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**CHIEF FINANCIAL OFFICER
TSHEPO JACK MOGANO**

**2018/19
PERFORMANCE AGREEMENT**



BA-PHALABORWA MUNICIPALITY

1/11/19

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE BA-PHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I. MOAKAMELA

(Herein and after referred to as the Employer)

AND

CHIEF FINANCIAL OFFICER

TSHEPO JACK MOGANO

(Herein and after referred to as the Employee)

FOR THE

FINANCIAL YEAR:

01 JULY 2018 – 30 JUNE 2019

1. INTRODUCTION

1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties";

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement;

1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals;

1.4 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act;

1.5 In this Agreement, the following terms will have the meaning ascribed thereto:

- 1.5.1 "this Agreement" – means the performance Agreement between the Employer and the Employee and the Annexures thereto;
- 1.5.2 "the Executive Committee" – means the Executive Committee of council constituted in terms of the Structures Act (Local Government: Municipal Structures Act 117 of 1998) as represented by its chairperson, the Mayor;
- 1.5.3 "the Employee" means the Chief Financial Officer appointed in terms of Section 56 of the Systems Act;
- 1.5.4 "the Employer" = means Ba-Phalaborwa Municipality; and
- 1.5.5 "the parties" means the Employer and the Employee.

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 Act as well as the employment contract entered into between the parties;

2.2 Specify objectives in terms of the key performance indicators 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, 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;

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;

2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

3.1 This Agreement will commence on 01 July 2018 and will remain in force until 30 June 2019 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;

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- 4.2.1 key objectives that describe the main tasks that need 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 time frame in which the targets must be achieved; and
- 4.2.4 weightings showing the relative importance of the key objectives to each other;

4.2 The performance objectives, key performance indicators and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:

4.2.1 The performance objectives, key performance indicators and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:

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 time frame in which the targets must be achieved; and

4.2.4 weightings showing the relative importance of the key objectives to each other;

- 4.1.1 The performance objectives, key performance indicators and targets that must be met by the Employee;
- 4.1.2 The time frames within which those performance objectives and targets must be met; and
- 4.1.3 The core competency requirements (Annexure C – definitions) as the management skills regarded as critical to the position held by the Employee

4.1 The Performance Plan (Annexure A) sets out-

4. PERFORMANCE OBJECTIVES

- 3.2 The parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by 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 for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon;
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised

- 4.3 The Personal Development Plan (Annexure B) sets out the employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required;

- 5.3 The Employer will consult the Employee about the specific performance standards 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 KPAs (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, Operational Performance (in the form of key performance indicators (KPIs) under specific Key Performance Areas (KPA's)) and Core Competency Requirements (CCRs), 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 (KPAs) and the Core Competency Requirements (CCRs) respectively.

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

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

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CORE MANAGERIAL COMPETENCIES ¹	V	2	%	LEVEL ³
Strategic Capability and Leadership		10		
Programme and Project Management		10		
Financial Management	V	5		
Change Management		5		
Knowledge Management		15		
Service Delivery Innovation		25		
Problem Solving and Analysis		15		

5.8 The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job should be selected (V) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers:

5.7 Manager's responsibilities are also directed in terms of the abovementioned key performance areas. In the case of managers directly accountable to the Municipal Manager, other key performance areas related to the functional area of the relevant manager can be added subject to negotiation between the municipal manager and the relevant manager

KPA	Key Performance Areas	100%
No.		
1	Spatial Rationale	5%
2	Basic Service Delivery	0%
3	Municipal Financial Viability and Management	50%
4	Local Economic Development (LED)	10%
5	Municipal Institutional Development and Transformation	15%
6r	Good Governance and Public Participation	20%
Converted to 80%		

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

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6.5.1 Assessment of the achievement of results as outlined in the Performance Plan

6.5 The Annual performance appraisal will involve:

6.4 The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP

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

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;

