



Molemole Municipality

REVIEWED PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

THE MOLEMOLE MUNICIPALITY

AS REPRESENTED BY

THE MAYOR

CLLR. M E PAYA

(EMPLOYER)

AND

MR. M L MOSENA

MUNICIPAL MANAGER

(EMPLOYEE)

FOR THE

FINANCIAL YEAR: 01 JULY 2020 – 30 JUNE 2021

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Molemole Municipality herein represent by Cllr. M E Paya in his capacity as the Municipal Mayor (hereinafter referred to as the Employer)

and

Mr. M L Mosena, Municipal Manager 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;

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- 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 2020** and will remain in force until **30 June 2021** 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.

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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

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- 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
Spatial Planning and Rationale	10
Basic Service Delivery	20
Local Economic Development	15
Municipal Financial Viability and Management	20
Good Governance & Public Participation	15
Municipal Transformation and Organizational Development	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

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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 	10
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management 	10
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 	15
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 	10
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance 	10
CORE COMPETENCIES		WEIGHTING
Moral competencies		10
Planning and organizing		5
Analysis and innovation		5
Knowledge and Information Management		5
Communication		5
Results and Quality Focus		5
TOTAL		100%

6.6 Competency Descriptions and achievement levels explained

Cluster	Leading Competencies
Competency Name	Strategic Direction and Leadership

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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 strategies 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 authorities • Understand procedures of Program and project management methodology, implications and stakeholder involvement • Understand the rationale 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 long 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

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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			
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
<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	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

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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.

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ACHIEVEMENT LEVEL	TERMINOLOGY	DESCRIPTION
		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 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 Executive Mayor or Mayor;

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- 7.7.2 Member of the Audit Committee;
- 7.7.3 Member of the Executive Committee; and
- 7.7.4 Mayor and or Municipal Manager from another Municipality.
- 7.7.5 Member of ward committee as nominated by Executive Mayor or Mayor

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 2020 – 30 September 2020
Second quarter	: 1 October 2020 – 31 December 2020
Third quarter	: 1 January 2021 – 31 March 2021
Fourth quarter	: 1 April 2021 – 30 June 2021

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.

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- 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
- 11.1.4 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.

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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%

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

Score	Awarded %
130-133	5%
134-137	6%
138-141	7%
142-145	8%
146-149	9%
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 24 day of March.....2021

AS WITNESSES:

1. 
2. _____


EMPLOYEE

AS WITNESSES:

1. 
2. _____


EMPLOYER

ANNEXURE A
REVIEWED INDIVIDUAL
PERFORMANCE PLAN (SDBIP)

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GOOD GOVERNANCE & PUBLIC PARTICIPATION														
Responsive, Accountable, Effective and Efficient Local Government System														
Outcome 9:														
Outputs :														
<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	2020/21 Annual target	Reviewed Annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 4 target	2020/21 Annual Budget R	Reviewed Annual Budget	Means of verification	Weights
MM-001-2020/21	Communication	Number of Diaries printed	Printing and of Municipal Diaries	1500 Diaries printed	1500 Diaries printed	None	Specification approved and Advertise ment	Appointment of a service provider and delivery of 1500 Diaries	No Target	None	R295,060	R 195 060	Appointment letter/Order Diaries, Invoice, advert, Delivery Note	
MM-002-2020/21		Number of Calendars printed	Printing of Municipal Calendars	2000 Calendars printed	2000 Calendars printed	None	Specification approved and Advertise ment	Appointment of a service provider and delivery of 2000 Calendars	No Target	None	R272,000	R 172 000	Specification on Order, Invoice, advert, Delivery Note,	
MM-003-2020/21		Number of Newsletters printed	Printing of Newsletters	6000 Newsletters printed	6000 Newsletters printed	None	Specification approved and Advertise ment	Appointment of a service provider and delivery of 3000 Newsletters	Specification approved and Advertise ment	Appointment of a service provider and delivery of 3000 Newsletters	None	R200,000	None	Order, Advert, Delivery Note

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GOOD GOVERNANCE & PUBLIC PARTICIPATION																	
Key Performance Area (KPA) 5:																	
Outcome 9:																	
Outputs :																	
Key Strategic Organizational Objectives																	
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MM-004-2020/21		Number of IDP documents printed	Printing of IDP documents	200 IDP documents printed	200 IDP documents printed	None	Specification approved and Advertise ment, Appointment of Service Provider and delivery of 200 IDP documents	No Target	No Target	None	No Target	R200,000	R200,000	R 170 000	Approved Specification, Order, Invoice, advert, Delivery Note,		
MM-005-2020/21	Communications	Number of Annual Reports documents printed	Printing and Distribution of Annual Reports documents	200 Annual Report documents printed	200 Annual Report documents printed	None	No Target	No Target	Specific approval and Advertisment	None	Appointment of a service provider and delivery of 200 Annual Reports Documents	None	R200,000	None	Order, Advert, Delivery Note		

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GOOD GOVERNANCE & PUBLIC PARTICIPATION																
Responsive, Accountable, Effective and Efficient Local Government System																
Outputs :																
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MM-006-2020/21		Percentage of municipal activities and notices publicised and marketed.	Marketing, Publicity and Advertising	100%	100%	None	100%	100%	100%	None	100%	None	553 064	None	Approved Specification on Order, Invoice, copy of Advert, Delivery Note	
MM-007-2020/21		Percentage of Promotional items purchased	Procurement of Municipal Promotional items	100%	100%	None	100%	100%	100%	None	100%	None	106 000	None	Order, Delivery Note	
MM-008-2020/21	Communication	Percentage of Events management Equipment procurement	Procurement of Events Management Equipment	100%	100%	None	100%	100%	100%	None	100%	None	150 000	None	Order and delivery note	
MM-OP-020-2020/21		Percentage of documents updated	Website Content management	100%	100%	None	100%	100%	100%	None	100%	None	Opex	None	Signed Website register	

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GOOD GOVERNANCE & PUBLIC PARTICIPATION																
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MM OP-021-2020/21		Percent of response of media enquiries on the website	Media relation and enquiries	100%	100%	None	100%	100%	100%	None	100%	None	Opex	None	Newspaper clips, press releases	
MM-009-2020/21	PMS	Number of Automated PMS reports generated	Automation of PMS reports	4	4	None	1	1	1	None	1	None	800 000	None	Approved automated PMS reports	
MM OP-023-2020/21	Performance Management System	2020/21 Annual Report (AR) compiled	Compilation of Annual report	2018/19 AR approved	2019/20 AR compiled and approved	None	No target	No target	2019/20 AR compiled and approved	No Target	No target	2019/20 AR compiled and approved	Opex	None	Approved Annual Report Council resolution	
MM OP-024-2020/21		Number of Back to Basics reports compiled	Compilation of Back to Basics report	4	4	None	1	1	1	None	1	None	Opex	None	Approved B2B report	
MM OP-025-2020/21		Annual Performance reports compile	Compilation of 2019/20 Annual Performance report	Approved 2018/19 Annual Performance report	2019/20 Annual Performance report	None	2019/20 Annual Performance report	No target	No target	No target	None	No target	None	Opex	None	Approved Annual Performance report 2019/2020

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Key Performance Area (KPA) 6:		GOOD GOVERNANCE & PUBLIC PARTICIPATION													
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System													
Outputs :		<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 and public participation is sustained and enhances transparency and accountability.													
No.	Priority area (IDP)	Project Name	Baseline	2020/21 Annual target	Reviewed Annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 3 target	Quarter 4 Target	Reviewed Quarter 4 target	2020/21 Annual Budget	Reviewed Annual Budget	Means of Verification	Weights
MM OP-026-2020/21		nce report	nce report	compiled and approved	None	compiled and approved	No target	No target	No target	2021/2 Annual SDBIP approved by Council	None	Opex	None	Approved 2021/22 SDBIP Council Resolution	
MM OP-027-2020/21	Performance Management System	Compilation of 2021/22 SDBIP report	Approved 2020/21 SDBIP	Compilation of 2021/22 Annual SDBIP for approval by Council	None	1	1	1	None	1	None	Opex	None	Quarterly SDBIP report, Council resolution	
MM OP-028-2020/21		Review of 2020/21 SDBIP	Reviewed 2020/21 SDBIP approved	2020/21 Annual SDBIP reviewed	None	No target	No target	2020/21 Annual SDBIP reviewed	None	No target	None	Opex	None	Reviewed SDBIP 2020/21 report Council resolution	
MM OP-029	Special	Performance Assessment of	02 Senior Management	2 Senior Managers	None	No Target	No target	2 Senior Management Perform	None	No target	None	Opex	None	Minutes, Individual Assessment	

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2020/21		Performance assessment conducted	Senior Management	Performance Assessments conducted	Perform assessments conducted				Performance assessments conducted							Scoresheet	
MM-010-2020/21		Number of youth support programmes coordinated	Coordination of Youth Support Programmes	2	2	None	No Target	1	No Target	None	1	None	99 592	127 214	Attendance Register, Report		
MM-011-2020/21		Number of women and children programmes coordinated.	Coordination of Women and Children programmes	2	2	3	1 Women's day celebration coordinated	1 16 Days of Activism for No Violence Against Women and Children coordinated	No Target	None	No Target	1	141 071	163 553	Attendance Register, Report		
MM-012-		Number of	Coordination of Support	3	3	None	1	1	1	No Target	No Target	1	67 987	52 987	Attendance Register, Report		

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Key Performance Area (KPA) 5:		GOOD GOVERNANCE & PUBLIC PARTICIPATION															
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System															
Outputs :		<ul style="list-style-type: none"> • Deepen democracy through a refined ward committee model • Administrative and financial capability 															
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2020/21		disability program coordinated	programmes for People living with Disabilities														
MM-013-2020/21	Special Focus Programmes	Number of older persons program coordinated	Coordination of Older persons Support programmes	3	3	None	1	1	No Target	None	1	None	127 214	99 592	Attendance register, Report		
MM-014-2020/21		Number of Local Aids Council meetings coordinated	Coordination of Local Aids Council meetings	2	4	None	1	1	1	None	1	None	155 749	170 749	Attendance register, Minutes,		
MM OP-030-2020/21	Legal Services	Percentage of instituted defended	Litigation management	100%	100%	None	100%	100%	100%	None	100%	None	1 254 000.00	None	Litigations register		

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Key Performance Area (KPA) 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION																
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MM OP-031-2020/21		Percentage of requests for legal advice dealt with	Provision of sound Legal Advisory Services	100%	100%	None	100%	100%	100%	None	100%	Opex	None	None	Contract/Litigations register, Approved SLAs	
MM OP-032-2020/21	Legal Services	Percentage of by-laws requiring revision, reviewed	Review of by-laws	100%	100%	None	100%	100%	100%	None	100%	313 500	None	None	Draft By-Laws, Gazetted by-laws	
MM OP-033-2020/21	Legal Services	Number of Contingent Liability reports compiled	Compilation of contingent liability reports	12	12	None	3	3	3	None	3	Opex	None	None	Contingent Liability report	
MM OP-034-2020/21	Legal Services	Number of contingent Asset reports compiled	Compilation of Contingent Asset reports	12	12	None	3	3	3	None	3	Opex	None	None	Contingent Asset report	

