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)

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For the Period

7 February 2022 to 30 June 2022

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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.

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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.

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

PERFORMANCE MANAGEMENT SYSTEM

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

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

l	LEADING COMPETENCIES								
Strategic Direction and Leadership	 Impact and Influence Institutional Performance Management Strategic Planning and Management Organisational Awareness 	8.33%							
People Management	 Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and Dispute Management 	8.33%							

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Program and Project Management	 Program and Project Planning and Implementation Service Delivery Management Program and Project Monitoring and Evaluation 	8.33%						
Financial Management	 Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Monitoring 	8.33%						
Change Leadership	Change Vision and Strategy							
Governance Leadership	Policy Formulation							
	CORE COMPETENCIES	WEIGHTING						
	Moral Competence	8.33%						
	Planning and Organising	8.33%						
	Analysis and Innovation	8.33%						
Knowle	dge and Information Management	8.33%						
	Communication	8.33% 8.33%						
·	Results and Quality Focus							
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.



- (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:**
 - Chairperson of the performance audit committee or the audit committee in the absence of 6.9.2 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.





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.



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:

Performa	nce Score	Dorformana Danus Danastona
From	То	Performance Bonus Percentage
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

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. MIMIMUM 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

1. ______ EMPLOYEE

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

AS WITNESSES:

1. **Dun**

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EMPLOYER

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Performance Plan

ACTING DIRECTOR: BUDGET AND TREASURY (CFO) PETER THELELE

CITY OF MATLOSANA Period 7 February 2022 30 June 2022



MRECTORATE BUDGET AND TREASURY

ACTING DIRECTOR BUDGET AND TREASUREY MR BO KGOETE

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	Annual Performance Target	Asswering 100% of all the cirectrate's and queries treedon report is communications; received from the Audion-General within the required time by 31 December 2021.	Recolving at least 100% of consigned and fringing and found 100% of consigned and fringing reads in the 200 (PAAP) Report by 30 June 2002 (PAAP)	Penoking at tessel 100% of all file- activities see per file Cosmiciling proved Filesecial Recovery-Plan by 30 June 2022	Providing the directivate's SDBP in submitted by 25 May 2022 19 426 May 2022 Attending 44 12 LLF meetings by 30 June 2022
	Key Performance Indicators (KPI)	Percentage of external audit queries answered within required the frame	eventuge of assigned and fridings present in the following program in program of the program solved	Percentage of the activities and activities as yet the activities as yet the Countil to approve the financial Reserve of Plant received	Drectorate's SDBIP is table provided before the 202223 SDBIP is tabled in the stable of LLF meetings whenced in the stable of LLF meetings whenced in the stable of LLF meetings in the st
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Portfello of Evidence	Notices Agendra. Attardance Register. Minutes. Leffer to Auditor - General							Cost Coverage Print. Sec 71 print out. Bank statement				Debt Coverage Print. Sec 71 print out. Bank statement				Outslanding Service Print & Calculations. Sec 71 print out. Bank stollement			
Comments		Management is ensuring that SDRIP is prioritsed			The AFS were subsequently submitted on 6 October 2021	PMS - Still no POE on file						New toans can only be considered if the costing indicates that it could be	PMS - Not corrected on suframskion of 1 March 2022	New loans can only be considered if the costing indicates that it could be		Write off alone will restore the ratio	Write off alone will restore the ratio	Write off alone will restore the retto	
Pjanned Remedal Auton					Management will focus on improving systems and processes. Focus also on an interim AFS planned for 30 March 2021			Managament will implement revenue entianoement and cost containment strategies. Council will also have to facus on debt collection issues.	Menegement wil implement revenue enhancement and cost containment strategies. Ouncel will sto have to focus on debt collection issues.	Management will implement revenue enhancement and cost containment strangelse. Council will also have to focial on debt collection issues.				NA		Debt collection should be inproved and irrecoverable debt should be written off	Debt collection should be improved and irrecoverable debt should be withen off	Debt collection should be improved and irrecoverable debt should be written off	
Reason for Dovintion					Management decided that due to interruptions experienced (Covid) that the submission of the AFS should be delayed to ensure that the set are oredible			The municiparities cash flow constraints neccestates that cash should be utilised to service creditors and therefore the available cash won't always exceed a manks operating expenditure	The menicipalities cash flow constraints necessitates that cash should be utilised to service creations and inservice the careful and the services of constraints of the cash worll always exceed a months operating experit	The municipalities cash flow conclusints necessitates that cash should be utilised to service cheditors and therefore the available cash word always exceed a months operating expenditure				This ratio is positive		Deblors accruing due to non-payment	Deblors accruing due to non-payment	Deblors accruing due to non-payment	
Actual Expanditure / Revenue																			
Quartorly Actual Achievement	3 SDBIP meetings conducted	4 SDBIP meetings conducted	3 SOBIP meetings conducted		Not yet	2020/21 Financial Statements submitted to the AG on 8 October 2021		0,78:1	0.42:1	0,55,1		678:1	316.1	172:1		187%	207%	197%	
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Quarterly Projected Target	3 Meetings conducted	3 Meetings conducted	3 Meetings conducted	3 Meetings conducted	2020/21 Financial Statements submitted	1	I I	Į.	22	Ī.	Ī.	60:1	60:1	60:1	6D:1	150%	150%	150%	150%
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Base Line	si	meating Josed	GDBIP	Ł	no bethimdus atne 00	imetet2 teioneni7 SOS(11460	2019/20	1:2				1:16.584		326t		%#SZ			
Revised Target / Adjustment Budget																			
Budget	Rd				0.8			RO	o c							0 0			
Annual Parformanca Target	Conducting 12 SDBIP meetings with senior personnel in own directorate by	30 June 2022			Submitting the 2020/21 financial statements to the Auditor-General by 31 August 2021			Const coverage ratio for \$22,172 by 30 June 2020 A-8E-OyD A-8E-OyD Personal control of the contr				r Debt coverage ratio for 2021/22 by 30 June 2022 A=(B-C) / D	Where: "A" represents debt coverage "B" represents total operating revenue	received C represents operating grants 'D' represents debt service payments	(i.e. intees Treveniphon) due wirini int	Outstanding Service Debtors to Research Fig. 0 miles for 2021 122 by 30 June 2022 Mester Where The represents to Loutstanding service debtors to revenue debtors to revenue C'T represents fortal outstanding service debtors T'T represents aronal revenue bertually reserved for services			
Key Performance Indicatora (KPI)	Number of SDBIP meetings with senior	personnel in own directorate conducted			2020/21 Financial statements submitted to the Auditor-General			Ratio for Gost coverage for 2021/22				Ralio for Debt coverage for 2021/22				Pecentigae of Oustanding Service Debtors to Revenue ratio for 2021/22			
Objectives	To ensure that the set goals of council are	achieved			To submit the 2020/21 Financial Statements on time to comply with legislation			Financial Viability expressed (Netlonal Key Performance Indicators)				Performance Indicators)				Performance Indicators)			
Меідлія	2,17%				2,17%			2,17%		2,17%				2,17%					
Key Performance Performance Performance	uc	Hicipalie	9402 ba 94 olidu 95 boot	4	nolis Participation	19 bas ecoemevo	og poog	Ų	nəməgənəM & yfildəlV tə TuəməgənəM lə					ily laiorenii		Munagement & Management lequinum Munagement			
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DIRECTORATE BUDGET AND TREASURY