6.1.2 The intervals for the evaluation of the Employee's performance;

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

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

6. PERFORMANCE ASSESSMENT

¹As published and defined within the Draft Competency Guidelines, Government Gazette 23, March 2007
²Compulsory for municipal manager
³Proficiency level (1, 2 or 3) as stipulated in the Draft Competency Guidelines, Government Gazette 23, March 2007

People Management and Empowerment	V	10	
Client Orientation and Customer Focus	V	25	
Communication		15	
Accountability and Ethical Conduct		10	
TOTAL PERCENTAGE		100%	
Converted to 20%			

Level	% score	Terminology	Description
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scale for KPIs and CCRs:

6.6 The assessment of the performance of the Employee will be based on the following rating

(b) Such overall rating represents the outcome of the performance appraisal.

(d) and 6.5.2 (d) above; and

(a) An overall rating is calculated by adding the overall scores as calculated in 6.5.1

6.5.3 Overall rating

calculated above.

(d) An overall score will be calculated based on the total of the individual scores

contracting process, to provide a score

(c) This rating should be multiplied by the weighting given to each CCR during the

(b) An indicative rating on the five-point scale should be provided for each CCR

standards have been met

(a) Each CCR should be assessed according to the extent to which the specified

6.5.2 Assessment of the CCRs:

calculated above.

(d) An overall score will be calculated based on the total of the individual scores

formal assessment; and

(c) The Employee will submit his self-evaluation to the Employer prior to the

evidence of performance where a disagreement

performance plan. During assessment, the employee has a chance to submit

automatically. These scores are carried over to the applicable employee's

under performance are calculated and converted to the 1-5 point scale

Institutional Assessment. Based on the Target for an activity or KPI, over or

(b) Values are supplied for KPIs and Activities under each KPA as part of the

hoc tasks that had to be performed under the KPA

standards or performance indicators have been met and with due regard to ad-

(a) Each KPA should be assessed according to the extent to which the specified

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6.7.1 Municipal Manager

6.7 For purpose of evaluating the performance of the Employee for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established:

Level	% score	Terminology	Description
5	167	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	133 – 166	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	100 – 132	Fully Effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	67 – 99	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 performances criteria and indicators as specified in the PA and Performance Plan.
1	0 - 66	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.

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

8. DEVELOPMENTAL REQUIREMENTS

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.

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;

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

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

Quarter	Review Period	Review to be completed by
1	July – September 2018	October 2018
2	October – December 2018	February 2019
3	January – March 2019	April 2019
4	April – June 2019	August 2019

7.1 The performance of the Employee in relation to his 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:

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 6.7.2 Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a performance audit committee
- 6.7.3 The Portfolio Councillor as Chairperson and a member of the executive committee (Exco);
- 6.7.4 A Municipal Manager from another municipality; and
- 6.7.5 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

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11. MANAGEMENT OF EVALUATION OUTCOMES

- 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
 - 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

10. CONSULTATION

- 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 assisting him/her to meet the performance objectives and targets established in terms of this Agreement.

9. OBLIGATIONS OF THE EMPLOYER

assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

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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; and

13. GENERAL

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

12.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

12.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The employer will record the outcome of the meeting in writing;

12. DISPUTE RESOLUTION

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.

11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance;

11.3 In the case of unacceptable performance, the Employer shall:

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

11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

the Employee in recognition of outstanding performance to be constituted as follows:

11.2 A performance bonus of 5% to 14% of the all-inclusive annual remuneration package may be paid to

performance or correcting unacceptable performance.

