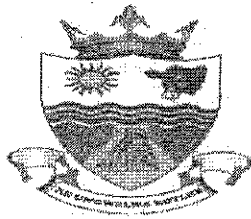


# JOE MOROLONG LOCAL MUNICIPALITY



JOE MOROLONG  
LOCAL MUNICIPALITY

## PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:  
THE MUNICIPALITY OF JOE MOROLONG AS REPRESENTED  
BY THE MUNICIPAL MANAGER:  
MR TSHEPO MACDONALD BLOOM

AND

THE EMPLOYEE OF THE MUNICIPALITY  
DIRECTOR: FINANCE DEPARTMENT  
MRS BOIPELO DORCAS MOTLHAPING

FOR THE

FINANCIAL YEAR: 1 JULY 2015 – 30 JUNE 2016

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## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The Municipality of Joe Morolong Local Municipality herein represented by Mr. TM Bloom in his capacity as the Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

And

Mrs B.D Motlhaping as the Employee of the Municipality of Joe Morolong Local Municipality (hereinafter referred to as the **Employee**).

### WHEREBY IT IS AGREED AS FOLLOWS:

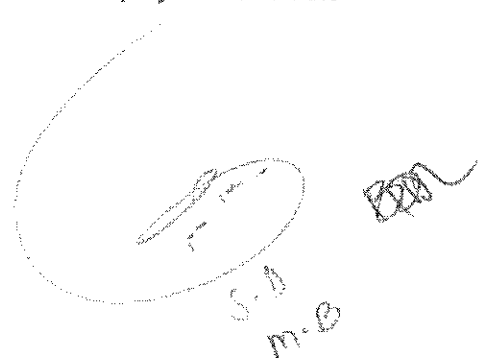
#### 1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires 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),(4A),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the **Employee** and to communicate to the **Employee** the **Employer's** expectations of the **Employee's** performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the **Employee** for permanent employment and/or to assess whether the **Employee** has met the performance expectations applicable to her' job;



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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<sup>st</sup> July 2015 and will remain in force until 30 June 2016, 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 for any reason.

3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

4.1.1 The performance objectives and targets that must be met by the **Employee**; and

4.1.2 The time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.

4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

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

### 5 PERFORMANCE MANAGEMENT SYSTEM

5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.

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

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

**6 THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS**

6.1 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

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

6.2.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.

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

6.2.3 KPAs covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.

6.3 The **Employee's** assessment will be based on her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	08
Municipal Institutional Development and Transformation	04
Local Economic Development (LED)	04
Municipal Financial Viability and Management	64
Good Governance and Public Participation	20
<b>Total</b>	<b>100%</b>

6.4 The CMCs will make up the other 20% of the **Employee's** assessment score. CMCs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**:

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CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Strategic Capability and leadership		10
Programme and Project Management		5
Financial Management		10
Change Management		5
Knowledge Management		5
Service Delivery innovation		5
Problem Solving and Analytical Thinking		5
People and Diversity Management		5
Client Orientation and Customer Focus		5
Communication		5
Accountability and Ethical Conduct		10
Policy conceptualisation and implementation		5
Mediation skills		5
Advanced negotiation skills		5
Advanced influencing skills		5
Partnership and Stakeholder Relations		5
Supply Chain Management		5
		100%

## 7. EVALUATING PERFORMANCE

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

- 7.1.1 The standards and procedures for evaluating the **Employee's** performance; and
- 7.1.2 The intervals for the evaluation of the **Employee's** performance.

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

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan 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.

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- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

**7.5.2 Assessment of the CMCs**

- (a) Each CMC should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CMC.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CMC score.

**7.5.3 Overall rating**

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

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

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

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Level	Terminology	Description	Rating				
			1	2	3	4	5
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

7.7 For purposes of evaluating the performance of the **Employee**, an evaluation panel constituted by the following persons will be established –

- 7.7.1 Municipal Manager
- 7.7.2 Chairperson of the Audit Committee;
- 7.7.3 A member of EXCO;
- 7.7.4 Municipal Manager
- 7.7.5 Manager responsible for Human Resources (secretariat)

## 8. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter	:	July – September
Second quarter	:	October – December
Third quarter	:	January – March
Fourth quarter	:	April – June

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.

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## 9. DEVELOPMENTAL REQUIREMENTS

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

## 10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall –

- 10.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 10.1.2 Provide access to skills development and capacity building opportunities;
- 10.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 10.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable her to meet the performance objectives and targets established in terms of this Agreement; and
- 10.1.5 Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist her to meet the performance objectives and targets established in terms of this Agreement.

## 11. CONSULTATION

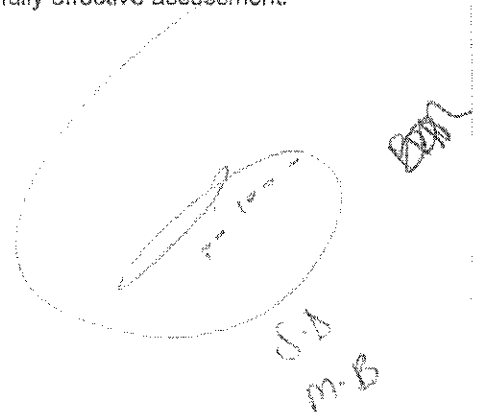
11.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

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

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

## 12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 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 the inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance.
- 12.3 The **Employee** will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective assessment.
- 12.4 In the case of unacceptable performance, the **Employer** shall –



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- 12.4.1 Provide systematic remedial or developmental support to assist the **Employee** to improve her performance; and
- 12.4.2 After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out her duties.

**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 The MEC for Cooperative Governance, Human Settlement and Traditional Affairs in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
  - 13.1.2 Any other person appointed by the MEC.
- 13.2 In the event that the mediation process contemplated above fails, clause 19.3 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 her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at Churchill on this the 10 day of July 2015

**AS WITNESSES:**

- 1. [Signature]
- 2. [Signature]

[Signature]  
EMPLOYEE

**AS WITNESSES:**

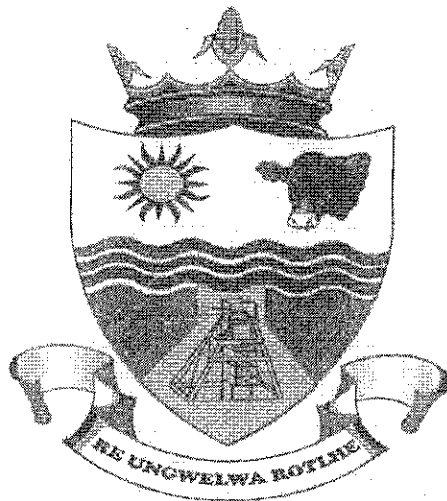
- 1. SEITEBALENGI DIKOLENJANE
- 2. Matshidiso Thebesane

