

**JOE MOROLONG**  
LOCAL MUNICIPALITY

**"NC 451"**

**PERFORMANCE AGREEMENT**

**MADE AND ENTERED INTO BY AND BETWEEN:**

**THE MUNICIPALITY OF JOE MOROLONG AS REPRESENTED BY  
THE MUNICIPAL MANAGER:  
MR TEBOGO TLHOAELE**

**AND**

**THE EMPLOYEE OF THE MUNICIPALITY  
CHIEF FINANCIAL OFFICER: BUDGET AND TREASURY OFFICE  
MRS BOIPELO DORCAS MOTLHAPING**

**FOR THE**

**FINANCIAL YEAR: 01ST JULY 2022 – 30TH JUNE 2023**

## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The Municipality of Joe Morolong Local Municipality herein represented by Mr T. Tlhoale 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 -

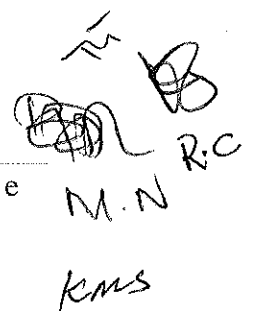
- 2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;

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- 2.2 Specify Key objectives and targets defined and agreed with the Employee and to communicate to the Employee the Employers expectations of the Employees performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery Budget Implementation Plan and the Budget of the Municipality;
- 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;
- 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 **01<sup>st</sup> July 2022** and will remain in force until **30<sup>th</sup> June 2023**, 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.

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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-

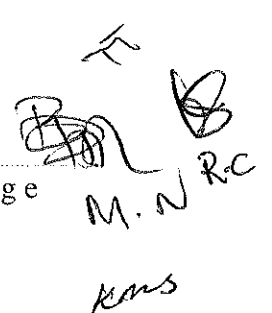
4.1.1 The performance objectives and targets that must be met by the **Employee**; and

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.

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## 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 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.

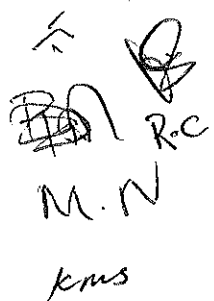
6.2.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.

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 and Infrastructure Development	00

  
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Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	10
Local Economic Development (LED)	00
Municipal Financial Viability and Management	65
Good Governance and Public Participation	25
<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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<b>CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES</b>		
<b>CORE MANAGERIAL and OCCUPATIONAL COMPETENCIES (CMC)</b>	<b>√ (INDICATE CHOICE)</b>	<b>WEIGHT</b>
<b><i>CORE MANAGERIAL COMPETENCIES</i></b>		
Strategic Capability and Leadership		5
Programme and Project Management		5
<b>Financial Management</b>	√	5
Change Management		5
Knowledge Management		5
Service Delivery Innovation		5
Problem Solving and Analysis		5
<b>People Management and Empowerment</b>	√	5
<b>Client Orientation and Customer Focus</b>	√	5
Communication		5
Honesty and Integrity		5
<b><i>CORE OCCUPATIONAL COMPETENCIES</i></b>		
Competence in Self- Management		5
Interpretation of and implementation within the legislative and national policy frameworks		5
Knowledge of developmental local government		5
Knowledge of Performance Management and Reporting		5
Knowledge of global and South African specific political, social and economic contexts		0
Competence in policy conceptualisation, analysis and implementation		5
Knowledge of more than one functional municipal field/discipline		5
Skills in Mediation		5
Skills in Governance		3

**CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES**

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CORE MANAGERIAL and OCCUPATIONAL COMPETENCIES (CMC)	√ (INDICATE CHOICE)	WEIGHT
Competence as required by other national line sector departments		2
Exceptional and dynamic creativity to improve the functioning of the municipality		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.

(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.**

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**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.					

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

7.7 For purposes of evaluating the performance 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 performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a Performance Audit Committee

7.7.3 A member of EXCO;

7.7.4 Municipal Manager from another municipality and

7.7.5 Manager responsible for Human Resources (secretariat)

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## 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:

Quarter	Months	Assessment
First quarter	July – September	October 2022
Second quarter	October – December	January 2023
Third quarter	January – March	April 2023
Fourth quarter	April – June	July 2023

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 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;

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- 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. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment rating calculator based on the following achievement:

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- 12.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
  - 12.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%, in terms of the Joe Morolong Local Municipalities' PMS Policy.
- 12.3 In the case of unacceptable performance, the **Employer** shall –
- 12.3.1 Provide systematic remedial or developmental support to assist the **Employee** to improve her performance; and
  - 12.3.2 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 salary increment in the agreement, must be mediated by
- 13.2.1 In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee;
- 13.2 Any disputes about the outcome of the employee's performance evaluation, must 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 sub-regulation 27(4)(e), within thirty (30) days of receipt of a formal dispute from the employee;

### 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**.


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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 Joe Morolong Local Municipality on this 01 day of July 2022.

