



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

**THE MOLEMOLE MUNICIPALITY
AS REPRESENTED BY
MUNICIPAL MANAGER**

**MR. MAKGATHOKE
(EMPLOYER)**

AND

**Ms. K. ZULU
CHIEF FINANCIAL OFFICER
(EMPLOYEE)**

FOR THE

FINANCIAL YEAR: 01 JULY 2023 – 30 JUNE 2024

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

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The Molemole Municipality herein represent by **Mr. Makgatho K E** in his capacity as Municipal Manager (hereinafter referred to as the Employer or Senior Manager)

and

Ms. K Zulu, Senior Manager: Chief Financial Officer 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 Acts 32 of 2000 ("the System Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties to conclude an annual performance Agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The Purpose of this Agreement is to -

- 2.1 Comply with the provisions of Section 57(1)(b), 4(A), (4B) and (5) of the Systems Acts as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and /or to assess whether the Employee has met the performance expectations applicable to his/her job;

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A signature that appears to be "K. Zulu" and initials "KZ" below it.
A signature that appears to be "M. Makgatho" and initials "MK" below it.
The date "12/7" is written at the bottom.

- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1 July 2023** and will remain in force until **30 June 2024** where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's Contract of Employment should no new Agreement be concluded for whatever reason, notwithstanding 3.1, the provisions of the Agreement shall continue in force until termination of the Employment Contract.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan / SDBIP (Annexure A) sets out-
 - 4.1.1 The performance objectives and targets that must be met 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 and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weighting
- 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

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

- 4.4 The Employee's performance will, in addition, be measured in Terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the Employer, management, and municipal staff of the Employer.

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

- 5.3 The Employer will consult the Employee about the specific performance standard that will be included in the Performance Management System as applicable to the Employee.

6. The Employee agrees to participate in the Performance Management and Development System that the Employer adopts

- 6.1 The Employee undertakes to actively focus towards the promotion and implementation of KPA's (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 (KPA's) and the Competency framework (CF) respectively.

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

6.2.3 KPA's covering the main areas of work will account for 80% and CF will account 20% of the final assessment.

- 6.3 The Employee's assessment will be based on his performance in terms of the outputs / outcomes (performance indicators) identified as per attached **Performance Plan (Annexure A)**, which are

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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
Municipal Financial Viability and Management	80
Good Governance and Public Participation	20
Total	100%

6.4 The Competency Framework (CF) will make the other 20% of the Employee's assessment score. The CF as contained in the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers must be used for this purpose. The said Regulations state that there is no hierarchical connotation to the structure and all competencies are essential to the role of a Senior Manager to influence high performance. All competencies must therefore be considered as measurable and critical in assessing the level of a Senior Manager's performance.

6.5 Competency framework structure

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

LEADING COMPETENCIES	WEIGHTING
Strategic Direction and Leadership <ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organizational Awareness 	5
People Management <ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management 	5
Program and Project Management <ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation 	10
Financial Management <ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring 	10
Change Leadership <ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation 	5

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Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance 	5
CORE COMPETENCIES		WEIGHTING
Moral competencies		10
Planning and organizing		10
Analysis and innovation		10
Knowledge and Information Management		10
Communication		10
Results and Quality Focus		10
TOTAL		100%

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6.6 Competency Descriptions and achievement levels explained

Cluster	Leading Competencies		
Competency Name	Strategic Direction and Leadership		
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate Describe how specific tasks link to institutional strategies but has limited influence in directing strategy Has a basic understanding of institutional performance management, But lacks the ability to integrate systems into a collective whole Demonstrate a basic understanding of key decision-makers 	<ul style="list-style-type: none"> Give direction to a team in realizing the institution's strategic mandate and set objectives Has a positive impact and influence on the morale, engagement and participation of team members Develop actions plans to execute and guide strategy implementation Assist in defining performance measures to monitor the progress and effectiveness of the institution Displays an awareness of institutional structures and political factors Effectively communicate barriers to execution to relevant parties Provide guidance to all stakeholders in the achievement of the strategic mandate Understand the aim and objectives of the institution and relate it to ownwork 	<ul style="list-style-type: none"> Evaluate all activities to determine value and alignment to strategic intent Display in-depth knowledge and understanding of strategic planning Align strategy and goals across all functional areas Actively define performance measures to monitor the progress and effectiveness of the institution Consistently challenge strategic plans to ensure relevance Understand institutional structures and political factors, and the consequences of actions Empower others to follow strategic direction and deal with complex situations Guide the institution through complex and ambiguous concern Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances 	<ul style="list-style-type: none"> Structure and position the institution to local government priorities Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework Hold self-accountable for strategy execution and results Provide impact and influence through Building and maintaining strategic relationships Create an environment that facilitates byalk and innovation Display a superior level of self-discipline and integrity in actions Integrate various Systems into a collective whole to optimize institutional performance management Uses understanding of competing interests to maneuver Successfully to a win/win outcome

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Cluster	Leading Competencies		
Competency Name	People Management		
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimize talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Participate in team goal-Setting and problem solving • Interact and collaborate with people of diverse backgrounds • Aware of guidelines for employee development, but requires support in implementing development initiatives 	<ul style="list-style-type: none"> • Seek opportunities to increase team contribution and responsibility • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach • Effectively delegate tasks and empower others to increase contribution and execute functions optimally • Apply relevant employee legislation fairly and consistently • Facilitate team goal-setting and problem-solving • Effectively identify capacity requirements to fulfill the strategic mandate 	<ul style="list-style-type: none"> • Identify ineffective team and work processes and recommend remedial interventions • Recognize and reward effective and desired behavior • Provide mentoring and guidance to others in order to increase personal effectiveness • Identify development and learning needs within the team • Build a work environment conducive to sharing, innovation, ethical behavior and professionalism • Inspire a culture of performance excellence by giving positive and constructive feedback to the team • Achieve agreement or consensus in adversarial environments • Lead and unite diverse teams across divisions to achieve institutional objectives 	<ul style="list-style-type: none"> • Develop and incorporate best practice people management processes, approaches and tools across the institution • Foster a culture of discipline, responsibility and accountability • Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution • Develop comprehensive integrated strategies and approaches to human capital development and management • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