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GOOD GOVERNANCE & PUBLIC PARTICIPATION																
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MM-OP-035-2020/21	Internal Audit	Number of Audit Steering Committee meetings coordinated	Audit Steering Committee meetings	4	4	None	1	1	1	None	1	None	Opex	None	Agenda, Minutes, attendance register, resolution	
MM-OP-036-2020/21		Number of Performance Audit Reports submitted to Council	Performance Audits	4	4	None	1	1	1	None	1	None	Opex	None	Performance audit report	
MM-OP-037-2020/21		Number of Audit Committee meetings coordinated	Audit Committee meetings	6	4	None	1	1	1	1	None	1	None	Opex	None	Minutes attendance registers
MM-OP-038-2020/21	Internal Audit	Number of internal audit reports compiled	Compilation of internal audit reports	5	4	5	1	1	1	No Target	1	3	Opex	None	Approved internal audit reports	

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MM OP-039-2020/21		Number of Risk-based audit plans compiled	Completion of Risk-based audit plan	1	1	None	No target	No target	No target	None	1	None	Opex	None	Approved Risk based plans. Resolutions	
MM OP-040-2020/21		Number of Annual Reports reviewed	Review of the 2019/20 Annual Report	1	1	None	No target	No target	1	None	No target	1	Opex	None	2019/20 Assessment report for Annual report	
MM OP-041-2020/21	Internal Audit	Number of Annual Performance Reports reviewed	Review of the 2019/20 Annual Performance Report	1	1	None	No target	No target	No target	None	No target	None	Opex	None	2019/20 Assessment report for Annual performance report	
MM OP-042-2020/21		Number of Annual Financial Statement (AFS) reviewed	Review of the 2019/20 AFS	1	1	None	No target	No target	No target	None	No target	None	Opex	None	2019/20 Assessment report for Annual financial statement	

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No.	Priority area (IDP)	Key performance indicator or	Project Name	Baseline	2020/21 Annual target	Reviewed Annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 4 target	2020/21 Annual Budget R	Reviewed Annual Budget	Means of verification	Weights
MM OP-043-2020/21	Internal Audit	Number of Audit Action Plans developed	Development of Audit action plans on issues raised by IA/AG	2	2	None	No target	2	2	No target	Opex	None	Approved audit action plans	
MM OP-044-2020/21	Risk Management	Number of Risk Management Committee meetings coordinated	Risk Management Committee meeting	4	4	None	1	1	1	None	Opex	None	Agenda, Minutes, Attendance registers	
MM OP-045-2020/21		Number of strategic risk assessments conducted	Strategic Risk Assessment	1	1	None	No target	No target	No target	None	Opex	None	Approved Strategic Risk Register 2019/20	

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MM-OP-046-2020/21		Number of Fraud Awareness Campaigns conducted	Fraud Awareness Campaigns	2	2	1	No target	1	No target	None	Opex	None	Attendance registers, campaign documents	
MM-OP-047-2020/21		Number of Operational Risk Assessment conducted	Operational risk assessment	1	1	None	1	No target	No target	None	Opex	None	Approved Operational Risk Register	
MM-OP-048-2020/21		Percentage of employees who signed Code of Conduct and Interest Disclosure forms	Signing of Employee Code of Conduct and Interest Disclosure forms	100%	100%	None	100%	100%	100%	None	Opex	None	Signed Disclosure forms	

Risk Management

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GOOD GOVERNANCE & PUBLIC PARTICIPATION															
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MM OP-049-2020/21		Number of Compliance Registers completed	Completion of compliance registers	5	4	None	1	1	None	2	1	Opex	None	Compliance Registers	
MM OP-050-2020/21		Number of Gift Registers updated	Updating Gift Register	1	4	None	1	1	None	1	None	Opex	None	Updated Gift register	
MM OP-056-2020/21		Number of Service Provider appointed for insurance services	Provision of Insurance Services for the Municipality	1 Service provider appointed	1 Service provider appointed	None	Approved Specification Advert, Appointment of a Service provider, Signing of SLA	No Target	No Target	No Target	None	Opex	None	Approved Specification, Advert, Appointment Letter	

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GOOD GOVERNANCE & PUBLIC PARTICIPATION																
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MM OP-051-2020/21		Number of Mayoral outreach programmes coordinated	Coordination of Mayoral Outreach programmes	1	2	None	No Target	No Target	1	None	1	None	Opex	None	Mayoral reports	
MM OP-052-2020/21	Mayoral Outreach Programmes	Number of Mayoral reports compiled	Completion of Mayoral outreach reports	2	Completion of 02 Mayoral reports	No Target	No Target	No Target	1	No Target	1	No Target	Opex	None	N/A	
MM OP-053-2020/21	Senior Management Meetings	Number of Senior Management committee meetings coordinated	Coordination of Senior Management Committee meetings	12	12	None	3	3	3	None	3	None	Opex	None	Minutes, Attendance register	



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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	2020/21 Annual target	Reviewed Annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 4 target	2020/21 Annual Budget R	Reviewed Annual Budget	Means of verification	Weights
MM-OP-054-2020/21	Extended Management Meetings	Number of Extended Management Committee meetings	Coordination of Extended Management Committee meetings	12	12	None	3	3	3	None	Opex	None	Minutes, Attendance register	
MM-OP-055-2020/21	Policy Review	Number of policy reviews coordinated	Coordination of Policy Reviews	2	2	None	No target	1	1	No Target	Opex	None	Council resolution	
MM-015-2020/21	Audit Action Plan	Percentage of audit queries addressed	Implementation of AG Audit action plan	0% of Auditor General queries addressed	100%	None	100%	100%	100%	None	Opex	None	Updated AG Audit action plan	
MM-016-2020/21	Audit Action Plan	Percentage of internal audit queries addressed	Internal Audit action plan	83%	100%	None	100%	100%	100%	None	Opex	None	Updated Internal Audit action plan	

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Key Performance Area (KPA) 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION														
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System														
Outputs:														
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	2020/21 Annual target	Reviewed Annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 4 target	2020/21 Annual Budget R	Reviewed Annual Budget	Means of verification	Weights
MM-017-2020/21	Risk Management	Percentage of risks resolved within timeframe as specified in the risk register	Implementation of Risk register	50%	100%	None	100%	100%	100%	None	Opex	None	Updated Strategic risk register	
MM-018-2020/21	Council Resolutions	Percentage of Council resolutions implemented	Implementation of Council resolutions	100%	100%	None	100%	100%	100%	None	Opex	None	Updated Council resolution register	
MM-019-2020/21	Audit Committee Resolutions	Percentage of Audit Committee resolutions implemented	Implementation of Audit Committee resolutions	57%	100%	None	100%	100%	100%	None	Opex	None	Updated Audit Committee resolution register	

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SPATIAL PLANNING AND RATIONALE																
Key Performance Area (KPA) 1: Outcome 9: Outputs:																
Responsive, Accountable, Effective and Efficient Local Government System																
Implement a differentiated approach to municipal financing, Planning and support Improving access to basic services Implementation of the community works programme • Actions supportive of human settlement outcome;																
Key Organizational Strategic Objective To enhance and coordinates spatial planning within the municipality To manage and coordinates spatial planning within the municipality																
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Review ed Annual Target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Review ed Quarter 3 Target	Quarter 4 Target	Review ed Quarter 4 Target	2020/21 Annual Budget R	Review ed Annual Budget	Means of verification	Weight
LED& P-001-2020/21	Spatial Planning	Number of workshops conducted	Spatial Planning awareness	4 x workshops conducted	4x Spatial awareness workshop conducted	None	1 x workshop conducted	1 x workshop conducted	1 x workshop conducted	None	1 x workshops conducted	None	R100 000.00	R150 000	Invites, attendance register, agenda, program, presentations	
LED& P-002-2020/21		Number of settlements demarcated	Demarcation of sites	230 Sites demarcated	270 sites demarcated	None	Specific ation and advertisement	Appointm ent of a service provider	270 sites demarcated	None	Approval of Final layout plan	None	R540 000	R560 000	Advert. Specification, Appointment letter, Layout plan, Approval letter.	

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Key Performance Area (KPA) 1:

SPATIAL PLANNING AND RATIONALE

Outcome 8:
Outputs:
 Responsive, Accountable, Effective and Efficient Local Government System
 Implement a differentiated approach to municipal financing, Planning and support
 Improving access to basic services
 Implementation of the community works programme
 • Actions supportive of human settlement outcome;
 To enhance conditions for economic growth and job creation
 To manage and coordinate spatial planning within the municipality

Key Organizational Strategic Objective

IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed Annual Target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 3 Target	Quarter 4 Target	Reviewed Quarter 4 Target	2020/21 Annual Budget	Reviewed Annual Budget	Means of verification	Weight
LED& P-003-2020/21	Spatial Planning	Number of Precinct plans compiled	Completion of Precinct Plan	1 Precinct plan compiled	1 Precinct plan compiled	None	Specific ation and advertisement	Appointment of service provider	Approval of Draft Precinct plan	None	1 Precinct plan compiled	None	500 000	441 000	Specificati on, Advert Appointment letter, Draft Precinct Plan, Final Precinct plan report Council resolution	
LED& P-004-2020/21		Number of settlements surveyed	Survey of existing settlements	1 settlement surveyed	1 settlement surveyed	None	Specific ations and advertisement	Appointment of service provider	Approval of Draft Survey report	None	1 settlement surveyed	None	700 000	None	Specificati on, Advert Appointment letter Draft, and Final Survey reports	

Handwritten notes: HJ, MZ, SM, and a checkmark.

SPATIAL PLANNING AND RATIONALE																
Key Performance Area (KPA) 1:																
Outcome 8:																
Outputs:																
Implement a differentiated approach to municipal financing, Planning and support																
Improving access to basic services																
Implementation of the community works programme																
<ul style="list-style-type: none"> Actions supportive of human settlement outcome; 																
Key Organizational Strategic Objective																
To enhance conditions for economic growth and job creation																
To manage and coordinate spatial planning within the municipality																
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed Annual Target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 3 Target	Quarter 4 Target	Reviewed Quarter 4 Target	2020/21 Annual Budget	Reviewed Annual Budget	Means of verification	Weight
LED&P-005-2020/21		Number of Sign Boards erected	Erection of Sign Boards	New indicator	30 sign Boards erected	None	Specific ation and advertis ement	Appoint of Service Provider	30 Erection of sign board	None	No Target	None	180 000	None	Approved Specificati on, Advert, Order, Invoice, Deliver Note	
LED-006-2020/21	Integrated Development Planning	Number of IDP/Budget reviewed and adopted by Council	Development and Review of IDP/ Budget	2019/20 IDP/ Budget reviewed and adopted by Council	2021/22 IDP/ Budget Reviewe d and adopted by Council	None	No target	No target	No target	None	2021/22 IDP/ Budget Reviewed and adopted by Council	None	201 605,46	None	Attendanc e registers, invites and IDP document, Council Resolution	
LED-007-2020/21		Number of IDP Representative Forums coordinated	Coordina tion of IDP Representative Forums	3 IDP Representative forums coordinated	2 IDP Representative Forum meetings coordinated	None	No target	1 IDP Representative Forum meeting coordinated	No target	None	None	1 IDP Representative Forum meeting coordinated	None	152 878.94	None	Attendanc e Registers, invites and IDP Rep forum reports