	Portello of Evidence	Ledger Account		Printout from Main Ledger Account					Printout from Main Ledger Account				Time Table. Council resolution	Council Resolution			Cauncil Resolution					
	Comments	Need Cupidal and MIC projects or Pertitods from Name must be reported or Michigan projects or Michigan projects or Michigan proper and michigan process and michigan process from an the provious financial jear. Interfere the exceleration in expenditure			Acceleration in expenditure due to high maintenance demand on old Infrastucture	Acceleration in expenditure due	Acceleation in expenditure due to high maintenance demand on	old infrastucture		Neot Capital and sliG potests is Pintou from Main multi year project of which the jedger Account grocement was a manaly done in the pravious furnical year. Therefore the obselvation in expenditive		MIG received a additional										
	Planned Rensedial Action		Additional grant funding was received by that requires a special of scanning. Budget in which the budget specifing will be corrusted.											The Mayor was elected on 29 of September 2021, the Council did approved the 2022/23 Budget Process Plan on 6 October 2021								
	Ressan for Deviation		De The withdrawn funds on the project due to place I being a complete Turniby project, from normand CPA as welling occurated CPA as welling council adherention. Trust Plant Docherbord is yell to sub-infra contentral objections. Herberdonism WATVIV — Delaye in finnishing variation order for SCAIA and properformers by the contracts. Judgeton Reservor— Delaye SCAIA and properformers by the contracts. Judgeton Reservor— Delaye Contracts expointment of the contracts. Delayed Contracts expointment finnished in December 2221						3					Not tabled in Council as Council did not sit due to lite absence of a Mayor elected								
	Actual Expenditure f Revenue	R41 572 404	R83 722 973		R41 209 305	R117 592 120	R173 759 097			R30 678 414	44 983 608	R 76 333 500										
	Quarterly Actual Achievement	24,80%	46.236%		1,22%	3%	4,49%			33%	49%	82%		2022/23 Budget Process Plan was not tabled in Council	AVZ#Z# Sangger Process Plen was tabled in Council on CC 87/21 dated 6/10/2021				2022/23 Draft Budget tabled CC44/2022			
	Rating	g 4 4				(2)			£ 4 8							9				D		
	Quarterly Projected Target	5% R8 381 523 30% R50 289 135	65%, R.104 898-726. R.130 219 445 R.440 485 690.	R 170 286 961	R 16 875 708	R 17 751 416	R 78 438 405		. 60		30% R 24 764 790		90% R 74 294 370	2022/23 Budget Process Plan tabled					2022/23 Draff budget approved			2022/23 Budget approved
	Quarter			4	ή DC	2 R	ok oc	- 1		- -	2 30	3 .60	90	- E	64	m	4 -			4 +	2 -	
	Base Line	Ope 661A	lnaqa f€2	708	3.76% F163 406 Sect			108.56% 878 529 677				2021/22 Budget Process Plan fabled CC 51/2020 dated 10/09/2020						pag	672021 672021 672021	CC 84\5		
		Adjustment Budget CC362022 dated 18/03/2022			Adjustment Budget CCS62022 dated 18/03/2022										let	obud the	10 SS1830	75 190pi	18 2211	70∑ lsai∃		
	Budget	85% of R167-690-450- (R42-485-883)— R200 337 602 (R170 285 951)			3% of R428-544087 R226-983-000 (R117-857-508)					90% of R87 923 450 (R79 131 (05)				0			88		RO			
ALCOHOLOGICA SIKA ANDRO SIKI BILIKA INDI	Annual Performance Target	Spending at least 85% of planned capital expenditue by 30 June 2022.			Spending at least 3% of operational budget on repairs and maintenance by 30 June 2022					Sperufing at lass 190% of the annual MIG expenditure allocation by 30 June 2022				Tabing the 2022/23 budget planning process lime table by 31 August 2019			Approving the 2022/23 draft budget by	31 March 2022		Approving the final 2022/23 hudget by 31	2707 few	-
	Key Performance Indicators (KPI)	Rand velue of ceptral expenditure as a percentage of planned capital spent			Percentage of operational budget spent on repairs and maintenance					Rand value of MIG expenditure as a percentage of the annual allocation				Number of 2022/23 Budgel Planning process time tables tabled			Number of 2022/23 Draft	budgets approved		Number of final 2022/23	near wide wiedown	
	Objectives	To control expenditure management to erauro financial austainability			To control expenditure management to ensure financial sustainability					To control expenditure menagement to ensure financial susteinability				To approve the budget in order to compy with plegislation				in order to comply with legislation	1	To approve the budget	legislation	
	BuistgleW	2,17%		2,17%	le C		ule:		2,17%				2,17%	almeer -		2,17%			2,17%			
	Performance Area (KPA) Back to Basics	риспледенням за плетим переплеты подостим				ement	egenek eM teic	y .		praemagamaM lai	W		_	u	pitegicitus Trevas boos		9	noilec	Y bna jisiss¶ vo⊕ boo⊕		oildu9 l altegiai emeva:	
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	Budget Linkage		M2COV			00000	002090	33SC		000000000000000000000000000000000000000	15210			AN AN				٧	/N	100	Α'N	
ONAL	Linkage l Project ID.		NKP - Indicator		a ivojuO -	e amo	entuO -	lanoits	оръек	f JuqtuO - 6 emostriO	- 90un	ailqmo:	9	f huqtu D - 84	smostuO - so	usilqmo:	,	eanei	Като		pliance e 9 - Ou 1	Опусовы
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XIRECTORATE BUDGET AND TREASURY

