

PERFORMANCE AGREEMENT

IN TERMS OF THE:

**LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT,
2000 (32 OF 2000), AS AMENDED**

AND

**LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO
MUNICIPAL MANAGERS, 2006**

AND

**LOCAL GOVERNMENT: REGULATIONS ON APPOINTMENT AND CONDITIONS
OF EMPLOYMENT OF SENIOR MANAGERS, 2014**

Entered into by and between

The **CITY OF MATLOSANA** herein represented by

LESEGO SEAMETSO

in her capacity as

Acting Municipal Manager
(hereinafter referred to as the **Employer**)

and

PETER THELELE

as the

Acting Director: Budget and Treasury (CFO)
(hereinafter referred to as the **Employee**)

For the Period

7 February 2022 to 30 June 2022

Handwritten signatures and initials:
S.B.
L.R.
M.
A.

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The CITY OF MATLOSANA herein represented by LESEGO SEAMETSO (ID NR. 8703010275080) in her capacity as the ACTING MUNICIPAL MANAGER (hereinafter referred to as the Employer) and PETER THELELE (ID NR 57114 5752 082) in his capacity as the ACTING DIRECTOR: BUDGET AND TREASURY (CFO) of the Municipality (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000, as amended ("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, as amended 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 and Section 57(4c) of the Systems Amendment 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, Section 57(4c) of the Systems Amendment Act, as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs and outcomes;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; with Section 11 of this agreement and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

S.D.
P.T.
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3 COMMENCEMENT AND DURATION

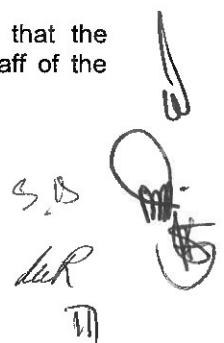
- 3.1 This Agreement will commence on the **07 FEBRUARY 2022** and will remain in force until position is filled thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will include a new performance agreement that replaces this agreement at least once a year not later than 31st of July of the succeeding financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment.
- 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.
 - 4.1.3 The Competencies (Annexure B) – definitions in terms of regulation 21 of 17 January 2014 are required, to operate effectively as senior manager in the Local Government environment.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include:
 - 4.2.1 Key objectives that describe the main tasks that needs to be done.
 - 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 Target dates that describe the timeframe in which the work must be achieved.
 - 4.2.4 Weightings that show the relative importance of the key objectives to each other.
- 4.3 The Personnel Development Plan (Annexure C) sets out the employee's personnel development requirements in line with the objectives and targets of the employer.
- 4.4 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

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



- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards and targets that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 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.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Competencies respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPA's covering the main areas of work will account for 80% and Competencies will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his/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
Service Delivery & Infrastructure Development	11%
Municipal Institutional Development and Transformation	4%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	49%
Good Governance and Public Participation	36%
Total	100%

- 5.7 In the case of Senior Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The competencies will make up the other 20% of the **Employee's** assessment score. The competencies are split into two groups, Leading competencies that drive strategic intent and direction and Core competencies which drive the execution of the leading competencies.

LEADING COMPETENCIES		WEIGHTING
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness 	8.33%
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management 	8.33%

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Program and Project Management	<ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation 	8.33%
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring 	8.33%
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation 	8.33%
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance 	8.33%
CORE COMPETENCIES		WEIGHTING
Moral Competence		8.33%
Planning and Organising		8.33%
Analysis and Innovation		8.33%
Knowledge and Information Management		8.33%
Communication		8.33%
Results and Quality Focus		8.33%
TOTAL PERCENTAGE		100%

6. EVALUATING PERFORMANCE

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

6.1.1 The standards and procedures for evaluating the **Employee's** performance; and

6.1.2 The intervals for the evaluation of the **Employee's** performance.

6.2 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.

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

6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** SDBIP as described in 6.6 below.

6.5 The **Employee** will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report prior to the performance assessment meetings to the evaluation panel chairperson for distribution to the panel members for preparation purposes.

6.6 The **Employee** will submit quarterly performance reports on the implementation of the Financial Recovery Plan, on approved thereof.

6.7 The annual performance appraisal will involve:

6.7.1 **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.

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- (b) A rating on the five-point scale described in 6.7 below shall be provided for each KPI or group of KPI's which will then be multiplied by the weighting to calculate the score.
- (c) The **Employee** will submit his/her self – evaluation to the **Employer** prior to the final assessment.
- (d) In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The **Employee** should provide sufficient evidence in such instances.
- (e) An overall score will be calculated based on the total of the individual scores calculated above.
- (f) The applicable assessment rating calculator must be used to add the scores and calculate a final KPA score.

6.7.2 Assessment of the Competencies

- (a) Each competency will be assessed in terms of the description provided in (Annexure B).
- (b) An indicative rating on the five-point scale should be provided for each competency.
- (c) This rating should be multiplied by the weighting given to each competency during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator must be used to add the scores and calculate a final competency score.

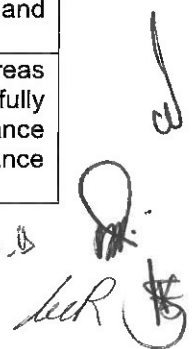
6.7.3 Overall rating

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

6.8 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and Competencies:

Rating scale for KPA's

Level	Terminology	Description
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.

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Level	Terminology	Description
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.

Rating scale for Competencies

Level	Terminology	Description
1	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
2	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
3	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
4	Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping direction and change, develops and applies comprehensive concepts and methods.

6.9 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established: -

- 6.9.1 Executive Mayor;
- 6.9.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.9.3 Member of the Mayoral Committee;
- 6.9.4 Mayor and/or Municipal Manager from another municipality; and
- 6.9.5 Member of a ward committee as nominated by the Executive Mayor.

6.10 For purposes of evaluating the annual Performance of Senior Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:-

- 6.10.1 Municipal Manager;
- 6.10.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.10.3 Municipal Manager from another municipality.

6.11 The Performance Management Unit of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.9 and 6.10.

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7. SCHEDULE FOR PERFORMANCE REVIEWS

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

Third quarter : February - March 2022
Fourth quarter : April – June 2022

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

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

7.4 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.

7.5 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.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure C). Such plan may be implemented and/or amended as the case may be after each assessment.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The **Employer** shall –

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

10. CONSULTATION

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

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

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- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the **Employer** shall –
- 11.3.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
- 11.3.2 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 his or her duties.

12. DISPUTE RESOLUTION

- 12.1 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 –
- 12.1.1 The MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
- 12.1.2 Any other person appointed by the MEC.
- 12.1.3 In the case of Senior 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) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

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12.2 In the event that the mediation process contemplated above fails, clause relevant of the Contract of Employment shall apply.

13. GENERAL

13.1 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**.

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

13.3 The performance assessment results of the **Employee** must be submitted to the municipal council by the **Employer** within fourteen (14) days after the conclusion of the assessment for information purposes.

14. PERFORMANCE APPRAISALS

14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 27 of the 2020 Performance Management System Framework document and Local Government Municipal Staff Regulations in terms of Gazette 45181, September 2021.

15. MINIMUM COMPETENCY LEVELS

15.1 The **Employee** shall ensure to attain the minimum competency levels required for the position within 18 months after the date of appointment, published in the Local Government Finance Management Act, 2003 Amendments to Municipal Regulations on Minimum Competency levels 2007, Government Notice 41996 of 26 October 2018.