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SPATIAL PLANNING AND RATIONALE																
Key Performance Area (KPA) 1:																
Outcome 8:																
Outputs:																
Implement a differentiated approach to municipal financing, Planning and support																
<ul style="list-style-type: none"> Improving access to basic services Implementation of the community works programme Actions supportive of human settlement outcome: 																
Key Organizational Strategic Objective																
To enhance conditions for economic growth and job creation																
To manage and coordinate spatial planning within the municipality																
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed Annual Target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 3 Target	Quarter 4 Target	Reviewed Quarter 4 Target	2020/21 Annual Budget	Reviewed Annual Budget	Mechanism of verification	Weight
LED-008-2020/21	Integrated Development Planning	Number of strategic planning sessions coordinated	Coordination of Strategic Planning Sessions	4 Strategic planning sessions coordinated	3 Strategic planning sessions coordinated	None	No target	1 Strategic planning session on the 2021/22 IDP/ Budget Status Quo Analysis	1 Strategic planning session on the 2021/22 IDP/ Budget strategies and projects	None	1 Strategic planning session on the finalization 2021/22 IDP/ Budget strategies and projects	None	379,289.60	None	Attendance registers, invites, Agenda and IDP document	
LED&P-009-20/21	Local Economic Development	Number of LED Forum meetings held	Coordination of LED forum meetings	4x LED forum meetings held	4x LED forum meetings to be held	None	1x LED forum meeting held	1x LED forum meeting held	1x LED forum meeting held	None	1x LED forum meeting held	None	80000	None	Attendance registers, Minutes	
LED&P-010-2020/21	Local Economic Development	Numbers of SMMEs trained	SMME training and development	20 SMMEs trained	80 SMMEs trained	None	20 SMMEs trained	20 SMMEs trained	20 SMMEs trained	None	20 SMMEs trained	None	560000	None	Specifically on advert, Appointment letter, Training reports, certificates	

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SPATIAL PLANNING AND RATIONALE																
Responsive, Accountable, Effective and Efficient Local Government System																
Implement a differentiated approach to municipal financing, Planning and support improving access to basic services Implementation of the community works programme • Actions supportive of human settlement outcome;																
Key Organizational Strategic Objective																
To enhance conditions for economic growth and job creation To manage and coordinate spatial planning within the municipality																
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed Annual Target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 3 Target	Quarter 4 Target	Reviewed Quarter 4 Target	2020/21 Annual Budget	Review ed Annual Budget	Means of verification	Weight
LED& P-011-2020/21	Local Economic Development	Number of Agricultural projects and farmers mentored	Agricultural skills development and mentorship	New indicator	40 Agricultural farmers mentored	None	10 Agricultural farmers mentored	10 Agricultural farmers mentored	10 Agricultural farmers mentored	None	10 Agricultural farmers mentored	None	150 000	None	Specification, Advert, Order Monitoring reports	
LED& P-012-2020/21	Regulated Indicator	Percentage of Job opportunities facilitated/coordinated	Job opportunities facilitated/coordinated	100% Job opportunities facilitated/coordinated	100% Job opportunities facilitated/coordinated	None	100% Job opportunities facilitated/coordinated	100% Job opportunities facilitated/coordinated	100% Job opportunities facilitated/coordinated	None	100% Job opportunities facilitated/coordinated	None	Opex	None	Job opportunities report	
LED& P-OP-13-2020/21	Internal Audit	Percentage of internal audit queries addressed	Internal Audit action plan	100%	100%	None	25%	50%	75%	None	100%	None	Opex	None	Updated Internal Audit action plan	

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SPATIAL PLANNING AND RATIONALE																
Key Performance Area (KPA) 1:																
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System																
Outputs: Implement a differentiated approach to municipal financing, Planning and support Improving access to basic services Implementation of the community works programme • Actions supportive of human settlement outcome:																
Key Organizational Strategic Objective To enhance conditions for economic growth and job creation To manage and coordinate spatial planning within the municipality																
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed Annual Target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 3 Target	Quarter 4 Target	Reviewed Quarter 4 Target	2020/21 Annual Budget	Reviewed Annual Budget	Means of verification	Weight
LED& P-OP-15-2020/21	Risk Management	Percentage of risks resolved within timeframe as specified in the risk register	Risk register	100%	100%	None	100%	100%	100%	None	100%	None	Opex	None	Updated strategic Risk Register	
LED& P-OP-16-2020/21	Council Resolutions	Percentage of Council resolutions implemented	Implementation of Council resolutions	100%	100%	None	100%	100%	100%	None	100%	None	Opex	None	Updated Council resolution register	
LED& P-OP-16-2020/21	Audit Committee	Percentage of Audit Committee resolutions implemented	Implementation of Audit Committee resolutions	100%	100%	None	100%	100%	100%	None	100%	None	Opex	None	Updated Audit Committee resolution register	

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SPATIAL PLANNING AND RATIONALE																
Key Performance Area (KPA) 1:																
Outcome 9:																
Outputs:																
Key Organizational Strategic Objective																
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed Annual Target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 3 Target	Quarter 4 Target	Reviewed Quarter 4 Target	2020/21 Annual Budget	Reviewed Annual Budget	Means of verification	Weight
LED&P-OP-17-2020/21	AG action plan	Percentage of AG Action Plan implemented	Implementation of AG Action Plan	100%	100%	None	No Target	No Target	50%	None	100%	None	Opex	None	Updated AG action plan	

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Key performance area (KPA) 2:		Basic service delivery													
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System													
Outputs:		<ul style="list-style-type: none"> Improving access to basic services 													
Key Strategic Organizational objectives:		To provide sustainable basic services and infrastructure development													
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 4 Target	2020/21 Annual Budget R	Reviewed Annual Budget	Means of verification	Weight	
TECH-001-2020/21	Roads and Storm water Infrastructure	Number of culverts, bridges constructed	Construction of culverts, bridges	0	10x Culvert bridges constructed	None	Approved Specific Tender Advert	Tender award and signing contractual documents	10 x Culvert Bridges constructed	No Target	No Target	10 x Culvert Bridges constructed	None	Approved Specification, Tender Advert, Appointment Letter and signed SLA and monthly progress report, Practical completion certificate	

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Key performance area (KPA) 2: Basic service delivery																
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System																
Outputs:																
• Improving access to basic services																
To provide sustainable basic services and infrastructure development																
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter target	Quarter 4 Target	Reviewed Quarter 4 target	2020/21 Annual Budget R	Review and Annual Budget	Means of verification	Weight
+TEC H-002-2020/21	Roads and Storm water Infrastructure	Number of road kilometers constructed	Upgrading of Nthabeni International Street from gravel to surface phase 5	3.5 km Gravel to surfacing constructed	1.5km Gravel to surfacing upgraded	None	Approved Specification and Tender Advert	Tender Award and signing contractual documents	1.5 km Gravel to Surfacing upgraded.	No Target	No target	1.5 km Gravel to Surfacing upgraded	12 282 138	None	Tender advert and approve specification Appointm ents letter and Signed SLA, Monthly progress reports and practical, completion certificate	

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Key performance area (KPA) 2:																
Basic service delivery																
Outcome 9:																
Outputs:																
Key Strategic Organizational objectives:																
• Improving access to basic services																
To provide sustainable basic services and infrastructure development																
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 3 target	Quarter 4 Target	Reviewed Quarter 4 target	2020/21 Annual Budget R	Review of Annual Budget	Means of verification	Weight
TECH-003-2020/21		Number of road kilometers constructed	Upgrading of Capricorn Park Internal Street from Gravel to surface Phase 3	3 km Gravel to surfacing Constructed	2.0 km gravel to surfacing upgraded	None	Approved specification and tender advert	Tender Award and signing contractual documents	2.0 km gravel to surfacing upgraded	No Target	No target	2.0 km gravel to surfacing upgraded	14 152 232	None	Tender advert and approved specification Appointment letter and Signed SLA, Monthly progress reports, and practical completion certificate	

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Key performance area (KPA) 2: Basic service delivery
 Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System
 Outputs:

Key Strategic Organizational objectives:
 • Improving access to basic services

IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 4 target	2020/21 Annual Budget R	Reviewed Annual Budget	Means of verification	Weight
TECH-004-2020/21	Roads and Storm water Infrastructure	Number of road kilometers constructed	Upgrading of Kgwardu to Botlokwa Primary school from gravel to surface phase 1	New Indicator	0.7km Gravel to surfacing upgraded phase 1	None	Approved specification and tender advert, Appointment of Service Provider for Project Designs, Signing of SLA	Approved specification and tender advert for construction	Tender Award and signing contractual documents for Construction	None	6 751 980	6,761,981	Tender advert Approved Specification, Appointment letter and signed SLA, Approved designs, monthly progress report, and practical, completion certificate	
TECH-OP-005-2020/21		Number of Plant and Equipment leased	Leasing of plant and equipment	New indicator	Leasing of plant and equipment	Leasing of 2x graders and 1x Skip Loader Truck	None	Approved specification and tender advert	Tender Award and signing contractual documents	No target	Tender Award and signing contractual documents	2 400 000	1 265 357	Tender advert Approved Specification, Appointment letter and signed SLA

Handwritten notes: M1, 5012, SM, ML

Key performance area (KPA) 2: Basic service delivery
 Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System
 Outputs:
 • Improving access to basic services

IDP Ref no.	Priority area (IDP)	Key Strategic Organizational objectives:										2020/21 Annual Budget R	Reviewed Annual Budget	Means of verification	Weight
		Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 4 Target	Quarter 4 Target	Reviewed Quarter 4 target				
TECH OP-006-2020/21		Appoinment of a Panel of Diesel Mechanics appointed	New indicator	Panel of Diesel mechanics	3x Panel of Diesel mechanics appointed	Approved specific tender advertisement	Tender award and signing contractual documents	No target	None	No target	Tender Award and signing contractual documents	2 000 000	5 748 336	Tender advert Approved Specification, Appointment letter and signed SLA	
TECH - 024-2020/21	Road and Water	Maintenance of gravel roads	620 Km of Roads Maintained	603 km of gravel roads maintained	604	151 kms maintained	151 kms maintained	151 kms maintained	None	151 kms maintained	None	Opex	None	Signed weekly reports and monthly reports	
TECH - 012-2020/21	Sports Facilities	Construction of grand stand and Ancillary works at Mohod Sports Complex	0	1500 seater grand stand constructed	None	Approved specific tender advertisement	Tender Award and signing contractual documents	1500 seater grand stand constructed	Ancillary Works Completed	No target	1500 seater grand stand constructed	3 000 000.00	None	Approved specification, tender advert, appointment letter and signed SLA, Progress Reports Practical completion	Certificate

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Key performance area (KPA) 2:		Basic service delivery													
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System													
Outputs:		<ul style="list-style-type: none"> Improving access to basic services 													
Key Strategic Organizational objectives:		To provide sustainable basic services and infrastructure development													
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 4 target	2020/21 Annual Budget R	Review of Annual Budget	Means of verification	Weight	
TECH-013-2020/21	Electricity services	Number of smart meters procured and delivered	Procurement of smart meters	220 Smart Meters installed	500 Smart meters procured and delivered	None	No Target	Approved Specification and Tender Advert	Tender Award and signing contractual documents.	None	500 Smart meters delivered	None	1 048 812	Approved Specification, tender advert, Appointment letter and signed SLA, Delivery note	
TECH-014-2020/21	Electricity services	Number of households electrified	Electrification of households in Fatima Village Phase 1	New indicator	500 households electrified	None	Approved Specification and Tender Advert	Tender Award and signing contractual documents. Project design completed	250 households electrified	None	250 households electrified	None	9 000 000	Approved specification, tender advert, appointment letter and signed SLA Approved designs, Completion certificate	

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Key performance area (KPA) 2:		Basic service delivery												
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System												
Outputs:		<ul style="list-style-type: none"> Improving access to basic services 												
Key Strategic Organizational objectives:		To provide sustainable basic services and infrastructure development												
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 4 target	2020/21 Annual Budget R	Reviewed Annual Budget	Means of verification	Weight
TECH-015-2020/21		Number of Streetslights Upgraded	Upgrading of Streetslights in Mogwadi and Morebeng	New Indicator	300 Streetslights Upgraded.	None	Approved Specification and Tender Advert.	Tender Award and Signing Contractual Documents.	150 Streetslights Upgraded Mogwadi and Morebeng	150 Streetslights Upgraded Mogwadi and Morebeng	3 000 000,00	2 700 000	Approved Specification, Tender Advert Appointm ent Letter and Signed SLA Monthly Progress Reports and Practical and Completion Certificate.	