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	Partfalio of Evidence	Council Resolution	Council Resolution	Phints & Cabundons on Financial Indeators	Outstanding Service Print & Celculations	Outstanding Sewton	Asset count report from Ducharme. Report from Ducharme. Report to MM	2018/19 Asset Register	GIS Print out
	Contoorts			The first allocation of equinals Others was 18 of 201 million plas as of ward first a cofferend allocation of In MiG in the first quarter.	See Poe's for proof				
	Plannod Rencadial Action			Special Adjustment budget will be done as per section 25 of the MFMA	SYSTEM VENDOR WORKING ON THE SPOBLEM	Supplement of the form of the			
	Resean for Deviation			Additional grant funding received, see reviews DORA affaction to POE'S	System Orfitoilies	Ne occumenta were published is Countil The Mayors schools on 29 did not all due to the absence of an September 2021, this Countil did elected Mayor. System Difficulties PSYSTEM VENDOR WORKING CNI THE PROBLETE AND CONTY SEMEMENT OF A STATEM VENDOR WORKING CNI THE PROBLETE AND CONTY SEMEMENT OF A STATEM VENDOR WORKING CNI THE PROBLETE AND CONTY SEMEMENT OF A STATEM VENDOR WORKING CNI THE PROBLETE AND CONTY SEMEMENT OF A STATEM VENDOR WORKING CNI THE PROBLETE AND CONTY SEMEMENT OF A STATEM VENDOR WORKING CNI THE PROBLETE AND CONTY SEMEMENT OF A STATEM VENDOR WORKING CNI THE ADMINISTRATION OF			
	Actual Exponditure i Revenue			R 281 003 000 470 903 000 R 645 203 000					
	Quartorly Actual Achievanest	1 1 1	2021/22 Adjustment Budgel approved CC38/2022 deted 18/09/2022	42,00%	3 Electronic version submitted 2 Electronic version submitted 3 Electronic version submitted sectionic version submitted	Concentration of the spectrum		100,00%	100%
	Rating	0		(2)			0	9	9
	Quarterly Projected Target		2021/22 Adjustment Budget approved by 28 February 2022	27% RY78 887 980 70% RA42 33 810 100% R842 341 610	a Electronic version submitted 3 Electronic version submitted 3 Electronic version 3 Electronic version submitted 5 Electronic version submitted	Budget Process Plan Quarterly (sec 11 & 22) Reports Quarterly (sec 11 & 22) Reports Quarterly (sec 11 & 23) Reports Reports Reports Budget (sec 11 & 23) Reports	2020/21 Asset count completed and report to municipal manager	2020/21 Asset Register 100% reconciled	160%
	Quarter	F20S1800A:0 bateb	- 0 0 +	- N W 4	- ~ ~ ~	- 0 0 4	- 4	- 2 8 4	- N M 4
	Base Line	Firm 2021/22 Budget policies & lariffs approved CC 64/2021	2020/21 Adjustment Budget approved. CC 17/2021 dated		10 Electronic version of the tectronic version of the	Paraments on the street relative decuments published on the Parampd Pa	Inuos tassA 0Stef 0S of hoger bns batelqmos regenem tsqisimum	2019/20 Asset Register 100% reconciled by 31/80/2020	ti benataiget enw were tegistered the asset register communication
The state of the s	Revised Target / Adjustment Budget			Adjustment Budget CC5972022 dated T8/03/2022					
	Budgel	ο α	0	R635 767 000	0	α	R 0	0	80
	Annual Performance Target	Approving the final 2022/23 budget trained policies and surfls by 31 May 2022	Approving the 2021/22 adjustment budget by 28 February 2022		Submilling 12 electronis version of the section of the section 17 report to the NT delabases by June 2022.	Publishing 9 approved budger nellind ad documents on the municipal wester 8 30 June 2022.	Completing the 2020/21 asset count and Studied great to municipal manager by 30 June 2022	Reconciling the 2020/21 asset register 100% to the financial statements by 31 August 2021	Ensuring that 100% of all identified assets are register (2020/21) by 31 August 2021
	Key Performance (ndleators (KPI)	2022/23 Budget related policies approved	Number of 2021/22 adjustment budgets approved	Grants as a percentage of revenue received	Number of section 71 report submitted to NT	documents published	2020/21 Asset count completed and reported	2000/21 Asset register 100% reconciled	Percentage of all identified assets on register
	Objectives	To approve the budget in order to comply with legislation	To approve the adjustment budget to comply with legislation	To denify the grents received its revenue to better service delivery	To submit see 71 reports to NT in order to comply with legislation	actuar that at experience that at experience that at experience the publishes on the publishes on the whester as inciding the MFAM.	To ensure that all municipal assets are accounted for	To entrance a clean audit	To comply with GRAP17
To September	Welghting	2,17%	SCHOOL COVER HAIRING	20	2,17%	2,17%	2,17%	2.17%	ManagenaM
	Key Performance Area (KPA) Back to Basics	Good Governance and Public Parlicipation	boe Governance and Public Participation	& Waniejeal Financial Viability & Management Management	A Vilidal Viability & Manielpal Financial Viability & Management	Municipal Financial Visbility & Management Good Governance	leisneni TleqninM memeganeM & vilidalV InameganeM leisnani T	Municipal Financial Viability & Management Tremagement in	Municipal Financial Viability & Menagement Financial
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	ali mətl	BUD7	BODS	BUD9	BUX10	BUD11	A5S1	ASS2	ASS3
	Budget Unicege	∀/N	V/N	0000000000000521 & 00000000000000000000000000000000000	A/N	¥/N	Ψ/N	AM	AM
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DIRECTORATE BUDGET AND TREASURY

	Portfollo of Evidence	Recornillation extrainions. Desalted balling list-front and last page				Reconsitiation calculations							
	Corntrath	A A A S	Concentrated Oradi Control actives are behing done in actives are behing done in actives are behing done in which solution into the new quarter which solution increase the continuing into the new quarter which solution increases the continuing into the new quarter which active into the manual periodic orange or active beling and to day and consumers must have it days notice before any disconnection and restrictions could be implemented	Concentrated Credit Control actions were implemented in the third greater from Alousey. Heri agreement from Alousey. Much 2022 and are conflicing into the last quarter which should increase the collections. Final Demands are being sent out and concurrence must have it days notice before any disconnections and restrictions cooled be implemented.		Chedit Control actions were started in late Aug 21 whereby Final formation were sent out and consumers had to get 14, days notice before any deconnections and restrictions could be implemented		Concentrated Cheed Coetical additions are implemented in this sections was implemented in this should natural. Mater Object and are continuing should increase the coefficients. Should increase the coefficients. At days refore before any disconnections and relaticities could be implemented					
	Planned Ramedial Action	Onset Control actions were stered in late Gredit Control actions were Aug 21 sets des confehining find the new sterent in late Aug 21 winner perfections for the sterent sets and consumes had to get describe and consumes had to get despectively on the page of	Concentrated Gredit Control politors are being done in usuary 2022 and are confining find the new quarter which should increase the collections	Concentrated Credit Control endors were implemented in the third equater from James - Marco - Marco - Marco - Marco - Control on the detail and a controlled prior the lett quarter which should precesse the collections.		Credit Control achieves were sharted in late, Aug 21 was see confinating the the rew quarter with sharted increase the collections	Concentrated Checit Control actions are properly of the state of the confirming into the new quater which should increase the collections. Final about of the confirming the collections. Final about the remains the state of the should be controlled to the confirming the behind the behind the behind the should have stated the state of the should be constanted in a state of the should be should b	Conscribind Ocell Control achievs vero implemented the bind quarter from the control of the bind quarter from from the bind quarter which strond from see the collections.					
		R717 877 089 / R 5 61/3 974 684. Collections were checked in July 6 Aug. 12 where the Sole was closed for year end. July 6 Aug. Aug. 1. Threaten minimal credit control actions could be implemented	Iti 356 616 466 f. 8 6.035 746.02). Peyments and collections were low in December 2022 due to line fession Season	Rt 889 902 902 / R 6 512 488 499 . Peyments in January to March 2022 Improved beautary to March 2022 Improved beautary to March policy was improved beautiful policy was marchined of aller inclinated off aller inclinated off aller inclines ware given		Collections were impeded in Ligh & Aug 27 where the Software absect for year ond, Julk & Aug 21 thurse were done in Aug 21. Therefore mainteal control actions could be implemented	Concentrated Craft Control ectors are and add dock in Limitery 2022 and are confining nin the new quarter which should increase the collections	R1 307 150 505 R R 512 486 489. Plannoth in January to March Plannoth in Plan					
	Actual Expenditure / Revenue					R428 724 149 R5							
	Quartorly Actual Achievement	12,35%	22,46%	30,08%		7,34%	14,85%	20,71%					
	Rading												
	Quarterly Projected Target	30%	5.00	**005	30%	25%	25%	25%					
	Quarter	-	N	n	4	-	64	e) ==					
	Base Line	Bujp	R2 546 039 379 outsten	% <i>IS</i> 9\$		390\$ bedcadloo 000 2,586 \$18 1.Fl							
	Revised Target / Adjustment Budget												
		30% of outstanding deblors				% of autstanding debters owing to Councils a end of Councils are of of Councils are of of Councils.							
	Annual Performance Target	Heiving at the most 50% of dectors outsiterating of own revenue by 50 June 2022				Collecting at least 25% of bobt of manay towast to the municipality by 30 June 2002.							
	Key Performanoe Indicators (KPI)	Percentage of debtors outstanding as of own revenue				Percentings of dish collected as a percentage of an anorgo event to the anorgo event t							
	Objectives	To control debt management to ensure financial sustainability				To control deet management to ensure financial sustainability							
	THE COST	2,17%			_	2,178							
	Performance Area (KPA) assis to Basics		Interioral Viscoury & Memagement			Financial Management							
	Key		- Пелсіві Viebility & Меледетепт	i kadalandi		Municipal Financial Viability & Management							
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DIRECTORATE BUDGET AND TREASURY