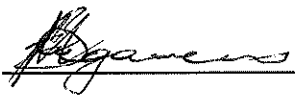
AS WITNESSES:

1.  \_\_\_\_\_

 \_\_\_\_\_  
EMPLOYEE

2.  \_\_\_\_\_

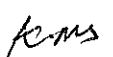
AS WITNESSES:

1.  \_\_\_\_\_

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MUNICIPAL MANAGER

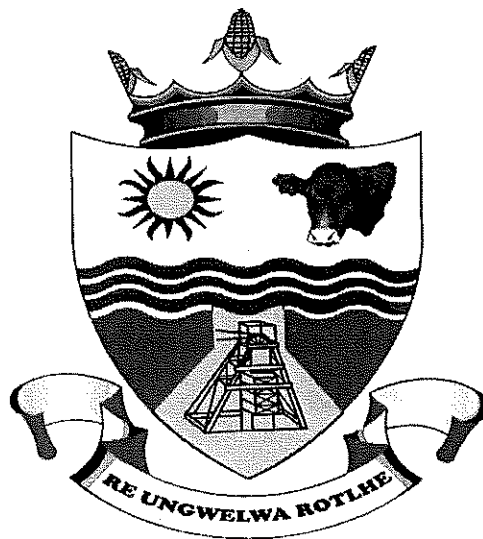
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# ANNEXURE A

## JOE MOROLONG LOCAL MUNICIPALITY



"NC 451"

CHIEF FINANCIAL OFFICER: MRS B.D MOTLHAPING  
TECHNICAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

2022/23 FINANCIAL YEAR

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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 SDBIP

##### 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>	Recruiting and retention of suitably skilled candidate, and ensuring that staff members adhere to continuous professional development. Timeous response on repairs and maintenance of revenue yielding infrastructure.

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<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.</p> <p>Adherence to the procurement plan by all departments to ensure compliance with the approved budget.</p> <p>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.</p> <p>Submission of requests to SCM timeously.</p> <p>Timeous submission of procurement plans to necessitate accurate and speedily procurement process.</p>
<ul style="list-style-type: none"> <li>Manage asset management section</li> </ul>	<p>Safeguarding all inventories (assets) under their custody. Reporting to Asset Management section all donated assets for inclusion in the FAR. Reporting all broken or faulty assets to the Asset Management 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>

### 1.3.1. Support to Other departments

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

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<ul style="list-style-type: none"> <li>▪ Ensure effective budget management</li> </ul>	<p>Provide monthly income and expenditure reports to other departments</p> <p>Ensure adherence of budget management regulations</p>
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## CHAPTER 2

### Strategies KPI & Targets

#### 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.

Updating customer information on the system for accurate billing.

Zoning applications to be processed for all properties within the municipal area.

Submit tariffs to council for approval which will be used for services charges. Application for electricity tariffs from NERSA. 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.

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

Accurate and timeous payment of employees' salaries and third parties. Submission of employers' TAX declaration to the Receiver of Revenue.

### **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 by 30<sup>th</sup> August.

Addressing all audit queries raised by the Auditor General and compile the Audit action plan to address issues raised by the AG on the management letter.

Improve on Internal control to ensure good financial governance.

### **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. Register and also assist local suppliers to register on the Central Supplier Database.

### **Manage asset management section**

Establishment of an asset management unit within the municipality. Regular update of a GRAP compliant Asset register. Identification of all heritage assets within the municipality to be included on the asset register. Ensure that all municipal assets are insured and maintenance plan developed. Proper safeguarding of the municipal assets by all. Monitor the movement of assets.

### **Implement cash flow management**

Ensure that there are reconciliations done on a monthly basis.