Thus done and signed at KLERKSDORP on this the 07 day of February 2022

AS WITNESSES:

1. _____

2. G. Jansen

[Signature]
EMPLOYEE

Thus done and signed at KLERKSDORP on this the 07 day of February 2022

AS WITNESSES:

1. _____

2. [Signature]

[Signature]
EMPLOYER

[Signature] [Signature]
3.0 [Signature]

Performance Plan

**ACTING DIRECTOR: BUDGET
AND TREASURY (CFO)
PETER THELELE**

CITY OF MATLOSANA
Period 7 February 2022 30 June 2022

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ACTING DIRECTOR BUDGET AND TREASURY
HR BO KGOETE

TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100%

- 11% Section Delivery & Infrastructure Development (S)
- 4% Municipal Institutional Development and Transformation (2)
- 0% Local Economic Development (L)
- 50% Municipal Financial Viability & Management (23)
- 35% Good Governance and Public Participation (19)
- 100%

Top Layer	Bottom Layer	Operational	Project ID	Portfolio	Budget Linkage	Item No	Responsible Person	Key Performance Area (KPA)	Back to Basics	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Performance Target	Budget	Review/Target / Adjustment Budget	Base Line	Quarter	Quarterly Proposed Target	Rating Key	Quarterly Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
T1		Operational - Outcome 9 - Output 6	10P14064	N/A		CFO1	BO Kgoete	Municipal Institutional Development and Transformation	Financial Management	2,17%	To ensure an effective external audit process (Exception report / communication) communicated	Percentage of external audit queries answered within required time frame	Answering 100% of all the external audit queries received from the Auditor-General within the required time frame by 31 December 2021	R 0		100%	1	100% Nr received / Nr answered	👍	No AG queries received	N/A	Information not readily available	Management will review systems and checks to ensure that all information are readily available	Tracking document, Execution letters / notes	
		Operational - Outcome 9 - Output 6									Percentage of assigned audit findings issued in the AG Report and Management Report issued, accepted and resolved consistently	Resolving at least 100% of assigned audit findings issued in the 2018/20 and 2021/2 AG Report and Management Report by 30 June 2022 (PAAP)	R 0		100%	2	100% Nr received / Nr answered	👍	97% of AG exception queries received / 77 answered	N/A	N/A	There were no findings raised	Action Plan		
T1		Operational - Outcome 9 - Output 6						Good Governance and Public Participation	Financial Management	2,17%	To ensure that all audit findings raised in the AG Report and Management Report are issued, accepted and resolved consistently	Percentage of assigned audit findings issued in the AG Report and Management Report issued, accepted and resolved consistently	Resolving at least 100% of assigned audit findings issued in the 2018/20 and 2021/2 AG Report and Management Report by 30 June 2022 (PAAP)	R 0		100%	1	90% Nr of assigned audit findings received / Nr of assigned audit findings resolved (2019/20 FY)	👍	25% 132 Assigned audit findings received / 31 Assigned audit findings resolved (2019/20 FY)	N/A	The PAAP developed with Audit Readiness Plan and management deemed it necessary to prioritise issues that will affect the audit outcome. This was partly due to limited resources caused by Covid interruptions.	Management will allocate more time and resources to ensure that the most favourable outcomes can be achieved		
		Operational - Outcome 9 - Output 6									Percentage of assigned audit findings issued in the AG Report and Management Report issued, accepted and resolved consistently	Resolving at least 100% of assigned audit findings issued in the 2018/20 and 2021/2 AG Report and Management Report by 30 June 2022 (PAAP)	R 0		100%	2	90% Nr of assigned audit findings received / Nr of assigned audit findings resolved (2020/21 FY)	👍	8% 101 Assigned audit findings received / 6 Assigned audit findings resolved (2020/21 FY)	N/A	The audit completed in February 2022 and the PAAP was initiated in March 2022.	The PAAP will be monitored and additional resources will be allocated if required.			
		Operational - Outcome 9 - Output 6									Percentage of assigned audit findings issued in the AG Report and Management Report issued, accepted and resolved consistently	Resolving at least 100% of assigned audit findings issued in the 2018/20 and 2021/2 AG Report and Management Report by 30 June 2022 (PAAP)	R 0		100%	3	100% Nr of assigned audit findings received / Nr of assigned audit findings resolved (2020/21 FY)	👍							
		Operational - Outcome 9 - Output 6									Percentage of assigned audit findings issued in the AG Report and Management Report issued, accepted and resolved consistently	Resolving at least 100% of assigned audit findings issued in the 2018/20 and 2021/2 AG Report and Management Report by 30 June 2022 (PAAP)	R 0		100%	4	100% Nr of assigned audit findings received / Nr of assigned audit findings resolved (2020/21 FY)	👍							
T1		Operational - Outcome 9 - Output 6						Good Governance and Public Participation	Financial Management	2,17%	To ensure an effective revenue collection system in terms of Municipal Finance Management Act No. 56 of 2003, as amended (Municipal Finance Recovery Plan)	Percentage of the revenue collection activities approved - Council approved - Finance Recovery Plan received	Receiving at least 100% of all the activities approved for the Council approved - Finance Recovery Plan by 30 June 2022	R 0		100%	1	90% Nr of activities received / Nr of activities resolved	👍	24			Currently at Acquisition phase	Approved Financial Recovery Plan, Management response / progress, Updated FRP report	
		Operational - Outcome 9 - Output 6									Percentage of the revenue collection activities approved - Council approved - Finance Recovery Plan received	Receiving at least 100% of all the activities approved for the Council approved - Finance Recovery Plan by 30 June 2022	R 0		100%	2	90% Nr of activities received / Nr of activities resolved	👍				Need to finalise the appointment of debt collectors	PAAP - No information submitted on 1 March 2022 submission		
		Operational - Outcome 9 - Output 6									Percentage of the revenue collection activities approved - Council approved - Finance Recovery Plan received	Receiving at least 100% of all the activities approved for the Council approved - Finance Recovery Plan by 30 June 2022	R 0		100%	3	90% Nr of activities received / Nr of activities resolved	👍							
		Operational - Outcome 9 - Output 6									Percentage of the revenue collection activities approved - Council approved - Finance Recovery Plan received	Receiving at least 100% of all the activities approved for the Council approved - Finance Recovery Plan by 30 June 2022	R 0		100%	4	90% Nr of activities received / Nr of activities resolved	👍							
T1		Operational						Good Governance and Public Participation	Good Governance	2,17%	To ensure that the all the external KPIs are catered for	Director's SDBP inputs provided in the 2022/23 SDBP is tabled	Providing the director's SDBP inputs in the 2022/23 SDBP is submitted by 25 July 2022	R 0		100%	1	100% Creditable 2022/23 SDBP inputs provided	👍	1			Managers when available must attend LIF	Signed-off SDBP planning template, Attendance Register	
		Operational									Number of LIF meetings attended	Attending 44-14 LIF meetings by 30 June 2022	R 0		100%	2	100% 3 Meetings attended	👍	1			28.7.21 Stock Leave 28.8.21 Audit Steering			
		Operational									Number of LIF meetings attended	Attending 44-14 LIF meetings by 30 June 2022	R 0		100%	3	100% 2 Meetings attended (R)	👍	2						
		Operational									Number of LIF meetings attended	Attending 44-14 LIF meetings by 30 June 2022	R 0		100%	4	100% 3 Meetings attended	👍	3						

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Top Layer / Bottom Layer	IP Linkage / Project ID	Budget Linkage	Item No	Responsible Person	Key Performance Indicators (KPI)	Objectives	Weighting	Annual Performance Target	Budget	Revised Target / Adjustment Budget	Basic Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
TL	Compliance	N/A	CFO8	BO Kgoete	Number of SDBIP meetings with senior personnel in own Directorate by 30 June 2022	To ensure that the set goals of council are achieved	2,17%	Conducting 12 SDBIP meetings with senior personnel in own Directorate by 30 June 2022	R 0		7 SDBIP meetings conducted	1	3 Meetings concluded		3 SDBIP meetings concluded		Management is ensuring that SDBIP is prioritised		Notices, Agendas, Attendance Register, Minutes	
TL	Compliance - Outcome 5 - Output 1	N/A	CFO7	BO Kgoete	2020/21 Financial Statements submitted to the Auditor-General	To submit the 2020/21 Financial Statements on time to comply with legislation	2,17%	Submitting the 2020/21 financial statements to the Auditor-General by 31 August 2021	R 0		2020/21 Financial Statements submitted on 09/11/2020	1	3 Meetings concluded		Net yet		Management will focus on improving information exchanged. Focus also on an interim AFS planned for 30 March 2021		The AFS was subsequently submitted on 6 October 2021	Letter to Auditor - General
TL	Compliance - Outcome 5 - Output 1	N/A	CFO8	BO Kgoete	Ratio for Cost coverage for 2021/22	Financial Viability (National Key Performance Indicators)	2,17%	Cost coverage ratio for 2021/22 by 30 June 2022. Where: 'A' represents cost coverage 'B' represents all available cash at a particular time 'C' represents investments 'D' represents monthly fixed operating expenditure	R 0		2019/20 Financial Statements submitted on 09/11/2020	1	1:1		0,78:1		The municipalities cash flow constraints necessitates that cash should be utilised to service creditors and therefore the available cash won't always exceed 6 months operating expenditure	Management will implement revenue enhancement and cost containment strategies. Council will also have to focus on debt collection issues.		Cost Coverage Print. See 7: print out. Bank statement
TL	NKP - Indicator	N/A	CFO9	BO Kgoete	Ratio for Debt coverage for 2021/22	Financial Viability (National Key Performance Indicators)	2,17%	Debt coverage ratio for 2021/22 by 30 June 2022. Where: 'A' represents debt coverage 'B' represents debt operating revenue received 'C' represents operating grants 'D' represents debt service payments (i.e. interest + redemption) due within the financial year	R 0		492 911	1	80:1		678:1		New loans can only be considered if the costing indicates that it could be			Debt Coverage Print. See 7: print out. Bank statement
TL	NKP - Indicator	N/A	CFO10	BO Kgoete	Percentage of Outstanding Service Debts to Revenue ratio for 2021/22	Financial Viability (National Key Performance Indicators)	2,17%	Outstanding Service Debtors to Revenue ratio for 2021/22 by 30 June 2022. Where: 'A' represents outstanding service debtors to revenue 'B' represents total outstanding service debtors 'C' represents annual revenue actually received for services	R 0		354%	1	150%		187%		Debt collection should be improved and irrecoverable debt should be written off	Write off alone will restore the ratio	Outstanding Service Print. & Calculations. See 7: print out. Bank statement	

