



REVISED PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

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

**MR. MAKGATHO K E
(EMPLOYER)**

AND

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

FOR THE

FINANCIAL YEAR: 01 JULY 2024 – 30 JUNE 2025

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

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;
- 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 2024** and will remain in force until **30 June 2025** 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 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

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 |
| 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 |

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|---------------------------|-------------|
| Communication | 10 |
| Results and Quality Focus | 10 |
| TOTAL | 100% |

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 byalty 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 authoritiesUnderstand procedures of Program and project management methodology, implications and stakeholder involvementUnderstand the rational of projects in relation to the institution's strategic objectivesDocument and communicate factors and risk associated with own workUse 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 milestonesDefine the roles and responsibilities of the project team and create clarity around expectationsFind a balance between project deadline and the quality of deliverablesIdentify appropriate project resources to facilitate the effective completion of the deliverablesComply with statutory requirements and apply policies in a consistent mannerMonitor 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 goalsApply effective risk management strategies through impact assessment and resource requirementsModify project scope and budget when required without compromising the quality and objectives of the projectInvolve top-level authorities and relevant stakeholders in seeking project buy- inIdentify and apply contemporary project management methodologyInfluence and motivate project team to deliver exceptional resultsMonitor policy implementation and apply procedures to manage risks | <ul style="list-style-type: none">Understand and conceptualize the long-term implications of desired project outcomesDirect a comprehensive strategic macro and micro analysis and scope projects accordingly to realize institutional objectivesConsider and initiate projects that focus on achievement of the long-term objectivesInfluence people in positions of authority to implement outcomes of projectsLead and direct translation of Policy into workable actions plansEnsures 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 |

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| 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 |

| ACHIEVEMENT LEVELS | | | |
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| 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 |

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| 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

| BASIC | COMPETENT | ADVANCED | SUPERIOR |
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| <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 | 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

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 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 |

| ACHIEVEMENT LEVEL | TERMINOLOGY | DESCRIPTION |
|----------------------|---|--|
| | | 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.

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 2024– 30 September 2024
- Second quarter : 1 October 2024 – 31 December 2024
- Third quarter : 1 January 2025 – 31 March 2025
- Fourth quarter : 1 April 2025 – 30 June 2025

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.

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 or 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%

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

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% |

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.


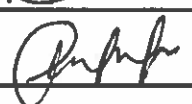
14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

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 06 day of March 2025

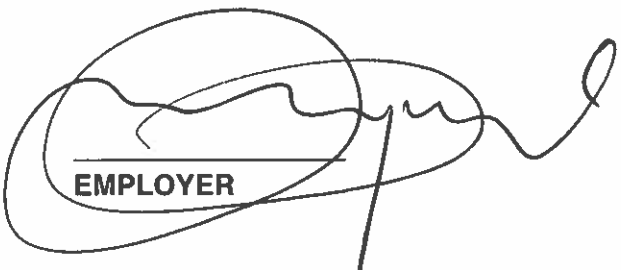
AS WITNESSES:

1. 
2. 


EMPLOYEE

AS WITNESSES:

1. 
2. 


EMPLOYER

INDIVIDUAL PERFORMANCE PLAN

(SDBIP 24/25) – ANNEXURE A

NAMES : K ZULU
POSITION : CHIEF FINANCIAL OFFICER
DEPARTMENT : BUDGET AND TREASURY

| 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 | | | | | | | | | | | |
| Key Strategic Organizational Objectives | | | | | To Ensure Sound And Stable Financial Management | | | | | | | | | | | |
| IDP Ref no. | Priorty area (IDP) | Key perform ance indicat or | Project Name | Baseline | 2024/25 annual target | Reviewed 2024/25 annual target | Quarter 1 target | Quarter 2 target | Quarter 3 target | Reviewed Quarter 3 target | Quarter 4 Target | Reviewed Quarter 4 target | Location of project / Responsibility | 2024/25 Annual Budget R | Reviewe d 2024/25 annual budget | Means of verification |
| BN T-001 - 2024/25 | SCM | Number of Asset Verification systems procure d and Installed | Procure ment and Installatio n of the Asset Verificati on System | New Indicator | 1 Asset Verification System procured and Installed | None | Approved Specific ation and advertis ement | Appointm ent of a service provider and 1x Asset verificatio n system procured and installed | No Target | None | No target | None | Municipal Wide | 800 000 | None | Approved Specification, Advert, Appointment letter, Installation Certificate |