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MUNICIPAL MANAGER

# ANNEXURE A

## JOE MOROLONG LOCAL MUNICIPALITY

“NC 451”



2015/16 FINANCIAL YEAR

DIRECTOR: MRS B.D MOTLHAPING

TECHNICAL SERVICE DELIVERY AND BUDGET  
IMPLEMENTATION PLAN (SDBIP)

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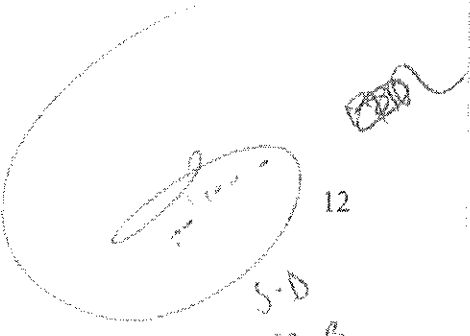
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# CHAPTER 1

## 1. Executive Summary

### 1.1. Departmental Purpose

The Finance Department is committed to providing timely, accurate, clear and complete information and support to other departments and the community at large.

### 1.2. Functions of the Department

- To provide the efficient and effective financial management and business operations.
- To improve strategies for the improvement of revenue, i.e. debt management.
- To provide accurate and relevant financial information for decision making.
- Ensure financial prudent compliance with Internal Audit and unqualified audits by the Auditor General.
- To enhance efficient and effective expenditure and supply chain management.
- To promote local economic development and job creation.
- Maintain the municipal asset register
- Management of cash and bank
- Compliance with relevant legislation

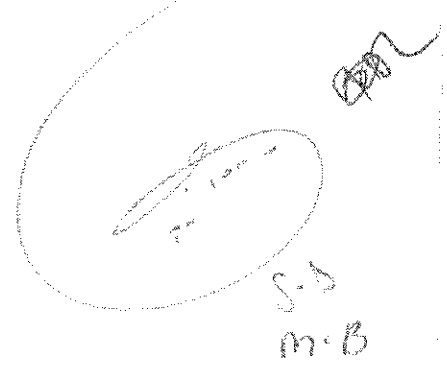
### 1.3. Link with the Top Layer SDEIP

#### 1.3.1. Lead department Objectives

- Manage Revenue section
- Manage Budget and treasury section
- Sustain Financial Management
- Manage Supply chain management & asset management section
- Cash flow management
- Promote good governance
- Ensure effective budget management

1.3.2. Support from other departments

LEAD FUNCTION	SUPPORT EXPECTED
<ul style="list-style-type: none"> <li>* Manage Revenue section</li> </ul>	<p>Recruiting and retention of suitably skilled candidate, and ensuring that staff members adhere to continuous professional development. Timeous response on repairs on revenue yielding infrastructure.</p>
<ul style="list-style-type: none"> <li>* Manage Budget and treasury section</li> </ul>	<p>Submission of all supporting documents by all relevant departments which will necessitate submission of credible information as per the legislation. Adherence to the procurement plan by all departments to ensure compliance with the approved budget. Avoidance of irregular, fruitless and wasteful expenditure.</p>
<ul style="list-style-type: none"> <li>* Manage Supply chain management section</li> </ul>	<p>Centralising all procurements to the SCM section. Submission of requests to SCM timeously.</p>
<ul style="list-style-type: none"> <li>* Manage asset management section</li> </ul>	<p>Safeguarding all inventories (assets) under their custody. Reporting to AM section all donated assets for inclusion in the FAR. Reporting all broken or faulty assets to the AM section timeously so that necessary adjustments and insurance claims can be made.</p>
<ul style="list-style-type: none"> <li>* Ensure effective budget management</li> </ul>	<p>Adherence to the procurement plan by all departments to ensure compliance with the approved budget.</p>


  
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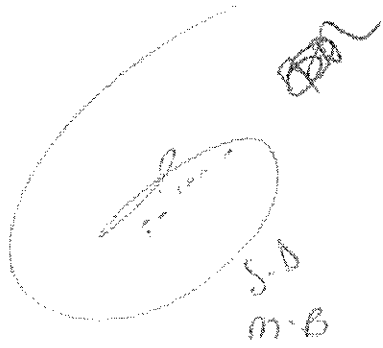
**1.3.3. Support to Other departments**

LEAD FUNCTION	SUPPORT EXPECTED
<ul style="list-style-type: none"> <li>▪ Manage Revenue section</li> </ul>	Submission of information relating to other services provided by the departments to enable correct invoicing.
<ul style="list-style-type: none"> <li>▪ Manage Budget and treasury section</li> </ul>	Regular update of the system which will enable other departments to know the extent of their respective expenditure on the approved budget.
<ul style="list-style-type: none"> <li>▪ Manage Supply chain management section</li> </ul>	Submit financial information needed to all departments for their regular reporting.
<ul style="list-style-type: none"> <li>▪ Manage asset management section</li> </ul>	Render procurement services to all departments Coordination of asset management
<ul style="list-style-type: none"> <li>▪ Ensure effective budget management</li> </ul>	Provide monthly income and expenditure reports to other departments
	Ensure adherence of budget management regulations

**1.4. Human Resources**

All Finance employees as indicated on the latest organogram of the Department, namely;