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Key performance area (KPA) 2:		Basic service delivery												
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System												
Outputs:		<ul style="list-style-type: none"> Improving access to basic services 												
Key Strategic Organizational objectives:		To provide sustainable basic services and infrastructure development												
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 4 target	2020/21 Annual Budget R	Reviewed Annual Budget	Means of verification	Weight
TECH-016-2020/21	Electricity services	Number of High Mast Lights installed	Installation of High Mast Lights	6 x High Mast Lights installed	3x High Mast Lights installed	None	Approved Specification and Tender Advert	Tender Award and signing contractual documents	1x High Mast Lights to be installed	None	1 700 000.00	1 595 418	Approved Specification, tender advert, Appointment letter and signed SLA, Monthly progress reports and practical and completion certificate	
TECH-017-2020/21		Number of Diesel Generators supplied and installed	Supply & installation of Diesel Generators in Mogwadi and Morebeng	0	2x Diesel Generators installed	None	Approved Specification and Tender Advert	Tender Award and signing contractual documents	2x Diesel Generators to be installed	None	500 000.00	496 655	Approved Specification, Tender Advert, Appointment Letter, signed SLA and monthly progress report	

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Key performance area (KPA) 2:		Basic service delivery												
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System												
Outputs:		<ul style="list-style-type: none"> Improving access to basic services 												
Key Strategic Organizational objectives:		To provide, sustainable basic services and infrastructure development												
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter target	2020/21 Annual Budget R	Reviewed Annual Budget	Means of verification	Weight
TECH-025-2020/21	Regulated Indicator	Percentage of households with access to basic levels of electricity	Basic electricity to households	100%	100%	None	100%	100%	100%	None	Opex	None	Quarterly reports	
TECH-OP-019-2020/21	Internal Audit Action plan	Percentage of internal audits addressed	Internal Audit action plan	No queries raised	100%	None	25%	50%	75%	None	Opex	None	Updated Internal Audit action plan	

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Key performance area (KPA) 2:		Basic service delivery												
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System												
Outputs:		Improving access to basic services												
Key Strategic Organizational objectives:		To provide sustainable basic services and infrastructure development												
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 4 target	2020/21 Annual Budget R	Reviewed Annual Budget	Means of verification	Weight
TECH OP-020-2020/21	Risk Management	Percentage of risks resolved within timeframe as specified in the risk register	Implementation of Risk register	100%	100%	None	100%	100%	100%	100%	Opex	None	Updated Strategic risk register	
TECH OP-021-2020/21	Council Resolutions	Percentage of Council resolutions implemented	Implementation of Council resolutions	100%	100%	None	100%	100%	100%	100%	Opex	None	Updated Council resolution register	

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Key performance area (KPA) 2:		Basic service delivery												
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System												
Outputs:		<ul style="list-style-type: none"> Improving access to basic services 												
Key Strategic Organizational objectives:		To provide sustainable basic services and infrastructure development												
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 4 target	2020/21 Annual Budget R	Reviewed Annual Budget	Means of verification	Weight
TECH OP-022-2020/21	Audit Committee Resolutions	Percentage of Audit Committee resolutions implemented	Implementation of Audit Committee resolutions	100%	100%	None	100%	100%	100%	None	Opex	None	Updated Audit Committee resolution register	
TECH OP-023-2020/21	AG Action Plan	Percentage of AG Action Plan implemented	Implementation of AG Action Plan	0% of AG Action Plan implemented	100%	None	No target	No target	50%	None	Opex	None	Updated AG Action plan	

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Key performance area (KPA) 2: Basic service delivery
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System

Outputs:
 • Improving access to basic services

Key Strategic Organizational objectives:
 To promote social cohesion

IDP Ref no.	Prior area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Revised annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 3 target	Quarter 4 Target	Reviewed Quarter 4 target	2020/21 Annual Budget	Revised Annual Budget	Means of verification	Weights
COMM-001-2020/21		Number of traffic equipment procured	Procurement of a traffic equipment	0	1 traffic equipment procured	1 traffic equipment procured	Specificion and Advertise ment complete d	Appoint ment of Service Provider	Deliver y of traffic equipm ent	Re-advertise ment	No Target	Deliver y of traffic equipm ent	300 000	None	Approved Specificatio n, Advert. Appointme nt Letter, Delivery note	
COMMOP-011-201/20	Traffic and Law Enforcement	Number of traffic fines issued	Issuing of traffic fines	1200 fines issued	1000 traffic fines issued	800 traffic fines issued	300 traffic fines issued	300 traffic fines issued	300 traffic fines issued	100 traffic fines issued	300 traffic fines issued	100 traffic fines issued	Opex	None	Reports on traffic fines issued	
COMMOP-012-201/20		Number of scholar patrol operations conducted	Scholar patrol operations	240 scholar patrols operation conducted	240 scholar patrols operation conducted	120 scholar patrols operation conducted	60x scholar patrol operations conducted	60x scholar patrol operations conducted	60x scholar patrol operations conducted	60x scholar patrol operations conducted	30x scholar patrol operations conducted	30x scholar patrol operations conducted	Opex	None	Scholar Patrol reports	
COMMOP-013-2020/20	Traffic and Law Enforcement	Percentage of driver's license applications processed	Examination of Driver's licenses	100%	100%	None	100%	100%	100%	None	100%	None	Opex	None	Report on drivers licenses examined	

Handwritten notes: 77, 30E, 5M, ML

Key performance area (KPA) 2: Basic service delivery																
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System																
Outputs:																
Key Strategic Organizational objectives:																
• Improving access to basic services																
To promote social cohesion																
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 3 target	Quarter 4 Target	Reviewed Quarter 4 target	2020/21 Annual Budget	Reviewed Annual Budget	Means of verification	Weights
COMMOP-014-2020/21		Percentage of learners licenses applications processed	Examination of Learners Licenses	100%	100%	None	100%	100%	100%	None	100%	None	Opex	None	Report on learners licenses examined	
COMMOP-015-2020/21		Percentage of vehicle registration applications processed	Registration of Motor vehicles	100%	100%	None	100%	100%	100%	None	100%	None	Opex	None	Report on vehicles registered	
COMMOP-016-2020/21	Environment	Number of days for waste collection	Waste collection	144 days of waste collection	144 x days of waste collection	None	36 x days of waste collection	36 x days of waste collection	36 x days of waste collection	None	36 x days of waste collection	None	Opex	None	Waste collection programme	
COMMOP-009-2020/21	Environment	Number of days for street cleaning	Street cleaning	96 days of street cleaning	96 days for street cleaning	None	24 days for street cleaning	24 days for street cleaning	24 days for street cleaning	None	24 days for street cleaning	None	Opex	None	Street cleaning programme	

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Key performance area (KPA) 2: Basic service delivery															
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System															
Outputs:															
Key Strategic Organizational objectives:															
• Improving access to basic services															
To promote social cohesion															
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 3 target	Quarter 4 Target	Reviewed Quarter 4 target	2020/21 Annual Budget R	Means of verification	Weights
COMMOP 010-2020/21		Number of days for cemetery cleaning	Cleaning of cemeteries	24 days for cemetery cleaning	24 days for cemetery cleaning	None	6 days for cemetery cleaning	6 days for cemetery cleaning	6 days for cemetery cleaning	None	6 days for cemetery cleaning	None	Opex	Cemetery cleaning programme	
COMMOP -017-2020/21	Social services and amenities	Number of Library Outreach Programmes conducted	Library outreach programmes	4 outreach programmes conducted	4 Library Outreach Programmes conducted	None	1x outreach program conducted	1x outreach program conducted	1x outreach program conducted	None	1x outreach program conducted	None	Opex	Reports on outreach programmes	
COMMOP -018-2020/21		Number of mobile library visits completed	Mobile Library visits	8 mobile libraries visited	8 mobile library visits completed	None	2 mobile library visits completed	2 mobile library visits completed	2 mobile library visits completed	None	2 mobile library visits completed	None	Opex	Reports on mobile library visits	
COMIM-004-2020/21	Internal	Percentage of internal audit queries addressed	Audit action plan	No queries raised	100%	None	25%	50%	75%	None	100%	None	Opex	Updated Internal Audit action plan	

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Key performance area (KPA) 2:		Basic service delivery													
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System													
Outputs:		<ul style="list-style-type: none"> Improving access to basic services To promote social cohesion 													
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 3 target	Quarter 4 Target	Reviewed Quarter 4 target	2020/21 Annual Budget	Means of verification	Weights
COMM-005-2020/21	Risk Management	Percentage of risks resolved within timeframe as specified in the risk register	Implementation of Risk register	50% of risks resolved within timeframe as specified in the risk register	100%	None	100%	100%	100%	None	100%	None	Opex	Updated Strategic risk register	
COMM-006-2020/21	Council Resolutions	Percentage of Council resolutions implemented	Implementation of Council resolutions	100% of council resolutions implemented	100%	None	100%	100%	100%	None	100%	None	Opex	Updated council resolution register	
COMMOP-007-2020/21	Audit Committee	Percentage of Audit Committee resolutions implemented	Implementation of Audit Committee resolutions	100% of Audit committee resolutions implemented	100%	None	100%	100%	100%	None	100%	None	Opex	Updated Audit Committee resolution register	