11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding

13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Local Municipality on this the 16 day of July 2018


Ba-Phalabong

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AS WITNESSES:



CHIEF FINANCIAL OFFICER

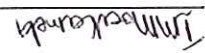
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Thus done and signed at Municipality on this the 16 day of July 2018

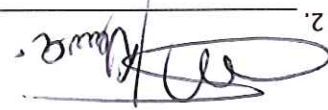
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AS WITNESSES:



MUNICIPAL MANAGER

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Annexure A

PERFORMANCE PLAN

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I. MOAKAMELA

["the Employer"]

AND

TSHEPO JACK MOGANO

CHIEF FINANCIAL OFFICER

["the Employee"]

BUDGET AND TREASURY

CHIEF FINANCIAL OFFICER SCORECARD 2018 - 2019

VISSION : " Provision of quality services for community well-being and tourism development"

MISSION: "To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance".

VALUES: Efficiency and effectiveness; Accountability; Innovation and creativity; Professionalism and hospitality; Transparency and fairness; Continuous learning; and Conservation conscious.

FUNCTIONAL AREA: BUDGET AND TREASURY

Monthly Projections of Revenue for Each Source

Note No.	Sources of Revenue	2018 Monthly Projections												2019 Monthly Projections						Total					
		R'000												R'000											
		Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June												
	Property Rates	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	132,629
	Service charges – electricity	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	130,699
	Service Charges – Refuse	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	19,079
	Rental of Facilities and Equipment	44	44	44	44	44	44	44	44	44	44	44	44	44	44	44	44	44	44	44	44	44	44	44	527
	Interest on external investments	91	91	91	91	91	91	91	91	91	91	91	91	91	91	91	91	91	91	91	91	91	91	91	1,093
	Interest Earned – Outstanding Debtors	6,278	6,278	6,278	6,278	6,278	6,278	6,278	6,278	6,278	6,278	6,278	6,278	6,278	6,278	6,278	6,278	6,278	6,278	6,278	6,278	6,278	6,278	6,278	75,334
	Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Fines	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	-
	Licenses and Permits	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	474
	Agency services	237	237	237	237	237	237	237	237	237	237	237	237	237	237	237	237	237	237	237	237	237	237	237	12,475
	Transfers recognised - operational	11,439	11,439	11,439	11,439	11,439	11,439	11,439	11,439	11,439	11,439	11,439	11,439	11,439	11,439	11,439	11,439	11,439	11,439	11,439	11,439	11,439	11,439	11,439	2,844
	Transfers recognised - capital	2,489	2,489	2,489	2,489	2,489	2,489	2,489	2,489	2,489	2,489	2,489	2,489	2,489	2,489	2,489	2,489	2,489	2,489	2,489	2,489	2,489	2,489	2,489	29,865
	Other Revenue	158	158	158	158	158	158	158	158	158	158	158	158	158	158	158	158	158	158	158	158	158	158	158	1,899
	Total Revenue by Source	45 349	45 349	45 349	45 349	45 349	45 349	45 349	45 349	45 349	45 349	45 349	45 349	45 349	45 349	45 349	45 349	45 349	45 349	45 349	45 349	45 349	45 349	45 349	544 187

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	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	11,052	132,629
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Monthly Projections of Expenditure (Operating and Capital) and Revenue by Vote: First Quarter

Vote No.	Expenditure and Revenue by Vote	July 2018				August 2018				September 2018				
		Opex	Capex	Rev	Total	Opex	Capex	Rev	Total	Opex	Capex	Rev	Total	
	Executive and council	4,558			4,558	4,558			4,558	4,558			4,558	
	Budget and Treasury	7,639		27,198	7,639	7,639		27,198	7,639	7,639		27,198	27,198	
	Corporate Services	4,063	279	57	4,063	4,063	279	57	4,063	4,063	279	57	57	
	Community and Social Services	3,824	42	26	3,824	42	26	3,824	42	3,824	42	26	26	
	Public Safety	2,300		1,321	2,300	2,300		1,321	2,300	2,300		1,321	1,321	
	Economic and Environmental Services	1,402		5	1,402		5	1,402		1,402		5	5	
	Road Transport	7,610	2,630	2,777	7,610	2,630	2,777	7,610	2,630	7,610	2,630	2,777	2,777	
	Electricity	10,766	375	11,874	10,766	375	11,874	10,766	375	10,766	375	11,874	11,874	
	Water	-	-	-	-	-	-	-	-	-	-	-	-	
	Waste Water Management	-	-	-	-	-	-	-	-	-	-	-	-	
	Waste Management	698		2,092	698		2,092	698		698		2,092	2,092	
	Total by Vote	42,860	3,326	45,349	42,860	3,326	45,349	42,860	3,326	42,860	3,326	45,349	45,349	