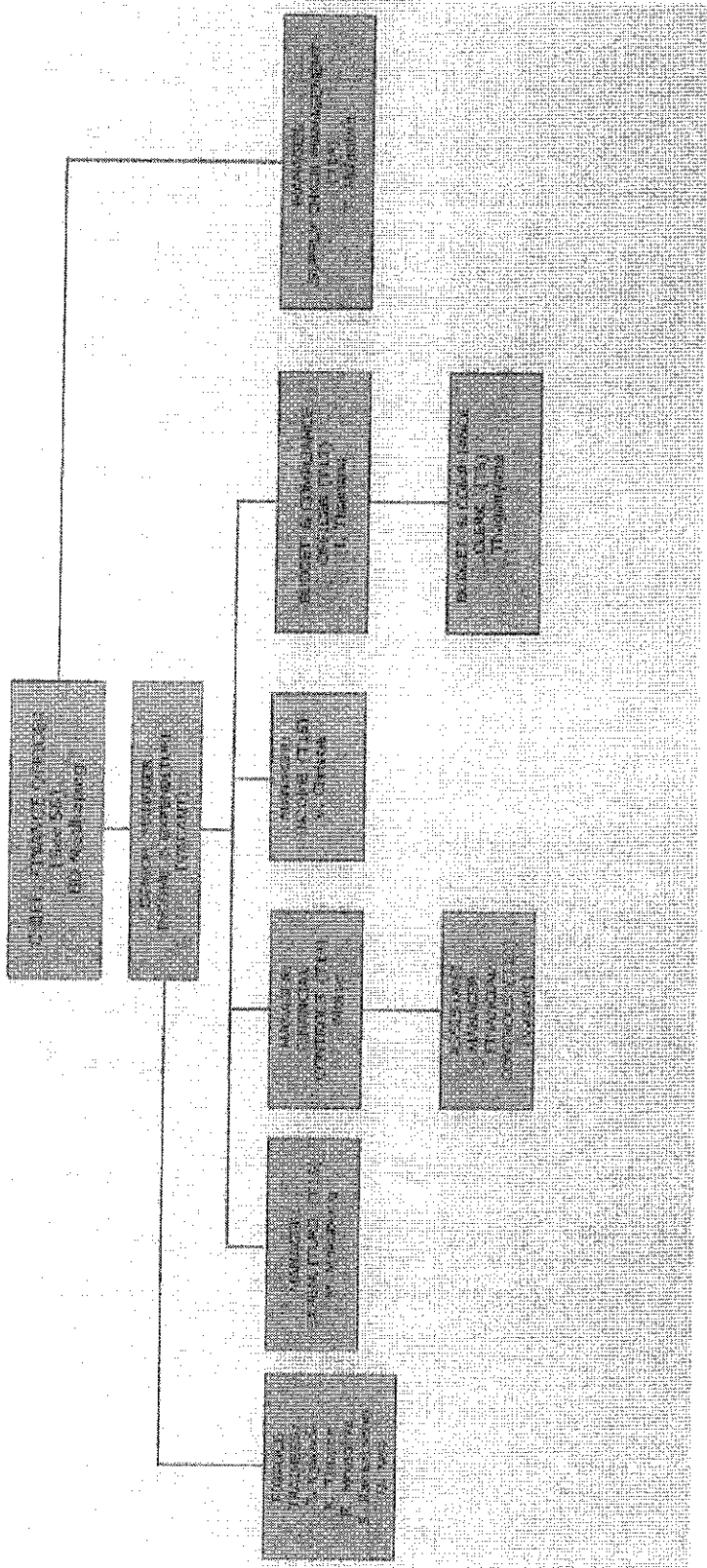
- 1 Chief Finance Officer
- 1 Senior Manager: Income and Expenditure
- 1 Manager: Financial Controller
- 1 Manager: Expenditure
- 1 Manager: Income
- 1 Manager Supply chain management
- 1 Budget and Compliance Officer
- 13 Other finance staff members
- 5 Finance Interns
- 6 vacancies to be filled this Financial Year.


  
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EMPLOYEE TYPE	MALE	FEMALE	TOTAL IN NUMBER
Chief Financial Officer		1	1
Expenditure Unit		5	5
Income Unit	5	4	9
Supply Chain Management Unit	4	2	6
Financial Control		2	2
Budget and Compliance	2		2
Interns	1	4	5
<b>TOTAL</b>	<b>12</b>	<b>16</b>	<b>28</b>