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Cluster	Leading Competencies		
Competency Name	Program and Project Management		
Competency Definition	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Initiate projects after approval from higher authorities • Understand procedures of Program and project management methodology, implications and stakeholder involvement • Understand the rational of projects in relation to the institution's strategic objectives • Document and communicate factors and risk associated with own work • Use results and approaches of successful project implementation as guide 	<ul style="list-style-type: none"> • Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance between project deadline and the quality of deliverables • Identify appropriate project resources to facilitate the effective completion of the deliverables • Comply with statutory requirements and apply policies in a consistent manner • Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation 	<ul style="list-style-type: none"> • Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk management strategies through impact assessment and resource requirements • Modify project scope and budget when required without compromising the quality and objectives of the project • Involve top-level authorities and relevant stakeholders in seeking project buy-in • Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results • Monitor policy implementation and apply procedures to manage risks 	<ul style="list-style-type: none"> • Understand and conceptualize the long-term implications of desired project outcomes • Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realize institutional objectives • Consider and initiate projects that focus on achievement of the long-term objectives • Influence people in positions of authority to implement outcomes of projects • Lead and direct translation of Policy into workable actions plans • Ensures that Programs are Monitored to track progress and optimal resource utilization, and that adjustments are made as needed

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Cluster	Leading Competencies		
Competency Name	Financial Management		
Competency Definition	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognized financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Understand basic financial concepts and methods as they relate to institutional processes and activities • Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems • Understand the importance of financial accountability • Understand the importance of asset control 	<ul style="list-style-type: none"> • Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate • Assess, identify and manage financial risks • Assume a cost-saving approach to financial management • Prepare financial reports based on specified formats • Consider and understand the financial implications of decisions and suggestions • Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget 	<ul style="list-style-type: none"> • Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility • Prepare budgets that are aligned to the strategic objectives of the institution • Address complex budgeting and financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management practices • Advise on policies and procedures regarding asset control • Promote National Treasury's regulatory framework for Financial Management 	<ul style="list-style-type: none"> • Develop planning tools to assist in evaluating and monitoring future expenditure trends • Set budget frameworks for the institution • Set strategic direction for the institution on expenditure and other financial processes • Build and nurture partnerships to improve financial management and achieve financial savings • Actively identify and implement new methods to improve asset control • Display professionalism in dealing with financial data and processes

Cluster	Leading Competencies
Competency Name	Change Leadership
Competency Definition	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community

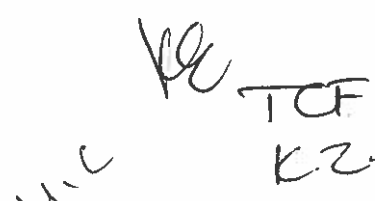
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ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Display an awareness of interventions, and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risks and challenges to transformation, including resistance to change factors • Participate in change programmes and piloting change interventions • Understands the impact of change interventions on the institution within the broader scope of Local Government 	<ul style="list-style-type: none"> • Perform an analysis of the change impact on social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institutions strategic objectives and goals 	<ul style="list-style-type: none"> • Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institutions effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programmes • Benchmark change interventions against best change practices • Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice 	<ul style="list-style-type: none"> • Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effects of change, resistance factors and how to integrate change • Motivate and inspire others around change initiatives

Cluster	Leading Competencies
Competency Name	Governance Leadership
Competency Definition	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualization of relevant policies and enhance cooperative governance relationships
ACHIEVEMENT LEVELS	

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BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation 	<ul style="list-style-type: none"> • Display a thorough understanding of governance and risk and compliance factors and implement plans to address these • Demonstrate understanding of the techniques and processes for optimizing risk taking decisions within the institution • Actively drive policy formulation within the institution to ensure the achievement of objectives 	<ul style="list-style-type: none"> • Able to link risk initiatives into key institutional objectives and drivers • Identify, analyze and measure risk, create valid risk forecasts, and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives • Demonstrate a thorough understanding of risk retention plans • Identify and implement comprehensive risk management systems and processes • Implement and monitor the formulation of policies, identify and analyze constraints and challenges with implementation and provide recommendations for improvement 	<ul style="list-style-type: none"> • Demonstrate a high level of commitment in complying with governance requirements • Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework • Able to advise Local Government on risk management strategies, best practice interventions and compliance management • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government • Able to shape, direct and drive the formulation of policies on a macro level



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Cluster	Core Competencies		
Competency Name	Moral Competence		
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> Realize the impact of acting with integrity, but requires guidance and development in implementing principles Follow the basic rules and regulations of the institution Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent local 	<ul style="list-style-type: none"> Conduct self in alignment with the values of Local Government and the institution Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver Actively report fraudulent activity and corruption within local government Understand and honor the confidential nature of matters without seeking personal gain Able to deal with situations of conflict of interest promptly and in the best interest of local government 	<ul style="list-style-type: none"> Identify, develop, and apply measures of self-correction Able to gain trust and respect through aligning actions with commitments Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders Present values, beliefs and ideas that are congruent with the institution's rules and regulations Takes an active stance against corruption and dishonesty when noted Actively promote the value of the institution to internal and external stakeholders Able to work in unity with a team and not seek personal gain Apply universal moral principles consistently to achieve moral decisions 	<ul style="list-style-type: none"> Create an environment conducive of moral practices Actively develop and implement measures to combat fraud and corruption Set integrity standards and shared accountability measures across the institution to support the objectives of local government Take responsibility for own actions and decisions, even if the consequences are unfavorable

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Cluster	Core Competencies		
Competency Name	Planning and Organizing		
Competency Definition	Able to plan, prioritize and organize information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Able to follow basic plans and organize tasks around set objectives • Understand the process of planning and organizing but requires guidance and development in providing detailed and comprehensive plans • Able to follow existing plans and ensure that objectives are met • Focus on short-term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organization 	<ul style="list-style-type: none"> • Actively and appropriately organize information and resources required for a task • Recognize the urgency and importance of tasks • Balance short and long-term plans and goals and incorporate into the team's performance objectives • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources • Measures progress and monitor performance results 	<ul style="list-style-type: none"> • Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation • Identify in advance required stages and actions to complete tasks and projects • Schedule realistic timelines, objectives and milestones for tasks and projects • Produce clear, detailed and comprehensive plans to achieve institutional objectives • Identify possible risk factors and design and implement appropriate contingency plans • Adapt plans in light of changing circumstances • Priorities tasks and projects according to their relevant urgency and importance 	<ul style="list-style-type: none"> • Focus on broad strategies and initiatives when developing plans and actions • Able to project and forecast short, medium and long term requirements of the institution and local government • Translate policy into relevant projects to facilitate the achievement of institutional objectives