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	Portfolio of Evidence	Prints & Caculations for Francial Indicators			6046.				Indigent register.						Reconciliation calculations, Detailed billing list - front and last page				9040			
	Comments	Concentrated Credit Control	andions are heling done in January 2022, and are continuing into the new quarter which should increase the collections	Concentrated Gredit Control			More applications are received due to the appointment of new councillors		New applications started coming in Sept 2021 and are being	processed, it is envisaged that the Mayoral Imbizo's in October 2021 should encourage new indicents to apply and the terral	will be overachieved and will have to be adjusted		More applications are received due to the appointment of new councillors				New applications received in the third quarter due to new council been elected					
	Planned Remedial Action			R148 230 407 / R 190 126 530 .	New registations were impeded in July 8 New expoleations started coming in Sept. Aug 21 where the Sofar was obsered fine 2001 and are being processor, it is year end, in these months minimal law, envisaged that the likeyoral Inhibos in applications could be processed. October 2002 Should encourage new inflaments to nopty.				New registartions were impeded in July & Aug 21 where the Solar was closed for	year end, in these months minimal new applications could be processed. Oue to the fact that an indigent application is valid for 5 years, the target will have to	De adjusted				New registantions were impeded in July 8. Aug 21 where the Solar was closed for year end, in these months minimal new applications could be processed.	New applications are expected due to the appointment of new councilors			New stock must be purchased in the new quarter as the stock has become depicted	al year thereby reachingothe target		
	Rasson for Deviation			R148 220 407 / R 190 128 530	New registations were impeded in July 8 New 21 where the Solar was chared for year end, in these mortifis minimal new applications could be processed.										New applications started coming in Sept 2021 and are being processed, it is envisaged that the Mayoral Imbizo's in October 2021 should encourage new indigants to apply	Minimal new applications recived due to no reponse from indigents, could be as a result of the municipal elections			Minimal purchases were made in this period as surplus stock from the previous financial year is being distributed before new stock frems ere purchased	Purchases ere made for the 21/22 financial year thereby reachingothe target	Purchases are made for the 21/22 financial year thereby reaching the target	
	Actual Expanditure / Revenue				R 30 784 015	R 112 079 912	R 169 367 871												R 12 739	R 20 899 870	R 22 731 884	
	Quarterly Actual Achievement	71,76%		77,96%	16,47%	%58'69	90,61%		21 837			22 246	22 502		19,D%	19,64%			0,04%	968%	75%	
	Rating		(9)		6)						()		0							
	1 Public participation meeting conducted	70%		72% 75%	26% R46 735 957	50% R83 471 914	75% R140 207 871	100% R 186 943 827	20 700			20 800	20-900 18 750	30-000- 25 000	30%	30%	30% 20%	30% 20%	25% R7 575 000	50% R15 150 000	75% R22 725 000	100% R38 300 000
	Quarter	-	8	60 mg	-	2	60	*4		-		2	en .	4	+	8	e l	4	-	81	65	4
	Bate Line	(%)	98897390] #36.6 83 of #36.67 euolye	: अप् ताला)	i jus	qs 788 (E/182 000		\$80	se basic servic	n) nijiw eblork	asnoy p	evorqqA BTT	SI		%GZ			poeur	ls 838 ht	F34 6:	
Revised Tarnet	Adjustment				26 Mid-Year 197 Performance 5 Assessment CC9/2022 dated 39 31/01/2022	2 Refer to Adjustment Bucked	,		Mid-Year Parformance As wearand and CoSwazardand SHIR12022				Mid-Year Performance Assessment CC9/2022 dated									
	Budget	R 0			R186 843 827 (R26 264 454 + R21 897 291 + R24 383 065 + R14 649 900 + R44 949 645 + R38	887 235 + R15 1 237)			0				Ne No				R 30 300 600					
	Annual Performance Target	Increasing 5% (83,4% to 75%) in annual service debtors collection rate by 30	June 2022		Spending on free basic services by 30 June 2022 - (Account Holders)				Approving at least 30-000, 25 000 increasholds with free basic services (indigents) by 30 June 2022.				Regalering all least 30% 20% of R control of the co				Syervine by 30 June 2022 servines by 30 June 2022					
	Key Performance Indicators (KPI)	Peccelego increase in In- minual debicor collection es minual debicor collection in the Signature spend on thee Signature spend on thee Signature spend on the Signature spend on the Signature spend on the Signature spend				Number of gorcycoed A chosseholds with the basic h teevices (indigents) (()				Percentage of households is registered serring less in than R3 220 per mosth in				Rand value spend on fee is best afternative cervices								
	Objectives	To horsess Payments Received vs. Morality Levies (Obtacion) rate of billings) Indigent Strainly for Five Brack Services allocations to comply with legislation				Indigent Subsidy for Free Basic Services	allocations to comply with legislation					Indigent Subsidy for Free Basic Services allocations to comply with legislation				Indigent Subsity for Free Basic Services allocations to comply with legislation						
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Working ensure c timelines				
Due to the finensity served of 2021 Working procedures the Solar system operated in ensures August thereto the billing schedule could limiting not be implemented as planted and it has regetively affected payment rates.				
R 79 392 049	R 188 508 465	R 270 329 148		
.16%	38%	55%		
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45% R220 633 836	60% R397 140 905	75% R367-723-060 R252-496-500	81% R397 140 906 R336 662 600	
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Adjustment Budget CC3672022 dated 18/03/2022				
H336 652 900 Adjustment 8146 Budget 146 905 - 18649-1860222 asked 18092022				
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value revenue sed from budgeled ie for property rales				
2,17% To collect treatment for Rand. To property rates to comply collect with legislation (Implementation of the Municipal Property Rales Act 7004 (Act no. e.e. or or not.)				
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achievement are over the estimate for The sale of water is dependent on the consumption of consumers and there are water meters that are faulty The sale of water is dependant on the consumption of consumers and there are Purchases of prepaid electricity exceeded the estimate for the quarter Reason for Devlation tcluals exceed estimated Actual Expenditure / Revenue R260 695 713 R 249 558 828 R 364 394 209 R145 108 182 R369 001 128 R133 005 899 R 2 055 745 R 6 992 414 R3 932 040 Quarterly Actual Achievement 27,38% 13 715 49,2% 69,6% 26% 49% 44% 87% 65% Rating 0 1 Public participation meeting conducted 9 800 9 800 9 800 9 900 11 250 Hhs 10-000 15 000 Hhs 25% R132 614 095 50% R285 028 191 75% R397 542 286 100% R530 056 381 25% R2 013 376 50% R282 213 917 75% R423 320 876 100% R564 427 834 25% R141 108 959 50% R4 026 752 75% R6 040 128 100% RB 053 504 Quarter 2 e -2 8 44 n -~ 7 (7) 4 ABJaua DevorqqA TTI &1 cuseholds with free basic alternative vorena Base Line RS62 872 869 collected R127 296 442 R259 998 774 collected Mid-Year Performance Assessment CG9/2022 dated 31/01/2022 Revised Target Adjustment Budget R530 056 381 (R322 522 356 + R207 534 025) R564 427 834 (R24 383 065 + R588 810 899) Budget R 8 053 504 Collecting actual revenue from electricity sates (conventional meters) by 30 June 2022. Collecting revenue from water sales (conventional maters) by 30 Juna 2022 h Approving at least \$0.000 15.000 households with free basic alternative energy (indigents) by 30 June 2022 Annual Performance Target Collecting revenue from pre-paid electricity sales by 30 June 2022 Rand value revenue collected from electricity sules Rand value revenue collected from water sales Rand value revenue collected from pre-paid electricity sales Number of households will free basic alternative energy (indigents) approved Key Performance Indicators (KPI) To effectively do revenue collection to ensure sound financial matters To effectively do ravenue collection to ensure sound financial matters To effectively do revenue collection to ensure sound financial matters Indigent Subsidy for Free Basic Services allocations to comply with legislation Objectives gniidgieW 2,17% 17% anthurtzerlini Services Financial Management Financial Management тпалстві Мападетелі seck to Basic Service Delivery & Infrastructure Development Area (KPA) Aunicipel Financial Viability & Management Municipal Financial Viability & Municipal Financial Viability & Management Key Performa K Weits K Weitsz zspają y off matt SEV8 42021334050AWSSSSSAAW Brqder Fluirag SSS 1321190ELZZZZHO AW. Project SD. Dperational landilaraqO IsnoiteraqO (anoiteraq0 Top Layer! Bottom Layer!