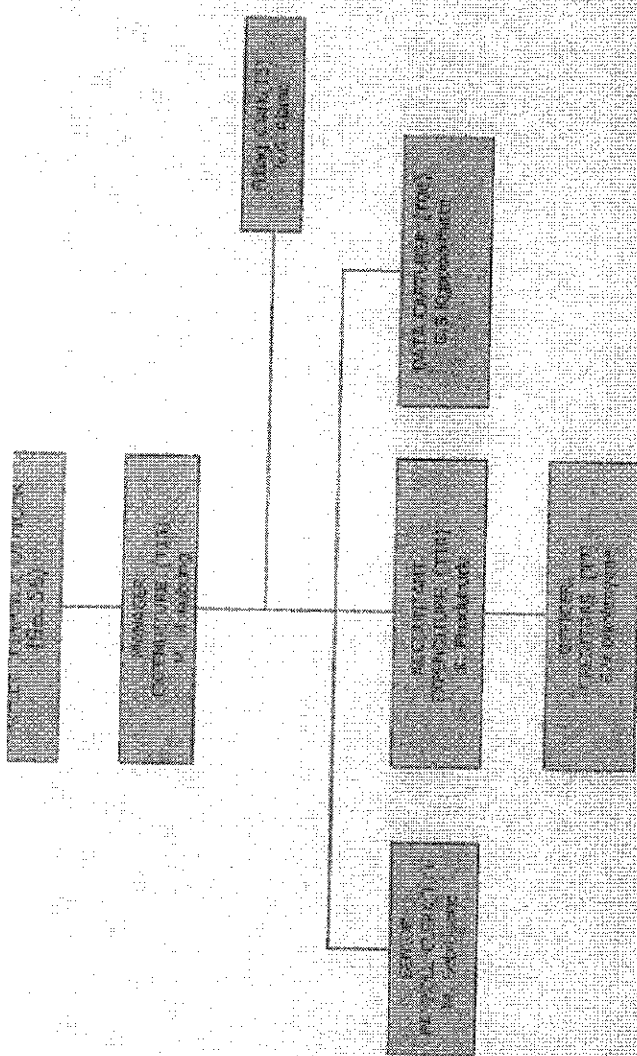
TOTAL COSTS R 8, 656, 473, 54

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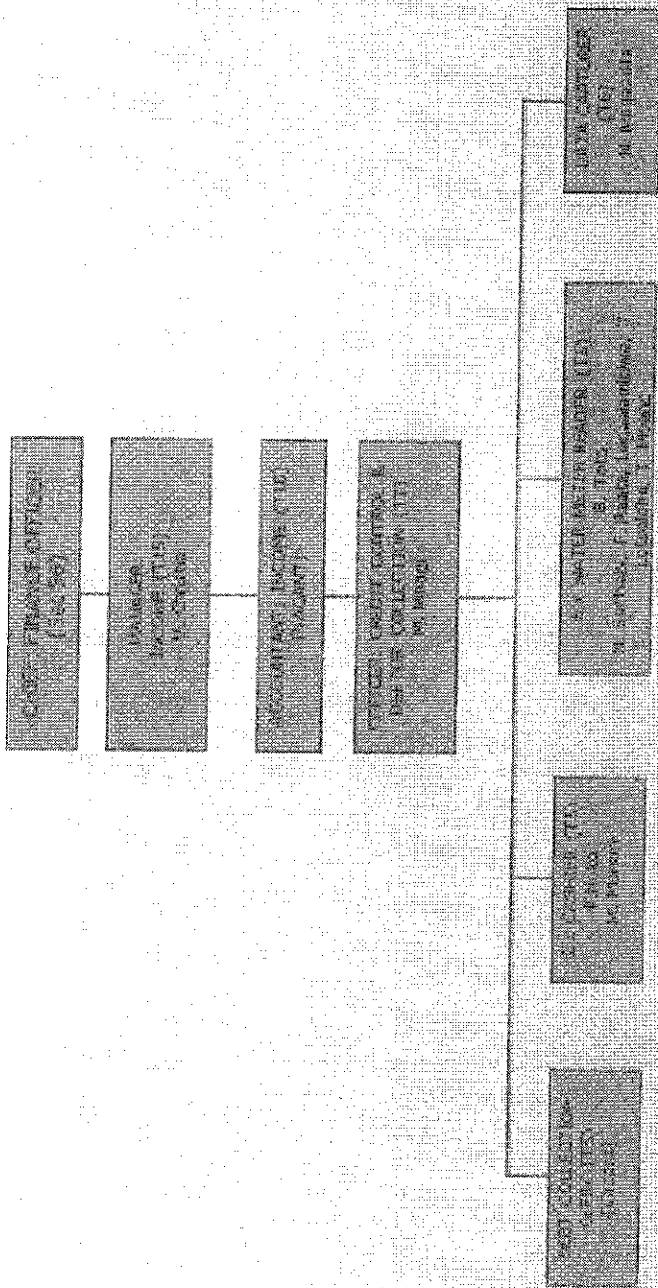




  
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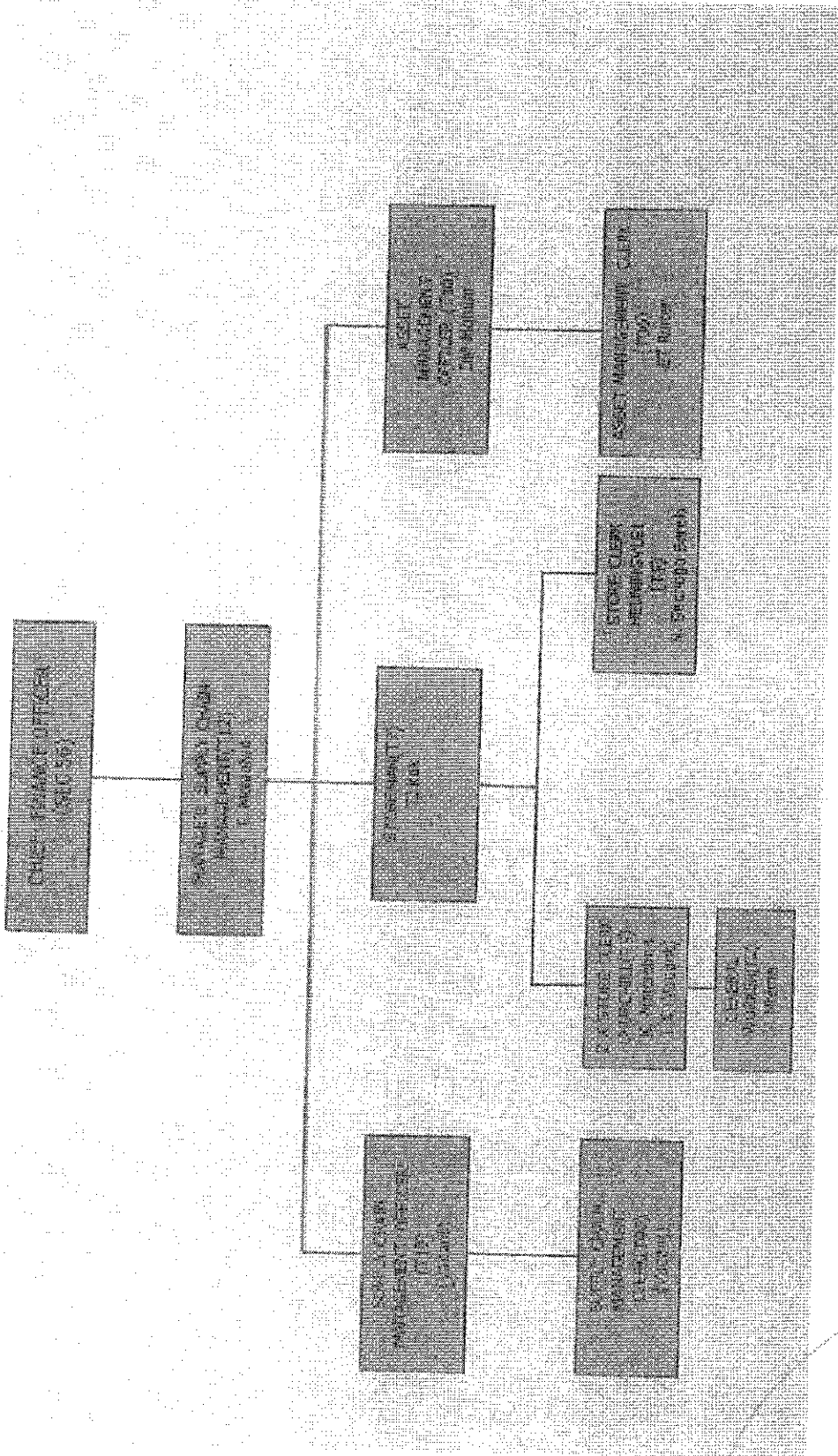




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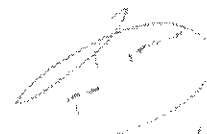
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2016 DEPARTMENTAL BUDGET OPERATIONAL EXPENDITURE