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Cluster	Core Competencies		
Competency Name	Analysis and Innovation		
Competency Definition	Able to critically analyze information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Understand the basic operation of analysis, but lack detail and thoroughness • Able to balance independent analysis with requesting assistance from others • Recommend new ways to perform tasks within own function • Propose simple remedial interventions that marginally challenges the status quo • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking 	<ul style="list-style-type: none"> • Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations • Demonstrate objectivity, insight, and thoroughness when analyzing problems • Able to break down complex problems into manageable parts and identify solutions • Consult internal and external stakeholders on opportunities to improve processes and service delivery • Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders • Continuously identify opportunities to enhance internal processes • Identify and analyze opportunities conducive to innovative approaches and propose remedial intervention 	<ul style="list-style-type: none"> • Coaches team members on analytical and innovative approaches and techniques • Engage with appropriate individuals in analyzing and resolving complex problems • Identify solutions on various areas in the institution • Formulate and implement new ideas throughout the institution • Able to gain approval and buy-in for proposed interventions from relevant stakeholders • Identify trends and best practices in process and service delivery and propose institutional application • Continuously engage in research to identify client needs 	<ul style="list-style-type: none"> • Demonstrate complex analytical and problem solving approaches and techniques • Create an environment conducive to analytical and fact-based problem-solving • Analyze, recommend solutions and monitor trends in key challenges to prevent and manage occurrence • Create an environment that fosters innovative thinking and follows a learning organization approach • Be a thought leader on innovative customer service delivery, and process optimization • Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

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Cluster	Core Competencies		
Competency Name	Knowledge and Information Management		
Competency Definition	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Collect, categories and track relevant information required for specific tasks and projects • Analyze and interpret information to draw conclusions • Seek new sources of information to increase the knowledge base • Regularly share information and knowledge with internal stakeholders and team members 	<ul style="list-style-type: none"> • Use appropriate information systems and technology to manage institutional knowledge and information sharing • Evaluate data from various sources and use information effectively to influence decisions and provide solutions • Actively create mechanisms and structures for sharing of information • Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency 	<ul style="list-style-type: none"> • Effectively predict future information and knowledge management requirements and systems • Develop standards and processes to meet future knowledge management needs • Share and promote best-practice knowledge management across various institutions • Establish accurate measures and monitoring systems for knowledge and information management • Create a culture conducive of learning and knowledge sharing • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches 	<ul style="list-style-type: none"> • Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information • Establish partnerships across local government to facilitate knowledge management • Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach • Recognize and exploit knowledge points in interactions with internal and external stakeholders

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Cluster	Core Competencies		
Competency Name	Communication		
Competency Definition	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilizing such tools • Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration • Disseminate and convey information and knowledge adequately 	<ul style="list-style-type: none"> • Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs • Adapt communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structured written documents 	<ul style="list-style-type: none"> • Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Balance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Bathe Pele principles • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline 	<ul style="list-style-type: none"> • Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical and appreciative conversations • Able to coordinate negotiations at different levels within local government and externally

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Cluster	Core Competencies		
Competency Name	Results and Quality Focus		
Competency Definition	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Understand quality of work but requires guidance in attending to important matters • Show a basic commitment to achieving the correct results • Produce the minimum level of results required in the role • Produce outcomes that is of a good standard • Focus on the quantity of output but requires development in incorporating the quality of work • Produce quality work in general circumstances, but fails to meet expectation when under pressure 	<ul style="list-style-type: none"> • Focus on high-priority actions and does not become distracted by lower-priority activities • Display firm commitment and pride in achieving the correct results • Set quality standards and design processes and tasks around achieving set standards • Produce output of high quality • Able to balance the quantity and quality of results in order to achieve objectives • Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed 	<ul style="list-style-type: none"> • Consistently verify own standards and outcomes to ensure quality output • Focus on the end result and avoids being distracted • Demonstrate a determined and committed approach to achieving results and quality standards • Follow task and projects through to completion • Set challenging goals and objectives to self and team and display commitment to achieving expectations • Maintain a focus on quality outputs when placed under pressure • Establishing institutional systems for managing and assigning work, defining responsibilities, tracking and monitoring and measuring success 	<ul style="list-style-type: none"> • Coach and guide others to exceed quality standards and results • Develop challenging, client-focused goals and sets high standards for personal performance • Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required • Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations • Take appropriate risks to accomplish goals • Overcome setbacks and adjust action plans to realize goals • Focus people on critical activities that yield a high impact

7. EVALUATING PERFORMANCE

7.1 The Performance Plan (Annexure A) to this Agreement sets out-

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

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

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

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

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

7.5 The annual performance appraisal will involve:

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

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to *ad hoc* tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of competency levels

- (a) Each leading and core competency contained in the Competency Framework must 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 competency.
- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final CF score.

7.5.3 Overall Rating

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

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

ACHIEVEMENT LEVEL	TERMINOLOGY	DESCRIPTION
5	Superior / Outstanding Performance	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods. Performance far exceeds the standard expected of an employee at this level. The appraisal indicate that the Employee has achieved above fully effective results against all

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ACHIEVEMENT LEVEL	TERMINOLOGY	DESCRIPTION
		performance criteria and indicators as specified in the Performance Agreement and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Advanced / Performance significantly above expectations	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in depths analyses. 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	Competent / Fully effective	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses. 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 Performance Agreement and Performance Plan.
2	Basic / Not fully effective	Applies basic concepts, methods and understanding of local government operations but requires supervision and development interventions 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 indicate that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the Performance Agreement and Performance Plan.
1	Basic / Unacceptable Performance	Does not apply the basic concepts and methods to prove a basic understanding of local government operations and requires extensive supervision and development interventions 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 Performance Agreement 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 purpose of evaluating the performance of the Executive Managers (Heads of Department – Section 56 employees), an evaluation panel constituted by the following persons will be established-

- 7.7.1 Municipal Manager;
- 7.7.2 Member of the Audit Committee;
- 7.7.3 Member of the Executive Committee; and
- 7.7.4 Municipal Manager from another Municipality.

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8. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter	: 1 July 2023– 30 September 2023
Second quarter	: 1 October 2023 – 31 December 2023
Third quarter	: 1 January 2024 – 31 March 2024
Fourth quarter	: 1 April 2024 – 30 June 2024

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

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

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

8.5 The Employer may amend the provisions of Annexure A whenever the Performance Management System is adopted, implemented, and /or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

9. DEVELOPMENTAL REQUIREMENTS

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

9.1 Noting the need to address development gaps in the municipalities, non-compliance with the Circular 60 on Minimum Requirements stipulates the following:

9.2 Failure to implement the requirements of the regulations will result in non-compliance with legislation.

9.3 If officials have not met the requirements of the regulations including the support provided in this Circular by the due date, Regulation 15 and 18 will immediately apply.