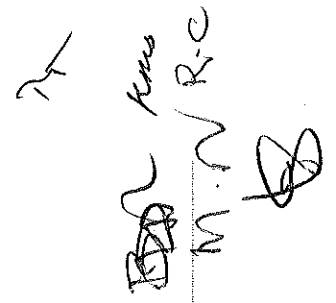
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**CHAPTER 7A  
STRATEGIC FOCUS AREA 1  
GOOD GOVERNANCE AND COMMUNICATION & TRANSFORMATION**

KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	BUDGET	TARGET FOR 2022/23 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2022/23 SDBIP PER QUARTER				POE	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
KPI 1	Promote Good Governance	Number of reports on publicized municipal activities/events on the municipal website	4 reports on publicized municipal activities/events on the municipal website by 30 <sup>th</sup> June 2023	N/A	1 report on publicized municipal activities/events on the municipal website by 30 <sup>th</sup> September 2022	1 report on publicized municipal activities/events on the municipal website by 31 <sup>st</sup> December 2022	1 report on publicized municipal activities/events on the municipal website by 31 <sup>st</sup> March 2023	1 report on publicized municipal activities/events on the municipal website 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	R0.00	Q2 & Q4= Copy of external newsletters
KPI 2	To develop and adopt Audit Action Plan	Number of Audit Action Plan developed and adopted by Council	1 Audit Action Plan developed and adopted by Council by 31 <sup>st</sup> January 2023	N/A	N/A	N/A	1 Audit Action Plan developed and adopted by Council by 31 <sup>st</sup> January 2023	N/A	R0.00	R0.00	R0.00	R0.00	Q3 = Audit action plan Council resolution	

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KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	BU DG ET	TARGET FOR 2022/23 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2022/23 SDBIP PER QUARTER				POE
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
KPI 3	Promote Good Governance	Number of municipal website reports compiled in line with MFMA section 75	4 municipal website report compiled in line with MFMA section 75 by 30 <sup>th</sup> June 2023	N/A	Q1 1 municipal website report compiled in line with MFMA section 75 by 30 <sup>th</sup> September 2022	Q2 1 municipal website report compiled in line with MFMA section 75 by 31 <sup>st</sup> December 2022	Q3 1 municipal website report compiled in line with MFMA section 75 by 31 <sup>st</sup> March 2023	Q4 1 municipal website report compiled in line with MFMA section 75 by 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	Q1-Q4= municipal website report Proof of uploading
KPI 4	To hold departmental meetings	Number of departmental meetings held	12 departmental meetings held by 30 <sup>th</sup> June 2023	N/A	Q1 3 departmental meetings held by 30 <sup>th</sup> September 2022	Q2 3 departmental meetings held by 31 <sup>st</sup> December 2022	Q3 3 departmental meetings held by 31 <sup>st</sup> March 2023	Q4 3 departmental meetings held by 30 <sup>th</sup> June 2023	N/A	N/A	N/A	N/A	Q1-Q4= Minutes of departmental meetings Attendance registers
KPI 5	To attend MSCOA and IT meetings	Number of MSCOA and IT meetings attended	12 MSCOA and IT meetings attended by 30 <sup>th</sup> June 2023	N/A	Q1 3 MSCOA and IT meetings attended by 30 <sup>th</sup> September 2022	Q2 3 MSCOA and IT meetings attended by 31 <sup>st</sup> December 2022	Q3 3 MSCOA and IT meetings attended by 31 <sup>st</sup> March 2023	Q4 3 MSCOA and IT meetings attended by 30 <sup>th</sup> June 2023	N/A	N/A	N/A	N/A	Q1-Q4= Minutes of MSCOA and IT meetings Attendance registers


  
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KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	BU DG ET	TARGET FOR 2022/23 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2022/23 SDBIP PER QUARTER				POE	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
KPI 6	To attend management meetings and departmental meetings	Number of management meetings attended	12 management meetings attended by 30 <sup>th</sup> June 2023	N/A	3 management meetings attended by 30 <sup>th</sup> September 2022	3 management meetings attended by 31 <sup>st</sup> December 2022	3 management meetings attended by 31 <sup>st</sup> March 2023	3 management meetings attended by 30 <sup>th</sup> June 2023	N/A	N/A	N/A	N/A	N/A	Q1-Q4=Minutes of management meetings Attendance registers
KPI 7	To attend extended management meetings	Number of extended management meetings attended	4 Extended management meetings attended by 30 <sup>th</sup> June 2023	N/A	1 Extended management meetings attended by 30 <sup>th</sup> September 2022	1 Extended management meetings attended by 31 <sup>st</sup> December 2022	1 Extended management meetings attended by 31 <sup>st</sup> March 2023	1 Extended management meetings attended by 30 <sup>th</sup> June 2023	N/A	N/A	N/A	N/A	N/A	Q1-Q4=Minutes of extended management meetings Attendance registers
KPI 8	Promote Good Governance	Number of IDP/Budget/P MS Steering Committee meetings attended	4 IDP/Budget/P MS Steering Committee meetings attended by 30 <sup>th</sup> June 2023	R000	1 IDP/Budget/P MS Steering Committee meetings attended by 30 <sup>th</sup> September 2022	1 IDP/Budget/P MS Steering Committee meetings attended by 31 <sup>st</sup> December 2022	1 IDP/Budget/P MS Steering Committee meetings attended by 31 <sup>st</sup> March 2023	1 IDP/Budget/P MS Steering Committee meetings attended by 30 <sup>th</sup> June 2023	1	1	1	1	R0.00 R0.00 R0.00 R0.00	Q1-Q4=Minutes of IDP/Budget/P MS Steering Committee meetings Attendance registers