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| 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 | | | | | | | | | | | |
| Key Strategic Organizational Objectives | | | | | To Ensure Sound And Stable Financial Management | | | | | | | | | | | |
| IDP Ref no. | Priorty area (IDP) | Key perform ance indicat or | Project Name | Baseline | 2024/25 annual target | Reviewe d 2024/25 annual target | Quarter 1 target | Quarter 2 target | Quarter 3 target | Reviewe d Quarter 3 target | Quarter 4 Target | Reviewed Quarter 4 target | Location of project / Responsibility | 2024/25 Annual Budget R | Reviewe d 2024/25 annual budget | Means of verification |
| BN T-002 - 2024/25 | Budget & Reporting | Number of Annual Financial Statements (AFS) compiled | Compilation of Annual Financial Statements | 1x 2022/2023 Annual Financial Statements compiled | 1x 2023/2024 Annual Financial Statements compiled | None | Approved Specific ation, Advert, Appointment letter, 1x 2023/24 AFS completed | No Target | No Target | None | No Target | None | Municipal Wide | 1 200 000 | None | Signed 2019/20 Annual Financial Statements , Acknowled ge letter |
| BN TO P-001 - 2024/25 | Internal Audit | Percent age of internal audit queries address ed | Impleme ntation of Internal Audit action plan | 100% Internal Audit Queries address ed | 100% Internal Audit Queries address ed | None | 100% Internal Audit Queries address ed | 100% Internal Audit Queries address ed | 100% Internal Audit Queries address ed | None | 100% Internal Audit Queries address ed | None | Municipal Wide Zulu KWC | Opex | None | Updated Internal Audit action plan |
| BN TO P-002 - 2024/25 | AG Action Plan | Percent age of AG Action Plan impleme nted | Impleme ntation of AG Action Plan | 97% AG Action plan impleme nted | 100% AG Action plan impleme nt ed | None | 100% AG Action plan impleme nted | 100% AG Action plan impleme nted | 100% AG Action plan impleme nt ed | None | 100% AG Action plan impleme nt ed | None | Municipal Wide Zulu KWC | Opex | None | Update AG Action plan |

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| Municipal Financial Viability and Management | | | | | | | | | | | | | | | | |
|--|-----------------------------|--|--|---|---|---------------------------------|---|---|---|----------------------------|---|---------------------------|--------------------------------------|-------------------------|---------------------------------|---|
| Responsive, Accountable, Effective and Efficient Local Government System | | | | | | | | | | | | | | | | |
| Outcome 9: | | | | | | | | | | | | | | | | |
| Outputs: | | | | | | | | | | | | | | | | |
| • Responsive, Accountable, Effective and Efficient Local Government System | | | | | | | | | | | | | | | | |
| To Ensure Sound And Stable Financial Management | | | | | | | | | | | | | | | | |
| Key Strategic Organizational Objectives | | | | | | | | | | | | | | | | |
| IDP Ref no. | Priorty area (IDP) | Key perform ance indicat or | Project Name | Baseline | 2024/25 annual target | Reviewe d 2024/25 annual target | Quarter 1 target | Quarter 2 target | Quarter 3 target | Reviewe d Quarter 3 target | Quarter 4 Target | Reviewed Quarter 4 target | Location of project / Responsibility | 2024/25 Annual Budget R | Reviewe d 2024/25 annual budget | Means of verification |
| BN TO P-003 - 2024/25 | Risk Management | Percent age of risk register impleme nted | Impleme ntation of Risk register | 100% Risk Register impleme nted | 100% Risk Register impleme nt ed | None | 100% Risk Register impleme nted | 100% Risk Register impleme nted | 100% Risk Register impleme nt ed | None | 100% Risk Register impleme nt ed | None | Municipal Wide Zulu KWC | Opex | None | Updated Strategic risk register |
| BN TO P-004 - 2024/25 | Council Resolutions | Percent age of Council resolutions impleme nted | Impleme ntation of Council resolutions | 100% of Council resolutions impleme nted | 100% of Council resolutions impleme nt ed | None | 100% of Council resolutions impleme nted | 100% of Council resolutions impleme nt ed | 100% of Council resolutions impleme nt ed | None | 100% of Council resolutions impleme nt ed | None | Municipal Wide Zulu KWC | Opex | None | Updated Council resolution register |
| BN TO P-005 - 2024/25 | Audit Committee Resolutions | Percent age of Audit Committ ee resolutions impleme nted | Impleme ntation of Audit Committee resolutions | 100% of Audit Committ ee resolutions impleme nted | 100% of Audit Committee resolutions impleme nt ed | None | 100% of Audit Committ ee resolutions impleme nted | 100% of Audit Committee resolutions impleme nt ed | 100% of Audit Committee resolutions impleme nt ed | None | 100% of Audit Committee resolutions impleme nt ed | None | Municipal Wide Zulu KWC | Opex | None | Updated Audit Committee resolution register |
| BN TO P-006 - 2024/25 | SCM | Number of inventor y count conduct ed | Inventory count | 4 Inventor y count conduct ed | 4 inventory count conducted | None | 1 inventor y count conduct ed | 1 inventory count conducte d | 1 inventory count conducted | None | 1 inventory count conducted | None | Municipal Wide Ralephen ya T | Opex | None | Inventory count reports |