Monthly Projections of Revenue and Expenditure by Vote: Second Quarter

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Vote No.	Expenditure and Revenue by Vote	October 2018			November 2018			December 2018		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	Executive and council	4,558	-	-	4,558	-	-	4,558	-	-
	Budget and Treasury	7,639		27,198	7,639		27,198	7,639		27,198
	Corporate Services	4,063	279	57	4,063	279	57	4,063	279	57
	Community and Social Services	3,824	42	26	3,824	42	26	3,824	42	26
	Public Safety	2,300		1,321	2,300		1,321	2,300		1,321
	Economic and Environmental Services	1,402	-	5	1,402		5	1,402		5
	Road Transport	7,610	2,630	2,777	7,610	2,630	2,777	7,610	2,630	2,777
	Electricity	10,766	375	11,874	10,766	375	11,874	10,766	375	11,874
	Water	-	-	-	-	-	-	-	-	-
	Waste Water Management	-	-	-	-	-	-	-	-	-
	Waste Management	698		2,092	698		2,092	698		2,092
	Total by Vote	42 860	3,326	45 349	42 860	3,326	45 349	42 860	3,326	45 349

Monthly Projections of Revenue and Expenditure by Vote: Third Quarter

Vote No.	Expenditure and Revenue by Vote	January 2019			February 2019			March 2019		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	Executive and council	4,558			4,558					4,558
	Budget and Treasury	7,639		27,198	7,639		27,198	26,115		27,198
	Corporate Services	4,063	279	57	4,063	279	279	57	279	4,063
	Community and Social Services	3,824	42	26	3,824	42	42	26	42	3,824
	Public Safety	2,300		1,321	2,300			2,300		2,342
	Economic and Environmental Services	1,402		5	1,402			5		1,402
	Road Transport	7,610	2,630	2,777	7,610	2,630	2,630	2,777	2,630	7,610
	Electricity	10,766	375	11,874	10,766	375	375	10,766	375	11,296
	Water	-	-	-	-	-	-	-	-	-
	Waste Water Management	-	-	-	-	-	-	-	-	-
	Waste Management	698		2,092	698			2,092		698
	Total by Vote	42,860	3,326	45,349	42,860	3,326	45,349	42,860	3,326	45,349

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Monthly Projections of Revenue and Expenditure by Vote: Fourth Quarter

Vote No.	April 2019				May 2019				June 2019			
	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev			
Executive and council	4,558			4,558			4,558					
Budget and Treasury	7,639		27,198	7,639		27,198	7,639		27,198			
Corporate Services	4,063	279	57	4,063	279	57	4,063	279	57			
Community and Social Services	3,824	42	26	3,824	42	26	3,824	42	26			
Public Safety	2,300		1,321	2,300		1,321	2,300		1,321			
Economic and Environmental Services	1,402		5	1,402		5	1,402		5			
Road Transport	7,610	2,630	2,777	7,610	2,630	2,777	7,610	2,630	2,777			
Electricity	10,766	375	11,874	10,766	375	11,874	10,766	375	11,874			
Water	-	-	-	-	-	-	-	-	-			
Waste Water Management	-	-	-	-	-	-	-	-	-			
Waste Management	698		2,092	698		2,092	698		2,092			
Total by Vote	42,860	3,326	45,349	42,860	3,326	45,349	42,860	3,326	45,349			

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Monthly projection Expenditure and Revenue for 2018/19