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Top Layer / Bottom Layer	ITP Project ID / Budget Linkage	Item No	Responsible Person	Key Performance Area (KPA)	Back to Basics	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Performance Target	Budget	Revised Target / Adjustment Budget	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Profile of Balance
T1		BUD1	D Rossouw	Municipal Financial Viability & Management	Financial Management	2,17%	To control expenditure management to ensure financial sustainability	Rand value of capital expenditure as a percentage of planned capital spend	Spending at least 85% of planned capital expenditure by 30 June 2022	85% of (R462 530 450 - R200 337 602) (R170 285 851)	Adjustment Budget CC362022 dated 18/03/2022	R193 940	1	5% R8 381 523	🟢	24,80%	R41 572 404			Most Capital and MIG projects in multi year projects of which the procurement was already done in the previous financial year. Therefore the acceleration in expenditure	Pinout from Main Ledger Account
												2	31% R50 289 135		43,75%	R73 395 872					
												3	65% R444 850 733 R 133 219 441		46,75%	R83 732 873			Additional grant funding was received due to phase 1 being incomplete. Turnkey project, item on contract CPA, awaiting council deliberation. Tax Rank. Contractor is yet to submit contractual obligations. Harbestediening VANTW - Delays in finalising variation order for SOKDA and poor performance by the contractor - Jubation Reservoir - Delays in appointment of the contractor. Contractor appointment finalised in December 2021		
T1		BUD2	D Rossouw	Municipal Financial Viability & Management	Financial Management	2,17%	To control expenditure management to ensure financial sustainability	Percentage of operational budget spent on repairs and maintenance	Spending at least 3% of operational budget on repairs and maintenance by 30 June 2022	3% of (R254 883 000 - R117 857 598)	Adjustment Budget CC362022 dated 18/03/2022	80%	1	1,22% R 18 875 708		1,22%	R44 208 395			Acceleration in expenditure due to high maintenance demand on aid Infrastructure	Pinout from Main Ledger Account
												2	3% R 17 751 416	🟢	3%	R117 562 120			Acceleration in expenditure due to high maintenance demand on aid Infrastructure		
												3	4,45% R48 000 000 R 78 438 405		4,45%	R173 459 087			Acceleration in expenditure due to high maintenance demand on aid Infrastructure		
												4	3% -R14 985 886 -R117 857 608								
T1		BUD3	D Rossouw	Municipal Financial Viability & Management	Financial Management	2,17%	To control expenditure management to ensure financial sustainability	Rand value of MIG expenditure as a percentage of the annual allocation	Spending at least 90% of the annual MIG expenditure allocation by 30 June 2022	90% of (R67 523 850 - R131 105)	Adjustment Budget CC362022 dated 18/03/2022	103,58%	1	5% R4 395 1735	🟢	3%	R53 678 414			Most Capital and MIG projects in multi year projects of which the procurement was already done in the previous financial year. Therefore the acceleration in expenditure	Pinout from Main Ledger Account
												2	30% R 24 784 750		49%	44 983 609					
												3	60% R 49 529 580		82%	R 78 393 500			MIG received a additional amount of R14 000 000		
												4	90% R 74 284 370								
T1		BUD4	D Rossouw	Good Governance and Public Participation	Good Governance	2,17%	To approve the budget in order to comply with legislation	Number of 2022/23 Budget planning process time tables tabled	Table the 2022/23 budget planning process time table by 31 August 2019	R 0	2022/23 Budget Process Plan tabled CC 51/2020 dated 10/09/2020	2022/23 Budget Process Plan tabled	1	2022/23 Budget Process Plan tabled	🔴	2022/23 Budget Process Plan was not tabled in Council dated 01/03/2021			The Mayor was elected on 29 September 2021, the Council did not approve the 2022/23 Budget Process Plan on 6 October 2021	Time table, Council resolution	
												2									
												3									
												4									
T1		BUD5	D Rossouw	Good Governance and Public Participation	Good Governance	2,17%	To approve the budget in order to comply with legislation	Number of 2022/23 Draft budgets approved	Approving the final 2022/23 draft budget by 31 March 2022	R 0	2022/23 Draft Budget approved CC 51/2021 dated 31/03/2021	2022/23 Draft Budget approved	1	2022/23 Draft budget approved	🟢	2022/23 Draft Budget tabled CC-04/2022					
												2									
												3									
												4									
T1		BUD6	D Rossouw	Good Governance and Public Participation	Good Governance	2,17%	To approve the budget in order to comply with legislation	Number of final 2022/23 budgets approved	Approving the final 2022/23 budget by 31 May 2022	R 0	Final 2022/23 Budget approved CC 04/2022 dated 04/09/2021	Final 2022/23 Budget approved	1	2022/23 Budget approved	🟡						
												2									
												3									
												4									

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Top Layer	Bottom Layer	IDP Project ID	Budget Linkage	Item No	Responsible Person	Key Performance Area (KPA)	Back to Basics	Weighting	Objective	Key Performance Indicators (KPI)	Annual Performance Target	Budget	Revised Target / Adjustment Budget	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Profile of Evidence
OPERATIONAL	Operational - Outcome 9 - Output 6	REV1	N/A	K Weitz	Municipal Financial Viability & Management	Back to Basics	2.17%	To control debt management to ensure financial sustainability	Percentage of debtors outstanding as of own revenue	Hewing at the most 30% of debtors outstanding of own revenue by 30 June 2022	30% of outstanding debtors	30% of outstanding debtors		R2 548 029 379 outstanding	1	30%		12.25%	R177 877 088 / R 2 613 974 884	<p>Credit Control actions were started in late Aug 21 and are continuing into the new quarter which should increase the collections</p> <p>Final Demands were sent out 14 days before any disconnections and restrictions could be implemented</p>	<p>Reconciliation calculations: Detailed billing list - front and last page</p>		
															2	30%		22.48%	R1 366 918 488 / R 6 033 746 021	<p>Concentrated Credit Control actions are being done in January 2022 and are continuing into the new quarter which should increase the collections</p> <p>Final Demands are being sent out and consumers must have 14 days notice before any disconnections and restrictions could be implemented</p>	<p>Concentrated Credit Control actions were implemented in the third quarter from January - March 2022 and are continuing into the last quarter which should increase the collections</p>		
															3	30%		30.08%	R1 859 592 303 / R 6 312 468 493	<p>Payments in January to March 2022 improved because of credit control policy was implemented in full and owing households were switched off after notices were given</p>	<p>Concentrated Credit Control actions were implemented in the first quarter from January - March 2022 and are continuing into the last quarter which should increase the collections</p>		
															4	30%		7.34%	R 639 724 140 / R 6 313 874 924	<p>Collections were increased in July & Aug 21 where the Solar was closed for year end. The concentrated credit control actions could be implemented</p>	<p>Credit Control actions were started in late Aug 21 and are continuing into the new quarter which should increase the collections</p>		
OPERATIONAL	Operational - Outcome 9 - Output 6	REV2	N/A	K Weitz	Municipal Financial Viability & Management	Back to Basics	2.17%	To control debt management to ensure financial sustainability	Percentage of debt collected as a percentage of money owed to the municipality	Collecting at least 25% of debt of money owed to the municipality by 30 June 2022	% of outstanding debtors owing to Council at end of Quarter		R1 814 892 900 collected	1	25%		14.82%	R1 307 305 / R 6 312 468 493	<p>Collections were increased in July & Aug 21 where the Solar was closed for year end. The concentrated credit control actions could be implemented</p>	<p>Credit Control actions were started in late Aug 21 and are continuing into the new quarter which should increase the collections</p>			
														2	25%		20.71%	R1 307 305 / R 6 312 468 493	<p>Concentrated Credit Control actions are being done in January 2022 and are continuing into the new quarter which should increase the collections. Final Demands are being sent out 14 days before any disconnections and restrictions could be implemented</p>	<p>Concentrated Credit Control actions were implemented in the first quarter from January - March 2022 and are continuing into the last quarter which should increase the collections</p>			
														3	25%		20.71%	R1 307 305 / R 6 312 468 493	<p>Payments in January to March 2022 improved because of credit control policy was implemented in full and owing households were switched off after notices were given</p>	<p>Concentrated Credit Control actions were implemented in the first quarter from January - March 2022 and are continuing into the last quarter which should increase the collections</p>			
														4	25%		20.71%	R1 307 305 / R 6 312 468 493	<p>Payments in January to March 2022 improved because of credit control policy was implemented in full and owing households were switched off after notices were given</p>	<p>Concentrated Credit Control actions were implemented in the first quarter from January - March 2022 and are continuing into the last quarter which should increase the collections</p>			