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| 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 | | | | | | | | | | | | | | | | |
| IDP Ref no. | Priori ty area (IDP) | Key perform ance indicat or | Project Name | Baseline | 2024/25 annual target | Reviewe d 2024/25 annual target | Quarter 1 target | Quarter 2 target | Quarter 3 target | Reviewe d Quarter 3 target | Quarter 4 Target | Reviewed Quarter 4 target | Location of project Responsibility | 2024/25 Annual Budget R | Reviewe d 2024/25 annual budget | Means of verification |
| BN TO P-007 - 2024/25 | SCS | Number of fixed assets register (FAR) & general ledger (GL) reconciled | Reconcili ation of Fixed Assets Register and General Ledger | 12 FAR and GL reconciled | 12 FAR and GL reconcilled | None | 3 monthly FAR and GL reconcill ed | 3 monthly FAR and GL reconciled | 3 monthly FAR and GL reconciled | None | 3 monthly FAR and GL reconciled | None | Municipal Wide Ralephen ya T | Opex | None | FAR and GL Reconciliati on reports |
| BN TO P-008 - 2024/25 | | Number of physical assets verificati on conducted | Conducti ng of Physical Asset verificatio n | 2 Physical assets verificati on conduct ed | 2 physical Assets verification s conducted | None | No target | No target | 1 physical Assets verification conducted | None | 1 physical Assets verification conducted | None | Municipal Wide Ralephen ya T | Opex | None | Physical Assets verification reports |
| BN TO P-009 - 2024/25 | | Number of procure ment plans develop ed | Develop ment of 2024/2025 Procure ment plan | 1Procur ement plan develop ed for 2024/2025 | 1 procureme nt plan developed for 2025/2026 | None | No target | No target | No target | None | 1 procureme nt plan developed for 2025/2026 | None | Municipal Wide Ralephen ya T | Opex | None | Approved procureme nt plan |

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| 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 | | | | | Reviewed 2024/25 annual target | Quarter 1 target | Quarter 2 target | Quarter 3 target | Reviewed Quarter 3 target | Quarter 4 Target | Reviewed Quarter 4 target | Location of project / Responsibility | 2024/25 Annual Budget R | Reviewed 2024/25 annual budget | Means of verification | |
| IDP Ref no. | Priorty area (IDP) | Key perform ance indicat or | Project Name | Baseline | 2024/25 annual target | Reviewe d 2024/25 annual target | Quarter 1 target | Quarter 2 target | Quarter 3 target | Reviewe d Quarter 3 target | Quarter 4 Target | Reviewed Quarter 4 target | Location of project / Responsibility | 2024/25 Annual Budget R | Reviewed 2024/25 annual budget | Means of verification |
| BN TO P- 010 - 202 4/2 5 | | Percent age of responsi ve Bids evaluate d and adjudica ted within 90 days after advert closed | Facilitate Evaluation and Adjudicat ion of responsiv e Bids | 100% of bids evaluate d and adjudica ted within 90 days after advert closed | 100% of responsiv e bids evaluated and adjudicate d within 90 days after advert closed | None | 100% of responsiv e bids evaluate d and adjudicat ed within 90 days after advert closed | 100% of responsiv e bids evaluate d and adjudicat ed within 90 days after advert closed | 100% of responsiv e bids evaluated and adjudicate d within 90 days after advert closed | None | 100% of responsiv e bids evaluated and adjudicate d within 90 days after advert closed | None | Municipal Wide Ralephen ya T | Opex | None | Projects Implementa tion time frame Report, Advert and Appointment letters |
| BN TO P- 011 - 202 4/2 5 | SCM | Number of SCM perform ance reports compile d and submitte d to Council | Complati on and submissi on of Supply Chain Manage ment performa nce reports | 4 SCM Perform ance Reports compile d and submitte d to Council | 4 SCM Performa nce Reports compiled and submitted to Council | None | 1 SCM Perform ance Reports compile d and submitte d to council | 1 SCM Performa nce Reports compiled and submitte d to council | 1 SCM Performa nce Reports compiled and submitted to council | None | 1 SCM Performa nce Reports compiled and submitted to council | None | Municipal Wide Ralephen ya T | Opex | None | SCM Performanc e reports and Council Resolution |
| BT NO P- 012 - 202 4/2 5 | Revenue Management | Percent age collectio n of billed revenue | Revenue Collectio n | 82% billed revenue collecte d | 82% of billed revenue collected | None | 82% of billed revenue collecte d | 82% of billed revenue collected | 82% of billed revenue collected | None | 82% of billed revenue collected | None | Municip al Wide Nkalang a SA | Opex | None | BS 902 Collection report. |