DIRECTORATE BUDGET AND TREASURY

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	Annual Performance Target	Correcting at least 100% of all skentifled. Incorrect billing properties by 30 June 2022.				Levying at least 88% of all consumer accounts before or on 25 of each month by 30 June 2022.						
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	Commante	Daily cash frow meetings are in place to prioritise payments	Dally cash frow modifies or in place to prioritise payments	Daily seah flow mealings are in place to prioritise payments							Copy of the Websile attach that all the Awarded Tenders where Advertised		
	Planned Remodal Action	Revenue enthancement project will address the current status	Revenue enhancement project will address the cirrent stifus.	Revenue enhancement project will address the current status		Bid adjudication committee 10 adjudicate reports within 45 days	Bid adjudication committee to adjudicate reports within 45 days	Bid adjudication committee to adjudicate reports within 45 days		The register will be forwarded by the 5th of each month	The register will be forwarded by the 5th of each month		
	Ressan for Deviation	Covid-19 affect the collection rate and reduce the speed rate of payment to service providers	Coveris affect the collection rate and estimate the several rate of payment to service providers	Covid-19 affect the collection rate and reduce the spend rate of payment to service providers		Recommendation was forwarded on the 2nd Quarter to the office of Municipal Manager for the approval	The two tenders which were Bid adjudication committee to recommended were forwarded on the 3rd adjudicate reports within 45 days. Quarter to the office of Municipal				The tender register was finalised on 10 The register will Januery 2022 and was only forwarded to of each month Data on 11 January 2022		
	Actual Expenditure i Revenue												
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Mary III	Reting	60000000000000000000000000000000000000	<u> </u>	02149242	_L	2 4 T	<u> </u>) 		Keni	<u>Lear</u>	3 2 2	L
	Quarterly Projected Target	7.22%	*****	28%	25%	98% No received / No forwarded	98% No received / No forwarded	98% No received / No forwarded	98% No received / No forwarded	100% No received / No forwarded	100% No received / No forwarded	100% No received / No forwarded	100% No received / No forwarded
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	Revised Target ! Adjustment Budget						·						
	Budget	o c				RO				R0			
	Annual Performance Target	Setting at least 25% of all psyments (peedloss) done within 30 days of invoice) stakement by 30 June 2022.				Ensuring 98% of all the recommendations on the allocated tenders I projects are forwarded to the	Office of the Municipal Manager for approval, appointment letters and resolution by 3th June 2022.			Forwarding 100% of all supply chain management contracts in terms of Section 75(1)(g) of the MFMA to the ICT	seakon for publishing on the municipal website by 30 June 2022		
	Key Performance Indicators {KP!}	Percentage of pelyments within 30 days from date of invoico / stefement				Percentage of recommendations on tenders / projects of	allocated tenders are approved				municipal website		
	Objectives	To control credit management to ensure timeurs payment of creditors and service providers					Regulation)(SCM Policy of CoM)			Ensure that all supply chain management awards are published on	the municipal website as required by the MFMA		
	soles A of Yos A gainst a gain and a gain an	2,17%	InemegeneM letoneel 7			2,17%	Sommer	100 bood		2,17%	109шабын	M laionani?	
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	Portfolk of Evidence	Specification request. Beit process plan. Beit process plan. Plan. Plan.	Notices, Agencia Nursies & Attendance Register						
	Contopeits		User departments to submit process plan as stated in the procurement plan						
	Planned Kanadisi Action		User department invitation Reponse Register will be in place to make some Inc. and department stemes Signal in Demand Management to assist the department with the market analysis and bills of quantities.						
	Rasson for Devladon		1. Tentiers were referred back due to inch of market mulgists end bill of guildise from beser capatiments 2. User Oppartments were not coprate and the meeting to present that specialitions the meeting to present that specialities.						
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	Quarterly Projected Target	No of received the committee process plans compiled	100% No of receibed contents of receibed comments 1 No of contents 1 No of contents 1 No of contents 1 No of received specifications documents and of received specifications are contents 1 No of received specifications documents 1 No of received specifications of comments 2 No of received specifications documents active that of specifications documents active that of received specifications documents active that of a working days (100%) No of received specifications documents active that of received specifications documents active that of a working days documents active that of accepted specifications documents active that of accepted specifications documents active that of accepted specifications are active to the contents active that of the contents active that the specification of the contents active that the contents active the contents active that the contents active the contents						
	Quarter	- N M	- N P						
	Base Line	10096 44 Specification received / 44 bid committee process plans compiled	: Specifications documents received 1 48 received should allow decuments advertised within 14 working tlays.						
THE REAL PROPERTY.	Revised Target / Adjustment Budget								
THE PERSON NAMED IN	Budget	o K	Ω						
	Annual Parformance Target	committee of the lide of Compilers, 60% of bit countribre committee precision of the compiler of specification by 20 Line 2022 specification compiled specification of the compiler of specification o	Athentieng 100% of all received specifications documents carrectly eithin 14 days by 30 June 2002						
	Key Performance Indicators (KPI)	committee presess plan for committee presess plan for exp. act actived appetitional on compiled appetitional on compiled	Percentage of all received specifications documents absentised cornelly within 14 days						
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Portfolio of Evidence	Evidenta Agenta Evidention registra	Notices, Agenda. Minules & Attendance Register Adjudication report	SCM Report. Resolution
Сомперіс			New Mayor elected on 28 September 2021 Awenting Council Resolutions Aweiting Council Resolutions
Planned Remedial Antion	BEC to ensure unless are evaluated whithis degraded days. 2 504 to imprave its record keeping management system after the cuining of tonder for safeguard.	Chairpean of the BAC to another that bid consultees are servings plans to adjuste as reports within 7 days adjuste as reports within 7 days chairpean of the BAC to morater that bid committee medings plans to adjusticate reports within 7 days	Election of a new Executive Mayor and Mayoral Committee.
Reason for Daviation	It lended (Johanne ordension 18 words (reservoir was conceiled as there was absend) sorvice provider on the site. 2 Electrical Carellant was submitted and quarter to BAC 3 COMISCH/ESGOXIVE1 was also character to BAC	BAC to ensure tenders are adudened within 45 working days 2 80-90 to improve its record keeping menagement system allor the oldsing of tender for safeguard BAC to ensure tenders are adulticated within 45 working days 2 80-90 to improve its record keeping menagement system after the cleaning of tender for system after the cleaning of tender for septing and system after the cleaning of tender for septing and system after the cleaning of tender for septing and system after the cleaning of tender for septing and system.	EM pussed away on 16 July 2021 and Mayoral Committee dissolved for Sec. 60(5) of the LG. MSA
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a Quarter	+ N N T	- N W 4	- N 8 4