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Key performance area (KPA) 2:		Basic service delivery														
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System														
Outputs:		<ul style="list-style-type: none"> Improving access to basic services 														
Key Strategic Organizational objectives:		To promote social cohesion														
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Revised annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 3 target	Quarter 4 Target	Reviewed Quarter 4 target	2020/21 Annual Budget	Revised Annual Budget	Means of verification	Weights
COMMOP-008-2020/21	AG Action 1	Percentage of AG Action Plan implemented	Implementation of AG Action Plan	100%	100%	None	No target	No target	50%	None	100%	None	Opex	None	Updated AG Action 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 Performance Area (KPA) 4:																
Outcome 9:																
Outputs:																
Key Strategic Organizational Objectives																
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 Target	Reviewed quarter 4	2020/21 Annual Budget R	Reviews of annual budget	Means of verification	Weights
BNT-001-2020/21	Supply Chain Management	Number of Inventory Management Systems automated	Automation of Inventory Management System	0	1 Inventory Management System automated	None	No target	Specification approved, Advertisement	Appointment of a service provider	Specification approved, Advertisement and Appointment of a service provider	1 Inventory Management System automated	1 Inventory Management System automated	350 000	None	Approved Specification, Advertisement letter, Report on automated Inventory system	
BNT-002-2020/21		100% of Infrastructure assets unbundled and revaluated	Revaluation and Unbundling of the Infrastructure Assets	100%	100% of Infrastructure assets revaluated and unbundled	None	No target	No target	Specification approved, Advertisement and appointment letter	None	Municipal Revaluation and Unbundling reports completed	None	1 000 000	None	Approved Specification, Advertisement letter, Report on Assets revaluated and unbundled	

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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																
Outputs:																
Key Strategic Organizational Objectives																
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 Target	Reviewed quarter 4	2020/21 Annual Budget R	Reviewed annual budget	Means of verification	Weights
BNT-003-2020/21	Supply Chain Management	Number of Asset Verification Scanners procured and linked to Asset register	Procurement of 05 Asset Verification Scanners and Linked to Asset register	0	05 Asset Verification Scanners and Linked to Asset register	None	No target	Specification approved and Advertisement	Appointment of a service provider	Specific approval and Advertisement	Asset Verification Scanners and Linked to Asset register	Appointment of a service provider and Asset Verification Scanners and Linked to Asset register	350 000	None	Approved Specification, Advert, Appointment letter, Asset verification system and scanners	
BNT OP-014-2020/21		Number of inventory counted reports submitted	Inventory count reports submitted	4	4 inventory count reports submitted	None	1 inventory reports submitted	1 inventory count reports submitted	1 inventory reports submitted	1 inventory reports submitted	None	1 inventory count reports submitted	None	Opex	None	4x 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.	Priority area (IDP)	Key performance Indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 Target	Reviewed quarter 4	2020/21 Annual Budget	Review of annual budget	Means of verification	Weights
BNT OP-015-2020/21		Number of fixed assets register (FAR) & general ledger (GL) reconciliation reports submitted	Fixed Assets Register reconciliation reports	12 FAR and GL reconciliation reports	12 FAR and GL reconciliation reports	None	3 monthly FAR and GL reconciliation reports submitted	3 monthly FAR and GL reconciliation reports submitted	3 monthly FAR and GL reconciliation reports submitted	None	3 monthly FAR and GL reconciliation reports submitted	None	Opex	None	FAR and GL reconciliation reports	
BNT OP-016-2020/21	Supply Chain Management	Number of physical assets verification conducted	Physical Asset verification	2 Physical assets verification conducted	2 physical Assets verification reports submitted	None	No target	No target	1 physical Assets verification conducted	None	1 physical Assets verification conducted	None	Opex	None	Assets verification reports	
BNT OP-017-2020/21		Number of procurement plans developed	Development of 2021/2022 Procurement plan	1 Procurement for 2020/21 developed	1 procurement plan developed for 2021/2022	None	No target	No target	No target	None	1 procurement plan developed for 2021/2022	None	Opex	None	Approved procurement plan	

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Municipal Financial Viability and Management																
Responsive, Accountable, Effective and Efficient Local Government System																
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To Ensure Sound And Stable Financial Management																
Key Strategic Organizational Objectives																
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 Target	Reviewed quarter 4	2020/21 Annual Budget R	Reviewed annual budget	Means of verification	Weights
BNT OP-018-2020/21		Percentage of projects evaluated and adjudicated within 30 days after advert closed	Facilitate Evaluation and Adjudication of Bids	100%	100% of bids evaluate and adjudicate within 30 days after advert closed	None	100% of bids evaluate and adjudicate within 30 days after advert closed	100% of bids evaluate and adjudicate within 30 days after advert closed	100% of bids evaluated and adjudicate within 30 days after advert closed	100% of bids evaluated and adjudicate within 90 days after advert closed	100% of bids evaluated and adjudicate within 30 days after advert closed	100% of bids evaluated and adjudicate within 90 days after advert closed	Opex	None	Advert and Appointment letters	
BNT OP-019-2020/21	Supply Chain Management	Number of SCM performance reports submitted to Council	Completion of Supply Chain Management performance report	4 SCM Performance Reports submitted to Council	4 SCM Performance Reports submitted to Council	None	1 SCM Performance Reports submitted to council	1 SCM Performance Reports submitted to council	1 SCM Performance Reports submitted to council	None	1 SCM Performance Reports submitted to council	1 SCM Performance Reports submitted to council	Opex	None	SCM Performance reports and Council Resolution	

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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.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Revised annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 Target	Reviews and quarterly	2020/21 Annual Budget R	Reviews and annual budget	Means of verification	Weights
BNT-004-2020/21	Revenue Management	Number of Revenue Enhancement Strategy and Implementation Plan developed	Development of Revenue Enhancement Strategy and Implementation Plan	0	1 Revenue Enhancement Strategy and Implementation Plan developed	None	Specific approval, Advertisement	Appointment of a Service Provider, Final Revenue Enhancement Strategy and Implementation plan developed	No Target	Specific approval, Advertisement	No Target	Appointment of a Service Provider, Final Revenue Enhancement Strategy and Implementation plan	800 000	None	Approved Specification, Appointment letter, Approved Revenue enhancement strategy, Implementation Plan	
BNT-005-2020/21	Revenue Management	Number of debtor analysis recovery probability report submitted to Council	Debtor Recovery Analysis	0	1 Debtor Recovery Analysis report	None	Specific approval, Advertisement and appointment letter	Debtor Recovery Analysis report developed	Debtor Recovery Analysis report submitted to council	Specific approval and Advertisement	No Target	Appointment letter, Debtor Recovery Analysis report developed and submitted to council	700 000	None	Approved Specification, Advert, Appointment letter Debtor Recovery Analysis report, Council resolution	

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Municipal Financial Viability and Management																
Responsive, Accountable, Effective and Efficient Local Government System																
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To Ensure Sound And Stable Financial Management																
Key Strategic Organizational Objectives																
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 Target	Reviewed quarter 4	2020/21 Annual Budget R	Reviewed annual budget	Means of verification	Weights
BNT OP-007-2020/21		Number of supplementary valuation rolls developed	Development of the supplementary valuation roll	1 supplementary valuation roll developed	1 Supplementary valuation roll developed	None	No target	No target	No target	None	Development of supplementary valuation roll	None	468 000	None	MPRA Complaint Supplementary valuation rolls report Public Notice	
BNT OP-020-2020/21		Percentage collection of billed revenue	Collection of Billed revenue	47%	50%	None	50%	50%	50%	None	50%	None	Opex	None	Solar BS902 Collection report	
BNT OP-021-2020/21	Revenue Management	Number of Debtors Reconciliations done	Debtors Reconciliation	12	12	None	3	3	3	None	3	None	Opex	None	Debtors reconciliation reports	
BNT OP-022-2020/21		Number of Traffic and Licensing reconciliation reports compiled	Completion of Traffic and Licensing reconciliation report	12	12	None	3	3	3	None	3	None	Opex	None	Approved Traffic and Licensing reconciliation report	

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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															
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 Target	2020/21 Annual Budget R	Reviewed annual budget	Means of verification	Weights
BNT OP-023-2020/21		Ratio (Total operating revenue minus operating grants/Debt service payments)	Debt Coverage	New indicator	10:1	None	10:1	10:1	10:1	None	10:1	Opex	None	Debtors reports	
BNT OP-024-2020/21	Revenue Management	Number of days debtors are outstanding (Total outstanding service debtors/Annual revenue received for services)	Outstanding service debtors to revenue	New indicator	90 days	None	150 days	130 days	110 days	None	90 days	Opex	None	Progress report on outstanding service debtors.	

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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:															
Key Strategic Organizational Objectives															
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 Target	2020/21 Annual Budget R	Reviewed annual budget	Means of verification	Weights
BNT-OP-025-2020/21		Percentage of indigent households with access to free basic services	Basic Services to indigent household	New indicator	100%	None	100%	100%	100%	None	100%	Opex	None	Updated indigent register reports	
BNT-008-2020/21		2019/20 Annual Financial Statements (AFS) compiled	Compilation of Annual Financial Statements	2018/19 Annual Financial Statements (AFS) compiled	Compilation of 2019/20 Annual Financial Statements	None	No target	Compilation of 2019/20 Annual Financial Statements	No Target	None	No Target	1 000 000	None	Signed 2019/20 Annual Financial Statements, Acknowledgement letter	
BNT-OP-026-2020/21	Budget and Reporting	Number of Section 71 reports compiled and submitted to Council	Submission of Section 71 compiled reports to Council	12	12	None	3	3	3	None	3	Opex	None	Proof of submission Section 71 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																
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 Target	Reviewed quarter 4	2020/21 Annual Budget	Reviewed annual budget	Means of verification	Weights
BNT O P- 027 - 2020/21		Section 72 (mid-year) report submitted to Council	Compilation of 2020/21 section 72 report.	2019/20 Section 72 report compiled	2020/21 Section 72 (mid-year) report compiled and submitted to Council	None	None	No Target	2020/21 Section 72 (mid-year) report compiled and submitted to Council	None	No Target	None	Opex	None	Section 72 reports and Acknowledgement letter	
BNT O P- 028 - 2020/21	Budget and Reporting	Adjustment budget approved	Compilation of 2020/21 adjustment budget for approval	2019/20 Adjustment budget approved	2020/21 adjustment budget completed and approved	None	No target	No target	2020/21 adjustment budget developed and approved	None	No target	None	Opex	None	Council Resolution Approved adjustment budget	
BNT O P- 29- 2020/21		Draft annual budget tabled to Council	2020/21 draft annual budget tabled to council	2020/21 draft budget tabled to Council	2021/22 Draft annual budget tabled	None	No target	No target	2021/22 Draft annual budget tabled	None	No target	None	Opex	None	Council resolution Adopted draft budget	

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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.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 Target	Reviewed quarter 4	2020/21 Annual Budget	Reviewed annual budget	Means of verification	Weights
BNT O P-30-2020/21		Annual budget approved by Council	2020/21 annual budget approved	Approved 2021/22 budget	2021/22 Annual budget approved	None	No target	No target	No target	None	2021/22 Annual budget approved	None	Opex	None	Council resolution Approved 2021/22 annual budget	
BNT O P03-1-2020/21		Number of Section 52 reports submitted to Council	Submission of section 52 reports to Council	4	4	None	1	1	1	None	1	None	Opex	None	Council Resolution section 52 reports	
BNT O P-032-2019/20	Budget and Reporting	Number of mSCOA post implementation reports submitted to Council	Submission of mSCOA post implementation reports to Council	4	4	None	1	1	1	None	1	None	Opex	None	Council resolution mSCOA post implementation reports	
BNT OP-33-2020/21	Payroll Management	Number of MFMA Section 66 reports reconciled to General Ledger	MFMA Section 66 reports	12	12	None	3	3	3	None	3	None	Opex	None	Salary reports, Expenditure on Staff benefits report	