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| Municipal Financial Viability and Management | | | | | | | | | | | | | | | | |
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| 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 | | | | | | | | | | | | | | | | |
| IDP Ref no. | Priority area (IDP) | Key performance indicator | Project Name | Baseline | 2024/25 annual target | Reviewed 2024/25 annual target | Quarter 1 target | Quarter 2 target | Quarter 3 target | Reviewed Quarter 3 target | Quarter 4 Target | Reviewed Quarter 4 target | Location of project / Responsibility | 2024/25 Annual Budget R | Reviewed 2024/25 annual budget | Means of verification |
| BN TO P-013 - 2024/25 | | Number of Debtors' Reconciliations reports completed | Compilation of Debtors' Reconciliation reports | 12 Debtors' reconciliation reports completed | 12 Debtors' reconciliation reports compiled | None | 3 Debtors' reconciliation reports completed | 3 Debtors' reconciliation reports compiled | 3 Debtors' reconciliation reports compiled | None | 3 Debtors' reconciliation reports compiled | None | Municipal Wide Nkhalanga SA | Opex | None | Debtors' reconciliation reports. |
| BN TO P-014 - 2024/25 | | Number of Traffic and Licensing reconciliation reports completed. | Compilation of Traffic and Licensing reconciliation reports. | 12 Traffic and Licensing reports completed | 12 Traffic and Licensing reports compiled | None | 3 Traffic and Licensing reports completed | 3 Traffic and Licensing reports compiled | 3 Traffic and Licensing reports compiled | None | 3 Traffic and Licensing reports compiled | None | Municipal Wide Nkhalanga SA | Opex | None | Traffic and Licensing reports. |
| BN TO P-015 - 2024/25 | Revenue Management | Number of days debtors are outstanding (Gross debtors - bad debts provision)/billed revenue x 365) | Outstanding service debtors to revenue | New Indicator | 30 days | None | 30 days | 30 days | 30 days | None | 30 days | None | Municipal Wide Nkhalanga SA | Opex | None | BS 902M reports (Progress report on outstanding debtors) |

| 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 | | | | | | | | | | | |
| Key Strategic Organizational Objectives | | | | | To Ensure Sound And Stable Financial Management | | | | | | | | | | | |
| IDP Ref no. | Priority area (IDP) | Key performance indicator | Project Name | Baseline | 2024/25 annual target | Reviewed 2024/25 annual target | Quarter 1 target | Quarter 2 target | Quarter 3 target | Reviewed Quarter 3 target | Quarter 4 Target | Reviewed Quarter 4 target | Location of project / Responsibility | 2024/25 Annual Budget R | Reviewed 2024/25 annual budget | Means of verification |
| BN TO P- 016 - 2024/25 | | Percent of indigent households with access to free basic services | Basic Services to indigent households | 100% Indigent households benefited. | 100% Indigent households benefited. | None | 100% Indigent households benefited. | 100% Indigent households benefited | 100% Indigent households benefited | None | 100% Indigent households benefited | None | Municipal Wide Nkhalanga SA | Opex | None | Updated indigent register |