Vote No.	Expenditure and Revenue by Vote	2018/19 Total Expenditure and Revenue by Vote		
		Opex	Capex	Rev
		78 540	1 150	293
	Executive and Council	54,694		
	Budget and Treasury	91,670		313,378
	Corporate Services	48,753	3,350	682
	Community and Social Services	45,891	502	309
	Public Safety	27,602		15,850
	Economic and Environmental Services	16,827		
	Road Transport	91,326	31,565	
	Electricity	129,187	4,500	
	Water	-	-	-
	Waste Water Management	-	-	-
	Waste Management	8,371		25,098
	Total by Vote	514,322	39,917	544,198
	Total by Vote	506 387	60 119	522 891

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KPA 1:

SPATIAL RATIONALE

KPA 1: Spatial Rationale 5%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
1. Spatial Rationale												
T.1	Governance and Administration	Facilitate sustainable development	Number of monthly Land Use Management Meetings attended	Chief Finance Officer	10	11	Opex	3	5	8	11	Land Management minutes, agenda and reports

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KPA 2:

BASIC SERVICE DELIVERY

KPA 3:

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

KPA 3: Municipal Financial Viability and Management 50%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sep 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
3.1 Financial Viability												
3.1.1	Governance and administration	Improve financial viability	R-Operating Revenue per quarter (Billing)	CFO	475,472m	514,326m	Opex	125,332	250,664	375,995	514,326	Finance reports
3.1.2	Governance and administration	Improve financial viability	R-value of actual revenue collected per quarter	CFO	368,699m	421,239m	Opex	115,937	232,490	343,707	421,239	Revenue report, billing VS collection, Finance Report
3.1.3	Governance and administration	Improve financial viability	R-value of capital budget spent per quarter	CFO	63,119m	39,917m	Capex	9,917	19,959	29,938	39,917	Finance reports
3.2 Grant Expenditure and Management												
3.2.1	Governance and administration	Improve financial viability	R-value of total budget spent per quarter (Expenditure on MIG)	CFO	R8,619m	R29,865m	Capex	R5,525m	R9,490m	R14,850m	R29,865m	Finance reports/MIG Monitoring report
3.2.2	Good governance and administration	Improve financial viability	% of quarterly Municipal Capital Budget spent	Chief Financial Officer	100%	100%	Cpex	25%	50%	75%	100%	Finance reports
3.2.3	Good governance and administration	Improve financial viability	% of quarterly Municipal Personnel Budget spent	Chief Financial Officer	100%	100%	Opex	25%	50%	75%	100%	Finance reports

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KPA 3: Municipal Financial Viability and Management 50%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
3.2.4	Governance and administration	Improve financial viability	Re-value of operational grants spent FMG per quarter	CFO	2,145m	2,215m	Opex	400	800	1,015	2,215m	Finance reports
3.3 Financial Management												
3.3.1	Good governance and administration	Good corporate governance and public participation	Number of Approved budget planning schedule by 31/08/18 (Legislated date)	CFO	1	1	Opex	1	N/A	N/A	N/A	Approved budget planning schedule by council.
3.3.2	Good governance and administration	Good corporate governance and public participation	Number of Approved of Draft Budget by Council by 31/03/2019	CFO	1	1	Opex	n/a	n/a	1	n/a	Draft Budget by Council resolution
3.3.3	Good governance and administration	Good corporate governance and public participation	Number of Approved Final Budget by Council by 31/05/2019	CFO	1	1	Opex	N/A	N/A	N/A	1	Final Budget approved by Council, council resolution
3.3.4	Good governance and administration	Good corporate governance and public participation	Number of Approved adjustments budget by 28/02/2019	CFO	1	1	Opex	N/A	N/A	1	N/A	Adjustment budget document; council resolution
3.3.5	Good governance and administration	Good corporate governance and public participation	Number of Reviewed budget related policies by 31/03/2019	CFO	21	21	Opex	N/A	N/A	n/a	21	Approved budget related policies