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Municipal Financial Viability and Management																
Responsive, Accountable, Effective and Efficient Local Government System																
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To Ensure Sound And Stable Financial Management																
Key Strategic Organizational Objectives																
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 Target	Reviewed quarter 4	2020/21 Annual Budget R	Reviewed annual budget	Means of verification	Weights
BNT OP-34-2020/21		Number of salary reports reconciled to General Ledger	Salary reconciliations reconciled to General Ledger	12	12	None	3	3	3	None	3	None	Opex	None	System salary reports, GL Reconciliations	
BNT OP-35-2020/21	Payroll Management	Number of VAT 201 reconciliations submitted to SARS	VAT 201 reconciliations	11	12	None	3	3	3	None	3	None	Opex	None	Output & Input Vat schedule s, VAT 201 forms, Reconciliations, Proof of submission from SARS	
BNT OP-36-2020/21		Number of salary schedules reconciled to the payroll report	Preparation of Salary schedules	12	12	None	3	3	3	None	3	None	Opex	None	Salary Schedules	

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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															
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 Target	2020/21 Annual Budget R	Reviews and annual budget	Means of verification	Weights
BNT OP-37-2020/21		Number of EMP201 reports compiled and submitted to SARS	Preparation of EMP201 reports and submission to SARS	12	12	None	3	3	3	None	3	Opex	None	Payroll report, EMP201 forms proof of submission to SARS	
BNT OP-38-2020/21		Number of EMP501 reports compiled and submitted to SARS	Preparation of EMP501 submission to SARS	2	2	None	No Target	1	No Target	None	1	Opex	None	EMP501 forms, proof of submission to SARS	
BNT OP-39-2020/21	Payroll Management	Number of EPWP stipends report reconciled to the General Ledger	Reconciliation of EPWP stipend reports to the General Ledger	12	12	None	3	3	3	None	3	Opex	None	System salary reports, Attendance registers, GL report	
BNT OP-40-2020/21		Number of Ward Committee stipends report reconciled to the General Ledger	Reconciliation of Ward Committee stipend reports to the General Ledger	12	12	None	3	3	3	None	3	Opex	None	Attendance registers, Reconciliation 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															
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 Target	2020/21 Annual Budget R	Reviewed annual budget	Means of verification	Weights
BNT OP-41-2020/21	Payroll Management	Number of Learnership stipends report reconciled to the General Ledger	Reconciliation of Learnership stipend reports to the General Ledger	12	12	0	3	3	3	No target	3	Opex	None	N/A	
BNT OP-42-2020/21	Expenditure Management	Number of retention registers updated	Retention register	4	4	None	1	1	1	None	1	Opex	None	Updated Retention register	
BNT OP-43-2020/21	Expenditure Management	Number of creditors reconciliation reports reconciled	Creditors reconciliation reports	12	12	None	3	3	3	None	3	Opex	None	Creditors reconciliation reports	
BNT OP-44-2020/21	Expenditure Management	Number of UIF Registers updated	Unauthorised Irregular and fruitless and wasteful expenditure register (UIF)	4	4	None	1	1	1	None	1	Opex	None	Updated UIF register	

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Municipal Financial Viability and Management																
Responsive, Accountable, Effective and Efficient Local Government System																
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To Ensure Sound And Stable Financial Management																
Key Strategic Organizational Objectives																
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 Target	Reviewed quarter 4	2020/21 Annual Budget R	Reviewed annual budget	Means of verification	Weights
BNT OP-45-2020/21		Number of petty cash reconciliations and registers	Petty Cash reconciliations and registers	12	12	None	3	3	3	None	3	None	Opex	None	Petty cash reconciliations Replenishments reports	
BNT OP-46-2020/21	Regulated Indicator	Ratio (Available cash in hand plus investment / monthly fixed operating expenditure)	Cost coverage	New indicator	1:1	None	1:1	1:1	1:1	None	1:1	None	Opex	None	Progress reports	
BNT OP-009-2020/21	Internal Audit	Percentage of internal audit queries addressed	Internal Audit action plan	76% of internal audit queries addressed	100%	None	25%	50%	75%	None	100%	None	Opex	None	Updated Internal Audit action plan	
BNT OP-010-2020/21	Risk Management	Percentage of risks resolved within timeframe as specified in the risk register	Implementation of Risk register	100%	100%	None	100%	100%	100%	None	100%	None	Opex	None	Updated Strategic risk register	

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Municipal Financial Viability and Management																
Responsive, Accountable, Effective and Efficient Local Government System																
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To Ensure Sound And Stable Financial Management																
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Revised annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed quarter 3 target	Quarter 4 Target	Reviewed quarter 4	2020/21 Annual Budget R	Reviewed annual budget	Means of verification	Weights
BNT OP-011-2020/21	Council Resolutions	Percentage of Council resolutions implemented	Implementation of Council resolutions	100%	100%	None	100%	100%	100%	None	100%	None	Opex	None	Updated Council resolution register	
BNT OP-012-2020/21	Audit Committee Resolutions	Percentage of Audit Committee resolutions implemented	Implementation of Audit Committee resolutions	100%	100%	None	100%	100%	100%	None	100%	None	Opex	None	Updated Audit Committee resolution register	
BNT OP-013-2020/21	AG Action Plan	Percentage of AG Action Plan implemented	Implementation of AG Action Plan	97% of AG Action Plan implemented	100%	None	No Target	No Target	50%	None	100%	None	Opex	None	Update AG Action plan	

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Municipal Transformation and Organizational Development																
Responsive, Accountable, Effective and Efficient Local Government System																
<ul style="list-style-type: none"> Administrative and financial capacity 																
Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees																
Ensure administrative support to municipal units through continuous institutional development and innovation																
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 3 target	Quarter 4 Target	Reviewed Quarter 4 Target	2020/21 Annual Budget R	Reviewed annual Budget	Means of verification	Weights
COR P-001-2020/21	Administration	Number of municipal buildings deployed with Security personnel	Provision of Security services	Provision of 24/7 security services in 08 municipal buildings	Provision of 24/7 security services in 08 municipal buildings	None	Provision of 24/7 security services in 08 municipal buildings	Provision of 24/7 security services in 08 municipal buildings	Provision of 24/7 security services in 08 municipal buildings	None	Provision of 24/7 security services in 08 municipal buildings	None	8,228,122	None	Monthly reports	
COR P-02-2020/21		Number of office furniture items procured and allocated	Procurement of Office Furniture	55 furniture items procured	20 furniture items procured in line with available budget.	None	Development of specific and tender advert	Appointment of a Service Provider for delivery of 20 furniture items	No Target	None	No Target	None	300 000	None	Approved Specification, Appointment Letter, Delivery Note Invoice	
COR POP-013-2020/21		Administration	Percentage of employees provided with personal protective equipment (PPE)	Provision of PPE	100% employees provided with PPE	100% employees provided with PPE	None	Approved Specific Advertisment	Appointment of Service Provider and Signing of SLA	100% employees provided with PPE	None	No target	None	650 000	1 010 000	Specification, Advert, Appointment letter, SLA Allocation register invoices,

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Key Performance Area (KPA) 6:		Municipal Transformation and Organizational Development													
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System													
Outputs:		• Administrative and financial capacity													
Key Strategic Organizational Objectives		Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees Ensure administrative support to municipal units through continuous institutional development and innovation													
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	Reviewed Annual Budget R	2020/21 Annual Budget R	Reviewed annual Budget	Means of verification	Weights
COR-POP-014-2020/21		Percentage of air conditioners serviced and maintained	Repair and maintenance of air conditioners	100% Air conditioners serviced and maintained	100% Air conditioners serviced and maintained	None	No target	100% Air conditioners serviced and maintained	No target	100% Air conditioners serviced and maintained	None	Opex	None	Invoices Job cards	
COR-POP-015-2020/21		Number of meetings at Thusong Services Centres (TSC) coordinated	Thusong Service Centre meetings	3	4	None	1	1	1	1	None	Opex	None	Reports, attendance register	
COR-POP-17-2020/21	Administration	Number of Batho Pele meetings coordinated	Batho Pele meetings	6	12	08	3	3	1	3	1	Opex	None	Minutes, attendance register	
COR-POP-018-2020/21		Number of payments approved for security service providers	Provision of Security services	24	24	None	6	6	None	6	None	Opex	None	Monthly Invoices	

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Municipal Transformation and Organizational Development															
Responsive, Accountable, Effective and Efficient Local Government System															
• Administrative and financial capacity															
Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council administrative committees															
IDP Ref no.	Priority area (IDP)	Key performance Indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	Reviewed Annual Budget R	2020/21 Annual Budget R	Reviewed Annual Budget	Means of verification	Weights
COR P. 004-2020/21	Information and Communication Technology	Number of servers to be mirrored at the Disaster Recovery site	Implementation and Maintenance of Disaster Recovery Plan	File server in place. Backup are done of external hard drives	1 Disaster Recovery Servers Procured, Implemented and Maintained	None	Approved Specification	Tender Advertisement	Appointment of a service provider, Signing of SLA	Appointment of a service provider, Signing of SLA & Project Implementation	5 000 000	2 000 000	5 000 000	Approved specification, advert, Appointment letter, SLA	
COR POP-019-2020/21	Information and Communication Technology	Number of ICT systems renewed and licensed	Renewal of IT systems and licenses	7x ICT systems renewal and license (Microsoft, Symantec and backup exec, Venus, Payday and GIS license are in place)	9 ICT systems renewed and licensed	7x ICT systems renewed and licensed	2 ICT systems renewed and licensed (Payday and Teammate licenses)	3 ICT systems renewed and licensed (Symantec and Backup p. Exec and Microsft licenses)	4 ICT systems renewed and licensed (Symantec and Backup Exec, Microsoft licenses and GIS)	4 ICT systems renewed and licensed (GIS, Case ware, Solar, PMS licenses)	Opex	None	None	Invoices/ Purchase Order	

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Municipal Transformation and Organizational Development															
Responsive, Accountable, Effective and Efficient Local Government System															
• Administrative and financial capacity															
Provide an accountable and transparent municipality through sustained public participation, coordination of administration and															
Ensure administrative support to municipal units through continuous institutional development and innovation															
council committees															
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	Reviewed Quarterly Target	2020/21 Annual Budget R	Reviewed Annual Budget	Means of verification	Weights
COR-POP-020-2020/2		Number of ICT Steering Committee meetings coordinated	Coordination of ICT Steering Committee meeting coordinated	4	4	None	1	1	1	1	None	Opex	None	Attendance register, minutes	
COR-POP-021-2020/21	Information and Communication Technology	Number of SLA Management meetings with ICT Service provider coordinated	Coordination of SLA Management meeting	4	4	None	1	1	1	1	None	Opex	None	Attendance register, Minutes	
COR P-005-2020/21	Human Resource Management	Number of Councillor training programmes coordinated	Training of Councillors	5	4	None	1	2	No target	1	None	424 000	None	Training Report	
COR-POP-006-2020/21		Number of Employee Training Programmes coordinated	Training of Employees	5	5	None	1	2	1	1	None	772 255	None	Training Report	