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| 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 | | | | | Reviewed 2024/25 annual target | Quarter 1 target | Quarter 2 target | Quarter 3 target | Reviewed Quarter 3 target | Quarter 4 Target | Reviewed Quarter 4 target | Location of project / Responsibility | 2024/25 Annual Budget R | Reviewe d 2024/25 annual budget | Means of verification | |
| IDP Ref no. | Priori ty area (IDP) | Key perform ance indicat or | Project Name | Baseline | 2024/25 annual target | Reviewed 2024/25 annual target | Quarter 1 target | Quarter 2 target | Quarter 3 target | Reviewed Quarter 3 target | Quarter 4 Target | Reviewed Quarter 4 target | Location of project / Responsibility | 2024/25 Annual Budget R | Reviewe d 2024/25 annual budget | Means of verification |
| BN TO P- 017 - 202 4/2 5 | Budget and Reporting | Number of Section 71 reports compiled 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 | 12 Section 71 reports compiled and submitted to provincial Treasury | None | 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 | 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 | 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 | None | 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 | None | Municipal Wide Wiso P | Opex | None | Proof of Submission to Treasury, Section 71 reports, |

| Municipal Financial Viability and Management | | | | | | | | | | | | | | | | |
|--|----------------------|---|---|--|--|---------------------------------|------------------|------------------|--|----------------------------|------------------|---------------------------|--------------------------------------|-------------------------|---------------------------------|---|
| Responsive, Accountable, Effective and Efficient Local Government System | | | | | | | | | | | | | | | | |
| Outcome 9: | | | | | | | | | | | | | | | | |
| Outputs: | | | | | | | | | | | | | | | | |
| Key Strategic Organizational Objectives | | | | | | | | | | | | | | | | |
| IDP Ref no. | Priorty area (IDP) | Key perform ance indicat or | Project Name | Baseline | 2024/25 annual target | Reviewe d 2024/25 annual target | Quarter 1 target | Quarter 2 target | Quarter 3 target | Reviewe d Quarter 3 target | Quarter 4 Target | Reviewed Quarter 4 target | Location of project / Responsibility | 2024/25 Annual Budget R | Reviewe d 2024/25 annual budget | Means of verification |
| BN TO P-018 - 2024/25 | | Number of Section 72 (mid-year) reports compiled and submitted to provincial Treasury | Completion and submission of 2024/25 section 72 report to provincial Treasury | 1x 2023/24 Section 72 report compiled and submitted to provincial Treasury | 1x 2024/25 Section 72 report compiled and submitted to provincial Treasury | None | No Target | No Target | 2024/25 Section 72 (midyear) report compiled and submitted to provincial Treasury by the 25 th January 2024 | None | No Target | None | Municipal Wide Wiso P | Opex | None | Section 72 report and Proof of Submission |
| BN TO P-019 - 2024/25 | Budget and Reporting | Number of Adjustm ent budgets compile d and approve d | Completion of 2024/25 adjustme nt budget for approval | 2022/23 Adjust ment budget compil ed and approv ed | 1x 2024/25 Adjustmen t budget Compiled and approved | None | No target | No target | 2024/25 adjustmen t budget compiled and approved | None | No target | None | Municipal Wide Wiso P | Opex | None | Council Resolution Approved adjustment budget |
| BN TO P-020 - 2024/25 | | Number of Draft annual budgets compile d and tabled to Council | Completion and tabling of 2025/26 draft annual budget to council | 2024/25 draft annual budget tabled to council | 1x 2025/26 draft budget tabled to Council | None | No target | No target | 1x 2025/26 draft budget tabled to Council | None | No target | None | Municipal Wide Wiso P | Opex | None | Council resolution Tabled draft budget |