KPA 3: Municipal Financial Viability and Management 50%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required	
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)		
3.3.6	Good governance and administration	Good corporate governance and public participation	Supply Chain structures / Committees / members appointed by 07/07/2018	CFO	3	3	Opex	3(Specification s, Evaluation, Adjustment	N/A	N/A	N/A	N/A	Appointment letters of bid committees members
3.3.7	Governance and administration	Improve financial viability	Number of quarterly movable asset verifications conducted by 30/06/2019	CFO	4	4	Opex	1	2	3	4	4	Quarterly assets verifications reports
3.3.8	Governance and administration	Improve financial viability	Number of quarterly oversight reports on Quarterly financial reports (Revenue, Expenditure, Assets & SCM)	CFO	4	4	Opex	1	2	3	4	4	Quarterly Audit committee report
3.3.9	Governance and administration	Improve financial viability	Number of oversight on monthly financial reports	Municipal Manager	11	11	Opex	3	6	9	11	11	Monthly financial oversight reports
3.3.10	Governance and administration	Improve financial viability	Number of oversight report on quarterly financial reports	Municipal Manager	4	4	Opex	1	2	3	4	4	Quarterly financial statements
3.3.11	Good governance and administration	Good corporate governance and public participation	Number of Reviewed five year financial plan by 31/03/2019	CFO	1	1	Opex	N/A	N/A	1	N/A	N/A	Approved financial plan
3.3.12	Governance and administration	Improve financial viability	Number of quarterly implementation reports compiled on revenue enhancement strategy	CFO	4	4	Opex	1	2	3	4	4	Quarterly reports on revenue enhancement

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KPA 3: Municipal Financial Viability and Management 50%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
3.3.13	Governance and administration	Improve financial viability	% improvement in revenue collection (improvement from 65% to 80% by 30/06/19 budget year)	CFO	64%	80%	Opex	20%	40%	60%	80%	Quarterly reports on revenue collection
3.1.9	Governance and administration	Improve financial viability	% of Debt collected by 30/06/19	Chief Financial Officer	78%	80%	Opex	20%	40%	60%	80%	Quarterly reports on debt collection
3.3.15	Good governance and administration	Good corporate governance and public participation	Number of 2017/18 unaudited annual financial statements submitted to relevant stakeholders by 31/08/2018	CFO	1	1	Opex	1	N/A	N/A	N/A	Dated proof of submission
3.3.16	Good governance and administration	Good corporate governance and public participation	Number of quarterly reports on the review of Annual/Quarterly financial statements	CFO	5	4	Opex	1	2	3	4	Quarterly financial statements
3.3.17	Good governance and administration	Advance good corporate governance	Number of monthly compliance/ financial reports submitted to Treasuries and CoCHSTA	CFO	12	12	Opex	3	6	9	12	Proof of submission
3.3.18	Good governance and administration	Advance good corporate governance	Number of monthly Sec 71 Reports submitted within 10 days at the end of each month to National and Provincial treasury	CFO	12	12	Opex	3	6	9	12	Monthly Dated proof of submission

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KPA 3: Municipal Financial Viability and Management 50%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
3.3.19	Good governance and administration	Advance good corporate governance	Number of Monthly Reports, Invoices and Payment of Debt (Compliance to water Service Level Agreement)	CFO	12	12	Opex	3	6	9	12	Monthly reports, submitted to MDM, invoices & proof of payments to

KPA 4:

LOCAL ECONOMIC DEVELOPMENT



KPA 4: Local Economic Development 10%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (31/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
4.2 Enterprise Support 10%												
4.2.1	Economic	Develop tourism and grow the economy	Number of SMEs supported quarterly through municipal SCM	CFO	85	100	Opex	25	50	75	100	System generated expenditure reports

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MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

KPA 5:

KPA 4: Local Economic Development 10%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (31/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
			Procurement by 30/06/19									