9.4 Therefore, the continued employability of affected officials will be impacted upon. MFMA Circular No. 60 Minimum Competency Levels Regulations, Gazette 29967 April 2012.

9.5 Whilst the provisions of these regulations will apply consistently across all municipalities and municipal entities from the effective date of enforcement, National treasury will consider, "Special Merit Cases", delayed enforcement of certain provisions for a period of up to eighteen months from 1 January 2013.

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10. OBLIGATIONS OF THE EMPLOYER

The Employer shall:

- 10.1 Create an enabling environment to facilitate effective performance by the Employee;
- 10.2 Provide access to skills development and capacity building opportunities;
- 10.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 10.4 On the request of the Employee delegates such powers reasonably required by the Employee to enable him/ her to meet the performance objectives and targets established in term of this Agreement; and
- 10.5 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-

- 1.1.1 A direct effect on the performance of any of the Employee's functions;
- 1.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
- 1.1.4 A substantial financial effect on the Employer.

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

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 12.2 A performance bonus of 5% to 14% of inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.
- 12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve (12) months service on the current remuneration package by 30 June (end of financial year) subject to a fully effective assessment.
- 12.4 In the case of unacceptable performance, the Employer shall-
 - 12.4.1 Provide systematic remedial of development support to assist the Employee to improve his or her performance; and
 - 12.4.2 After appropriate performance and 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.

A Score of 130% to 149% is awarded a performance bonus ranging from 5% - 9%

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

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

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

13. DISPUTE RESOLUTION

- 13.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
- 13.1.1 In the case of managers directly accountable to the municipal manager, the Executive Mayor or Mayor within thirty (30) days of receipt of formal dispute from the employee; whose decision shall be final and binding on both parties.
- 13.2 Any dispute about the outcome of employee's performance evaluation, must be mediated by
- 13.2.1 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 the sub regulation 27 (4) (e), within 30 days of receipt of formal dispute from the employee; whose decision shall be final and binding on both parties.
- 13.3 In the event that the mediation process contemplated above fails, clause 15 of the Contract of Employment shall apply.

14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

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14.3 This performance agreement must be submitted together with a signed code of conduct and a declaration of interest

14.4 The performance assessment results of the Municipal Manager and managers directly accountable to the Municipal Manager must be submitted to the MEC responsible for Cooperative Governance, Human Settlements and Traditional Affairs in Limpopo Province as well as the National Minister responsible for Cooperative governance and Traditional Affairs within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Mogwadi on this the 28th day of July 2023

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
EMPLOYEE

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
EMPLOYER

INDIVIDUAL PERFORMANCE PLAN (SDBIP 23/24) – ANNEXURE A

K ZULU
CHIEF FINANCIAL OFFICER
BUDGET AND TREASURY

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INDIVIDUAL PERFORMANCE PLAN (SDBIP 23/24) – ANNEXURE A

**K ZULU
CHIEF FINANCIAL OFFICER
BUDGET AND TREASURY**

Key Performance Area (KPA) 4: Municipal Financial Viability and Management										
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System										
Inputs:										
<ul style="list-style-type: none"> • Responsive, Accountable, Effective and Efficient Local Government System 										
Key Strategic Organizational Objectives										
To Ensure Sound And Stable Financial Management										
Priority Area (ID/P)	Project Name	Baseline	2023/24 annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	2023/24 Annual Budget	Means verification	of Weights
Revenue Management	Procurement of billing and pay slips printers	0 printers procured	2 printers procured for billing and pay slips	Specification approved, Advertisement	Appointment of a service provider and Signing of SLA	2 printers procured for billing and pay slips	No Target	600 000	Approved Specification, Advert, Appointment letter, Delivery note	80%

Municipal Financial Viability and Management												
Responsive, Accountable, Effective and Efficient Local Government System												
• Responsive, Accountable, Effective and Efficient Local Government System												
To Ensure Sound And Stable Financial Management												
Strategic Organizational Objectives												
Key Performance Area (KPA) 4:	Outcome 9:	Inputs:	Strategic Organizational Objectives	Baseline	2023/24 annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	2023/24 Annual Budget	Means verification	of Weights
Supply Chain Management	Number of fixed assets register (FAR) & general ledger (GL) reconciled	Reconciliation of Fixed Assets Register and General Ledger	12 FAR and GL reconciled	4 Inventory count reports submitted	12 FAR and GL reconciled	3 monthly FAR and GL reconciled	3 monthly FAR and GL reconciled	3 monthly FAR and GL reconciled	3 monthly FAR and GL reconciled	Opex	FAR and GL Reconciliation reports	
Inventory Management	Number of inventory counted reports submitted	Inventory count	4 Inventory count reports submitted	4 inventory count reports submitted	1 inventory count report submitted	1 inventory count report submitted	1 inventory count report submitted	1 inventory count report submitted	1 inventory count report submitted	Opex	4x Inventory count reports	
Smart Indigent Management System	Number of Smart Indigent Management systems procured and Installed	Procurement and Installation of the Smart Indigent Management System	New Indicator	1 Smart Indigent Management System procured and Installed	No Target	Specification approved and Advertisement	Appointment of a service provider to Supply and Install Smart Indigent Management system	1 Smart Indigent Management System procured and Installed	1 Smart Indigent Management System procured and Installed	1 500 000	Approved Specification, Advert, Appointment letter, Proof of installation	

Key Performance Area (KPA) 4: Municipal Financial Viability and Management

Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System

Outputs:

• Responsive, Accountable, Effective and Efficient Local Government System

To Ensure Sound And Stable Financial Management

Priority Area (ID P)	Key performance indicator	Project Name	Baseline	2023/24 annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	2023/24 Annual Budget	Means verification	of Weights
JT 2-8-23/	Number of physical assets verification conducted	Conducting of Physical Asset verification	2 Physical assets verification conducted	2 physical Assets verifications conducted	No target	No target	1 physical Assets verification conducted	1 physical Assets verification conducted	Opex	Physical Assets verification reports	
JT 2-9-23/	Number of procurement plans developed	Development of 2024/2025 Procurement plan	1 Procurement plan for 2023/24 developed	1 procurement plan developed for 2024/2025	No target	No target	No target	1 procurement plan developed for 2024/2025	Opex	Approved procurement plan	