| Municipal Financial Viability and Management | | | | | | | | | | | | | | | | |
|--|----------------------|---|---|---|---|--------------------------------|---|---|---|---------------------------|---|---------------------------|--------------------------------------|-------------------------|--------------------------------|---|
| Responsive, Accountable, Effective and Efficient Local Government System | | | | | | | | | | | | | | | | |
| Outputs: | | | | | | | | | | | | | | | | |
| • Responsive, Accountable, Effective and Efficient Local Government System | | | | | | | | | | | | | | | | |
| To Ensure Sound And Stable Financial Management | | | | | | | | | | | | | | | | |
| Key Strategic Organizational Objectives | | | | | | | | | | | | | | | | |
| IDP Ref no. | Priority area (IDP) | Key performance indicator | Project Name | Baseline | 2024/25 annual target | Reviewed 2024/25 annual target | Quarter 1 target | Quarter 2 target | Quarter 3 target | Reviewed Quarter 3 target | Quarter 4 Target | Reviewed Quarter 4 target | Location of project / Responsibility | 2024/25 Annual Budget R | Reviewed 2024/25 annual budget | Means of verification |
| BN TO P-021 - 2024/25 | | Number of Annual budgets compiled for approval by Council | Compilation and submission of 2025/26 annual budget For approval by Council | 2024/25 annual budget Approved by Council | 1x 2025/26 Annual budget approved by Council | None | No target | No target | No target | None | 1x 2025/26 Annual budget approved by Council | None | Municipal Wide Wiso P | Opex | None | Council resolution Approved 2024/25 annual budget |
| BN TO P-022 - 2024/25 | | Number of Section 52 reports compiled and submitted to Council | Compilation and Submission of section 52 reports to Council | 4 section 52 reports compiled and submitted to Council | 4 section 52 reports compiled submitted to Council | None | 1 section 52 reports compiled and submitted to Council | 1 section 52 reports compiled and submitted to Council | 1 section 52 reports compiled and submitted to Council | None | 1 section 52 reports compiled and submitted to Council | None | Municipal Wide Wiso P | Opex | None | Council Resolution Signed section 52 reports |
| BN TO P-023 - 2024/25 | Budget and Reporting | Number of mSCOA Roadmap reports compiled and submitted to Council | Compilation and Submission of mSCOA Roadmap reports to Council | 4 mSCOA Roadmap reports compiled and submitted to Council | 4 mSCOA Roadmap reports compiled and submitted to Council | None | 1 mSCOA Roadmap reports compiled and submitted to Council | 1 mSCOA Roadmap reports compiled and submitted to Council | 1 mSCOA Roadmap reports compiled and submitted to Council | None | 1 mSCOA Roadmap reports compiled and submitted to Council | None | Municipal Wide Wiso P | Opex | None | Council resolution mSCOA Roadmap reports |

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| 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 | | | | | | | | | | | | |
| Key Strategic Organizational Objectives | | | | To Ensure Sound And Stable Financial Management | | | | | | | | | | | | |
| IDP Ref no. | Priorty area (IDP) | Key performance indicator | Project Name | Baseline | 2024/25 annual target | Reviewed 2024/25 annual target | Quarter 1 target | Quarter 2 target | Quarter 3 target | Reviewed Quarter 3 target | Quarter 4 Target | Reviewed Quarter 4 target | Location of project / Responsibility | 2024/25 Annual Budget R | Reviewed 2024/25 annual budget | Means of verification |
| BN TO P-024 - 2024/25 | | Percentage of Return on investment realized | Investment of excess amount | New indicator | 2% of Return on investment per annum realized | None | 0.5 % of Return on investment realized | 0.5 % of Return on investment realized | 0.5 % of Return on investment realized | None | 0.5 % of Return on investment realized | None | Municipal Wide Wiso P | Opex | None | Investment Register |
| BN TO P-025 - 2024/25 | | Maintenance of Current ratio within acceptance norm | Maintain Current ratio within acceptable norm | New indicator | 1.5:1 | None | 1.5:1 | 1.5:1 | 1.5:1 | None | 1.5:1 | None | Municipal Wide Wiso P | Opex | None | Section 71 reports and AFS for year end |
| BN TO P-026 - 2024/25 | Payroll Management | 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 | None | 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 | None | 3 of MFMA Section 66 reports reconciled to General Ledger | None | Municipal Wide Ramaboa N.L | Opex | None | System Salary reports, Expenditure on Staff benefits Report |
| BN TO P-027 - 2024/25 | | Number of salary reports reconciled to General Ledger | Salary reconciliations reconciled to General Ledger | 12 Salary reconciliations reconciled to General Ledger | 12 of salary reports reconciled to General Ledger | None | 3 of salary reports reconciled to General Ledger | 3 of salary reports reconciled to General Ledger | 3 of salary reports reconciled to General Ledger | None | 3 of salary reports reconciled to General Ledger | None | Municipal Wide Ramaboa N.L | Opex | None | System salary reports, GL Reconciliations ,Bank Statement |