ITEM DESCRIPTION / NOTE	BUDGET 2015/16	15-Jul	15-Aug	15-Sep	15-Oct	15-Nov	15-Dec	15-Jan	15-Feb	15-Mar	15-Apr	15-May	15-Jun
EMPLOYEE RELATED COSTS	9 685 499	807 125	807 125	807 125	807 125	807 125	807 125	807 125	807 125	807 125	807 125	807 125	807 125
PROVISION FOR B	3 960 206												3 960 206
DEPRECIATION I	10 000 000	833 333	833 333	833 333	833 333	833 333	833 333	833 333	833 333	833 333	833 333	833 333	833 333
INTEREST: EXTERNAL	784 402	65 367	65 367	65 367	65 367	65 367	65 367	65 367	65 367	65 367	65 367	65 367	65 367
INSURANCE COST	350 000	29 167	29 167	29 167	29 167	29 167	29 167	29 167	29 167	29 167	29 167	29 167	29 167
CONSULTANCY FEES	4 000 000	333 333	333 333	333 333	333 333	333 333	333 333	333 333	333 333	333 333	333 333	333 333	333 333
PRINTING AND STATIONERY	30 000	30 000											
ADVERTISEMENT	350 000	30 000	100 000		100 000			75 000	20 000			25 000	
AUDIT FEES	2 400 000	200 000	300 000	500 000	700 000	200 000	200 000	300 000					
VALUATION ROLL	100 000	50 000						50 000					
AUDIT FEES INTERNAL	1 586 764	793 382						793 382					
BANK COST	150 000	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500
CONFERENCES	30 000					30 000							
MEMBERSHIP FEES	3 000					3 000							
TRAINING	440 000	36 667	36 667	36 667	36 667	36 667	36 667	36 667	36 667	36 667	36 667	36 667	36 667
TRAVEL + SUBSISTENCE	356 666	29 722	29 722	29 722	29 722	29 722	29 722	29 722	29 722	29 722	29 722	29 722	29 722
INDIGENT REGISTER UPDATE	30 000	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500
DISPOSAL COST	50 000			20 000							30 000		
SOFTWARES	40 000		25 000	15 000									
COMPUTERS & PRINTERS	10 000		10 000										
MSIC EXPENDITURE	930 000	77 500	77 500	77 500	77 500	77 500	77 500	77 500	77 500	77 500	77 500	77 500	77 500
TOTAL	35 286 537	3 330 596	2 662 214	2 762 214	3 027 214	2 460 214	2 427 214	3 445 596	2 247 214	2 227 214	2 257 214	2 252 214	6 187 420

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	600	700	800	900	000	100	200	300	400	500	600	700	800	900	000	100	200	300	400	500	600	700	800	900	000	
PROPERTY RATES	10 449 000	870 750	870 750	870 750	870 750	870 750	870 750	870 750	870 750	870 750	870 750	870 750	870 750	870 750	870 750	870 750	870 750	870 750	870 750	870 750	870 750	870 750	870 750	870 750	870 750	870 750
INTEREST OUTSTANDING DEBTORS	50 000	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167
GOV GRANT & SUBSIDY: UNCONDITIONAL	109 255 000	43 702 000				36 054 150										29 498 830										
GOV GRANT & SUBSIDY: CONDITIONAL	2 605 000	1 675 000	950 000																							
TENDER DEPOSITS (FINANCE)	120 000		20 000	40 000				30 000								10 000										20 000
CLEARANCE CERTIFICATE	3 000																2 000								1 000	
TOTAL	122 482 000	46 251 917	1 824 917	914 917	874 917	36 929 067	904 917	876 917	874 917	30 383 767	874 917	875 917	874 917	874 917	874 917	874 917	874 917	874 917	874 917	874 917	874 917	874 917	874 917	874 917	874 917	894 917

  
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## 1. Strategy for Each Department Objective

### Manage revenue section

Implement the valuation roll during the first month for the property rates collection. On-going supplementary valuation roll will be compiled and interim valuations run for clearance certificate issuance and subsequent update on the account. Updating customer information on the system for accurate billing.

Increase capacity within the revenue section by appointing Revenue Collection Clerk.

Submit tariffs to council for approval which will be used for services charges. Establish the revenue collection rate by reconciling the revenue collected against the billing.

Regular update of the indigent register for better provision of basic services and revenue collection. Compile a list of debts which are irrecoverable and submit to Council for write off.

Monthly reconciliation of the debtors and timeous billing.

### Manage Budget and Treasury section

Compile the budget and submission to council for approval and subsequent submission to National and Provincial Treasury. Making public the municipality's approved budget. Capturing the approved budget in the system and regular monitoring.

Compilation and submission of income and expenditure reports to different stakeholders on a monthly basis.

Train officials on the budgeting process and reporting.

Ensure compliance with all relevant legislature requirements. Compilation and submission of all statutory reports to council and other stakeholders.

Payment of creditors within 30 days from the date of the invoice. Monthly reconciliation of the creditors, payroll and VAT.

### **Sustain financial management**

Review and submit financial policies and make them public, i.e. publishing on the municipal website. Compile and submit credible annual financial statements to the Office of the AG. Addressing all audit queries raised by the auditor general.

### **Manage supply chain management section**

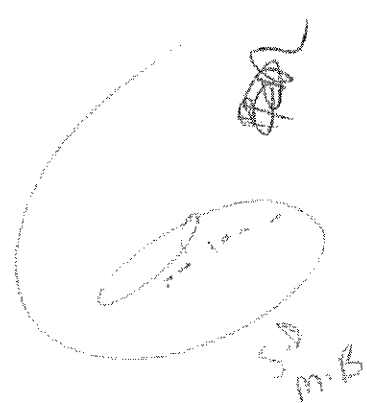
Review and implementation of municipality's supply chain management policy. Train SCM officials. Appointment and training of Bid committees. Adherence to legislation with regard to submission of reports on SCM implementation and making the reports public by advertising on the municipal website. Compilation and regular update of the supplier database as per MFMA classification.

### **Manage asset management section**

Establishment of an asset management unit within the municipality. Compile and maintain a GRAP compliant Asset register. Identification of all heritage assets within the municipality to be included on the asset register.

### **Implement cash flow management**

Ensure that there are reconciliations done on a monthly basis.

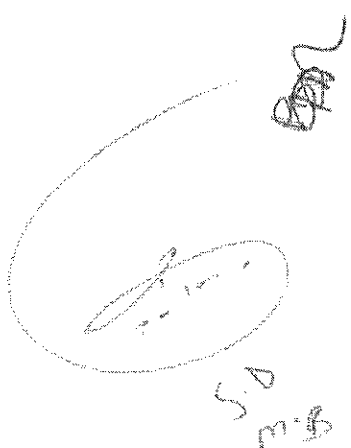


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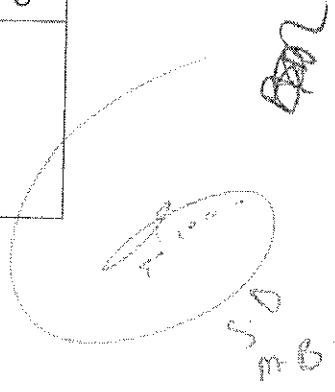