Municipal Financial Viability and Management										
Responsive, Accountable, Effective and Efficient Local Government System										
<ul style="list-style-type: none"> Responsive, Accountable, Effective and Efficient Local Government System 										
To Ensure Sound And Stable Financial Management										
Strategic Organizational Objectives										
Priority	Project Name	Baseline	2023/24 annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	2023/24 Annual Budget	Means verification	of Weights
1-23/	Facilitate Evaluation and Adjudication of Bids	100%	100% of bids evaluated and adjudicated within 90 days after advert closed	100% of bids evaluated and adjudicate within 90 days after advert closed	100% of bids evaluated and adjudicate within 90 days after advert closed	100% of bids evaluated and adjudicated within 90 days after advert closed	100% of bids evaluated and adjudicated within 90 days after advert closed	Opex	Projects Implementation time frame Report, Advert and Appointment letters	
1-23/	Compilation of Supply Chain Management performance reports	4 SCM Performance Reports submitted to Council	4 SCM Performance Reports submitted to Council	1 SCM Performance Report submitted to council	1 SCM Performance Report submitted to council	1 SCM Performance Report submitted to council	1 SCM Performance Report submitted to council	Opex	SCM Performance and Council Resolution	
2-23/	Revenue Collection	82% collected as revenue	50% Revenue collection.	50% Revenue collection	50% Revenue collection	50% Revenue collection	50% Revenue collection	Opex	BS 902 Collection report.	

Key Performance Area (KPA) 4: Municipal Financial Viability and Management
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System
Outputs:

Key Strategic Organizational Objectives
To Ensure Sound And Stable Financial Management

Priority Area (ID/P)	Key performance indicator	Project Name	Baseline	2023/24 annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	2023/24 Annual Budget	Means verification	of Weights
1-23/	Number of Debtors' Reconciliation reports compiled	Compilation of Debtors' Reconciliation reports	12 Debtors reconciliation reports compiled	12 Debtors reconciliation reports compiled	3 Debtors reconciliation reports compiled	3 Debtors reconciliation reports compiled	3 Debtors reconciliation reports compiled	3 Debtors reconciliation reports compiled	Opex	Debtors' reconciliations reports.	
1-4-23/	Number of Traffic and Licensing reconciliation reports compiled.	Compilation of Traffic and Licensing reconciliation reports.	12 Traffic and Licensing reports compiled	12 Traffic and Licensing reports compiled	3 Traffic and Licensing reports compiled	3 Traffic and Licensing reports compiled	3 Traffic and Licensing reports compiled	3 Traffic and Licensing reports compiled	Opex	Traffic and Licensing reports.	
1-5-23/	Ratio (Total operating revenue minus operating grants/Debt service payments)	Debt Coverage	10:1	10:1	10:1	10:1	10:1	10:1	Opex	Section 71 reports.	

Municipal Financial Viability and Management											
Responsive, Accountable, Effective and Efficient Local Government System											
• Responsive, Accountable, Effective and Efficient Local Government System											
To Ensure Sound And Stable Financial Management											
Key Strategic Organizational Objectives											
Priority	Key performance indicator	Project Name	Baseline	2023/24 annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	2023/24 Annual Budget	Means verification	of Weights
1-6-23/24	Number of days debtors are outstanding (Total outstanding service debtors/ Annual revenue received for services)	Outstanding service debtors to revenue	150 days.	90 days.	150 days	130 days	110 days	90 days	Opex	BS 902M reports (Progress report on outstanding debtors)	
1-7-23/24	Percentage of indigent households with access to free basic services	Basic Services to Indigent households	100% Indigent households benefited.	100% Indigent households benefited.	100% Indigent households benefited.	100% Indigent households benefited	100% Indigent households benefited	100% Indigent households benefited	Opex	Updated indigent register	

Municipal Financial Viability and Management											
Responsive, Accountable, Effective and Efficient Local Government System											
<ul style="list-style-type: none"> Responsive, Accountable, Effective and Efficient Local Government System 											
To Ensure Sound And Stable Financial Management											
Key Strategic Organizational Objectives											
Priority Area (ID P)	Key performance indicator	Project Name	Baseline	2023/24 annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	2023/24 Annual Budget	Means verification	of Weights
PT-8-12/2	Number of Section 71 reports compiled and submitted to provincial Treasury by the tenth (10 th) working day after the reporting date and submitted to provincial Treasury	Compilation of Section 71 reports and submission to provincial Treasury	12 Section 71 reports compiled and submitted to provincial Treasury by the tenth (10 th) working day after the reporting date and submitted to provincial Treasury	12 Section 71 reports compiled and submitted to provincial Treasury by the tenth (10 th) working day after the reporting date and submitted to provincial Treasury	3 of Section 71 reports compiled, submitted to the tenth (10 th) working day after the reporting date and submitted to provincial Treasury	3 of Section 71 reports compiled, submitted to the tenth (10 th) working day after the reporting date and submitted to provincial Treasury	3 of Section 71 reports compiled, submitted to the tenth (10 th) working day after the reporting date and submitted to provincial Treasury	3 of Section 71 reports compiled, submitted to Treasury by the tenth (10 th) working day after the reporting date and submitted to provincial Treasury	Opex	Proof of Submission to Treasury, Section 71 reports,	

Municipal Financial Viability and Management											
Responsive, Accountable, Effective and Efficient Local Government System											
<ul style="list-style-type: none"> Responsive, Accountable, Effective and Efficient Local Government System 											
To Ensure Sound And Stable Financial Management											
Key Strategic Organizational Objectives											
Priority Area (ID P)	Key performance indicator	Project Name	Baseline	2023/24 annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	2023/24 Annual Budget	Means verification	of Weights
VT P-19-23/24	Number of Section 72 (mid-year) reports Compiled and submitted to provincial Treasury	Compilation of 2023/24 section 72 report and submission to provincial Treasury	1x 2022/23 Section 72 report compiled and submitted to Provincial Treasury	1x 2023/24 Section 72 report compiled and submitted to provincial Treasury	No Target	No Target	1x 2023/24 Section 72 (midyear) report compiled and submitted to provincial Treasury by the 25 th January 2024	No Target	Opex	Section 72 reports and Proof of Submission	
VT P-20-23/24	Number of Adjustment budgets compiled and approved	Compilation of 2023/24 adjustment budget for approval	2022/23 Adjustment budget compiled and approved	1x 2023/24 Adjustment budget Compiled and approved	No target	No target	1x 2023/24 adjustment budget compiled and approved	No target	Opex	Council Resolution Approved adjustment budget	