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CHAPTER 7F

STRATEGIC FOCUS AREA 6

FINANCIAL VIABILITY

KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	RESPONSIBLE PERSON	CUSTODIAN	BUDGET	TARGET FOR 2022/23 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2022/23 SDBIP PER QUARTER				POE
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
KPI 9	To maintain a strong, sustainable municipal financial position	Number of monthly cashbook and bank reconciliation reports compiled and submitted to Council	12 monthly cashbook and bank reconciliation reports compiled and submitted to Council by 30 <sup>th</sup> June 2023	Chief Financial Officer	Manager Expenditure	R0.00	3 monthly cashbook and bank reconciliation reports compiled and submitted to Council by 30 <sup>th</sup> September 2022	3 monthly cashbook and bank reconciliation reports compiled and submitted to Council by 31 <sup>st</sup> December 2022	3 monthly cashbook and bank reconciliation reports by compiled and submitted to Council 31 <sup>st</sup> March 2023	3 monthly cashbook and bank reconciliation reports compiled and submitted to Council by 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	Q1 -Q4= copies of monthly cashbook and bank reconciliation reports Council resolution

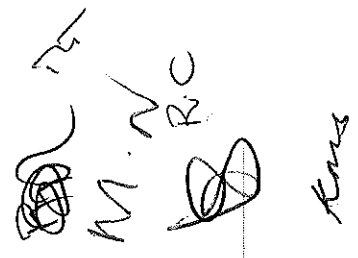
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KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	RESPONSIBLE PERSON	CUSTODIAN	BUDGET	TARGET FOR 2022/23 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2022/23 SDBIP PER QUARTER				POE
							Q1	Q2	Q3	Q4	TOTAL	Q1	Q2	Q3	
KPI 10	To maintain a strong, sustainable municipal financial position	Number of quarterly reports on implementation of audit action plan developed and submitted to Council and Treasury	4 quarterly reports on implementation of audit action plan developed and submitted to Council and Treasury by 30th June 2023	Chief Financial Officer	Manager Financial Controls	R0.00	1 quarterly report on implementation of audit action plan developed and submitted to Council and Treasury by 30th September 2022	1 quarterly report on implementation of audit action plan developed and submitted to Council and Treasury by 31st December 2022	1 quarterly report on implementation of audit action plan developed and submitted to Council and Treasury by 31st March 2023	1 quarterly report on implementation of audit action plan developed and submitted to Council and Treasury by 30th June 2023	R0.00	R0.00	R0.00	R0.00	Q1 – Q4= Quarterly reports on implementation of audit action plan  Proof of submission to Council and Treasury  Council Resolution
KPI 11	To increase revenue collection	Number of monthly reports on timeous billing and mailing of accounts to customers and submission to Council	12 monthly reports on timeous billing and mailing of accounts to customers and submission to Council by 30th June 2023	Chief Financial Officer	Manager Revenue	R0.00	3 monthly reports on timeous billing and mailing of accounts to customers and submission to Council by 30th September 2022	3 monthly reports on timeous billing and mailing of accounts to customers and submission to Council by 31st December 2022	3 monthly reports on timeous billing and mailing of accounts to customers and submission to Council by 31st March 2023	3 monthly reports on timeous billing and mailing of accounts to customers and submission to Council by 30th June 2023	R0.00	R0.00	R0.00	R0.00	Q1 – Q4 = copies of monthly billing reports on timeous billing and mailing of accounts to customers  Proof of delivery of accounts to customers  Council Resolution

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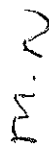
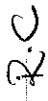


KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	RESPONSIBLE PERSON	CUSTODIAN	BUDGET	TARGET FOR 2022/23 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2022/23 SDBIP PER QUARTER				POE
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
KPI 12	To revenue collection	Number of reports on bad debts written off developed and submitted to Council	4 reports on Bad debts written off developed and submitted to Council by 30 <sup>th</sup> June 2023	Chief Financial Officer	Manager Revenue	R0.00	1 report on bad debts written off developed and submitted to Council by 30 <sup>th</sup> September 2022	1 report on bad debts written off developed and submitted to Council by 31 <sup>st</sup> December 2022	1 report on bad debts written off developed and submitted to Council by 31 <sup>st</sup> March 2023	1 report on bad debts written off developed and submitted to Council by 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	Q1-Q4= Outstanding debts report Council resolution
KPI 13	To maintain a strong, sustainable municipal financial position	Number of reports on debtors' reconciliation developed and submitted to Council	12 reports on debtors' reconciliation developed and submitted to Council by 30 <sup>th</sup> June 2023	Chief Financial Officer	Chief Financial Officer	R0.00	3 reports on debtors' reconciliation developed and submitted to Council by 30 <sup>th</sup> September 2022	3 reports on debtors' reconciliation developed and submitted to Council by 31 <sup>st</sup> December 2022	3 reports on debtors' reconciliation developed and submitted to Council by 31 <sup>st</sup> March 2023	3 reports on debtors' reconciliation developed and submitted to Council by 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	Q1-Q4= copies of debtor's reconciliation reports Council Resolutions
KPI 14	To provide free basic services	Number of indigent register developed and submitted to Council	1 indigent register developed and submitted to Council by 30 <sup>th</sup> June 2023	Chief Financial Officer	Chief Financial Officer	R0.00	N/A	N/A	N/A	1 indigent register developed and submitted to Council by 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	Q4= Copy of updated indigent register Council resolution


  
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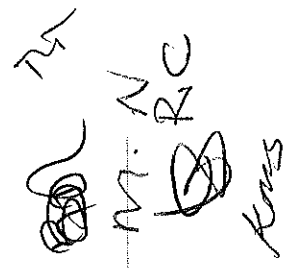
KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	RESPONSIBLE PERSON	CUSTODIAN	BUDGET	TARGET FOR 2022/23 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2022/23 SDBIP PER QUARTER				POE
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
KPI 15	To compile credible and funded budget	Number of Budget documents (Adjustment, Draft and Final) compiled and submitted to the Mayor, Council and Treasury by 31 <sup>st</sup> May	3 Budget documents (Adjustment, Draft and Final) compiled and submitted to the Mayor, Council and Treasury by 31 <sup>st</sup> May 2023	Chief Financial Officer	Manager Budget & Reporting	R0.00	N/A	N/A	2 Budget documents (Adjustment and Draft Budget) compiled and submitted to the Mayor, Council and Treasury by 31 <sup>st</sup> March 2023	1 Final budget compiled and submitted to the Mayor, Council and Treasury by 31 <sup>st</sup> May 2023	R0.00	R0.00	R0.00	R0.00	Q3 = Adjustment budget, Draft budget (For next financial year) and Council Resolution  Proof of Submission to the Mayor, LG Database email confirmation Council and Treasury  Q4= Final budget (For next financial year) Proof of Submission to the Mayor, LG Database email confirmation Council and Treasury

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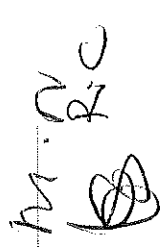
KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	RESPONSIBLE PERSON	CU ST OD IA N	BU DG ET	TARGET FOR 2022/23 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2022/23 SDBIP PER QUARTER				POE
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
KPI 16	To maintain a strong, sustainable municipal financial position	Number of section 71, Monthly reports developed and submitted to Council and Treasury by 30th June 2023	12 section 71, Monthly reports developed and submitted to Council and Treasury by 30th June 2023	Chief Financial Officer	Manager Budget & Reporting	R0.00	Q1 3 section 71, Monthly reports developed and submitted to Council and Treasury by 30th September 2022	Q2 3 section 71, Monthly reports developed and submitted to Council and Treasury 31st December 2022	Q3 3 section 71, Monthly reports developed and submitted to Council and Treasury by 31st March 2023	Q4 3 section 71, Monthly reports developed and submitted to Council and Treasury by 30th June 2023	Q1 R0.00	Q2 R0.00	Q3 R0.00	Q4 R0.00	Q1 – Q4 = Copies of section 71 reports, council resolution LG Database email confirmation Council and Treasury
KPI 17	To maintain a strong, sustainable municipal financial position	Number of reports on withdrawals developed and submitted to Council and Treasury	4 reports on withdrawals developed and submitted to Council and Treasury by 30th June 2023	Chief Financial Officer	Manager Budget & Reporting	R0.00	Q1 1 report on withdrawals developed and submitted to Council and Treasury by 30th September 2022	Q2 1 report on withdrawals developed and submitted to Council and Treasury by 31st December 2022	Q3 1 report on withdrawals developed and submitted to Council and Treasury by 31st March 2023	Q4 1 report on withdrawals developed and submitted to Council and Treasury by 30th June 2023	Q1 R0.00	Q2 R0.00	Q3 R0.00	Q4 R0.00	Q1-Q4 = Copies of reports on withdrawals Council resolution LG Database email confirmation Council and Treasury