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Top Layer / Bottom Layer	Project ID / Budget Linkage	Link No.	Responsible Person	Key Performance Area (KPA)	Back to Basics	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Performance Target	Budget	Revised Target / Adjustment Budget	Base Line	Quarter	1 Public participation meeting conducted	Rating Key	Quarterly Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence	
TL	Operational - Outcome 5 - Output 5	RE33	K Weisz	Municipal Financial Viability & Management	Financial Management	2,17%	To increase Payments Received vs. Monthly Levies (Collection rate of billings)	Percentage increase in annual debtors collection rate	Increasing 5% (83.4% to 75%) in annual service debtors collection rate by 30 June 2022	R 0		3.95% Decrease (from previous 73.98% to 83.4%)	1	84%	71.6%				Concentrated Credit Control actions are being done in January 2022 and are continuing into the new quarter which should increase the collections	Phits & Calculations on Financial Indicators		
													2	70%	73.98%							
													3	72%	77.96%							
													4	75%								
TL	Operational - Outcome 5 - Output 5	RE34	K Weisz	Municipal Financial Viability & Management	Financial Management	2,17%	Reduce value spend on Free Basic Services	Read value spend on free basic services	Spending on free basic services by 30 June 2022 - (Account Holders)	R185 843 827 (R26 294 454 + R21 897 291 + R24 383 065 + R14 648 500 + R44 949 645 + R38 31012022 - Refer to Adjustment Budget)			1	25%	16.47%				New regulations were implemented in July & August 2021 and are being processed. It is envisaged that the Mayoral Indicators in October 2021 should encourage new applicants to apply	GO40		
													2	30%	59.85%							
													3	75%	89.61%							
													4	100%								
TL	Operational	RE35	K Weisz	Service Delivery & Infrastructure Development	Infrastructure Services	2,17%	Indigent Subsidy for Free Basic Services allocations to comply with legislation	Number of approved households with free basic services (Indigent)	Approving at least 30 000 26 500 households in the free services (Indigent) by 30 June 2022	R 0		21 778 Approved households with free basic services	1	20 750	21.837					New regulations were implemented in July & August 2021 where the Solar was closed for a year and, in these months minimal new applications could be processed. Due to the fact that an indigent application is valid for 5 years, the target will have to be adjusted	Indigent register.	
													2	20 800	22.246							
													3	30 400	22.502							
													4	36 500 - 26 000								
TL	Operational	RE36	K Weisz	Service Delivery & Infrastructure Development	Infrastructure Services	2,17%	Indigent Subsidy for Free Basic Services allocations to comply with legislation	Percentage of households registered earning less than R3 020 per month by 30 June 2022 - (vs. total above accounts)	Registering at least 30% 20% of households earning less than R3 020 per month by 30 June 2022 - (vs. total above accounts)	R 0			1	30%	18.07%					New regulations were implemented in July & August 2021 where the Solar was closed for a year and, in these months minimal new applications could be processed.	Reconciliation calculations. Detailed billing list - front and last page	
													2	30%	18.84%							
													3	34% 20%								
													4	34% 20%								
TL	Operational	RE37	K Weisz	Service Delivery & Infrastructure Development	Infrastructure Services	2,17%	Indigent Subsidy for Free Basic Services allocations to comply with legislation	Read value spend on Free Basic alternative services	Spending on free basic alternative services by 30 June 2022	R 30 300 000			1	25%	0.04%							
													2	30%	68%							
													3	75%	75%							
													4	100%								

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Top Layer / Bottom Layer	ICP Identifier / Project ID	Budget Lineage	Item No	Responsible Person	Key Performance Area (KPA)	Back to Basics Services	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Performance Target	Budget	Revised Target / Alignment Budget	Base Line	Quarter	1 Public participation meeting conducted	Rating Key	Quarterly Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Periods of Evidence							
TB	Operational	NA	RE16	K Welisz	Service Delivery & Infrastructure Development	Back to Basics Services	2,17%	Integrate subsidy for Free Basic Services allocations to comply with legislation	Number of households with free basic services approved	Approving of least 10,000 free basic services by 30 June 2022	R 0	Mid-Year Performance Assessment C2502022 dated 31/01/2022	13 177 Approved households with free basic services	1	9 800	13 175	14 088	14 700	R 145 108 182	Actuals exceed estimated	Households target will have to be increased to 15 000	Actuals exceed estimated	Indigent register						
								To effectively do revenue collection to ensure sound financial matters	Rend value revenue collected from electricity sales	Collecting actual revenue from electricity sales (conventional meters) by 30 June 2022	R 300 062 381 (R222 522 286 + R207 534 025)	R 132 014 095	2	9 800	27,39%	29%	R 205 745	Purchases of prepaid electricity exceeded the estimate for the quarter	Purchases of prepaid electricity exceeded the estimate for the quarter	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated		
								To effectively do revenue collection to ensure sound financial matters	Rend value revenue collected from pre-paid electricity sales	Collecting revenue from pre-paid electricity sales by 30 June 2022	R 0 033 554	R 122 013 370	3	9 800	46,2%	50%	R 3 032 040	Purchases of prepaid electricity achievement not under the estimate for the quarter	Purchases of prepaid electricity achievement not under the estimate for the quarter	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated
								To effectively do revenue collection to ensure sound financial matters	Rend value revenue collected from water sales	Collecting revenue from water sales (conventional meters) by 30 June 2022	R 564 427 834 (R24 262 065 + R568 810 839)	R 4 028 752	4	9 800	69,8%	75%	R 6 982 414	Purchases of prepaid electricity achievement are over the estimate for the quarter	Purchases of prepaid electricity achievement are over the estimate for the quarter	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated
TB	Operational	550513212000000000	01A3B	X Welisz	Municipal Franchising & Management	Municipal Franchising & Management	2,17%	To effectively do revenue collection to ensure sound financial matters	Rend value revenue collected from pre-paid electricity sales	Collecting revenue from pre-paid electricity sales by 30 June 2022	R 0 033 554	R 122 013 370	1	29%	26%	R 2 055 745	Purchases of prepaid electricity exceeded the estimate for the quarter	Purchases of prepaid electricity exceeded the estimate for the quarter	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated					
								To effectively do revenue collection to ensure sound financial matters	Rend value revenue collected from pre-paid electricity sales	Collecting revenue from pre-paid electricity sales by 30 June 2022	R 0 033 554	R 122 013 370	2	29%	49%	R 3 032 040	Purchases of prepaid electricity achievement not under the estimate for the quarter	Purchases of prepaid electricity achievement not under the estimate for the quarter	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	
								To effectively do revenue collection to ensure sound financial matters	Rend value revenue collected from pre-paid electricity sales	Collecting revenue from pre-paid electricity sales by 30 June 2022	R 0 033 554	R 122 013 370	3	29%	67%	R 6 982 414	Purchases of prepaid electricity achievement are over the estimate for the quarter	Purchases of prepaid electricity achievement are over the estimate for the quarter	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated
								To effectively do revenue collection to ensure sound financial matters	Rend value revenue collected from water sales	Collecting revenue from water sales (conventional meters) by 30 June 2022	R 564 427 834 (R24 262 065 + R568 810 839)	R 4 028 752	4	29%	26%	R 133 055 899	The sale of water is dependent on the consumption of consumers and there are water meters that are faulty	Faulty meters are sent on a monthly basis to Water Section for investigations	Attached as POE is a list of water meters, that did not register consumption for the past 3 months	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated
TL	Operational	450513240200000000	1A3B	R Welisz	Municipal Franchising & Management	Municipal Franchising & Management	2,17%	To collect revenue for property rates to comply with legislation (Implementation of the Municipal Property Rates Act, 2004 (Act No. 6 of 2004))	Rend value revenue collected from water sales	Collecting revenue from water sales budgeted revenue for property rates by 30 June 2022	R 306 662 000 (R482 264 414 - R466 140 869)	R 220 633 839	1	49%	16%	R 79 392 049	Due to the financial year-end 2021 procedures the Solar system opened in August hence the billing schedule could not be implemented as planned and it has negatively affected payment rates.	Working hard to address the backlog to ensure catch-up of account payments timelines	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated				
								To collect revenue for property rates to comply with legislation (Implementation of the Municipal Property Rates Act, 2004 (Act No. 6 of 2004))	Rend value revenue collected from water sales	Collecting revenue from water sales budgeted revenue for property rates by 30 June 2022	R 306 662 000 (R482 264 414 - R466 140 869)	R 220 633 839	2	49%	38%	R 168 508 465	Due to the financial year-end 2021 procedures the Solar system opened in August hence the billing schedule could not be implemented as planned and it has negatively affected payment rates.	Working hard to address the backlog to ensure catch-up of account payments timelines	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	
								To collect revenue for property rates to comply with legislation (Implementation of the Municipal Property Rates Act, 2004 (Act No. 6 of 2004))	Rend value revenue collected from water sales	Collecting revenue from water sales budgeted revenue for property rates by 30 June 2022	R 306 662 000 (R482 264 414 - R466 140 869)	R 220 633 839	3	49%	35%	R 270 329 148	Due to the financial year-end 2021 procedures the Solar system opened in August hence the billing schedule could not be implemented as planned and it has negatively affected payment rates.	Working hard to address the backlog to ensure catch-up of account payments timelines	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated
								To collect revenue for property rates to comply with legislation (Implementation of the Municipal Property Rates Act, 2004 (Act No. 6 of 2004))	Rend value revenue collected from water sales	Collecting revenue from water sales budgeted revenue for property rates by 30 June 2022	R 306 662 000 (R482 264 414 - R466 140 869)	R 220 633 839	4	49%	35%	R 270 329 148	Due to the financial year-end 2021 procedures the Solar system opened in August hence the billing schedule could not be implemented as planned and it has negatively affected payment rates.	Working hard to address the backlog to ensure catch-up of account payments timelines	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated	Actuals exceed estimated