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KPA 5: Municipal Transformation and Institutional Development 15%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/18	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
5.1 Organisational Design & Human Resource												
5.1.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed Departmental Organizational structure by 30/06/2019	CFO	1	1	Opex	n/a	n/a	n/a	1	Council resolution on Reviewed organizational structure with dates
5.1.2	Good governance and administration	Attract, develop and retain best human capital	Number of monthly attendance registers submitted by the 6 th of each month	CFO	12	12	Opex	3	6	9	12	Dated proof of submission
5.1.3	Good governance and administration	Attract, develop and retain best human capital	Submission of leave forms within 3 days of application	CFO	100%	100%	Opex	100%	100%	100%	100%	Dated proof of submission
5.1.4	Good governance and administration	Attract, develop and retain best human capital	Submission of overtime before 10 th of each month	CFO	-	Before the 10 th of each month	Opex	Before the 10 th of each month	Before the 10 th of each month	Before the 10 th of each month	Before the 10 th of each month	Dated proof of submission
5.1.5	Good governance and administration	Attract, develop and retain best human capital	Number of monthly Departmental Safety meetings held by	CFO	11	11	Opex	3	5	8	11	Agenda, safety minutes

KPA 5: Municipal Transformation and Institutional Development 1.5%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/18	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
5.1.6	Good governance and administration	Attract, develop and retain best human capital	Submission of safety findings addressed by the 20 th of each month	CFO	-	By the 20 th of each month	Opex	By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	Dated proof of submission
5.3 Skills Development												
5.3.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed and Submitted Skills Development Plan by 30/04/19	CFO	1	1	Opex	n/a	n/a	1	n/a	Proof of Submission of Departmental Skills Development Plans
5.4 Integrated Development Planning												
5.4.1	Good governance and administration	Advance good corporate governance	Number of reviewed IDP/Budget/PMS/MPAC Framework and Process Plan approved by council	CFO	1	1	n/a	n/a	n/a	n/a	n/a	Council Approved IDP, Budget, PMS Process Plan
5.5 Performance Management System												
5.5.1	Good governance and administration	Advance good corporate governance	Number of monthly scheduled Senior Management attended by 30/06/2019	CFO	11	11	Opex	3	5	8	11	Minutes of EXCCO/attendance register
5.5.2	Good governance and administration	Advance good corporate governance	Number of monthly departmental meetings held by 30/06/2018	CFO	11	11	Opex	3	5	8	11	Portfolio committee minutes/attendance register
5.5.2	Good governance and administration	Advance good corporate governance	Number of portfolio committee meetings held by 30/06/2019	CFO	11	11	Opex	3	5	8	11	Portfolio committee minutes/attendance register
5.5.3	Good governance and administration	Advance good corporate governance	Number of Signed performance agreements by 01/07/18	CFO	1	1	Opex	1	n/a	n/a	n/a	Copy of signed agreements & submission to Cognitic
5.5.4	Good	Advance good	Number of 2017/18	CFO	1	1	Opex	1	n/a	n/a	n/a	Submission letter and

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KPA 5: Municipal Transformation and Institutional Development 15%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/18	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
5.5.5	Good governance and administration	Advance good corporate governance	AFS and Annual Performance Report submitted to AG by 31/08/18 Number of 2017/18 Draft Annual Report approved by 31/01/19	CFO	1	1	Opex	n/a	n/a	1	n/a	copy of AFS Council Approved 17/18 Annual report with Council resolution

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KPA 6: GOOD GOVERNANCE & PUBLIC PARTICIPATION

KPA 6: Good Governance and Public Participation 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter 1 Oct – 31 Dec 18)	3 rd Quarter 1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
6.1.1	Good governance	Advance good corporate		CFO	15	7	Opex	2	3	5	7	Minutes of council