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| Municipal Financial Viability and Management | | | | | | | | | | | | | | | | |
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| Responsive, Accountable, Effective and Efficient Local Government System | | | | | | | | | | | | | | | | |
| Outcome 9: | | | | | | | | | | | | | | | | |
| Outputs: | | | | | | | | | | | | | | | | |
| • Responsive, Accountable, Effective and Efficient Local Government System | | | | | | | | | | | | | | | | |
| To Ensure Sound And Stable Financial Management | | | | | | | | | | | | | | | | |
| Key Strategic Organizational Objectives | | | | | | | | | | | | | | | | |
| IDP Ref no. | Priori ty area (IDP) | Key perform ance indicat or | Project Name | Baseline | 2024/25 annual target | Reviewe d 2024/25 annual target | Quarter 1 target | Quarter 2 target | Quarter 3 target | Reviewe d Quarter 3 target | Quarter 4 Target | Reviewed Quarter 4 target | Location of project / Responsibility | 2024/25 Annual Budget R | Reviewe d 2024/25 annual budget | Means of verification |
| BN TO P-028 - 2024/25 | | Number of VAT 201 reconcili ations submitte d to SARS | VAT 201 reconcili ations | 12 VAT 201 reconcili ations | 12 VAT 201 reconciliati ons submitted to SARS | None | 3 VAT 201 reconcili ations submitte d to SARS | 3 VAT 201 reconcilia tions submitte d to SARS | 3 VAT 201 reconciliati ons submitted to SARS | None | 3 VAT 201 reconciliati ons submitted to SARS | None | Municipal Wide Ramabo ea N.L | Opex | None | Zero Rated Output & Input Vat schedules, VAT 201 forms, VAT Reconciliati ons Proof of submission from SARS; |
| BN TO P-029 - 2024/25 | Expenditure Management | Number of salary schedul es reconcil ed to the payroll report | Prepara tion of Salary schedul es | 60 Salary schedul es compile d | 60 of salary schedules reconciled to the payroll report | None | 15 of salary schedul es reconcil ed to the payroll report | 15 of salary schedule s reconcile d to the payroll report | 15 of salary schedules reconciled to the payroll report | None | 15 of salary schedules reconciled to the payroll report | None | Municipal Wide Ramabo ea N.L | Opex | None | Salary Schedules; Payroll reports |
| BN TO P-030 - 2024/25 | | Number of EMP20 1 reports compile d and submitte d to SARS | Prepara tion of EMP20 1 reports and submiss ion to SARS | 12 Prepara tion of EMP20 1 reports and submiss ion to SARS | 12 of EMP201 reports compiled and submitted to SARS | None | 3 of EMP20 1 reports compile d and submitte d to SARS | 3 of EMP201 reports compiled and submitte d to SARS | 3 of EMP201 reports compiled and submitted to SARS | None | 3 of EMP201 reports compiled and submitted to SARS | None | Municipal Wide Ramabo ea N.L | Opex | None | EMP201 reports, system salary report; Proof of submission to SARS |

| 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 | | | | | | | | | | | | | | | | |
| IDP Ref no. | Priorty area (IDP) | Key performance indicator | Project Name | Baseline | 2024/25 annual target | Reviewed 2024/25 annual target | Quarter 1 target | Quarter 2 target | Quarter 3 target | Reviewed Quarter 3 target | Quarter 4 Target | Reviewed Quarter 4 target | Location of project / Responsibility | 2024/25 Annual Budget R | Reviewed 2024/25 annual budget | Means of verification |
| BN TO P-031 - 2024/25 | Expenditure Management | 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 | None | 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 | None | 3 Ward Committee stipends reports reconciled to the Bank Statements | None | Municipal Wide Ramaboea N.L | Opex | None | General ledger report; Bank Statements |
| BN TO P-032 - 2024/25 | 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 | None | 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 | None | 100% Tax Invoices reviewed for compliance with Vat regulations | None | Municipal Wide Ramaboea N.L | Opex | None | Tax invoice Review Reports |
| BN TO P-033 - 2024/25 | Expenditure Management | Number of retention registers updated | Updating of Retention register | 4 Retention registers updated | 4 Retention registers updated | None | 1 Retention register updated | 1 Retention register updated | 1 Retention register updated | None | 1 Retention register updated | None | Municipal wide Nkhalanga SA | Opex | None | 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 Strategic Organizational Objectives | | | | | | | | | | | | | | | | |
| IDP Ref no. | Priorty area (IDP) | Key performance indicator | Project Name | Baseline | 2024/25 annual target | Reviewed 2024/25 annual target | Quarter 1 target | Quarter 2 target | Quarter 3 target | Reviewed Quarter 3 target | Quarter 4 Target | Reviewed Quarter 4 target | Location of project / Responsibility | 2024/25 Annual Budget R | Reviewed 2024/25 annual budget | Means of verification |
| BN TO P-034 - 2024/25 | | Number of creditors' reconciliation reports reconciled | Creditors' reconciliation reports | 12 Creditors' reconciliation reports reconciled | 12 Creditors' reconciliation reports reconciled | None | 3 Creditors' reconciliation reports reconciled | 3 Creditors' reconciliation reports reconciled | 3 Creditors' reconciliation reports reconciled | None | 3 Creditors' reconciliation reports reconciled | None | Municipal wide Nkhang a SA | Opex | None | Creditors' reconciliation reports. |
| BN TO P-035 - 2024/25 | | Number of UIF Registers updated | Unauthorized and fruitless and wasteful expenditure register (UIF) updated | 4 Unauthorized and fruitless and wasteful expenditure register (UIF) updated | 4 Unauthorized and fruitless and wasteful expenditure register (UIF) updated | None | 1 Unauthorized and fruitless and wasteful expenditure register (UIF) updated | 1 Unauthorized and fruitless and wasteful expenditure register (UIF) updated | 1 Unauthorized and fruitless and wasteful expenditure register (UIF) updated | None | 1 Unauthorized and fruitless and wasteful expenditure register (UIF) updated | None | Municipal wide Wiso P | Opex | None | Unauthorized Irregular and fruitless and wasteful expenditure register (UIF) reports. |
| BN TO P-036 - 2024/25 | Expenditure Management | Ratio (Available cash in hand plus investment/ monthly fixed operating expenditure) | Cash/cost coverage ratio | 1 month | 1 month | None | 1 month | 1 month | 1 month | None | 1 month | None | Municipal wide Nkhang a SA | Opex | None | Section 71 reports. |