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Top Layer	Bottom Layer	Project ID	Budget Linkage	Item No	Responsible Person	Key Performance Area (KPA)	Back to Basics	Weighting	Objective	Key Performance Indicators (KPI)	Annual Performance Target	Budget	Revised Target / Adjustment Budget	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quantity Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence	
3E	Operational			RM2	N Kogakire	Municipal Financial Viability & Management	Good Governance	2.17%	To improve the financial sustainability of the municipality and optimization of revenue	Percentage of all identified incorrect billed properties corrected	Correcting at least 100% of all identified incorrect billed properties by 30 June 2022	R 0		93% incorrect billed properties	1	100% Number of incorrect billed properties identified / Number of accounts corrected	100% 139 Received; 139 Updated Chitranco applications: 1020 Clearance certificates issued: 483 Ownership transfer: 183 Section 78: 139 Occupational certificates: 13 Violation objections: 2 Meter updates: 124					All incorrect accounts identified were corrected	Updated valuation roll, SC40 Town proclamations, scheme changes, subdivisions, special concerns, occupational certificates, DB641 report, Sec 78 reports, Metered reports	
3E	Operational			RM3	N Kogakire	Municipal Financial Viability & Management	Good Governance	2.17%	To improve the financial sustainability of the municipality and optimization of revenue	Percentage of consumer accounts levied before or on 25 of each month	Levying at least 98% of all consumer accounts before or on 25 of each month by 30 June 2022	R 0		100% Number of incorrect billed properties identified / Number of accounts corrected	2	100% Number of incorrect billed properties identified / Number of accounts corrected	100% Received entries for the quarter were all correct (100%) Received entries 100% Updated 1. Clearance (Received entries for the quarter were all correct (100%) Received entries 100% Updated 1. Clearance applications: 1459 2. Clearance certificates issued: 419 3. Ownership transfer: 545 4. MPRA Section 78: 3762 5. Occupational certificates: 53 6. Rental Housing new accounts: 336 7. Meter updates: 187						All incorrect accounts identified were corrected	Cycles levy reports.
3E	Operational			RM3	N Kogakire	Municipal Financial Viability & Management	Good Governance	2.17%	To improve the financial sustainability of the municipality and optimization of revenue	Percentage of consumer accounts levied before or on 25 of each month	Levying at least 98% of all consumer accounts before or on 25 of each month by 30 June 2022	R 0		82% of all consumer accounts levied before or on the 25th of each month	1	98% Number of months / Number of months in which accounts were levied before or on 25 of each month	33% 3 months / 7 months in which accounts were levied before or on 25 of each month							
3E	Operational			RM3	N Kogakire	Municipal Financial Viability & Management	Good Governance	2.17%	To improve the financial sustainability of the municipality and optimization of revenue	Percentage of consumer accounts levied before or on 25 of each month	Levying at least 98% of all consumer accounts before or on 25 of each month by 30 June 2022	R 0		82% of all consumer accounts levied before or on the 25th of each month	2	98% Number of months / Number of months in which accounts were levied before or on 25 of each month	68% 3 months / 7 months in which accounts were levied before or on 25 of each month							
3E	Operational			RM3	N Kogakire	Municipal Financial Viability & Management	Good Governance	2.17%	To improve the financial sustainability of the municipality and optimization of revenue	Percentage of consumer accounts levied before or on 25 of each month	Levying at least 98% of all consumer accounts before or on 25 of each month by 30 June 2022	R 0		82% of all consumer accounts levied before or on the 25th of each month	3	98% Number of months / Number of months in which accounts were levied before or on 25 of each month	86% 3 months / 7 months in which accounts were levied before or on 25 of each month							
3E	Operational			RM3	N Kogakire	Municipal Financial Viability & Management	Good Governance	2.17%	To improve the financial sustainability of the municipality and optimization of revenue	Percentage of consumer accounts levied before or on 25 of each month	Levying at least 98% of all consumer accounts before or on 25 of each month by 30 June 2022	R 0		82% of all consumer accounts levied before or on the 25th of each month	4	98% Number of months / Number of months in which accounts were levied before or on 25 of each month	86% 3 months / 7 months in which accounts were levied before or on 25 of each month							

