses through attendance of various Trade Exhibitions. | To attend trade exhibition and provide market access to our local business by 30 June 2026  | Trade Exhibitions attendance  | Number of Trade Exhibitions Attended   | 2 Shows Attended in 2021/2022 Financial Year                                      | 2 Shows Attended  | R10 000.00<br>NA                             | RR3000.00<br>NA                              | R3000.00<br>1 show attended                  | R3000.00<br>1 show attended                  | DTPS - LED & Tourism   | R20 000,00    | Q3-Q4 Report with photos   |
|   |      |   |   |   |  |   |   |  |  |  |  |                        | R10 000.00    | R10 000.00   |

2023/2024 FINAL SDBIP FOR DEVELOPMENT AND TOWN PLANNING SERVICES  
 NATIONAL KPA 6: CROSS CUTTING INTERVENTIONS AND SPATIAL DEVELOPMENT  
 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS) & ENVIRONMENTAL SUSTAINABILITY PROVINCIAL GROWTH & DEVELOPMENT STRATEGY GOAL 7: SPATIAL EQUITY  
 GENERAL KPI:  
 BACK 2 BASICS PILLAR 2: DELIVERING BASIC SERVICES

| IDP NO. | WARD | GENERAL KPI  | STRATEGIC OBJECTIVE  | PROJECT   | KEY PERFORMANCE INDICATOR   | BASELINE  | ANNUAL TARGET                                 | QUARTER 1          | QUARTER 2          | QUARTER 3 TARGET   | QUARTER 4 TARGET   | RESPONSIBLE DEPARTMENT | ANNUAL BUDGET | PORTFOLIO OF EVIDENCE  |
|---------|------|--|--|---|---|---|---|--------------------|--------------------|--------------------|--------------------|------------------------|---------------|--|
|         |      |  |  |   |   |   |   | BUDGET PROJECTIONS | BUDGET PROJECTIONS | BUDGET PROJECTIONS | BUDGET PROJECTIONS |                        |               |  |
| DTPS 13 | All  | N/A  | To improve organisational performance for effective service delivery by 30 June 2026                 | Submission of Back to Basics reports                      | Number of Back-to-Basics reports submitted to the Office of the MM                      | 4 Quarterly reports B2B reports submitted to Office of The MM | 4   | 1                  | 1                  | 1                  | 1                  | DTPS - LED & Tourism   |               | Quarter 1-Quarter 4<br>Progress Reports on Back to Basics<br>Proof of Submission to MMs office   |
| DTPS 14 | All  | N/A  | To improve revenue management for effective service delivery and financial viability by 30 June 2026 | Revenue Enhancement                                       | Number of projects implemented to enhance municipal revenue                             | 1 Project implemented to enhance municipal revenue            | 1   | N/A                | 1                  | N/A                | 1                  | DTPS - LED & Tourism   | NR<br>N/A     | Quarter 1&3<br>NA<br>Quarter 2 & 4<br>Detailed report indicating number of projects implemented to enhance municipal revenue           |
| DTPS 15 | All  | The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of municipality's integrated development plan | To inculcate a culture of good governance compliance and effective internal controls by 30 June 2026 | Capital budget expenditure                                | Percentage of a municipality's annual capital budget actually spent on capital projects | 100% Spending of DTPS & LED capital expenditure               | 90 % Spending of DTPS&LED capital expenditure | 25%                | 50%                | 60%                | 90%                | DTPS-LED& Tourism      | N/A           | Quarter 1-4<br>Detailed Capital Budget report  |
| DTPS 16 | All  | NA   | To improve organisational performance for effective service delivery by 30 June 2026                 | Coordination of Individual Performance Management systems | Number of IPMS assessments coordinated(Middle Managers)                                 | IPMS assessments coordinated(Middle Managers)                 | 2   | 1                  | NA                 | 1                  | NA                 | DTPS - LED & Tourism   | NA            | Quarter 1<br>Attendance Register<br>Invitation to the Assessments<br>Quarter 3<br>Attendance Register<br>Invitation to the Assessments |