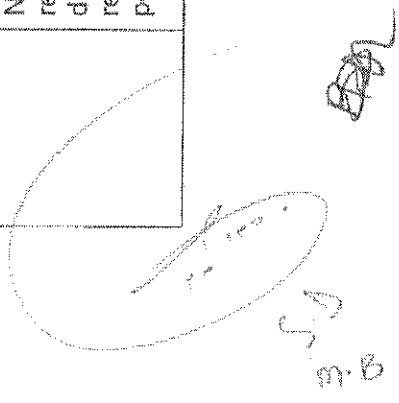
OBJECTIVE	PERFORMANCE INDICATOR	TARGET	STRATEGIES FOCUS AREA 1: GOOD GOVERNANCE AND PUBLIC PARTICIPATION				EVIDENCE	
			1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>		
Improve credit ratings	Number of reports on bad debts written off.	4	1 report on bad debts written off by June 2016	Completion of the Draft report on data cleansing and identifying potential rate payers and services by September 2015	Submit draft report on data cleansing to Council by December 2015	Implement recommendations of the report on data cleansing by March 2016	Submit to Council a report on bad debts written off by June 2016	1 Complete report on accounts written off
			12 monthly reports on billing of customers by June 2016	3 quarterly reports on billing of customers by September 2015	3 quarterly reports on billing of customers by December 2015	3 quarterly reports on billing of customers by March 2016	3 quarterly reports on billing of customers by June 2016	12 reports on timeous billing of customers
			1 unqualified report by November 2015	Preparing books for new 2014/15 annual financial statements.	Responding to all audit findings by 16 November 2015	Submission of the Audit report for the compilation of the Annual report by February 2016	Compiling the audit file for the prior year audit	1 copy of AG report Acknowledgement of timeous receipt of the AFS.
Promote Good governance	Number of improved Audit reports by December 2015	8						


  
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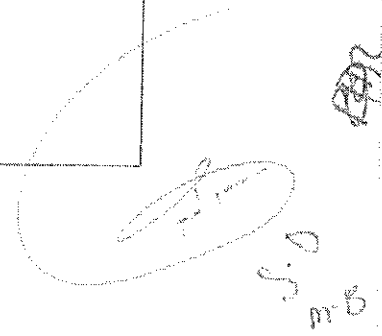
					Financial Statement and Annual Performance Reports by 31 August 2015				
	4	12	3	3	3	3	3	3	12 minutes of Departmental meetings held and signed. 12 Attendance registers
	4	4 quarterly reports on training of finance officials	1 report on number of finance officials trained by September 2015	1 report on number of finance officials trained by December 2015	1 report on number of finance officials trained by March 2016	1 report on number of finance officials trained by June 2016	1 report on number of finance officials trained by June 2016	Attendance register or confirmation of attendance form the service provider	
<b>STRATEGIC FOCUS AREA 2: INFRASTRUCTURE AND SERVICE DELIVERY</b>									
Increase revenue	4	12 reports on the number of meter readings and captured by June 2016	3 reports on the number of meter readings taken and captured by September 2016	3 reports on the number of meter readings taken and captured by December 2015	3 reports on the number of meter readings taken and captured by March 2016	3 reports on the number of meter readings taken and captured by June 2016	3 reports on the number of meter readings taken and captured by June 2016	12 system generated route lists reports. 12 Exception reports	


  
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accounts	updated accounts by June 2016	updated accounts by September 2015	updated accounts by December 2015	March 2016	updated accounts by June 2016
<b>STRATEGIC FOCUS AREA 7 : LOCAL ECONOMIC DEVELOPMENT (LED)</b>					
Adhere to Supply Chain Management processes in promoting LED and timeous payment to service providers	4	10 Local SMMES benefiting from Community Services budget	At least 2 tenders or quotation awarded per annum to benefit the local economy	At least 3 tenders or quotation awarded per annum to benefit the local economy	At least 2 tenders or quotation awarded per annum to benefit the local economy
					Tender committee minutes and or report of spending
<b>STRATEGIC FOCUS AREA 6: FINANCIAL VIABILITY AND MANAGEMENT</b>					
Manage revenue section	4	12 monthly reports on timeous billing and submission of accounts by end of June 2016	3 monthly reports on timeous billing and submission of accounts by end of September 2015	3 monthly reports on timeous billing and submission of accounts by end of March 2016	3 monthly reports on timeous billing and submission of accounts by end of June 2016
					12 monthly reports on timeous billing and submission of accounts
	2	12 debtors reconciliation reports performed by June 2016	3 debtors reconciliation reports by September 2015	3 debtors reconciliation reports by March 2016	3 debtors reconciliation reports by May 2016
					12 debtors reconciliation reports


  
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		2016.	2015.		valuation roll
	valuation rolls completed and submitted.				
	Updated indigent register	1			1 completed indigent register submitted to Council
Manage Budget and Treasury section	Number of credible budget compiled and submitted to Council by May 2016	3	1 Budget locking certificate submitted to National and Provincial Treasury by September 2015.	1 Adjustment budget compiled and submitted to Council, National and Provincial Treasury by February 2016	1 Adjustment and 1 final budget document, 1 budget locking certificate and proof of submission to Council, National and Provincial Treasury
		4	12 reports of section 71, Monthly budget statement and salaries submitted to the Mayor, Council and National and Provincial Treasury by June 2016	3 reports of section 71, Monthly budget statement and salaries submitted to Mayor, Council and National and Provincial Treasury by March 2016	12 reports of section 71, Monthly budget statement and salaries submitted to the Mayor, Council and National and Provincial Treasury and proof of submission thereof.
	Number of section 71, Monthly budget statement and salaries reports submitted		3 reports of section 71, Monthly budget statement and salaries submitted to Mayor, Council and National and Provincial Treasury by September 2015	3 reports of section 71, Monthly budget statement and salaries submitted to Mayor, Council and National and Provincial Treasury by June 2016	