Base Line	75% 3 Tender documents received / 55 successful evaluated within 45 working days	B7%. Tender documents received / 54 successful edjudicated within 45 working days	4 Quanterly reports submitted, but none approved by Council
Revised Target / Adjustment Budgel			
Budget	o oc	0 8	8 0
Annual Performance Target	Equation (1978) of all received broide decuments successful with in 45 working days by 30 June 2022	Adjustment 100% of all adjustment Adjustment of Bracking days by 30 June 2022	Submitting 4 quarterly reports on the implementation of SCM policy to council by 30 June 2022.
Key Performance Indicators (KPI)	encentral of received tracked tracked controlling of the controlling o	Percentago of all adjustment transfers successful adjustment of working days within 45 working days	Number of SCM reports submitted to Council on implementation.
Objectives	Cooperation and Cooperation and Cooperation and Controls to ensure countrols to ensure countrols (SCM Regulation) SCM Regulation)	To implement internal Co-operation and Controls to ensure Controls to ensure compliance with legislation (Section 29 of SCM Regulation)	To implement a Supply Chain Management policy to comply with legislation
Back to Basics	InomegeneM leicneni 7	Financial Management	Themagenek laineani F
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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



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
	Impact and Influence
Strategic Direction and	Institutional Performance Management
Leadership	Strategic Planning and Management
	Organisational Awareness
	Human Capital Planning and Development
People Management	Diversity Management
reopie ivianagement	Employee Relations Management
	Negotiation and Dispute Management



Program and Project Management Program and Project Planning and Implementation Service Delivery Management Program and Project Monitoring and Evaluation						
Financial Management	 Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Monitoring 					
 Change Vision and Strategy Process Design and Improvement Change Impact Monitoring and Evaluation 						
 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.



5. Competency Descriptions

departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate and set objectives 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 Demonstrate 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 Demonstrate a basic understanding of legicolate in the consequences of actions or elevant parties Displays 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 Demonstrate a basic understanding of legicolate in the consequences of actions and results Develop actions Develop		Cluster	Leading Competencie	es			
BASIC COMPETENT LEVELS COMPETENT ADVANCED SUPERIOR ADVANCED SUPERIOR ADVANCED SUPERIOR ADVANCED SUPERIOR SUPERIOR ADVANCED SUPERIOR SUPERIOR SUPERIOR ADVANCED SUPERIOR SASSED SACTIVE SUPPORTMENT SUBLISHMENT LESSIBLE SUPERIOR S		Competency Name	Strategic Direction ar	id Le	adership		
Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate institutional strategies but has limited influence in directing strategy and institutional strategy and influence in directing strategy and institutional strategy and institutional strategy and institutional performance management, but lacks the ability to integrate systems into a collective whole Demonstrate a basic understanding of institutional collective whole Demonstrate a basic understanding of surgers and edicational structures and political factors and the communicate barriers to execution to relevant parties Provide guidance to all stakeholders in the achievement of the strategic mandate at the development and influence in directing strategy and indepartment of the strategy and implementation of strategy and implementation and results from the institutional strategy and indepartment of the morale, engagement and guide strategy in plans to execute and guide strategy in performance measures to monitor the progress and effectiveness of the institutional structures and political factors Effectively communicate barriers to execution to relevant parties Provide guidance to all stakeholders in the achievement of the strategic minduence on the morale, engagement and surgerisor of team members Develop actions performance measures to monitor the progress and effectiveness of the institutional structures and political factors Effectively communicate barriers to execution to relevant parties Provide guidance to all stakeholders in the achievement of the strategic minduence on the morale, engagement and sinfluence on the morale, engagement and surdictivation of team members Develop actions performance measures to monitor the progress and effectiveness of the institution and structures and political factors and the amount of the consequences of		Competency Definition				nspir	e and deploy others to
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 and participation of team members Develop actions plans to execute and performance management, but lacks the ability to integrate systems into a collective whole Demonstrate a basic understanding of integrate systems into a collective mode Demonstrate a basic understanding of integrate systems into a collective mode Demonstrate a basic understanding of integrate systems into a collective mode Demonstrate a basic understanding of integrate systems into a collective mode Demonstrate a basic understanding of integrate systems into a collective whole Demonstrate a basic understanding of integrate systems into a collective whole Demonstrate a basic understanding of integrate systems into a collective whole Demonstrate a basic understanding of integrate systems into a collective whole Demonstrate a basic understanding of integrate systems into a collective whole Demonstrate a basic understanding of integrate systems into a collective whole Demonstrate a basic understanding of integrate systems into a collective whole Demonstrate a basic understanding of integrate systems into a collective whole Demonstrate a basic understanding of integrate systems into a collective whole Demonstrate a basic understanding of integrate systems into a collective whole Demonstrate a basic understanding of institutional structures and political factors Displays an awareness of the institution and relate into own work Develop actions plantage featureness of the institution and reflectiveness of the institution and relate into own work Demonstrate a basic understanding of institutional structures and political factors, and the consequences of actions Demonstrate a basic understanding of institutional structures and po				NT			
institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate institutional strategies but has limited influence in directing strategy and influence in directing strategy and institutional performance management, but lacks the ability to integrate systems into a collective whole of Demonstrate a basic understanding of key decision- makers Demonstrate a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole and alignment to strategic intent to blocal government priorities and alignment to boloal government priorities and alignment to strategic intent to blocal government priorities and alignment to strategic intent to blocal government priorities and alignment to strategic intent to blocal government priorities and alignment to strategic intent to blocal government priorities and structives and understanding to develop and implement a comprehensive institutional affectiveness of the institutional structures on performance measures to monitor the progress and effectiveness of the institutional structures and political factors. Effectively communicate barriers to execution to relevant parties	F						
communications and develop strategies, positions and alliances		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	 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		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	•	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