Municipal Financial Viability and Management											
Responsive, Accountable, Effective and Efficient Local Government System											
<ul style="list-style-type: none"> Responsive, Accountable, Effective and Efficient Local Government System 											
To Ensure Sound And Stable Financial Management											
Key Strategic Organizational Objectives											
Priority Area (ID P)	Key performance indicator	Project Name	Baseline	2023/24 annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	2023/24 Annual Budget	Means verification	of Weights
VT P-21-23/24	Number of Draft annual budgets tabled to Council	2024/25 draft annual budget tabled to council	2023/24 draft annual budget tabled to council	1x 2024/25 draft budget tabled to Council	No target	No target	1x 2024/25 Draft annual budget tabled to Council	No target	Opex	Council resolution Tabled, Draft budget	
VT P-22-23/24	Number of Annual budgets approved by Council	2024/25 annual budget approved by Council	2023/24 annual budget Approved by Council	1x 2024/25 Annual budget approved by Council	No target	No target	No target	2024/25 Annual budget approved by Council	Opex	Council resolution Approved 2024/25 Annual budget	
NT P-23-23/24	Number of Section 52 reports submitted to Council	Submission of section 52 reports to Council	4 section 52 reports submitted to Council	4 section 52 reports submitted to Council	1 section 52 report submitted to Council	1 section 52 report submitted to Council	1 section 52 report submitted to Council	1 section 52 report submitted to Council	Opex	Council Resolution Signed section 52 reports	

Budget and Reporting

Municipal Financial Viability and Management												
Responsive, Accountable, Effective and Efficient Local Government System												
<ul style="list-style-type: none"> Responsive, Accountable, Effective and Efficient Local Government System 												
To Ensure Sound And Stable Financial Management												
Key Strategic Organizational Objectives												
IP Def.	Priority area (ID/P)	Key performance indicator	Project Name	Baseline	2023/24 annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	2023/24 Annual Budget	Means verification	of Weights
NT P-24-2023/24		Number of mSCOA Roadmap reports submitted to Council	Submission of mSCOA Roadmap reports to Council	4 mSCOA Roadmap reports submitted to Council	4 mSCOA Roadmap reports submitted to Council	1 mSCOA Roadmap report submitted to Council	1 mSCOA Roadmap report submitted to Council	1 mSCOA Roadmap report submitted to Council	1 mSCOA Roadmap report submitted to Council	Opex	Council resolution mSCOA Roadmap reports	
NT P-25-2023/24		Percentage of Return on investment realized	Investment of excess amount	New indicator	2% of Return on investment per annum realized	0.5 % of Return on investment realized	0.5 % of Return on investment realized	0.5 % of Return on investment realized	0.5 % of Return on investment realized	Opex	Investment Register	
NT P-26-2023/24		Ratio Maintenance of Current ratio within acceptance norm	Maintain Current ratio within acceptable norm	New indicator	1.5:1	1.5:1	1.5:1	1.5:1	1.5:1	Opex	Section 71 reports and AFS for year end	

Municipal Financial Viability and Management												
Responsive, Accountable, Effective and Efficient Local Government System												
• Responsive, Accountable, Effective and Efficient Local Government System												
To Ensure Sound And Stable Financial Management												
Key Strategic Organizational Objectives												
IP	Priority area (ID/P)	Key performance indicator	Project Name	Baseline	2023/24 annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	2023/24 Annual Budget	Means verification	of Weights
NT P-27-2023/4		Number of MFMA Section 66 reports reconciled to General Ledger	MFMA Section 66 reports	12 of MFMA Section 66 reports reconciled to General Ledger	12 of MFMA Section 66 reports reconciled to General Ledger	3 of MFMA Section 66 reports reconciled to General Ledger	3 of MFMA Section 66 reports reconciled to General Ledger	3 of MFMA Section 66 reports reconciled to General Ledger	3 of MFMA Section 66 reports reconciled to General Ledger	Opex	System Salary reports, Expenditure on Staff benefits Report	
NT P-28-2023/4		Number of salary reports reconciled to General Ledger	Salary reconciliations to General Ledger	12 Salary reconciliations to General Ledger	12 of salary reports reconciled to General Ledger	3 of salary reports reconciled to General Ledger	3 of salary reports reconciled to General Ledger	3 of salary reports reconciled to General Ledger	3 of salary reports reconciled to General Ledger	Opex	System salary reports, GL Reconciliations, Bank Statement	
NT P-29-2023/4		Number of VAT 201 reconciliations submitted to SARS	VAT 201 reconciliations	12 VAT 201 reconciliations	12 VAT 201 reconciliations submitted to SARS	3 VAT 201 reconciliations submitted to SARS	3 VAT 201 reconciliations submitted to SARS	3 VAT 201 reconciliations submitted to SARS	3 of VAT 201 reconciliations submitted to SARS	Opex	Zero Rated Output & Input Vat schedules, VAT 201 forms, VAT Reconciliations Proof of submission from SARS;	

Municipal Financial Viability and Management													
Responsive, Accountable, Effective and Efficient Local Government System													
<ul style="list-style-type: none"> Responsive, Accountable, Effective and Efficient Local Government System 													
To Ensure Sound And Stable Financial Management													
Key Strategic Organizational Objectives													
Key Performance Area (KPA) 4:	Outcome 9:	Inputs:	Key Performance Indicator	Project Name	Baseline	2023/24 annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	2023/24 Annual Budget	Means verification	of Weights
NT P-30-23/24			Number of salary schedules reconciled to the payroll report	Preparation of Salary schedules	60 Salary schedules compiled	60 salary schedules reconciled to the payroll report	15 salary schedules reconciled to the payroll report	15 salary schedules reconciled to the payroll report	15 salary schedules reconciled to the payroll report	15 salary schedules reconciled to the payroll report	Opex	Salary Schedules; Payroll reports	
NT P-31-23/24			Number of EMP201 reports compiled and submitted to SARS	Compilation of EMP201 reports and submission to SARS	12 EMP201 reports compiled and submitted to SARS	12 of EMP201 reports compiled and submitted to SARS	3 of EMP201 reports compiled and submitted to SARS	3 of EMP201 reports compiled and submitted to SARS	3 of EMP201 reports compiled and submitted to SARS	3 of EMP201 reports compiled and submitted to SARS	Opex	EMP201 reports, system salary report; Proof of submission to SARS	
NT P-32-23/24			Number of Ward Committee stipends reports reconciled to the Bank Statements	Reconciliation of Ward Committee stipend reports to the Bank Statements	10 ward committee stipends reports reconciled to the Bank Statements	12 Ward Committee stipends reports reconciled to the Bank Statements	3 Ward Committee stipends reports reconciled to the Bank Statements	3 Ward Committee stipends reports reconciled to the Bank Statements	3 Ward Committee stipends reports reconciled to the Bank Statements	3 Ward Committee stipends reports reconciled to the Bank Statements	Opex	General ledger report; Bank Statements	
Payroll Management													