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Top Layer / Bottom Layer	IPF Linkage / Project ID	Budget Linkage	Item No	Responsible Function	Key Performance Areas (KPA)	Back to Basics	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Performance Target	Budget	Revised Target / Adjustment Budget	Base Line	Quarter	Quantity / Projected Target	Rating Key	Quarterly Actual Achievement	Actual Expenses / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence	
16	Operational	N/A	EXP1	J Ethics	Municipal Financial Viability & Management	Financial Management	2,17%	To control credit management to ensure timely payment of creditors and service providers	Percentage of payments within 30 days from date of invoice / statement	Setting all least 25% of all payments (creditors) done within 30 days of receipt of invoice / statement by 30 June 2022	R 0			7,37% settled	1	25%		Outstanding Creditors=R199291450, 23. Payments made= 248118886,17. Total outstanding 225737036,40. Payment percentage=12,7%		Covid-19 affect the collection rate and reduce the speed rate of payment to service providers	Revenue enhancement project will address the current status	Daily cash flow meetings are in place to prioritise payments	Printout from age analysis and interpretation there of
								2	25%		Outstanding Creditors=R196222601, 57. Payments made= 73137592,75. Total outstanding 26832084,26. Payment percentage=27%, Oct=16,3%, Nov=7%, Dec=27%		Covid-19 affect the collection rate and reduce the speed rate of payment to service providers	Revenue enhancement project will address the current status	Daily cash flow meetings are in place to prioritise payments								
								3	25%		Outstanding Creditors=R2 169 824 398,69. Payments made= 1 829 448 807,24. Total outstanding R3 899 373 166,93. Payment percentage=49%, Jan=30%, Feb=18%, March=18%		Covid-19 affect the collection rate and reduce the speed rate of payment to service providers	Revenue enhancement project will address the current status	Daily cash flow meetings are in place to prioritise payments								
								4	25%														
16	Operational	N/A	SCM1	B Markets	Good Governance and Public Participation	Good Governance	2,17%	To comply with legal requirements (Section 29 of the SCM Regulation)(SCM Policy of CoM)	Percentage of recommendations on tenders / projects of allocated tenders are approved	Ensuring 95% of all the recommendations on the allocated tenders / projects are forwarded to the Office of the Municipal Manager for approval, appointment letters and resolution by 30 June 2022.	R 0			1	95%		67% 4 Received / 3 Forwarded / 2 Roll Over		Recommendation was forwarded on the 2nd Quarter to the office of Municipal Manager for the approval	BE adjudication committee to adjudicate reports within 45 days	Tender register, Minutes of Adjudication Committee		
								2	95%		No received / No forwarded		The two tenders which were recommended were forwarded on the 3rd Quarter to the office of Municipal Manager	BE adjudication committee to adjudicate reports within 45 days									
								3	95%		No received / No forwarded			BE adjudication committee to adjudicate reports within 45 days									
								4	95%		No received / No forwarded												
16	Operational	N/A	SCM2	B Markets	Good Governance and Public Participation	Financial Management	2,17%	Ensure that all supply chain management contracts published on the website as required by the MFMA	Percentage of supply chain management contracts published on the website as required by the MFMA	Forwarding 100% of all supply chain management contracts done in terms of Section 75(1)(b) of the MFMA to the ICT website by 30 June 2022	R 0			1	100%		71% 3 Received / 3 Forwarded / 4 Roll Over		The register will be forwarded by the 5th of each month	The register will be forwarded by the 5th of each month	Website application form, Copy of website		
								2	100%		No received / No forwarded		This tender register was finalised on 10 January 2022 and was only forwarded to Data on 11 January 2022	The register will be forwarded by the 5th of each month									
								3	100%		No received / No forwarded												
								4	100%		No received / No forwarded												

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Top Layer / Bottom Layer	ICP Linkage / Project ID	Budget Linkage	Item No	Responsible Person	Key Performance Area (KPA)	Back to Basics	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Performance Target	Budget	Revised Target / Adjustment / Budget	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence	
BL			SCM3	B Mothers	Good Governance and Public Participation	Financial Management	2.17%	To implement internal co-operation and controls to ensure compliance with legislation	Percentage of bid committee process plan for each advertised specification compiled	Compiling 100% of bid committee process plan for specification by 30 June 2022	R 0		100%	1	No of received specifications documents / No of bid committee process plans compiled		100%						Specification request for process plan to implement bid process plan.
			2	No of received specifications documents / No of bid committee process plans compiled										100%									
			3	No of received specifications documents / No of bid committee process plans compiled										100%									
			4	No of received specifications documents / No of bid committee process plans compiled										100%									
BL	Operational	N/A	SCM4	B Mothers	Good Governance and Public Participation	Financial Management	2.17%	To implement internal co-operation and controls to ensure compliance with legislation (Section 27 of SCM Regulation)	Percentage of all received specifications documents advertised correctly within 14 days	Advertising 100% of all received specifications documents correctly within 14 days by 30 June 2022	R 0		94%	1	No of received specifications documents / No of received specifications documents advertised within 14 working days		79%			1. Tenders were referred back due to lack of market analysis and bill of quantities from the user departments. 2. User Departments were not present in the meeting to present their specifications	User departments to submit process plan as stated in the procurement plan	Notices, Agnolut, Minutes & Attendance (Regular)	
			2	No of received specifications documents / No of received specifications documents advertised within 14 working days									77%										
			3	No of received specifications documents / No of received specifications documents advertised within 14 working days									70%										
			4	No of received specifications documents / No of received specifications documents advertised within 14 working days									70%										

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Top Layer / Bottom Layer	IDP Project ID / Budget Linkage	Item No	Responsible Person	Key Performance Areas (KPA)	Back to Basics	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Performance Target	Budget	Revised Target / Adjustment / Budget	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
BL	Operational	SCM5	B Mubert	Good Governance and Public Participation	Financial Management	2.17%	To implement Internal Co-operation and Control to ensure compliance with legislation (Section 29 of SCM Regulation)	Percentage of received tender documents successful evaluated within 45 working days	Evaluating 100% of all received tender documents successful within 45 working days by 30 June 2022	R 0		73 Tender documents received / 55 successful evaluated within 45 working days	1	100% No of tender documents received / No of successful adjudicated within 45 working days		67% received / 12 evaluated / 18 Roll Over		1 tender / objection extension 18 water reservoir was cancelled as there was already service provided on the site. 2 Electrical Cable tender was submitted 2nd quarter to BAC 3 COMSMT/196/20/21 was also	BEC to ensure tenders are evaluated within 45 working days. 2 SCM to improve its record keeping management system after the closing of tender for safeguard		Notices, Agenda, Evaluation report & Attendance Register
BL	Operational	SCM6	B Mubert	Good Governance and Public Participation	Financial Management	2.17%	To implement Internal Co-operation and Control to ensure compliance with legislation (Section 29 of SCM Regulation)	Percentage of all adjudicated tenders successful evaluated within 45 working days	Adjudicating 100% of all adjudicated tenders successful within 45 working days by 30 June 2022	R 0		73 Tender documents received / 54 successful adjudicated within 45 working days	1	100% No of tender documents received / No of successful adjudicated within 45 working days		68% Received / 13 Adjudicated / 18 Roll Over		BAC to ensure tenders are adjudicated within 45 working days. 2 SCM to improve its record keeping management system after the closing of tender for safeguard	Chairperson of the BAC to monitor that bid committee meetings plans to adjudicate reports within 7 days		Notices, Agenda, Minutes & Attendance Register, Adjudication report
TL	Operational	SCM7	B Mubert	Good Governance and Public Participation	Financial Management	2.17%	To implement a Supply Chain Management policy to comply with legislation	Number of SCM reports submitted to Council on the SCM policy implementation	Submitting 4 quarterly reports on the implementation of SCM policy to Council by 30 June 2022	R 0		4 Quarterly reports submitted but none approved by Council	1	100% No of tender documents received / No of successful adjudicated within 45 working days		39% Received / 02 Adjudicated / 18 Roll Over		EM passed away on 16 July 2021 and Mayoral Committee dissolved to Sec 60(3) of the LO: NSA	Election of a new Executive Mayor and Mayoral Committee.	New Mayor elected on 28 September 2021	SCM Report, Resolution
						100%						2	100% No of tender documents received / No of successful adjudicated within 45 working days		64% Received / 13 Adjudicated / 18 Roll Over		BAC to ensure tenders are adjudicated within 45 working days. 2 SCM to improve its record keeping management system after the closing of tender for safeguard	Chairperson of the BAC to monitor that bid committee meetings plans to adjudicate reports within 7 days		Awaiting Council Resolutions	
						100%						3	100% No of tender documents received / No of successful adjudicated within 45 working days		64% Received / 13 Adjudicated / 18 Roll Over		BAC to ensure tenders are adjudicated within 45 working days. 2 SCM to improve its record keeping management system after the closing of tender for safeguard	Chairperson of the BAC to monitor that bid committee meetings plans to adjudicate reports within 7 days		Awaiting Council Resolutions	
						100%						4	100% No of tender documents received / No of successful adjudicated within 45 working days		64% Received / 13 Adjudicated / 18 Roll Over		BAC to ensure tenders are adjudicated within 45 working days. 2 SCM to improve its record keeping management system after the closing of tender for safeguard	Chairperson of the BAC to monitor that bid committee meetings plans to adjudicate reports within 7 days		Awaiting Council Resolutions	