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Cluster		Leading Compete	ncie	s		
Competency Name		People Manageme	ent			
Competency Definition	on	diversity, optimise order to achieve ir	tale stitu	<u>.</u>		
BASIC		ACHIEVEMS COMPETENT	ENT			
Participate in team	•	Seek	•	ADVANCED Identify ineffective	•	SUPERIOR Develop and
 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 		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		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		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
(6)						

Cluster	Leading Competer	Leading Competencies			
Competency Name	Program and Proje	ect Management			
Competency Definitio		d program and project man nitor and evaluate specific ctives			
		ENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR		
 Initiate projects after approval from higher authorities Understand procedures of 	Establish broad stakeholder involvement and communicate the project status and key milestones.	 Manage multiple programs and balance priorities and conflicts according to institutional goals 	Understand and conceptualise the long-term implications of desired project outcomes		
program and project management methodology, implications and stakeholder involvement Understand the rational 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	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 make needed adjustments to timelines, steps, and resource allocation	 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 	 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 		



Cluster	Leading Competencies					
Competency Name		Financial Managem	nent			
Competency Definition Able to compile, plan and management and a accordance with recognised final all financial transactions are management.			ent and administer pro nised financial practice s are managed in an e	cures. F	ement processes in further to ensure that	
BASIC	Г	ACHIEVEME COMPETENT	:NI	ADVANCED	Ι	SUPERIOR
Understand basic	•	Exhibit knowledge	•	Take active	•	Develop planning
financial concepts and methods as they relate to institutional processes and		of general financial concepts, planning, budgeting, and forecasting and		ownership of planning, budgeting, and forecast processes and provides	•	tools to assist in evaluating and monitoring future expenditure trends Set budget
activities		how they		credible answers to	Ť	frameworks for the
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	•	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	•	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		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



Cluster	Leading	Competencies	s	
Competency Name	Change	Leadership		
Competency Definition	order to professi	successfully dional and quali CHIEVEMENT	ADVANCED	v initiatives and deliver unity SUPERIOR
 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 	of the chaimpact or political a economic environm Maintain focus dur Able to as members change a them focu deliverab Volunteer change e outside or team Able to ga and approchange frelevant stakehold Identify changes assist in resistance factors Design clinterventiare aligned institution	the social, and companies and	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	 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



Cluster	Leading Competen	cies	
Competency Name	Governance Leade	rship	ii.
Competency Definition	and compliance red governance practic	rect and apply professiona quirements and apply a tho es and obligations. Furthe of relevant policies and ent nships	rough understanding of r, able to direct the
		NT LEVELS	
BASIC	COMPETENT	ADVANCED	SUPERIOR
Display a basic awareness of risk, compliance and governance factors but require	Display a thorough understanding of governance and risk and compliance factors	Able to link risk initiatives into key institutional objectives and drivers	Demonstrate a high level of commitment in complying with governance
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	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	 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 	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	s		
Competency Name		Moral Competence			
Competency Definition	on			iggers, apply reasonin stently display behavio	
	_	ACHIEVEME	NT		
BASIC	-	COMPETENT		ADVANCED	SUPERIOR
 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 	•	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	•	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	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

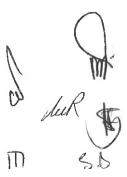
Cluster		Core Competencies	3			
Competency Name		Planning and Organ	nisin	g		
Competency Definition	n	effectively to ensure contingency plans t	e the		n ar very	nd resources and build efficient
	_	ACHIEVEME	NT		_	41100000
BASIC		COMPETENT		ADVANCED	-	SUPERIOR
Able to follow basic plans and organise tasks 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		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		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		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



problem solving of analysis, but lack detail and thoroughness recommendations 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 problems and approaches and techniques create an environment and techniques Engage with appropriate individuals in analysing and resolving complex problems on various areas in the institution on various areas in the institution monitor trends key challenges prevent and manage able parts and external stakeholders on opportunities to enhance such innovative thinking problems Able to break down complex problems Able to break down complex problems Consult internal and techniques Engage with appropriate individuals in analysing and resolving complex problems I based problems solving approach individuals in analysing and resolving complex problems Solutions Engage with appropriate individuals in analysing and resolving complex problems I based problems on various areas in the institution Engage with appropriate individuals in analysing and resolving complex problems I based problems on various areas in the institution Engage with appropriate individuals in analysing and resolving complex problems I based problems on various areas in the institution Engage with appropriate individuals in analysing and resolving complex problems I based problems on various areas in the institution Engage with appropriate individuals in analysing and resolving complex problems I based problems on various areas in the institution Engage with appropriate individuals in analysing and resolving complex problems on various areas in the institution Engage with appropriate individuals in analysing and resolving complex problems on various areas in the institution Engage with appropriate individuals in analysing and resolving c	Cluster	Core Competencie	s	-
establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives Competent	Competency Name	Analysis and Innov	ation	
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 Was and provide rationale for recommendations Able to balance independent analysis manalysing and problems Able to balance objectivity, insight, and thoroughness when analysing and reasolving complex problems Able to break down complex problems into manageable parts and identify solutions 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 Able to break down complex problems into manageable parts and dentify solutions Consult internal and external stakeholders on opportunities to enhance such innovative thinking Able to break down complex problems Consult internal and external stakeholders on opportunities to enhance such innovative solutions to stakeholders Continuously identify Clearly Clearly Clearly Clearly Continuously identify Continuously identify Continuously identify trends and best practices in process and service delivery and propose institutional application Continuously identify Continuously	Competency Definition	establish and imple improve institutiona objectives	ement fact-based solutions al processes in order to ach	that are innovative to
 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 Coaches team members on analytical and innovative approaches and techniques Coaches team members on analytical and innovative approaches and techniques Create an environment conducive to analytical and fresolving complex problems when analysing and resolving complex problems Able to break down complex problems into manageable parts and dentify solutions Consult internal and external stakeholders on opportunities to enhance such innovative solutions to stakeholders Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders Continuously identify Continuously identify Continuously 				OUD TO OD
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 proposed innovative thinking Logical techniques and approaches and approaches and provide approaches and techniques Demonstrate objectivity, insight, and thoroughness when analysing problems objectivity, insight, and thoroughness when analysing and resolving complex problems on various areas in the institution Formulate and interventions that marginally challenges the status quo Listen to the ideas and provide and provide and provide approaches and techniques Create an environment conducive to analytical and innovative solving approaches and techniques Create an environment conducive to analytical and findividuals in analysing and resolving complex problems on various areas in the institution Formulate and techniques Create an environment conducive to analytical and innovative solving approaches and techniques Create an environment conducive to analysing and resolving complex problems on various areas in the institution Formulate and techniques Create an environment conducive to analysing and resolving complex problems on various areas in the institution Formulate and techniques Create an environment conducive to analysing approaches and techniques Create an environment conducive to analysing and resolving complex problems on various areas in the institution Formulate and innovative individuals in analysing and resolving complex problems Consult internal and external stakeholders on opportunities to enhance such innovative and innovative solving approach and techniques Create an environment conducive to analytical and follows and monitor trends for monitor trends and best practices in process and service delivery and propose institutional application process optimisation Continuous				
enhance internal to identify client in sharing best processes needs practice solution and engage in national and	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	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	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	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