  
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submitted to Council and National and Provincial Treasury ( ME, BM, LTC, MFM implementation plan)	2		to Council and National and Provincial Treasury by June 2016	to Council and National and Provincial Treasury by September 2015	to Council and National and Provincial Treasury by December 2015	Council and National and Provincial Treasury by March 2016	to Council and National and Provincial Treasury by June 2016	National and Provincial Treasury and proof of submission.
Number of sec 52 reports on the implementation of the budget and financial affairs of the municipality submitted to council		4 quarterly reports on sec 52 reports on the implementation of the budget and financial affairs of the municipality submitted to Council by June 2016	1 quarterly report on sec 52 report on the implementation of the budget and financial affairs of the municipality submitted to Council by March 2016	1 quarterly report on sec 52 report on the implementation of the budget and financial affairs of the municipality submitted to Council by September 2015	1 quarterly report on sec 52 report on the implementation of the budget and financial affairs of the municipality submitted to Council by December 2015	1 quarterly report on sec 52 report on the implementation of the budget and financial affairs of the municipality submitted to Council by March 2016	1 quarterly report on sec 52 report on the implementation of the budget and financial affairs of the municipality submitted to Council by June 2016	4 quarterly reports and proof of submission to council.
Number of reports on withdrawals submitted to Council, NT, PT and AG	2	4 reports on withdrawals submitted to Council, National and Provincial Treasury by June 2016	1 report on withdrawals submitted to Council, National and Provincial Treasury by September 2015	1 report on withdrawals submitted to Council, National and Provincial Treasury by December 2015	1 report on withdrawals submitted to Council, National and Provincial Treasury by December 2015	1 report on withdrawals submitted to Council, National and Provincial Treasury by March 2016	1 report on withdrawals submitted to Council, National and Provincial Treasury by June 2016	4 reports on withdrawals and proof of submission to council, National and Provincial Treasury



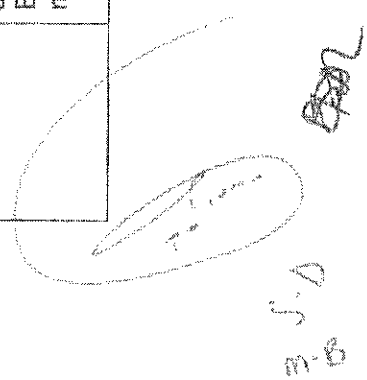



	submitted to council, PT, NT(FMG, MIG, EPWP, WSOG, O & M, MSIG RBIG and MWIG)	reports submitted to council, PT, NT(FMG, MIG, EPWP, WSOG, O & M, MSIG, RBIG and MWIG) by June 2016	submitted to council, PT, NT(FMG, MIG, EPWP, WSOG, O & M, MSIG, RBIG and MWIG) by September 2015	submitted to council, PT, NT(FMG, MIG, EPWP, WSOG, O & M, MSIG, RBIG and MWIG) by September 2015	NT(FMG, MIG, EPWP, WSOG, O & M, MSIG, RBIG and MWIG) by March 2016	submitted to council, PT, NT(FMG, MIG, EPWP, WSOG, O & M, MSIG, RBIG and MWIG) by June 2016	Treasury(Provincial and National) and proof of submission
	Number of system of delegations developed and reviewed.	1	1 report of system of delegations reviewed by September 2015	1 report of system of delegations reviewed by September 2015			1 report of system of delegations reviewed and submitted to Council, Provincial and National Treasury
	Number of reports on the payment of creditors within 30 days.	2	12 reports on the payment of creditors within 30 days by June 2016	3 reports on the payment of creditors within 30 days by September 2015	3 reports on the payment of creditors within 30 days by March 2016	3 reports on the payment of creditors within 30 days by June 2016	Proof of submission.(Council resolution and minutes) 12 monthly system generated reports (PV03)

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	General by June 2016 as per MFMA 9(b)	Office of the Auditor General by June 2016				Office of the Auditor General by June 2016	General and proof of submissions.(email)
	Number of reports on investment made and submitted to Council	4	4 quarterly reports on investments made and submitted to council by June 2016	1 quarterly report on investments made and submitted to council by September 2015	1 quarterly report on investments made and submitted to council by December 2015	1 quarterly report on investments made and submitted to council by June 2016	4 quarterly reports on investments made and submitted to council and proof of submission to council.(Council resolution and minutes)
Manage supply chain management section	Number of reports for the contracts awarded submitted to council	4	12 reports for the contracts awarded submitted to council by June 2016	3 reports for the contracts awarded submitted to council by September 2015	3 reports for the contracts awarded submitted to council by December 2015	3 reports for the contracts awarded submitted to council by June 2016	12 reports on contracts awarded and submitted to council. Council resolution and minutes
	Number of reports on the appointment and training of Bid committee members	1	1 report on the appointment and training of Bid committee members by June 2016			1 report on the appointment and training of Bid committee members by June 2016	Copies of Appointment letters of Bid committees

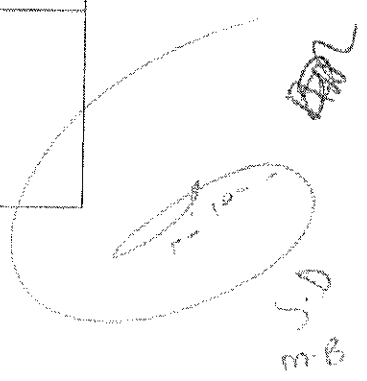
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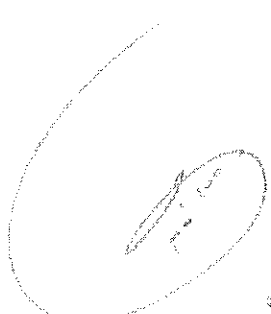
					2015	1 report on the publication of contracts awarded on the municipal website by December 2015	1 report on the publication of contracts awarded on the municipal website by March 2016	1 report on the publication of contracts awarded on the municipal website by June 2016	Website report on the publication of contracts awarded.
				2015	1 report on the publication of contracts awarded on the municipal website by September 2015	1 report on the update of GRAP compliant asset register completed and submitted to Office of the Auditor General by August 2015	Report on verification of valuation of heritage assets by March 2016	Report on the audit and identification of heritage asset	
	4	Number of reports on the publication of contracts awarded on the municipal and Treasury website	Submission of 4 reports on the publication of contracts awarded on the municipal website by June 2016	2015	1 report on the publication of contracts awarded on the municipal website by September 2015	1 report on the update of GRAP compliant asset register completed and submitted to Office of the Auditor General by August 2015	Report on consultation of all stakeholders by September 2015	Report on the identification of Heritage assets by December 2015	
Manage Asset management section	1	Number of reports on the update of GRAP compliant Asset register compiled and submitted to AG	1 report on the update of GRAP compliant asset register completed and submitted to Office of the Auditor General by August 2016					An updated Asset register and proof of submission to Office of the Auditor General	
	2	Number of reports on audit of heritage assets	1 report on the audit of heritage assets submitted to Council by June 2016					1 report submitted on the audit of heritage asset to Council by June 2016	