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Key Performance Area (KPA) 6: Municipal Transformation and Organizational Development														
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System														
Outputs:														
Key Strategic Organizational Objectives														
Provide an accountable and transparent municipality through sustained public participation, coordination of administration and ensure administrative support to municipal units through continuous institutional development and innovation														
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Reviewed Quarter 4 Target	2020/21 Annual Budget R	Reviewed annual Budget	Means of verification	Weights
COR P-007-2020/21		Number of fire extinguishers serviced and maintained	Service and maintain the fire extinguishers	30	30	None	Development of specific advertisement and appointment of service provider	30 Fire Extinguishers serviced and maintained	No target	None	53 000	33 000	Purchasing order	
COR POP-023-2020/21	Human Resource Management	Percentage of vacant and funded positions filled	Recruitment and selection	82% vacant and funded position filled	100%	None	25%	50%	75%	100%	Opex	None	Appointment letters	
COR POP-024-2020/21		Number of Local Labour Forum meetings coordinated	Coordination of LLF meetings	5	12	4	3	3	3	1	Opex	None	Attendance register	
COR POP-025-2020/21		Number of Occupational Health and Safety (OHS) meetings coordinated	Coordination of OHS meetings	3	4	None	1	1	1	None	1	Opex	None	Attendance register

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Municipal Transformative and Organizational Development															
Responsive, Accountable, Effective and Efficient Local Government System															
• Administrative and financial capacity															
Provide an accountable and transparent municipality through sustained public participation, coordination of administration and ensure administrative support to municipal units through continuous institutional development and innovation															
council committees															
Ensure administrative support to municipal units through sustained public participation, coordination of administration and innovation															
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	Reviewed Annual Budget	2020/21 Annual Budget	Reviewed annual Budget	Means of verification	Weights
COR POP-026-2020/21	Human Resource Management	Workplace Skills Plan (WSP) and Annual Training Report (ATR) developed and submitted to LGSETA	Submissions of WSP	2020/21 WSP and ATR developed and submitted	2020/21 WSP and ATR developed and submitted	None	No target	No target	No Target	2021/22 WSP and ATR developed and submitted	None	Opex	None	ATR, WSP report,	
COR POP-027-2020/21		Employment Equity Report (EEP) submitted to DoL	Development of Employment Equity Report	Approved Employment Equity Report submitted to DoL	2020/21 EER developed and submitted to DoL	None	No target	No target	2020/21 EER developed and submitted to DoL	No target	None	None	None	Approved Employment Equity Report,	
COR POP-028-2020/21		Council Support	Number of ward committee conferences held	Coordination of Ward Committees Conference	1	1	None	No target	1	No target	No target	1	Opex	None	Agendas, Minutes, Attendance register, Report

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Municipal Transformation and Organizational Development															
Responsive, Accountable, Effective and Efficient Local Government System															
• Administrative and financial capacity															
Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees															
Ensure administrative support to municipal units through continuous institutional development and innovation															
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	Reviewed Quarter 4 Target	2020/21 Annual Budget	Reviewed annual Budget	Means of verification	Weights
COR POP-029-2020/21		Number of MPAC Oversight meetings coordinated	Coordination of MPAC Oversight Meetings	4	4	None	1	1	None	1	None	Opex	None	Quarterly Reports Agenda, Minutes Attendance registers	
COR POP-030-2020/21		Number of MPAC project visits coordinated	Coordination of MPAC Project Visits	4	4	None	1	1	None	1	None	Opex	None	Quarterly Reports	
COR POP-031-2020/21		Number of Ethics Committee meetings coordinated	Coordination of Ethics Committee Meetings	4	4	None	1	1	None	1	None	Opex	None	Quarterly Reports Agenda, Minutes Attendance registers	
COR POP-032-2020/21	Council Support	Number of Ward Service Delivery Feedback Meetings coordinated	Ward Service Delivery Feedback Meetings	144	192	None	48	48	None	48	None	Opex	None	Summary Reports, Attendance registers	

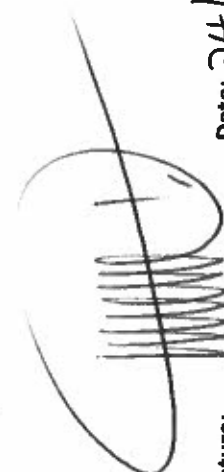
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Municipal Transformation and Organizational Development															
Responsive, Accountable, Effective and Efficient Local Government System															
<ul style="list-style-type: none"> Administrative and financial capacity 															
Provide an accountable and transparent municipality through sustained public participation, coordination of administration and															
Ensure administrative support to municipal units through continuous institutional development and innovation															
IDP Ref no.	Priority area (IDP)	Key performance Indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	Reviewed Quarterly Target	2020/21 Annual Budget R	Reviewed annual Budget	Means of verification	Weights
COR-POP-033-2020/21		Number of Speakers Forums coordinated	Speakers Forums	0	4	None	1	1	1	1	None	Opex	None	Agenda, Minutes, Attendance Register	
COR-POP-008-2020/21	AG action plan	Percentage of audit queries addressed	Audit action plan	100%	100%	None	No target	No target	50%	100%	None	Opex	None	Audit action plan	
COR-POP-009-2020/21	Internal Audit	Percentage of internal audit queries addressed	Internal Audit action plan	100%	100%	None	100%	100%	100%	100%	None	Opex	None	Updated Audit Action plan	
COR-POP-10-2020/21	Risk Management	Percentage of risks resolved within timeframe as specified in the risk register	Implementation of Risk register	100%	100%	None	100%	100%	100%	100%	None	Opex	None	Strategic risk register	
COR-POP-011-2020/21	Council Resolutions	Percentage of Council resolutions implemented	Implementation of Council resolutions	100%	100%	None	100%	100%	100%	100%	None	Opex	None	Updated Council resolution register	

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Key Performance Area (KPA) 6: Municipal Transformation and Organizational Development															
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System															
Outputs:															
• Administrative and financial capacity															
Provide an accountable and transparent municipality through sustained public participation, coordination of administration and council committees															
Ensure administrative support to municipal units through continuous institutional development and innovation															
IDP Ref no.	Priority area (IDP)	Key performance indicator	Project Name	Baseline	2020/21 annual target	Reviewed annual target	Quarter 1 target	Quarter 2 target	Quarter 3 target	Quarter 4 Target	Reviewed Annual Budget R	2020/21 Annual Budget R	Reviewed annual Budget	Means of verification	Weights
COR-POP-012-2020/21	Audit Committee	Percentage of Audit Committee resolutions implemented	Implementation of Audit Committee resolutions	100%	100%	100%	100%	100%	100%	100%	None	Opex	None	Updated Audit Committee resolution register	

Signature:  Date: 24/06/2021
Municipal Manager

Signature:  Date: 24/03/2021
Hon Mayor: Cllr M.E PAVA

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PERSONAL DEVELOPMENT PLAN (ANNEXURE B)

PERSONAL DEVELOPMENT PLAN

Name & Surname : Maphala Lazarus MOSENA
Job Title : Municipal Manager
Employee Number : 4980

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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 on.

SIGNATURE : Mose

Name of Manager : Mr. M L Mosena

I undertake to support () with the achievement of the above Performance and Development Plan

SIGNATURE : [Signature]

Name of Reporting : Clir M E Paya

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CODE OF CONDUCT (ANNEXURE C)

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Molemole Municipality

**CODE OF CONDUCT FOR
MOLEMOLÉ LOCAL
MUNICIPAL EMPLOYEES**

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TABLE OF CONTENTS

1. Definitions.
2. General Conduct.
3. Commitment to serving the public.
4. Personal gains.
5. Disclosure of benefits.
6. Unauthorized disclosure of information.
7. Undue influence.
8. Rewards, gifts and favors.
9. Council property.
10. Payment arrears.
11. Participation in elections.
12. Sexual Harassment.
13. Reporting duty of staff members.
14. Breaches of Code.

1. Definitions

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In this Code of Conduct "partner" means a person who permanently lives with another person in a manner as if married.

2. General Conduct

A staff member of Molemole Municipality must at all times-

- a. Loyally execute the lawful policies of the municipality
- b. Perform the functions of office in good faith, diligently, honestly and in a transparent manner;
- c. Act in such a way that the spirit, purpose and objects of section 50 of Municipal System Act of 2000 are promoted;
- d. Act in the best interest of the municipality and in such a way that the credibility and integrity of the municipality are not compromised;
- e. Act impartially and treat all people, including other employees, equally without favor or prejudice.

3. Commitment to serving the public

A staff member of Molemole Municipality is a public servant in a developmental local system and must accordingly –

- a. Implement the provisions of section 50(2) of Municipal System Act of 2000
- b. Foster a culture of commitment to serving the public and a collective sense of responsibility for performance in terms of standards and targets;
- c. Promote and seek to implement the basic values and principles of public administration described in section 195(1) of the Constitution;
- d. Obtain copies of or information about the municipality's IDP, and as far as possible within the ambit of the employee's job description, seek to implement the objectives set out in the IDP, and achieve the performance targets set for each performance indicator;
- e. Participate in the overall performance management system for the municipality, as well as the employee's individual performance appraisal and reward system, if such exists, in order to maximize the ability of the municipality as a whole to achieve its objectives and improve the quality of life of its residents.

4. Personal Gain

1) A staff member of Molemole Municipality may not -

- a. Use the position or privileges of an employee, or confidential information obtained as an employee, for private gain or to improperly benefit another person;
- b. Take a decision on behalf of Molemole Local Municipality concerning a matter in which that employee or that employee's spouse, partner or business associate, has a direct or indirect personal or private business interest.

2) Except with the prior consent of the council of the Municipality an employee of the Municipality shall not;

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- a. be a party to or beneficiary under a contract for-
 - i. the provision of goods or services to Molemole Local Municipality; or
 - ii. the performance of any work for Molemole local Municipality other than as an employee
- b. obtain a financial interest in any business of Molemole Local Municipality;
- c. Be engaged in any business, trade or profession other than the work of Molemole Local Municipality.

5. Disclosure of benefits

- 1) An employee of Molemole Local municipality who, or whose spouse, partner, business associate or close family member acquired or stands to acquire any direct benefit from a contract concluded with Molemole Local Municipality, must disclose in writing full particulars of the benefit to the council.
- 2) This item does not apply to a benefit which an employee, or a spouse, life partner, business associate or close family member, has or acquires in common with other residents of Molemole Local Municipality.

6. Unauthorized disclosure of information

- 1) An employee of Molemole Local Municipality shall not without permission disclose any privileged or confidential information obtain as an employee of the Municipality to an unauthorized person.
- 2) For the purpose of this item "privileged or confidential information" includes any information -
 - a. Determined by the council, any structure or functionary of the municipality to be privileged or confidential
 - b. Discussed in closed session by the council or a committee of the council
 - c. Disclosure of which would violate a person's right to privacy
 - d. Declared to be privileged, confidential or secret in terms of any law.
- 3) This item does not derogate from a person's right of access to Information in terms of national legislation.

7. Undue Influence

An employee of Molemole Local municipality may not -

- a. Unduly influence or attempt to influence the council of Molemole Local Municipality, or a structure or functionary of the council, or a councilor, with a view to obtaining any appointment, promotion, privilege, advantage or benefit, or for a family member, friend or associate
- b. Mislead or attempt to mislead the council, or a structure or functionary of the council, in its consideration of any matter
- c. Be involved in a business venture with a councilor without the prior written consent of the council of Molemole Local municipality.