Development & Town Planning Services: 2023/2024 SDBIP/ Scorecard

Name of HoD : Mrs T Dawa

No. of Targets :16

MM's Signature:



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2023/2024 FINAL SDBIP FOR DEVELOPMENT AND TOWN PLANNING SERVICES  
 NATIONAL KPA 8: CROSS CUTTING INTERVENTIONS AND SPATIAL DEVELOPMENT  
 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS) 5 ENVIRONMENTAL SUSTAINABILITY PROVINCIAL GROWTH & DEVELOPMENT STRATEGY GOAL 7: SPATIAL EQUITY  
 GENERAL KPI:  
 BACK 2 BASICS PILLAR 2: DELIVERING BASIC SERVICES

| IDP NO. | WARD | GENERAL KPI | STRATEGIC OBJECTIVE | PROJECT | KEY PERFORMANCE INDICATOR | BASELINE | ANNUAL TARGET | QUARTER 1          | QUARTER 2          | QUARTER 3 TARGET   | QUARTER 4 TARGET   | RESPONSIBLE DEPARTMENT | ANNUAL BUDGET | PORTFOLIO OF EVIDENCE |
|---------|------|-------------|---------------------|---------|---------------------------|----------|---------------|--------------------|--------------------|--------------------|--------------------|------------------------|---------------|-----------------------|
|         |      |             |                     |         |                           |          |               | BUDGET PROJECTIONS | BUDGET PROJECTIONS | BUDGET PROJECTIONS | BUDGET PROJECTIONS |                        |               |                       |

Mayor's Signature: *[Handwritten Signature]*

Date: 28/06/2023

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**2023/2024 DEPARTMENTAL SCORECARD TEMPLATE**

|                              |   |                         |                               |  |  |  |  |  |
|------------------------------|---|-------------------------|-------------------------------|--|--|--|--|--|
| <b>EMPLOYEE NAME:</b>        | MRS TI DAWE                                   | <b>EMPLOYEE NUMBER:</b> |                               |  |  |  |  |  |
| <b>JOB TITLE :</b>           | SENIOR MANAGER: DEVELOPMENT AND TOWN PLANNING | <b>DEPARTMENT:</b>      | DEVELOPMENT AND TOWN PLANNING |  |  |  |  |  |
| <b>IMMEDIATE SUPERVISOR:</b> | MUNICIPAL MANAGER                             | <b>FINANCIAL YEAR:</b>  | 2023/2024                     |  |  |  |  |  |
| <b>JOB PURPOSE</b>           |   |                         |                               |  |  |  |  |  |

| KPA  | WEIGHTING |  | IDP / SDBIP NO. | KEY PERFORMANCE INDICATOR | BASELINE | ANNUAL TARGET | PORTFOLIO OF EVIDENCE |
|--|-----------|--|-----------------|---------------------------|----------|---------------|-----------------------|
|  | KPA       |  |                 |                           |          |               |                       |
| Municipal Institutional Development and Transformation | 0         |  |                 |                           |          |               |                       |
| Basic Service Delivery                                 | 0         |  |                 |                           |          |               |                       |

| KPA  | WEIGHTING |  | IDP / SDBIP NO. | KEY PERFORMANCE INDICATOR   | BASELINE  | ANNUAL TARGET  | PORTFOLIO OF EVIDENCE   |
|--|-----------|--|-----------------|---|---|--|---|
|  | KPA       |  |                 |   |   |  |   |
| <b>Social and Local Economic Development</b> | 45%       |  | DTPS 7          | Number of Emerging Enterprise's trainings conducted on various skills | 12 Emerging Enterprises were trained on various skills in 2021/2022               | 09 Skills Trainings Sessions conducted for Emerging Enterprises and individuals in the various sectors of the local economy. | <b>Q1-Q4</b><br>1. Attendance Register.<br>2. Signed Closeout Report<br>3. Training Manual  |
|  |           |  | DTPS 08         | Number of SMMEs and Coops supported with material and equipment       | 40 SMMEs and Cooperatives were supported with material and equipment in 2021/2022 | 40 businesses supported with material and equipment  | <b>Q1-</b> Report on Evaluation of requests and attendance register <b>Q2-Q3</b> proof of submission of requests to SCM <b>Q4-</b> Delivery Note and beneficiaries register |
|  |           |  | DTPS 9          | Number of LED and Tourism Stakeholder Forums Coordinated              | 4 LED & 4 Tourism Stakeholder Forum meetings coordinated in 2021/2022.            | 4 LED & 4 Tourism Forum Meetings Conducted.  | <b>Q1 -4-</b> Attendance Registers, Signed Minutes of the meetings  |