  
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KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	RESPONSIBLE PERSON	CUSTODIAN	BUDGET	TARGET FOR 2022/23 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2022/23 SDBIP PER QUARTER				POE
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
KPI 18	To maintain a strong, sustainable municipal financial position	Number of conditional grants expenditure reports developed and submitted to Council and Treasury	12 conditional grants expenditure reports developed and submitted to Council and Treasury by 30 <sup>th</sup> June 2023	Chief Financial Officer	Manager Budget & Reporting	R0.00	3 conditional grants expenditure reports developed and submitted to Council and Treasury by 30 <sup>th</sup> September 2022	3 conditional grants expenditure reports developed and submitted to Council and Treasury by 31 <sup>st</sup> December 2022	3 conditional grants expenditure reports developed and submitted to Council and Treasury by 31 <sup>st</sup> March 2023	3 conditional grants expenditure reports developed and submitted to Council and Treasury by 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	Q1 - Q4 = reports on conditional grants expenditure reports LG Database email confirmation Council and Treasury Council Resolution
KPI 19	To maintain a strong, sustainable municipal financial position	Number of reports on investment made and submitted to Council and Treasury	4 reports on investments made and submitted to Council and Treasury by 30 <sup>th</sup> June 2023	Chief Financial Officer	Manager Expenditure	R0.00	1 report on investments made and submitted to council by 30 <sup>th</sup> September 2022	1 report on investments made and submitted to council by 31 <sup>st</sup> December 2022	1 report on investments made and submitted to council by 31 <sup>st</sup> March 2023	1 report on investments made and submitted to council by 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	Q1 - Q4 = Copy of report on investments made LG Database email confirmation Council and Treasury Council resolution number


  
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KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	RESPONSIBLE PERSON	CUSTODIAN	BUDGET	TARGET FOR 2022/23 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2022/23 SDBIP PER QUARTER				POE
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
KPI 20	To maintain a strong, sustainable municipal financial position	Number of reports on contracts awarded submitted to Council	4 reports on contracts awarded submitted to Council by 30 <sup>th</sup> June 2023	Chief Financial Officer	Manager Supply Chain	R0.00	1 report on contracts awarded submitted to Council by 30 <sup>th</sup> September 2022	1 report on contracts awarded submitted to Council by 31 <sup>st</sup> December 2022	1 report on contracts awarded submitted to Council by 31 <sup>st</sup> March 2023	1 report on contracts awarded submitted to Council by 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	Q1 – Q4 = reports on contracts awarded Council resolution
KPI 21	To maintain a strong, sustainable municipal financial position	Number of updated GRAP compliant asset register develop and submitted to Office of the Auditor General	1 updated GRAP compliant asset register develop and submitted to Office of the Auditor General by 31 <sup>st</sup> August 2022	Chief Financial Officer	Manager Supply Chain Management	R0.00	1 updated GRAP compliant asset register develop and submitted to Office of the Auditor General by 31 <sup>st</sup> August 2022	1 Quarterly updated asset register develop and submitted to Office of the Auditor General by 31 <sup>st</sup> December 2022	1 Quarterly asset register develop and submitted to Office of the Auditor General by 31 <sup>st</sup> March 2023	1 Quarterly asset register develop and submitted to Office of the Auditor General by 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	Q1 = Copy of updated GRAP compliant asset register Proof of submission to AG Q2-Q4 = Copy of Quarterly updated asset register Council Resolution