I. SEAMETSU
ACTING MUNICIPAL MANAGER

P. THELELE
ACTING CHIEF FINANCIAL OFFICER

MUNICIPAL NAME: MATOSANA

Output Indicator Reporting Template: 2021-22	Ref No.	Date element	Baseline (Annual Performance of 2020/21 estimated)	2021/22 Target	3rd Quarter Actual Output as per 50BP	3rd Quarter Planned output as per 50BP	Variation	Reason(s) for variation	Remedial action	3rd Quarter Actual Output	3rd Quarter Planned output as per 50BP	Variation	Reason(s) for variation	Remedial action	Estimated date when data will be available
LED-11	400.1281	Percentage of total municipal operating expenditures spent on contracted services supplied by residing within the municipal area	96.82	97.32	97.24	97.32	-0.08			96.4508474	97.32	-0.8691526			Steps undertaken, or to be undertaken, to provide data in the future
BUDG	400.1281	(1) Review of operating expenditure as contracted services within the municipal area			34,487,536	34,487,536				33,648,891	34,487,536	-838,645			
POSD	400.1281	(2) Total operating expenditure as contracted services			28,275,251	28,275,251				27,912,794	28,275,251	-362,457			

Output Indicator Reporting Template: 2021-22	Ref No.	Date element	Baseline (Annual Performance of 2020/21 estimated)	2021/22 Target	3rd Quarter Actual Output as per 50BP	3rd Quarter Planned output as per 50BP	Variation	Reason(s) for variation	Remedial action	3rd Quarter Actual Output	3rd Quarter Planned output as per 50BP	Variation	Reason(s) for variation	Remedial action	Estimated date when data will be available
EXP	400.3321	Percentage of municipal expenditure made to service providers who submit completed forms within 30-days of invoice submission	37.50%	40.00%	37.50%	37.50%	0.00%			#N/A	#N/A	0.00%			Steps undertaken, or to be undertaken, to provide data in the future
EXP	400.3321	(1) Total number of completed invoices received (30 days or later)			Not reported	Not reported				Not reported	Not reported				

Output Indicator Reporting Template: 2021-22	Ref No.	Date element	Baseline (Annual Performance of 2020/21 estimated)	2021/22 Target	3rd Quarter Actual Output as per 50BP	3rd Quarter Planned output as per 50BP	Variation	Reason(s) for variation	Remedial action	3rd Quarter Actual Output	3rd Quarter Planned output as per 50BP	Variation	Reason(s) for variation	Remedial action	Estimated date when data will be available
REV	406.1311	Percentage of the municipality's operating budget spent on budget relief for free basic services	8.0%	6.87%	1.89%	1.77%	0.12%			1,741,0%	1,77%	0.03%			Steps undertaken, or to be undertaken, to provide data in the future
REV	406.1311	(1) % of value of operating budget expenditure on free basic services			313,453,135	313,453,135				6,078,918,84	6,078,918,84				
REV	406.1311	(2) Total operating budget for the municipality			146,377,811,00	146,377,811,00				3,823,778,100	3,823,778,100				

Output Indicator Reporting Template: 2021-22	Ref No.	Date element	Baseline (Annual Performance of 2020/21 estimated)	2021/22 Target	3rd Quarter Actual Output as per 50BP	3rd Quarter Planned output as per 50BP	Variation	Reason(s) for variation	Remedial action	3rd Quarter Actual Output	3rd Quarter Planned output as per 50BP	Variation	Reason(s) for variation	Remedial action	Estimated date when data will be available
REV	406.1311	Number of contracts awarded with an alternative awarding (e.g. L10) or portfolio of target according to supply (see standard)	13/27	13/27	13/27	13/27	0.00			13/27	13/27	0.00			Steps undertaken, or to be undertaken, to provide data in the future
REV	406.1311	Number of businesses in the municipal area registered as a target	2/79	2/79	2/79	2/79	0.00			2/79	2/79	0.00			

Output Indicator Reporting Template: 2021-22	Ref No.	Date element	Baseline (Annual Performance of 2020/21 estimated)	2021/22 Target	3rd Quarter Actual Output as per 50BP	3rd Quarter Planned output as per 50BP	Variation	Reason(s) for variation	Remedial action	3rd Quarter Actual Output	3rd Quarter Planned output as per 50BP	Variation	Reason(s) for variation	Remedial action	Estimated date when data will be available
SCM	409.3121	Average number of days from the point of advertising to the date of award for RFP/RFQ procurement process	7.0	7.00	7.00	7.00	0.00			#N/A	#N/A	0.00			Steps undertaken, or to be undertaken, to provide data in the future
SCM	409.3121	(1) Date of the number of days from the point of advertising to the date of award in terms of the RFP/RFQ procurement process			Not reported	Not reported				Not reported	Not reported				
SCM	409.3121	(2) Total number of RFP/RFQ awards awarded as per the procurement process			Not reported	Not reported				Not reported	Not reported				

Output Indicator Reporting Template: 2021-22	Ref No.	Date element	Baseline (Annual Performance of 2020/21 estimated)	2021/22 Target	3rd Quarter Actual Output as per 50BP	3rd Quarter Planned output as per 50BP	Variation	Reason(s) for variation	Remedial action	3rd Quarter Actual Output	3rd Quarter Planned output as per 50BP	Variation	Reason(s) for variation	Remedial action	Estimated date when data will be available
SCM	409.3121	Number of contracts awarded	1,014,450,000	1,014,450,000	Not reported	Not reported				Not reported	Not reported				Steps undertaken, or to be undertaken, to provide data in the future
SCM	409.3121	Value of all awards made in terms of Section 38 of the MFMA Municipal Supply Chain Management Regulations	48,924,427,000	48,924,427,000	Not reported	Not reported				Not reported	Not reported				
SCM	409.3121	Number of procurement processes where disputes were raised	10	10	Not reported	Not reported				Not reported	Not reported				
SCM	409.3121	Number of procurement processes where disputes were raised	1,248,000,000	1,248,000,000	Not reported	Not reported				Not reported	Not reported				
SCM	409.3121	B-BBEE Procurement Spend on Employment & Integration (in Rands)	5,933,316,000	5,933,316,000	Not reported	Not reported				Not reported	Not reported				
SCM	409.3121	B-BBEE Procurement Spend on Employment & Integration (in Rands)	383,381,000	383,381,000	Not reported	Not reported				Not reported	Not reported				
SCM	409.3121	Number of awards made in terms of SCM Reg 3.3	Not reported	Not reported	Not reported	Not reported				Not reported	Not reported				
SCM	409.3121	Number of awards made in terms of SCM Reg 3.3	Not reported	Not reported	Not reported	Not reported				Not reported	Not reported				
SCM	409.3121	Number of awards made in terms of SCM Reg 3.3	Not reported	Not reported	Not reported	Not reported				Not reported	Not reported				
SCM	409.3121	Number of awards made in terms of SCM Reg 3.3	Not reported	Not reported	Not reported	Not reported				Not reported	Not reported				
SCM	409.3121	Number of awards made in terms of SCM Reg 3.3	Not reported	Not reported	Not reported	Not reported				Not reported	Not reported				
SCM	409.3121	Number of awards made in terms of SCM Reg 3.3	Not reported	Not reported	Not reported	Not reported				Not reported	Not reported				
SCM	409.3121	Number of awards made in terms of SCM Reg 3.3	Not reported	Not reported	Not reported	Not reported				Not reported	Not reported				

Output Indicator Reporting Template: 2021-22	Ref No.	Date element	Baseline (Annual Performance of 2020/21 estimated)	2021/22 Target	3rd Quarter Actual Output as per 50BP	3rd Quarter Planned output as per 50BP	Variation	Reason(s) for variation	Remedial action	3rd Quarter Actual Output	3rd Quarter Planned output as per 50BP	Variation	Reason(s) for variation	Remedial action	Estimated date when data will be available
FIN	400.1311	Number of repeat audit findings	Not reported	Not reported	Not reported	Not reported				Not reported	Not reported				Steps undertaken, or to be undertaken, to provide data in the future
FIN	400.1311	(1) Total amount of the number of "Repeat" findings provided in the auditor-general's reports of each municipality			Not reported	Not reported				Not reported	Not reported				