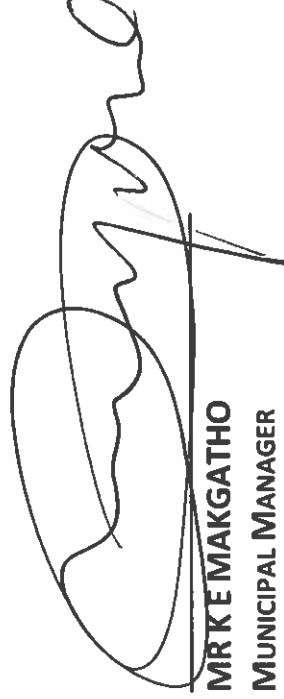
| Key Performance Area (KPA) 4: | | | | | Municipal Financial Viability and Management | | | | | | | | | | | |
|---|---------------------|---|-----------------------------------|---------------|--|--------------------------------|------------------|--|--|---------------------------|------------------|---|--------------------------------------|-------------------------|--------------------------------|--|
| Outcome 9: | | | | | Responsive, Accountable, Effective and Efficient Local Government System | | | | | | | | | | | |
| Outputs: | | | | | • Responsive, Accountable, Effective and Efficient Local Government System | | | | | | | | | | | |
| Key Strategic Organizational Objectives | | | | | To Ensure Sound And Stable Financial Management | | | | | | | | | | | |
| IDP Ref no. | Priority area (IDP) | Key performance indicator | Project Name | Baseline | 2024/25 annual target | Reviewed 2024/25 annual target | Quarter 1 target | Quarter 2 target | Quarter 3 target | Reviewed Quarter 3 target | Quarter 4 Target | Reviewed Quarter 4 target | Location of project / Responsibility | 2024/25 Annual Budget R | Reviewed 2024/25 annual budget | Means of verification |
| BN TO P-037 - 2024/25 | PMS | Number of Performance assessment conducted | Assessment of employees | New indicator | 2 Performance assessment conducted | None | No target | 1x Annual Performance Assessment conducted | 1x Midyear Performance Assessment conducted | No Target | No target | 1x Midyear Performance Assessment conducted | Municipal Wide Zulu KWC | Opex | None | Performance assessment reports, Individual Score sheet |
| BN TO P-038 - 2024/25 | | Percentage of Employees assessments moderated | Moderation of employee assessment | New indicator | 100% employees assessments moderated | None | No target | No target | 100% Annual Performance Assessment moderated | None | No target | None | Municipal Wide Zulu KWC | Opex | None | Employee moderation report, Individual Score Sheet |



MS KCW ZULU
CHIEF FINANCIAL OFFICER

06/03/2025

DATE



MR KE MAKGATHO
MUNICIPAL MANAGER

06/03/2025


DATE

PERSONAL DEVELOPMENT PLAN

Name & Surname : Khanyisile Zulu
 Job Title : Chief Financial Officer
 Employee Number : 5880

| 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 |
|-------------------------------|------------------|---|--|------------------------|--|-------------------|
| | | | | | | |
| | | | | | | |


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

SIGNATURE : 

Name of Manager : Ms. K Zulu

Date : 06/03/2025

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 : 06/03/2025