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KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	RESPONSIBLE PERSON	CUSTODIAN	BUDGET	TARGET FOR 2022/23 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2022/23 SDBIP PER QUARTER				POE
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
KPI 22	To maintain a strong, sustainable municipal financial position	Number of reports on inventory stock counts developed and submitted to Council	12 reports on inventory stock counts developed and submitted to Council by 30 <sup>th</sup> June 2023	Chief Financial Officer	Manager Supply Chain	R0.00	3 reports on inventory stock counts developed and submitted to Council by 30 <sup>th</sup> September 2022	3 reports on inventory stock counts developed and submitted to Council by 31 <sup>st</sup> December 2022	3 reports on inventory stock counts developed and submitted to Council 31 <sup>st</sup> March 2023	3 reports on inventory stock counts developed and submitted to Council by 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	Q1-Q4 = copies of monthly reports on inventory stock count performed Council Resolution
KPI 23	To maintain a strong, sustainable municipal financial position	Number of procurement plan developed and submitted to Council Treasury by	1 procurement plan developed and submitted to Council Treasury by 30 <sup>th</sup> September 2022	Chief Financial Officer	Manager Supply Chain	R0.00	1 procurement plan developed and submitted to Council Treasury by 30 <sup>th</sup> September 2022	N/A	N/A	N/A	R0.00	R0.00	R0.00	R0.00	Q1 = procurement plan LG Database email confirmation Council and Treasury Council Resolution

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KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	RESPONSIBLE PERSON	CUSTODIAN	BUDGET	TARGET FOR 2022/23 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2022/23 SDBIP PER QUARTER				POE
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
KPI 24	To maintain a strong, sustainable municipal financial position	Number of procurement plan monitoring report developed and submitted to Council	4 procurement plan monitoring report developed and submitted to Council by 30 <sup>th</sup> June 2023	Chief Financial Officer	Manager Supply Chain	R0.00	1 procurement plan monitoring report developed and submitted to Council by 30 <sup>th</sup> September 2022	1 procurement plan monitoring report developed and submitted to Council by 31 <sup>st</sup> December 2022	1 procurement plan monitoring report developed and submitted to Council by 31 <sup>st</sup> March 2023	1 procurement plan monitoring report developed and submitted to Council by 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	Q1-Q4 = procurement plan monitoring report Council resolution
KPI 25	To maintain a strong, sustainable municipal financial position	Number of reports on the updated contract register developed and submitted to Council by	12 reports on the updated contract register developed and submitted to Council by 30 <sup>th</sup> June 2023	Chief Financial Officer	Manager Supply Chain Management	R0.00	3 reports on the updated contract register developed and submitted to Council by 30 <sup>th</sup> September 2022	3 reports on the updated contract register developed and submitted to Council by 31 <sup>st</sup> December 2022	3 reports on the updated contract register developed and submitted to Council by 31 <sup>st</sup> March 2023	3 reports on the updated contract register developed and submitted to Council by 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	Q1-Q4 = reports on the updated contract register Council resolution

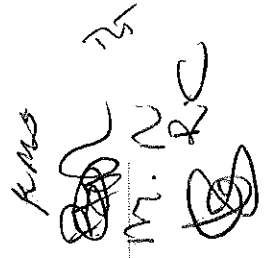
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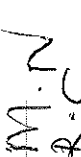

KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	RESP ONSI BLE PERSON	CU ST OD IA N	BU DG ET	TARGET FOR 2022/23 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2022/23 SDBIP PER QUARTER				POE
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
KPI 26	To maintain a strong, sustainable municipal financial position	Number of reports on the contract monitoring and submitted to Council	4 reports on the contract monitoring submitted to council by 30 <sup>th</sup> June 2023	Chief Financial Officer	Manager Supply Chain	R0.00	1 report on the contract monitoring and submitted to Council by 30 <sup>th</sup> September 2022	1 report on the contract monitoring and submitted to Council by 31 <sup>st</sup> December 2022	1 report on the contract monitoring and submitted to Council by 31 <sup>st</sup> March 2023	1 report on the contract monitoring and submitted to Council by 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	Q1-Q4 = reports on the contract monitoring Council resolution

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KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	RESPONSIBLE PERSON	CUSTODIAN	BUDGET	TARGET FOR 2022/23 SDBIP PER QUARTER					POE
							Q1	Q2	Q3	Q4	RESOURCES ALLOCATED FOR 2022/23 SDBIP PER QUARTER	
KPI 27	To maintain a strong, sustainable municipal financial position	Number of reports on the implementation of supply chain procurement process submitted to Council by 30 <sup>th</sup> June 2023	12	Chief Financial Officer	Manager Supply Chain Management	R0.00	3 reports on the implementation of supply chain procurement process submitted to council by 30 <sup>th</sup> September 2023	3 reports on the implementation of supply chain procurement process submitted to council by 31 <sup>st</sup> December 2023	3 reports on the implementation of supply chain procurement process submitted to council by 31 <sup>st</sup> March 2023	3 reports on the implementation of supply chain procurement process submitted to council by 30 <sup>th</sup> June 2023	R0.00 R0.00 R0.00 R0.00	Q1-Q4= Supply chain report Council resolution