  
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Asset register	register submitted to Council by June 2016	register submitted to Council by June 2016	register submitted to Council by June 2016	register submitted to Council by June 2016	register submitted to Council by June 2016	submission to council
Number of reports on inventory stock count performed	4	3 Monthly reports on inventory stock counts performed by September 2015	3 Monthly reports on inventory stock counts performed by December 2015	3 Monthly reports on inventory stock counts performed by March 2016	3 Monthly reports on inventory stock counts performed by June 2016	12 monthly reports on inventory stock count performed
Number of monthly reconciliations performed on Cashbook and bank	2	3 monthly cashbook and bank reconciliation reports each by September 2015	3 monthly cashbook and bank reconciliation reports each by December 2015	3 monthly cashbook and bank reconciliation reports each by March 2016	3 monthly cashbook and bank reconciliation reports each by June 2016	12 monthly cashbook and bank reconciliation reports
Number of monthly reconciliations performed on VAT	2	3 monthly VAT reconciliation reports each by September 2015	3 monthly VAT reconciliation reports each by December 2015	3 monthly VAT reconciliation reports each by March 2016	3 monthly VAT reconciliation reports each by June 2016	12 monthly cashbook and bank reconciliation reports
Number of monthly reconciliations performed on Creditors.	2	3 monthly creditors reconciliation reports each by September 2015	3 monthly creditors reconciliation reports each by December 2015	3 monthly creditors reconciliation reports each by March 2016	3 monthly creditors reconciliation reports each by June 2016	12 monthly cashbook and bank reconciliation reports

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			2015	2015	2015					

  
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**ANNEXURE B**

**PERSONAL DEVELOPMENT PLAN**

**Entered into by and between**

**[DE MOROLONG LOCAL MUNICIPALITY]  
MR TSHEPO MACDONALD BLOOM  
["The Employer"]**

**and**

**[MRS B.D MOTLHAPING]  
(CHIEF FINANCIAL OFFICER)  
["The Employee"]**

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## Personal Development Plan

The Municipality should be committed to

continuous training and development of its employees to achieve its vision, and strategic objectives and empower employees; and

aligning training and development within the ambit of relevant national policies and legislation.

The Municipality should follow an integrated approach to Human Resource Development, that is:

Human resource development forms an integral part of human resource planning and management.

Order for training and development strategy and plans to be successful it must be based on sound Human Resource (HR) practices, such as the (strategic) job descriptions, the result of regular performance appraisals and career

to ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach must ensure the alignment of individual performance objectives to the Municipality's strategic objectives, and that training and development needs can be addressed through performance management and appraisal.

Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are developed and these should be linked to relevant registered unit standards to effectively assist them in compiling Personal Development Plans in consultation with their managers.

Personal Development Plans are compiled for individual employees and the data from all employees in the municipality forms the basis for the prescribed Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality in a specific financial year and to report progress made to the Local Government Sector Education and Training

The aim of the compilation of Personal Development Plans is to identify, prioritise and implement training needs.

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## Compiling the Personal Development Plan

Competency assessment instruments, which are dealt with more specifically in Annexure B: 1 and 2, should be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and general competencies at a given period in time with the purpose of identifying training needs or skills gaps.

The competency framework and profiles and relevant competency assessment instruments will enable a manager, in consultation with his / her employee, to compile a Personal Development Plan. The identified training needs should be entered into Annexure B, entitled Skills / Performance Gap. The following should be determined during such a process:

Organizational needs, which include the following:

Organizational development priorities and competency requirements, in line with the Municipality's strategic objectives.

Competency requirements of individual jobs. The relevant job requirements (competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.

Identified competency gaps as identified during the probation period and performance appraisal of the employee.

Individual training needs that are job / career related.

The prioritization of the training needs should be listed since it may not be possible to address all identified training needs in a specific financial year. It is of critical importance that training needs be addressed on a phased and systematic basis. This implies that all these needs should be prioritized for purposes of identifying critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

Consideration must then be given to the expected outcomes, to be listed in Annexure B, so that once the intervention is completed the impact it had measured against relevant output indicators.

Appropriate intervention should be identified to address training needs / skills gaps. The outcome to be achieved but with due regard to cost effectiveness. This should be listed in column 3 of Annexure B, entitled: Suggested training and development activity in line with the National Qualifications Framework, which will enable the trainee to obtain recognition towards a qualification for training and development. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed and registered with the South African Qualifications Authority in line with the skills gap and expected outcomes identified. Unit standards should have measurable assessment criteria to determine achieved competency.

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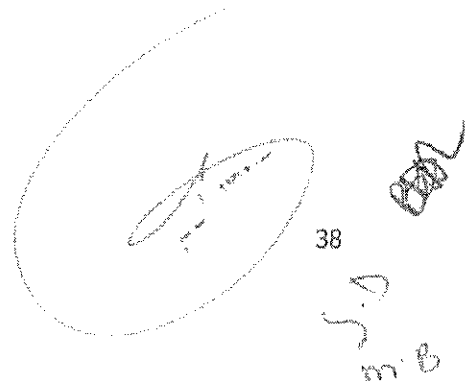
elines regarding the number of training days per employee and the  
ons of employees: An employee should on average receive at least five days  
ig per financial year and not unnecessarily be withdrawn from training  
ions.

nn 4 of Annexure B: The suggested mode of delivery refers to the chosen  
logy that is deemed most relevant to ensure transfer of skills. The training /  
ent activity should impact on delivery back in the workplace. Mode of  
onsists of, amongst others, self-study [The official takes it upon him / her to  
egislation]; internal or external training provision; coaching and / or  
g and exchange programmes, etc.

suggested time frames (column 5 of Annexure B) enable managers to  
y plan for the annum e.g. so that not all their employees are away from work  
e same period and also ensuring that the PDP is implemented systematically.

opportunity created to practice skill / development areas, in column 6 of  
B, further ensures internalization of information gained as well as return on  
nt (not just a nice to have skill but a necessary to have skill that is used in  
place).

ial column, column 7 of Annexure B, provides the employee with a support  
at could act as coach or mentor with regard to the area of learning.



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1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
Best practices for achieving clean audit	Improve audit outcome towards clean audit.	Workshop on best practices for achieving clean	Workshop and bench marking with similar successful institutions of our nature of business	12 months	Financial	Municipal manager
Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [	External provider, in line with identified unit standard and not exceeding R 6 000	6 months	Appraisal of managers reporting the MM	Municipal Manager: Training

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Vat reconciliation	Credible vat reconciliation	Training on vat reconciliation	Attendance	3 months	Financial	Municipal manager
Asset management	Management of municipal asset	Training on asset management	Attendance	3 months	Financial	Municipal manager

**CHIEF FINANCIAL OFFICER**

Signature: *[Handwritten Signature]*

**MUNICIPAL MANAGER**

Signature: *[Handwritten Signature]*