| KPA   | WEIGHTING |  | IDP / SDBIP NO. | KEY PERFORMANCE INDICATOR  | BASELINE   | ANNUAL TARGET   | PORTFOLIO OF EVIDENCE                                 |
|---|-----------|--|-----------------|--|--|---|---|
|   | KPA       |  |                 |  |  |   |   |
|   |           |  | DTPS 10         | Number of Partnerships created with Business & Social Partners to facilitate social compact and poverty alleviation. | A LED, Tourism and Investment summit was held in the previous year and highlighted the importance of PPP in the local economy. | 4 Meetings for Partnership creation and stakeholder engagement. | <b>Q1-4-</b> Attendance Register & Signed Minutes     |
|   |           |  | DTPS 11         | Number of tourism initiatives conducted.   | 2 Tourism awareness campaigns conducted in the 2021/2022 Financial Year.   | 4 Tourism Awareness Campaigns Conducted                         | <b>Q1-Q4-</b> Attendance Register/MOU, Report, photos |
|   |           |  | DTPS 12         | Number of Trade Exhibitions Attended   | 2 Shows Attended in 2021/2022 Financial Year   | 2 Shows Attended  | <b>Q3-Q4</b> Report with photos                       |
| <b>Municipal financial viability and Management</b> | 5%        |  | DTPS 15         | Percentage of a municipality's annual capital budget actually spent on capital projects                              | 100% Spending of DTPS &LED capital expenditure   | 90 % Spending of DTPS&LED capital expenditure                   | <b>Quarter 1-4</b> Detailed Capital Budget report     |

| KPA                                      | WEIGHTING |  | IDP / SDBIP NO. | KEY PERFORMANCE INDICATOR  | BASELINE  | ANNUAL TARGET                            | PORTFOLIO OF EVIDENCE   |
|--|-----------|--|-----------------|--|---|--|---|
|  | KPA       |  |                 |  |   |  |   |
| Good governance and public participation | 5%        |  | DTPS 13         | Number of Back-to-Basics reports submitted to the Office of the MM | 4 Quarterly reports B2B reports submitted to Office of The MM | 4  | <b>Quarter 1-Quarter 4</b><br>Progress Reports on Back to Basics<br>Proof of Submission to MMs office   |
|  |           |  | DTPS 14         | Number of projects implemented to enhance municipal revenue        | 1 Project implemented to enhance municipal revenue            | 1  | <b>Quarter 1&amp;3</b><br>NA<br><b>Quarter 2 &amp; 4</b><br>Detailed report indicating number of projects implemented to enhance municipal revenue  |
| Cross Cutting Interventions              | 45%       |  | DTPS 1          | Number of Spatial Development Frameworks reviewed                  | Reviewed 2021/2022 Spatial Development Framework              | 1 Spatial Development Framework Reviewed | <b>Quarter 1:</b><br>(1) Inception Report<br><b>Quarter 2:</b><br>(1) Status Quo Report<br><b>Quarter 3:</b><br>(1) Draft SDF<br>(2) Council Resolution for noting Draft SDF<br><b>Quarter 4:</b> |