  
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KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	RESPONSIBLE PERSON	CUSTODIAN	BUDGET	TARGET FOR 2022/23 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2022/23 SDBIP PER QUARTER				POE
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
KPI 28	To maintain a strong, sustainable municipal financial position	Number of reports on the Unauthorized, Fruitless and Wasteful expenditure developed and submitted to Council	12 reports on the Unauthorized, Fruitless and Wasteful expenditure developed and submitted to council by 30 <sup>th</sup> June 2023	Chief Financial Officer	Manager Supply Chain	R0.00	3 reports on the Unauthorized, Fruitless and Wasteful expenditure developed and submitted to council by 30 <sup>th</sup> September 2022	3 reports on the Unauthorized, Fruitless and Wasteful expenditure developed and submitted to council by 31 <sup>st</sup> December 2022	3 reports on the Unauthorized, Fruitless and Wasteful expenditure developed and submitted to council by 31 <sup>st</sup> March 2023	3 reports on the Unauthorized, Fruitless and Wasteful expenditure developed and submitted to council by 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	Q1-Q4 = reports on the Unauthorized, Fruitless and Wasteful expenditure Council resolution

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# ANNEXURE B

## PERSONAL DEVELOPMENT PLAN

Entered into by and between

[JOE MOROLONG LOCAL MUNICIPALITY]

[MR T. TLHOAELE]  
(MUNICIPAL MANAGER)  
["The Employer"]

And

[MRS BOIPELO DORCAS MOTLHAPING]  
(CFO: BUDGET AND TREASURY OFFICE)  
["The Employee"]

TC  
B  
RC  
M.N  
RMS

## 1. Personal Development Plan

### 1.1.1 A Municipality should be committed to

(a) The continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and

(b) Managing training and development within the ambit of relevant national policies and legislation.

### 1.1.2 A Municipality should follow an integrated approach to Human Resource Management, that is:

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

(b) In order for training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals and career pathing.

(c) 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 will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.

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

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(e) Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace 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 report on progress made to the Local Government Sector Education and Training Authority.

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

#### 1.1.4 Compiling the Personal Development Plan

(a) 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 managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.

(b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his / her employee, to compile a Personal Development Plan. The identified training needs should be entered into column 1 of Annexure B, entitled Skills / Performance Gap. The following should be carefully determined during such a process:

(i) Organizational needs, which include the following:

- Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
- The competency requirements of individual jobs. The relevant job requirements (job 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.
- Specific competency gaps as identified during the probation period and performance appraisal of the employee.

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(ii) Individual training needs that are job / career related.

(c) Next, 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 however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

(d) Consideration must then be given to the expected outcomes, to be listed in column 2 of Annexure B, so that once the intervention is completed the impact it had can be measured against relevant output indicators.

(e) An appropriate intervention should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in column 3 of Annexure B, entitled: Suggested training and / or development activity in line with the National Qualifications Framework, which could enable the trainee to obtain recognition towards a qualification for training undertaken. 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 that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.

(f) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.

(g) Column 4 of Annexure B: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.

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

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

(j) The final column, column 7 of Annexure B, provides the employee with a support person that could act as coach or mentor with regard to the area of learning.

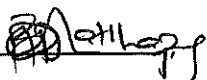
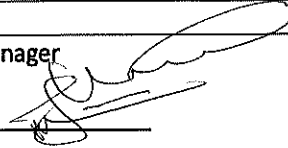
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**Personal Development Plan of: Mrs B.D Motlhapeng**

Compiled on the 01/07/2022

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 and Municipal Finance Management Program	Workshop and bench marking with similar successful institutions of our nature of business and attending of formal classes	12 months	Proper supervision and adherence to legal prescripts	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.	External provider, in line with identified unit standard and not exceeding R20 000	6 months	Appraisal of managers reporting to the Municipal Manager	Municipal Manager
Advanced Project Management	Ability to integrate the corporate services department to achieve the organizational goal	Course	Attendance	6 months	Effective and efficient management of service delivery projects	Municipal Manager
Human Resource Development	Ability to integrate the corporate services department to achieve the organizational goal	Course	Attendance	3 months	Effective and efficient HR Development systems	Municipal Manager
Advanced Computer Literacy	Improved presentations and report writing	Course	Attendance	6 months	Improved quality of presentations and reports	Municipal Manager

Chief Financial Officer Signature: 	Municipal Manager Signature: 
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