Municipal Financial Viability and Management												
Responsive, Accountable, Effective and Efficient Local Government System												
• Responsive, Accountable, Effective and Efficient Local Government System												
To Ensure Sound And Stable Financial Management												
Key Strategic Organizational Objectives												
Key Performance Area (KPA) 4:	Priority Area (ID/P)	Key Performance Indicator	Project Name	Baseline	2023/24 annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	2023/24 Annual Budget	Means verification	of Weights
NT P-33-2023/24	Payroll	Number of EPWP stipends reports reconciled to the General Ledger	Reconciliation of EPWP stipend reports to the General Ledger	12 EPWP stipends reports reconciled to general ledger	12 EPWP stipends reports reconciled to the General Ledger	3 EPWP stipends reports reconciled to the General Ledger	3 EPWP stipends reports reconciled to the General Ledger	3 EPWP stipends reports reconciled to the General Ledger	3 EPWP stipends reports reconciled to the General Ledger	Opex	System salary reports, GL report; Bank Statement	
NT P-34-2023/24	Expenditure Management	Percentage of Tax Invoices reviewed for compliance with Vat regulations	Review of Tax Invoices for Compliance with Vat regulations	New Indicator	100% Tax Invoices reviewed for compliance with Vat regulations	100% Tax Invoices reviewed for compliance with Vat regulations	100% Tax Invoices reviewed for compliance with Vat regulations	100% Tax Invoices reviewed for compliance with Vat regulations	100% Tax Invoices reviewed for compliance with Vat regulations	Opex	Tax invoice Review Reports	
NT P-35-2023/24		Number of retention registers updated	Updating of Retention register	4 Retention registers updated	4 Retention registers updated	1 Retention register updated	1 Retention register updated	1 Retention register updated	1 Retention register updated	Opex	Retention register	

Municipal Financial Viability and Management												
Responsive, Accountable, Effective and Efficient Local Government System												
• Responsive, Accountable, Effective and Efficient Local Government System												
To Ensure Sound And Stable Financial Management												
Key Performance Area (KPA) 4:	Municipal Financial Viability and Management											
Outcome 9:	Responsive, Accountable, Effective and Efficient Local Government System											
Inputs:	• Responsive, Accountable, Effective and Efficient Local Government System											
Key Strategic Organizational Objectives												
IP	Priority Area (ID P)	Key performance indicator	Project Name	Baseline	2023/24 annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	2023/24 Annual Budget	Means verification	of Weights
NT P-36-23/24		Number of creditors reconciliation reports reconciled	Creditor's reconciliation reports	12 Creditors' reconciliation reports reconciled	12 Creditors' reconciliation reports reconciled	3 Creditors' reconciliation reports reconciled	3 Creditors' reconciliation reports reconciled	3 Creditors' reconciliation reports reconciled	3 Creditors' reconciliation reports reconciled	Opex	Creditors' reconciliation reports.	
NT P-37-23/24		Number of Unauthorized Irregular and fruitless and wasteful expenditure register (UIF) updated	Unauthorized Irregular and fruitless and wasteful expenditure register (UIF) updated	4 Unauthorized Irregular and fruitless and wasteful expenditure register (UIF) updated	4 Unauthorized Irregular and fruitless and wasteful expenditure register (UIF) updated	1 Unauthorized Irregular and fruitless and wasteful expenditure register (UIF) updated	1 Unauthorized Irregular and fruitless and wasteful expenditure register (UIF) updated	1 Unauthorized Irregular and fruitless and wasteful expenditure register (UIF) updated	1 Unauthorized Irregular and fruitless and wasteful expenditure register (UIF) updated	Opex	Unauthorized Irregular and fruitless and wasteful expenditure register (UIF) reports.	
NT P-38-23/24		Ratio (Available cash in hand plus investment/ monthly fixed operating expenditure)	Cost coverage	1:1	1:1	1:1	1:1	1:1	1:-1	Opex	Section 71 reports.	
Expenditure Management												

GOOD GOVERNANCE & PUBLIC PARTICIPATION												
Responsive, Accountable, Effective and Efficient Local Government System												
<ul style="list-style-type: none"> Deepen democracy through a refined ward committee model Administrative and financial capability 												
Key Strategic Organizational Objectives												
To ensure that institutional arrangements are transparent efficient and effective												
To ensure that good governance and public participation is sustained and enhances transparency and accountability.												
No.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2023/24 Annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	2023/24 Annual Budget	Means verification	of Weight
BNT OP-001-2023/24	Internal Audit	Percentage of internal audit queries addressed	Implementation of Internal Audit action plan	40% Internal Audit Queries addressed	100% Internal Audit Queries addressed	25% Internal Audit Queries addressed	50% Internal Audit Queries addressed	75% Internal Audit Queries addressed	100% Internal Audit Queries addressed	Opex	Updated Internal Audit action plan	20%
BNT OP-002-2023/24	AG Action Plan	Percentage of AG Action Plan implemented	Implementation of AG Action Plan	20% AG Action plan implemented	100% AG Action plan implemented	No Target	No Target	50% AG Action plan implemented	100% AG Action plan implemented	Opex	Update Action plan	AG
BNT OP-003-2023/24	Risk Management	Percentage of risk register implemented	Implementation of Risk register	75% Risk Register implemented	100% Risk Register implemented	100% Risk Register implemented	100% Risk Register implemented	100% Risk Register implemented	100% Risk Register implemented	Opex	Updated Strategic register	risk
BNT OP-004-2023/24	Council Resolutions	Percentage of Council resolutions implemented	Implementation of Council resolutions	100% of Council resolutions implemented	100% of Council resolutions implemented	100% of Council resolutions implemented	100% of Council resolutions implemented	100% of Council resolutions implemented	100% of Council resolutions implemented	Opex	Updated Council resolution register	Council

GOOD GOVERNANCE & PUBLIC PARTICIPATION

Key Performance Area (KPA) 5:

Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System

- Outputs :**
- Deepen democracy through a refined ward committee model
 - Administrative and financial capability

Key Strategic Organizational Objectives

To ensure that institutional arrangements are transparent efficient and effective
 To ensure that good governance and public participation is sustained and enhances transparency and accountability.