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8. Rewards, gifts and favors

- 1) An employee of Molemole Local municipality may not request, solicit or accept any reward, gift or favor for-
 - a. Persuading the council of Molemole Local municipality, or any structure or functionary of the council, with regard to the exercise of any power or the performance of any duty;
 - b. Making a representation to the council, or any structure or functionary of council;
 - c. Disclosing any privileged or confidential information;
 - d. Doing or not doing anything within that employee's powers or duties.
- 2) An employee must without delay report to a superior official or to the speaker of the council any offer which, if accepted by the employee, would constitute a breach of sub item (1).

9. Council property

An employee of Molemole Local Municipality shall not use, take, acquire, or benefit from any property or asset owned, controlled or managed by the Municipality to which the employee has no right.

10. Payment of arrears

An employee of Molemole Local Municipality may not be in arrears to the Municipality for rates and service charges for a period longer than 3 months, and Molemole Local Municipality shall deduct outstanding amounts from an employee's salary after this period.

11. Participation in elections

An employee of Molemole Local Municipality shall not participate in an election of the council of Molemole Local Municipality other than in an official capacity or pursuant to any constitutional right.

12. Sexual Harassment


An employee of Molemole Local Municipality may not embark on any action amounting to sexual harassment.

13. Reporting duty of employees

Whenever an employee of Molemole Local Municipality has reasonable grounds for believing that there has been a breach of this Code, the employee must without delay report the matter to his immediate supervisor or to the speaker of the council.

14. Breaches of Code

Breaches of this Code must be dealt with in terms of the disciplinary procedures of Molemole Local Municipality envisaged in section 67 (1) (h) of the Municipal Systems Act and or the South African Local Government Bargaining Council's Collective Agreement on Disciplinary Code and Procedures.

Signature	
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Initials and Surname	Mr. M L Mosena
Designation	Municipal Manager

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**DECLARATION OF
INTEREST
(ANNEXURE D)**

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HEAD OFFICE

303 Church Street

Private Bag X 44
MOGWADI 0715

Telephone: (015) 501 0243/4

Fax no : (015) 501 0419

mail: info@molemole.gov.za

Molemole Municipality www.molemole.gov.za**MOREBENG BRANCH OFFICE**25 Cnr. Roets & Viviers Street
MOREBENG 0810

Telephone : (015) 501 2371

Fax no : (015) 397 4334

ALL CORRESPONDENCE TO BE ADDRESSED TO THE MUNICIPAL MANAGER

MOLEMOLE STAFF DECLARATION OF INTEREST FORM

In terms of the SCM Regulations 46 sub regulation 2(b)(c)(d) and sub regulation 6 states that:-

“Municipal code of ethical standards stipulates that official or other role players involved in the implementation of the SCM policy of the municipality or the municipality entity.”

(b) May not use his or her position for private gain or to improperly benefit another person. (c) Must declare to the accounting officer details of any private or business interest which that person, or any close family member, partner or associate, may have in any proposed procurement or disposal process of, or in any award of a contract by, the municipality or municipal entity.”

In order to give effect to the above, the following questionnaire must be completed and submitted by all staff.

3.1. Full Name: Maphala Lazarus Mosena

Position: Municipal Manager

3.2. Identity Number: 6706165811080

3.3. Any company registered on your name: YES

If yes supply the number of the companies and the following details: 16

1. Company Registration Name: Charliza Projects and Investments PTY LTD

Company Registration Number: 2007/009838/07

Percentage of ownership: 10%

2. Company Registration Name: Lapewi Trading PTY LTD

Company Registration Number: 2007/011397/07

Percentage of ownership: 51%

3. Company Registration Name: SM Tau Shuttle and Tour CC

Company Registration Number: 2007/211054/23

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Percentage of ownership: 50%

4. **Company Registration Name: MM-L- SP Development Project CC**
Company Registration Number: 2008/250226/23
Percentage of ownership: 100%
5. **Company Registration Name: Semusa-Mosena Logistics CC**
Company Registration Number: 2008/262713/23
Percentage of ownership: 25%
6. **Company Registration Name: Shumazwau Trading CC**
Company Registration Number: 2011/003592/23
Percentage of ownership: 10%
7. **Company Registration Name: Bunesi Investments 126 PTY LTD**
Company Registration Number: 2002/029197/23
Percentage of ownership: 10%
8. **Company Registration Name: Blouberg Nguni Cattle PTY LTD**
Company Registration Number: 2013/179471/07
Percentage of ownership: 100%
9. **Company Registration Name: African Spear Travel and Tour CC**
Company Registration Number: 2008/040717/23
Percentage of ownership: 100%
10. **Company Registration Name: Blouberg Development Capacity Building CC**
Company Registration Number: 2006/026233/23
Percentage of ownership: 100%
11. **Company Registration Name: Lehlabile Contruction CC**
Company Registration Number: 2003/006295/23
Percentage of ownership: 100%
12. **Company Registration Name: Double Operation Trading 151 PTY LTD**
Company Registration Number: 2003/057017/23
Percentage of ownership: 10%
13. **Company Registration Name: Mosekola Agricultural Input Supplies CC**
Company Registration Number: 2003/057017/23

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Percentage of ownership: 50%

14. **Company Registration Name: Menala A Dinkwe PTY LTD**

Company Registration Number: 2004/029676/07

Percentage of ownership: 100%

15. **Company Registration Name: Molate Projects Managements CC**

Company Registration Number: 2006/057473/23

Percentage of ownership: 50%

16. **Company Registration Name: Maphala Technologies and Management**

Company Registration Number: M20000279/23

Percentage of ownership: 100%

17. **Company Registration Name: Versatex Trading 615 PTY LTD**

Company Registration Number: 2003/018627/07

Percentage of ownership: 10%

2.1. Do you, have any relationship (family, friend, other) with persons who is a service provider of Molemole Local Municipality and who you may have been involved with the evaluation and or Adjudication of service providers? NO

If so furnish the particulars: - NONE

2.2. Any other potential conflict of interest that MLM must be aware of: NONE

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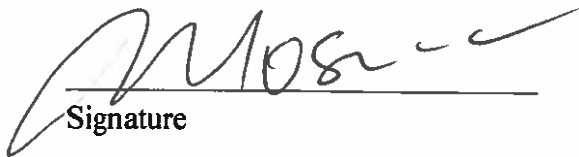
CERTIFICATION OF DECLARATION BY THE EMPLOYEE

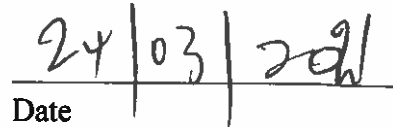
I Maphala Lazarus Mosena the undersigned certify that the information furnished on this declaration form is correct.

I also certify that I hold no interest other than those identified which might give rise to conflict of interest or the perception of a conflict of interest.

I accept that the Municipality may act against me should this declaration prove to be false.

I also wish to declare that during my period of employment with MLM, if any conflict of interest arises, I shall notify the municipal manager through the SCM Unit in writing immediately.

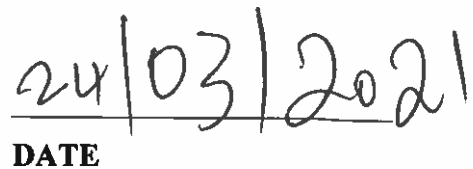

Signature


Date

Municipal Manager

Position


MUNICIPAL MANAGER

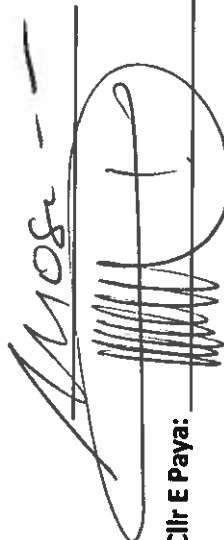

DATE

(The completed version of this form must be returned to the Risk Officer in the Risk Unit ASAP)

No.	Name of the Company	Business registration no.	Business Status (Active/ Not Active)
14.	Menala A Dinkwe PTY LTD	2004/029676/07	Not Active (Deregistered)
15.	Molate Projects Managements CC	2006/057473/23	Not Active (Deregistered)
16.	Maphala Technologies and Management	200/0279/23	Not Active (Deregistered)
17.	Versatex Trading 615 PTY LTD	2003/018627/07	Not Active (Deregistered)

N.B Attached please find the CIPC Document

Declared by: Mosena M.L



Date:

24/03/2021

Acknowledge by the Mayor, Clir E Paya:



Date:

24/03/2021

P O BOX 03
RADITSHABA
0718
25 June 2019

THE HONOURABLE MAYOR: CLLR M.E PAYA
MOLEMOLE LOCAL MUNICIPALITY
PRIVATE BAG X 44
MOGWADI
0715

DEAR SIR

DECLARATION OF BUSINESS INTERESTS

This serves to declare that the following companies are registered under my name and they are currently doing no business:

No.	Name of the Company	Business registration no.	Business Status (Active/Not Active)
1.	Charliza Projects and Investments PTY LTD	2007/009838/07	Not Active (Deregistered)
2.	Lapewi Trading PTY LTD	2007/011397/07	Not Active (Deregistered)
3.	SM Tau Shuttle and Tour CC	2007/211054/23	Not Active (Deregistered)
4.	MM-L- SP Development Project CC	2008/250226/23	Not Active (Deregistered)
5.	Semusa-Mosena Logistics CC	2008/262713/23	Not Active (Deregistered)
6.	Shumazwau Trading CC	2011/003592/23	Not Active (Deregistered)
7.	Bunesi Investments 126 PTY LTD	2002/029197/23	Not Active (Deregistered)
8.	Blouberg Nguni Cattle PTY LTD	2013/179471/07	Not Active (Deregistered)
9.	African Spear Travel and Tour CC	2008/040717/23	Not Active (Deregistered)
10.	Blouberg Development Capacity Building CC	2006/026233/23	Not Active (Deregistered)
11.	Lehlabile Contraction CC	2003/006295/23	Not Active (Deregistered)
12.	Double Operation Trading 151 PTY LTD	2003/057017/23	Not Active (Deregistered)
13.	Mosekola Agricultural Input Supplies CC	2003/057017/23	Not Active (Deregistered)

M.E. HJ
SM ML

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

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

Answer YES

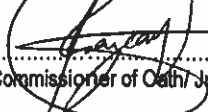
(ii) Do you have any objection to taking the prescribed oath or affirmation?

Answer NO

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

Answer YES

2. I certify that the deponent has knowledge that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.


Commissioner of Oath/ Justice of the Peace

Full first names and surname KANAARA KANAARA LOU
..... (Block letters)

Designation (rank) CONSTABLE Ex Officio Republic of South Africa

Street Address if institution 192 KEEBOM STREET
..... MOGWADI 0715

Date 2021/03/24 Place MOGWADI S.A.P.S

CONTENTS NOTED: EXECUTING AUTHORITY
DATE:

SUID-AFRIKAANSE POLISIE DIENST
COMMUNITY SERVICES CENTRE
24-03-2021
SAPS MOGWADI
P. BAG X350
SUID-AFRIKAANSE POLISIE DIENST