Output Indicator Reporting Template: 2021-22	Ref No.	Date element	Baseline (Annual Performance of 2020/21 estimated)	2021/22 Target	3rd Quarter Actual Output as per 50BP	3rd Quarter Planned output as per 50BP	Variation	Reason(s) for variation	Remedial action	3rd Quarter Actual Output	3rd Quarter Planned output as per 50BP	Variation	Reason(s) for variation	Remedial action	Estimated date when data will be available
POSD	400.2	For management stability	97.0%	100.0%	97.0%	100.0%	-3.0%			Not reported	Not reported				Steps undertaken, or to be undertaken, to provide data in the future


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PAYOFF	051.2(1)	(1) Total sum of standard working days in the reporting period, that each 95% and 97% part was occupied by a fully appointed official (not suspended or absent) with a valid signed contract and performance agreement	1942	
PAYOFF	051.2(2)	(2) Aggregate working days for all 95% and 97% parts	1984	

Outcome Indicator Reporting Template 2021-22	Performance Indicator	Ref No. (s)	Data Element	Baseline Performance of	Medium Term Target	Reasons for no data, if not undertaken or	Steps	Estimated date when
OUTCOME INDICATORS FOR ANNUAL BUDGET BIRING								
B005	GO1.1	Percentage of municipal staff development levy received	(1) Profile of municipal staff development levy received	94.4%	94.5%			
B005	GO1.1(1)	(1) Profile of municipal staff development levy received	(1) Profile of municipal staff development levy received	877,538.00				
B005	GO1.1(2)	(2) Profile of the total expenditure of the municipal staff development levy	(2) Profile of the total expenditure of the municipal staff development levy	8,999,317.32				

Outcome Indicator Reporting Template 2021-22	Performance Indicator	Ref No. (s)	Data Element	Baseline Performance of	Medium Term Target	Reasons for no data, if not undertaken or	Steps	Estimated date when
OUTCOME INDICATORS FOR ANNUAL BUDGET BIRING								
B005	GO1.1	The Audit Opinion of the Auditor-General gives an indication of the reliability of the municipal administration, and provides assurance of financial	(1) Audit opinion as defined by the Office of the Auditor-General (from a qualitative basis)	Qualified	Qualified			

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Local Government: Competency Framework for Senior Managers

**ACTING DIRECTOR: BUDGET
AND TREASURY (CFO)
PETER THELELE**

CITY OF MATLOSANA
Period 7 February 2022 30 June 2022

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A signature that appears to be "P.T." with a checkmark.

LOCAL GOVERNMENT: COMPETENCY FRAMEWORK FOR SENIOR MANAGERS

1. Definitions

In this framework –

“core competencies” are competencies that cut across all levels of work in a municipality and enhance contextualised leadership that guarantees service delivery impact; and

“leading competencies” means competencies that are required to develop clear institutional strategy, initiate, drive and implement programs to achieve long-term sustainable and measurable service delivery performance results.

2. Competency Framework

2.1 This competency framework replaces regulation 26(8) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, (Government Notice No. 805) as published in *Government Gazette No. 29089* of 1 August 2006.

2.2 A person appointed as a senior manager must have the competencies as set out in this framework. Focus must also be placed on the following key factors:

- (a) Critical leading competencies that drive the strategic intent and direction of local government;
- (b) Core competencies which senior managers are expected to possess, and which drive the execution of the leading competencies; and
- (c) The eight Batho Pele principles.

2.3 The competency framework consists of six leading competencies which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.

2.4 The competency framework further involves six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.

2.5 There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance. All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance.

2.6 The competency framework is underscored by four (5) achievement levels that act as benchmark and minimum requirements for other human capital interventions, which are, recruitment and selection, learning and development, succession planning, and promotion.

3. Competency Framework Structure

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

LEADING COMPETENCIES	
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management

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Program and Project Management	<ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance
CORE COMPETENCIES	
Moral Competence	
Planning and Organising	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Results and Quality Focus	

4. Minimum Requirements

The minimum requirements that accompany the competency framework, but do not govern the selected competencies, as set out in annexure B of the minimum competency requirements for Senior Managers, refer to the level of higher education qualification, work experience and knowledge that are needed to operate effectively in the local government environment.

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5. Competency Descriptions

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

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

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



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

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

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

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



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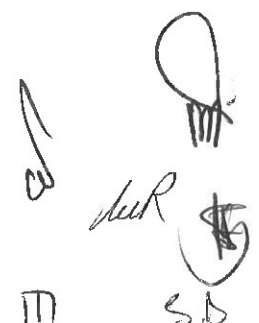
Cluster	Core Competencies		
Competency Name	Planning and Organising		
Competency Definition	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT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



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

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



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

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


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6. Achievement Levels

The achievement levels indicated in the table below serve as a benchmark for appointments, succession planning and development interventions.

- 6.1 Individuals falling within the Basic range are deemed unsuitable for the role of senior manager, and caution should be applied in promoting and appointing such persons.
- 6.2 Individuals that operate in the Superior range are deemed highly competent and demonstrate an exceptional level of practical knowledge, attitude and quality. These individuals should be considered for higher positions, and should be earmarked for leadership programs and succession planning.

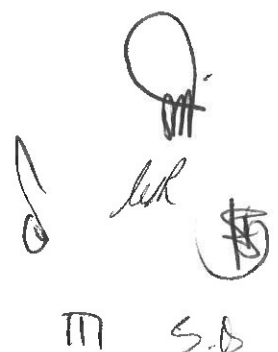
Level	Terminology	Description
1	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
2	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
3	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
4	Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping direction and change, develops and applies comprehensive concepts and methods.



Personal Development Plan (PDP)

**ACTING DIRECTOR: BUDGET
AND TREASURY (CFO)
PETER THELELE**

CITY OF MATLOSANA
Period 7 February 2022 30 June 2022



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Personal Development Plan of: Mr P Thelele

Compiled on: 7 February 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
1.						
2.						
3.						
4.						

Acting Director's signature: _____



Acting Municipal Manager's signature: _____



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DISCLOSURE FORM FOR BENEFITS AND INTERESTS

I, the undersigned (Surname and Initials)

THELELE P.Postal Address 56 DE VILLIERS AVENUEBENDOR PARK, POLOKWANE, 0699Residential Address 56 DE VILLIERS AVENUEBENDOR PARK, POLOKWANEPosition Held ACTING CHIEF FINANCIAL OFFICERName of Municipality CITY OF MATLOSANATel: 081 426 6596 Email: pthelele57@gmail.com

hereby certify that the following information is complete and correct to the best of my knowledge:

1. Shares, securities and other financial interests (Not bank accounts with financial institutions.)

Number of shares/Extent of financial interest	Nature	Nominal Value	Name of Company/Entity
N/A			

2. Interest in a trust

Name of trust	Amount of Remuneration/ Income
N/A	

3. Membership, directorships and partnerships

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/ Income
DEFTOBEX (PTY) LTD (NOT IN OPERATION)	NO RESTRICTION ON BUSINESS ACTIVITIES	} N/A

S.B.

al

S.S.

4. Remunerated work outside the Municipality (Must be sanctioned by Council.)

Name of Employer	Type of Work	Amount of remuneration/ Income
	N/A	

Confidential
Signature of Municipal Manager: _____

Date: 01 April 2022

5. Consultancies, Retainer ships and Relationship

Name of Client	Nature	Type of business activity	Value of any benefits received
		N/A	

6. Subsidies, grants and sponsorships by any organisation

Source of assistance	Descriptions of assistance	Value of assistance
	N/A	

7. Gifts and Hospitality from a source rather than a family member

Description	Value	Member
	N/A	

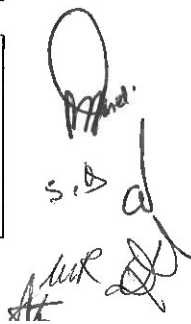
8. Land and Property

Description	Extent	Area	Value
RAF 626 - SG DE VILLIERS	} 1,533 m ²	POLOKWANE	R1.6 million
AVENUE BERIDOR			


SIGNATURE OF SENIOR MANAGER

DATE: 01 April 2022

PLACE: Klerksdorp



OATH/AFFIRMATION

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

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

Answer YES

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

Answer NO

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

Answer YES

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

Commissioner of Oath /Justice of the Peace

Full first names and surname: OLUDOM CHRISTO POWOZE

(Block letters)

Designation (rank) PAWS COORDINATOR Ex Officio Republic of South Africa

Street address of institution BONAW FISCHER STREET
KLEINKSDORP

Date 7 FEB 2022

Place KLEINKSDORP


CONTENTS NOTED: Municipal Manager

01 April 2022
DATE