| KPA | WEIGHTING |  | IDP / SDBIP NO. | KEY PERFORMANCE INDICATOR  | BASELINE  | ANNUAL TARGET   | PORTFOLIO OF EVIDENCE  |
|-----|-----------|--|-----------------|--|---|---|--|
|     | KPA       |  |                 |  |   |   |  |
|     |           |  |                 |  |   |   | (1) Final SDF<br>(2) Council resolution for Adoption of Final SDF  |
|     |           |  | DTPS 02         | Proof of submission of the General Plans to the Surveyor General for approval. | 1 Inception and 1 Status Quo Reports developed in 2021/2022                     | Submission of General Plans to the Surveyor General for approval. | <b>Quarter 1:</b><br>Applications Register<br><b>Quarter 2:</b><br>(1) Proof of Advert and Site Notice<br>(2) Record of decision<br><b>Quarter 3</b><br>Survey Report<br><b>Quarter 4</b><br>Proof of submission to the Surveyor General |
|     |           |  | DTPS 03         | Proof of submission of the General Plans to the Surveyor General for approval. | Application was under public participation process in 2021/2022 Financial Year. | Submission of General Plans to the Surveyor General for approval. | <b>Quarter 1:</b><br>Applications Register<br><b>Quarter 2:</b><br>(1) Proof of Advert and Site Notice<br>(2) Record of decision<br><b>Quarter 3</b><br>Survey Report<br><b>Quarter 4</b>  |

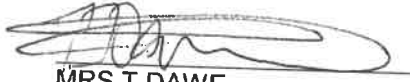
| KPA | WEIGHTING |  | IDP / SDBIP NO. | KEY PERFORMANCE INDICATOR   | BASELINE  | ANNUAL TARGET   | PORTFOLIO OF EVIDENCE  |
|-----|-----------|--|-----------------|---|---|---|--|
|     | KPA       |  |                 |   |   |   |  |
|     |           |  |                 |   |   |   | Proof of submission to the Surveyor General  |
|     |           |  | DTPS 04         | Percentage of Land Development Applications processed within 60 days from the closing date of comments or confirmation that the application is complete in line with SPLUMA | 100% of Land Development Applications processed within 60 days from closing date of comments or confirmation that the application is complete in line with SPLUMA in 2021/2022 fy | 100 % of Land Development Applications processed within 60 days from receipt of comments or confirmation that the application is complete and in line with SPLUMA | <b>Quarter 1:</b><br>Signed Land Development Applications Register<br><br><b>Quarter 2:</b><br>Signed Land Development Applications Register<br><br><b>Quarter 3:</b><br>Signed Land Development Applications Register<br><br><b>Quarter 4:</b><br>Signed Land Development Applications Register |

| KPA | WEIGHTING |  | IDP / SDBIP NO. | KEY PERFORMANCE INDICATOR   | BASELINE   | ANNUAL TARGET  | PORTFOLIO OF EVIDENCE   |
|-----|-----------|--|-----------------|---|--|--|---|
|     | KPA       |  |                 |   |  |  |   |
|     |           |  | DTPS 05         | Turnaround time and percentage of building plans processed in line with NBR | Percentage of Building plans approved within 30/60 days from the date of receipt | Turn-around time and percentage of building plans processed in line with NBR | <p><b>Quarter 1:</b><br/>Building Plans Register with actual date for receipt and approval</p> <p><b>Quarter 2:</b><br/>Building Plans Register with actual date for receipt and approval</p> <p><b>Quarter 3:</b><br/>Building Plans Register with actual date for receipt and approval</p> <p><b>Quarter 4:</b><br/>Building Plans Register with actual date for receipt and approval</p> |
|     |           |  | DTPS 06         | Number of Precinct Plans approved by Council                                | New Project  | 1 Precinct Plan approved by Council  | <p><b>Quarter 1:</b><br/>(a) Terms of Reference<br/>(b) Appointment Letter</p> <p><b>Quarter 2:</b><br/>(a) Inception Report<br/>(b) Status Quo Report</p>  |