Cluster	Core Competencie	s	
Competency Name	Knowledge and Inf	ormation Management	
Competency Definition	information through the collective know	e generation and sharing on various processes and makedge base of local govern	edia, in order to enhance
	ACHIEVEMI	ENT LEVELS	
BASIC	COMPETENT	ADVANCED	SUPERIOR
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	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	 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 	 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



Cluster	Core Competencie	Core Competencies			
Competency Name	Communication				
Competency Definitio	and concise mann	mation, knowledge and ide er appropriate for the audie persuade and influence stane	ence in order to		
		ENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR		
Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance	 Express ideas to individuals and groups in formal and informal settings in an manner that is interesting and 	 Effectively communicate high- risk and sensitive matters to relevant stakeholders Develop a well- defined 	Regarded as a specialist in negotiations and representing the institution Able to inspire and motivate others		
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	 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 	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	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					
		ACHIEVEME	ENT				
BASIC		COMPETENT		ADVANCED		SUPERIOR	
 Understand quality of work but requires guidance in attending to important matters Show a basic commitment to achieving the correct results 	6 6 6 6	Focus on high- priority actions and does not become distracted by lower-priority activities Display firm commitment and	•	Consistently verify own standards and outcomes to ensure quality output Focus on the end result and avoids being distracted	•	Coach and guide others to exceed quality standards and results Develop challenging, client-focused goals and sets high standards	
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	• \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	commitment and pride in achieving the correct results. Set quality standards and design processes and tasks around achieving set standards. Produce output of nigh 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.	•	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	•	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	



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



Personal Development Plan of: Mr P Thelele

Compiled on: 7 February 2022

7. Support Person					
6. Work opportunity created to practice skill / development area					
5. Suggested Time Frames					
4. Suggested mode of delivery					
3. Suggested training and / or development activity					
2. Outcomes Expected (measurable indicators: quantity, quality and time frames)					
1. Skills / Performance Gap (in order of priority)	1.	22	ri e	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					
BENDOR PARK, PO	LOKWAME,	0699			
Residential Address 56	DE VILLIE	as Avenue	5		
BENDOR PARK, POL	DKWAME				
Position Held AcTing (AHGIAL OF	FICER	,	
Name of Municipality					
	-			31 Co.m.	
Tel: <u>081 426 6596</u>	Email: <u> </u>	theat 57 (a	gma	y I. Will	
hereby certify that the follo	owing informa	tion is comple	ete and	correct to the best	
Shares, securities and other financial interests (Not bank accounts with financial institutions.)					
Number of Natur shares/Extent of financial interest	е	Nominal Valu	ne	Name of Company/Entity	
	10				
	4/1				
2. Interest in a trust					
Name of trust		Amount of R	emune	ration! Income	
AIA.					
3. Membership, directorships and partnerships					
Name of corporate entity, Type of business partnership or firm			Amou	int of ineration/ Income	
NETTOREX (ON) ITA THE RESTRICTION ON			2 4	lA	

HOT IN OPERATION) BUSINESS ACTIVITIES

4. Remunerated v	vork outs	ide the Municipalit	y (Must	be sanc	tioned by Council.)	
Name of Employer		Type of Work Amou			unt of remuneration/ ne	
		NA				
Confidential Signature of Municip	al Manag	er:				
Date: <u>01 April 2022</u>						
5. Consultancies,	Retainer	ships and Relation	ship			
Name of Client	Nature	Type activi	of business ity		Value of any benefits received	
		NA		_	*	
6. Subsidies, gran	ts and sp	oonsorships by any	organi	sation		
Source of assistance Descriptions of assistance			/	Value of assistance		
		HIA				
7. Gifts and Hospi	tality fror	m a source rather the	nan a fa	mily m	ember	
Description	1	Value		Memb	er	
		HA				
8. Land and Prope	erty					
Description		Extent	Area	,	Value	
EAF 626 - SG DE VILLERS 71,533 AVENUE BENDOR		2 1,533 m ²	Polo	KWAN	E RILL MILLION	
	rektle '					
SIGNATURE OF SE	4	NAGER				

Alux D

PLACE: Klerksdorp

DATE: <u>01 April 2022</u>

OATH/AFFIRMATION

1.	_	ify that before administering the oath/affirmation I asked the deponent the ving questions and wrote down her/his answers in his/her presence:							
	(i)	Do you know and understand the contents of the declaration? Answer S							
	(ii)	Do you have any objection to taking the prescribed oath or affirmation? Answer							
	(iii)	Do you consider the prescribed oath or affirmation to be binding on your conscience? Answer							
	the cor that the the cor	that the deponent has acknowledged that she/he knows and understands attents of this declaration. The deponent utters the following words: "I swear e contents of this declaration are true, so help me God." / "I truly affirm that intents of the declaration are true". The signature/mark of the deponent is to the declaration in my presence.							
Comm	issione	er of Oath /Justice of the Peace							
(Block	letters)	s and surname: OLDHOM CHAISTO POWRIE							
Design	ation (r	ank) PMS Cognoziation Ex Officio Republic of South Africa							
		s of institution Buran FTS CHELL STONEET							
		KLENES DONA							
Date _	7	First 2022 Place KLEUKS DO RP							
	7	01 April 2022	\						

DATE

CONTENTS NOTED. Municipal Manager