No.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2023/24 Annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	2023/24 Annual Budget	Means verification	of Weight
BNT OP-005-2023/24	Audit Committee Resolutions	Percentage of Audit Committee resolutions implemented	Implementation of Audit Committee resolutions	100% of Audit Committee resolutions implemented	100% of Audit Committee resolutions implemented	100% of Audit Committee resolutions implemented	100% of Audit Committee resolutions implemented	100% of Audit Committee resolutions implemented	100% of Audit Committee resolutions implemented	Opex	Updated Committee resolution register	Audit
BNTO 039-2023/24	PMS	Number of Performance assessment conducted	Assessment of employees	New indicator	2 Performance assessment conducted	No target	1x Annual Performance Assessment conducted	1x Midyear Performance Assessment conducted	No target	Opex	Performance assessment reports, Individual Score sheet	
BNT OP-040-2023/24		Percentage of Employees assessments moderated	Moderation of employee assessment	New indicator	100% employees assessments moderated	No target	No target	100% Annual Performance Assessment moderated	No Target	Opex	Employee moderation report, Individual Score Sheet	
BNT OP-041-2023/24	Audit Outcome	Maintenance of Credible Audit outcome	Obtain a credible Audit Outcome	New Indicator	1=Disclaimer Audit opinion 2=Adverse Audit opinion 3=Qualified Audit opinion 4=Unqualified Audit opinion	No Target	1=Disclaimer Audit opinion 2=Adverse Audit opinion 3=Qualified Audit opinion 4=Unqualified Audit opinion	No Target	No Target	Opex	AGSA Audit Report	

GOOD GOVERNANCE & PUBLIC PARTICIPATION

Key Performance Area (KPA) 5:
Outcome 9:
Outputs :

Responsive, Accountable, Effective and Efficient Local Government System

- Deepen democracy through a refined ward committee model
- Administrative and financial capability

Key Strategic Organizational Objectives

To ensure that institutional arrangements are transparent efficient and effective
 To ensure that good governance and public participation is sustained and enhances transparency and accountability.

No.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2023/24 Annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	2023/24 Annual Budget R	Means verification	of Weight
BNT OP-042-2023/24	Supply Chain Management	Percentage reduction of Irregular expenditure	UIFW Implementation on Strategy	New Indicator	1=0-69% 2=70%-89% 3=90%-95% 4=95%-99% 5=0% of Irregular expenditure incurred	1=0-69% 2=70%-89% 3=90%-95% 4=95%-99% 5=0% of Irregular expenditure incurred	5=Clean Audit opinion	1=0-69% 2=70%-89% 3=90%-95% 4=95%-99% 5=0% of Irregular expenditure incurred	1=0-69% 2=70%-89% 3=90%-95% 4=95%-99% 5=0% of Irregular expenditure incurred	Opex and CAPEX	Irregular Expenditure register	
BNT OP-043-2023/24	Budget and Reporting	Percentage reduction of Unauthorised expenditure	UIFW Implementation on Strategy	New Indicator	1=0-69% 2=70%-89% 3=90%-95% 4=95%-99% 5=0% unauthorised expenditure incurred	1=0-69% 2=70%-89% 3=90%-95% 4=95%-99% 5=0% unauthorised expenditure incurred	1=0-69% 2=70%-89% 3=90%-95% 4=95%-99% 5=0% unauthorised expenditure incurred	1=0-69% 2=70%-89% 3=90%-95% 4=95%-99% 5=0% unauthorised expenditure incurred	1=0-69% 2=70%-89% 3=90%-95% 4=95%-99% 5=0% unauthorised expenditure incurred	Opex and CAPEX	Unauthorised Expenditure register	
BNT OP-044-2023/24	Expenditure and Payroll Management	Percentage reduction of Fruitless and wasteful expenditure	UIFW Implementation Strategy	New Indicator	1=0-69% 2=70%-89% 3=90%-95% 4=95%-99% 5=0% Fruitless and wasteful expenditure incurred	1=0-69% 2=70%-89% 3=90%-95% 4=95%-99% 5=0% Fruitless and wasteful expenditure incurred	1=0-69% 2=70%-89% 3=90%-95% 4=95%-99% 5=0% Fruitless and wasteful expenditure incurred	1=0-69% 2=70%-89% 3=90%-95% 4=95%-99% 5=0% Fruitless and wasteful expenditure incurred	1=0-69% 2=70%-89% 3=90%-95% 4=95%-99% 5=0% Fruitless and wasteful expenditure incurred	Opex and CAPEX	Fruitless and wasteful Expenditure register	

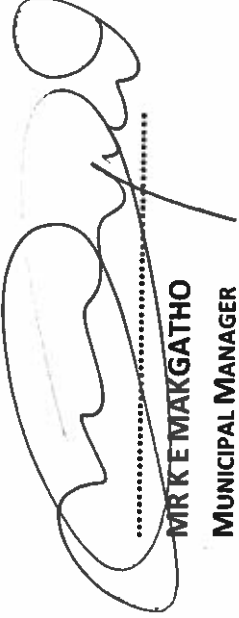


MS K ZULU

CHIEF FINANCIAL OFFICER

28/07/2023

DATE



MR KE MAKGATHO

MUNICIPAL MANAGER

28/07/2023

DATE


**PERSONAL DEVELOPMENT PLAN
2023/2024
(ANNEXURE B)**

PERSONAL DEVELOPMENT PLAN

Name & Surname : Khanyisile Zulu
 Job Title : Chief Financial Officer
 Employee Number : 5110

SKILL / PERFORMANCE GAP	OUTCOME EXPECTED	SUGGESTED TRAINING / DEVELOPMENT ACTIVITY	SUGGESTED MODE OF DELIVERY (Lectures, Online, Distant Learning, Visual)	SUGGESTED TIMEFRAME	WORK OPPORTUNITY CREATED TO PRACTICE SKILL	SUPPORT PERSON
Complete ACCA qualification	Certified Chartered accountant	ACCA EXAMS	Lectures and Online classes	July 2023 – June 2024	Chief financial Officer	Municipal Manager
Complete Master in Business Administration	Master in Business Administration qualification	Dissertation	Online classes	July 2023 to January 2024	Chief financial Officer	Municipal Manager

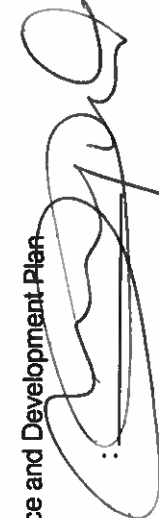
I agree with the objectives as set out in the above Performance and Development Plan and undertake to achieve the objectives as agreed on.

SIGNATURE : 

Name of Manager : Ms. K Zulu

Date : 28/07/2023

I undertake to support Zulu K with the achievement of the above Performance and Development Plan

SIGNATURE : 

Name of Reporting : Mr. K E Makgatho

Date : 28/07/2023