| KPA | WEIGHTING |  | IDP / SDBIP NO. | KEY PERFORMANCE INDICATOR                          | BASELINE    | ANNUAL TARGET                   | PORTFOLIO OF EVIDENCE  |
|-----|-----------|--|-----------------|--|-------------|---------------------------------|--|
|     | KPA       |  |                 |  |             |                                 |  |
|     |           |  |                 |  |             |                                 | <b>Quarter 3:</b><br>Draft Precinct Plan<br><b>Quarter 4:</b><br>(a) Final Precinct Plan<br>(b) Council Resolution   |
|     |           |  | DTPS 07         | Number of Final Subdivision Layout Plans developed | New Project | 1 Final Subdivision Layout Plan | <b>Quarter 1</b><br>Appointment letter<br><br><b>Quarter 2</b><br>Inception Report<br><br><b>Quarter 3</b><br>Draft Subdivision Layout<br><br><b>Quarter 4</b><br>Final Subdivision Layout |



| KPA          | WEIGHTING  |            | IDP / SDBIP NO. | KEY PERFORMANCE INDICATOR                               | BASELINE                                      | ANNUAL TARGET | PORTFOLIO OF EVIDENCE  |
|--------------|------------|------------|-----------------|---|---|---------------|--|
|              | KPA        |            |                 |   |   |               |  |
|              |            |            | DTPS 16         | Number of IPMS assessments coordinated(Middle Managers) | IPMS assessments coordinated(Middle Managers) | 2             | <b>Quarter 1</b><br>Attendance Register<br>Invitation to the Assessments<br><b>Quarter 3</b><br>Attendance Register<br>Invitation to the Assessments |
| <b>Total</b> | <b>100</b> | <b>100</b> |                 |   |   |               |  |



MRS T DAWE

**CONFIRMATION**

DATE 21/07/2023

**APPENDIX B**  
**(TO THE PERFORMANCE AGREEMENT)**

**PERSONAL DEVELOPMENT PLAN**

**MUNICIPALITY:** Dr Nkosazana Dlamini-Zuma Municipality

**INCUMBENT:** MRS TI DAWE

**JOB TITLE:** SENIOR MANAGER: DEVELOPMENT AND TOWN  
PLANNING SERVICES

**REPORT TO:** MUNICIPAL MANAGER

1. What are the competencies required for this job (refer to competency profile of job description)?

| LEADING COMPETENCIES                        | Driving competency (of the leading competency)  |
|---|---|
| <b>Strategic Direction and Leadership</b>   | <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>         |
| <b>People Management</b>                    | <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> |
| <b>Programme and Project Management</b>     | <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>               |
| <b>Financial Management</b>                 | <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>  |
| <b>Change Leadership</b>                    | <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>                                       |
| <b>Governance Leadership</b>                | <ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Co-operative Governance</li> </ul>   |
| <b>CORE COMPETENCIES</b>                    |   |
| <b>Moral Competence</b>                     | 20%   |
| <b>Planning and Organising</b>              | 20%   |
| <b>Analysis and Innovation</b>              | 10%   |
| <b>Knowledge and Information Management</b> | 20%   |
| <b>Communication</b>                        | 10%   |
| <b>Results and Quality Focus</b>            | 20%   |
| <b>Total Percentage</b>                     | <b>100%</b>   |

|  |
|--|
| 2. What competencies from the above list, does the job holder already possess?<br>a.   |
| 3. What then are the competency gaps? (If the job holder possesses all the necessary competencies, complete No's 5 and 6.)<br>a. |
| 4. Actions/Training interventions to address the gaps/needs<br>a.  |
| 5. Indicate the competencies required for future career progression/development<br>a.  |
| 6. Actions/Training interventions to address future progression<br>a.  |
| 7. Comments/Remarks of the Incumbent   |
| 8. Comments/Remarks of the supervisor<br><br>_____<br><br>_____<br><br>_____   |

Agreed upon:

Signature: \_\_\_\_\_

Supervisor: Mr. NC Vezi

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

Signature: \_\_\_\_\_

Employee: Mrs TI Dawe

Date : 03/07/2023