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KPA 6: Good Governance and Public Participation 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
	and administration	governance	Number of scheduled Council quarterly meetings held by 30/06/2019									meetings, Attendance register
6.1.2	Good governance and administration	Advance good corporate governance	Number of scheduled monthly EXCO meetings held by 30/06/2019	CFO	11	11	Opex	3	5	8	11	Minutes of EXCO meetings, Attendance register
6.1.3	Good governance and administration	Advance good corporate governance	Number of resolution register implemented per quarter	CFO	6	6	Opex	2	3	5	6	Proof of submission
6.1.4	Good governance and administration	Advance good corporate governance	Number of days for Submission of items/reports for Senior management /Exco/Council prior meeting.	CFO	9 days prior to the meeting	9 days prior to the meeting	Opex	9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	Dated proof of submission
6.2 Public Participation and Ward Committees												
6.2.1	Good governance and administration	Enhance stakeholder involvement	Number of quarterly IDP Rep Forum meetings attended by 30/06/2019	CFO	5	3	Opex	1	0	2	3	Attendance registers, agendas, invitations
6.2.2	Good	Enhance	Number of	CFO	5	4	Opex	1	2	3	4	Attendance

KPA 6: Good Governance and Public Participation 20%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
6.2.3	Good governance and administration	stakeholder involvement	quarterly IDP Steering Committee meetings attended by 30/06/2019	CFO	5	4	opex	1	2	3	4	Attendance registers, agendas, invitations
6.2.4	Good governance and administration	Enhance stakeholder management	Number of quarterly Mayororal Imhizo and public participation attended	CFO	4	4	Opex	1	2	3	4	Attendance register
6.2.5	Good governance and administration	Enhance stakeholder management	Number of days for Submission of responses to batho pele report to Office of the MM	CFO	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Opex	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Dated proof of submission and memorandum for submission to office of the MM
6.2.6	Good governance and administration	Good corporate governance and public participation	Number Reviewed, documented approved internal controls (Creditors Control	Chief Financial Officer	1	1	Opex	n/a	n/a	n/a	1	Approved copy of internal controls

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KPA 6: Good Governance and Public Participation 20%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
6.3 Corporate Governance												
6.3.1	Good governance and administration	Advance good corporate governance	Number of unaudited annual financial Statements and Annual Performance Report submitted	CFO	1	1	Opex	1	n/a	n/a	n/a	Dated proof of submission
6.3.2	Good governance and administration	Advance good corporate governance	Number of Reviewed, documented approved internal controls (Creditors payment procedure manual) by 30/06/2019	CFO	1	1	Opex	n/a	n/a	1	n/a	Approved copy of internal controls
6.3.3	Good governance and administration	Advance good corporate governance	Number of monthly Local Labour Forum meetings held by 30/06/2019	CFO	11	11	Opex	3	5	8	11	Agenda, Minutes of LFF and attendance register
6.4 Internal Audit												
6.4.1	Good governance and administration	Advance good corporate governance	Number of quarterly Performance Audit Committee meetings attended by 30/06/2019	CFO	4	4	Opex	1	2	3	4	Copies of minutes, attendance registers
6.4.2	Good	Advance good	Number of	CFO	12	12	Opex	3	6	9	12	Copies of

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KPA 6: Good Governance and Public Participation 20%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
6.4.3	Good governance and administration	Advance good corporate governance	Number of quarterly Audit Steering Committee report presented to Council by 30/06/19	CFO	2	4	R70000	1	2	3	4	Audit Committee Resolution Register
6.4.4	Good governance and administration	Advance good corporate governance	% implementation of Internal Audit Action Plan by 30/06/19	CFO	50%	100%	Opex	50%	75%	90%	100%	Internal Audit Follow-up report
6.4.5	Good governance and administration	Advance good corporate governance	Number of quarterly POEs files submitted for performance audits to Internal Audit	CFO	4	4	Opex	1	2	3	4	Dated proof of submission to Internal Audit.
6.4.6	Good governance and administration	Good corporate governance and public participation	% of audit queries addressed	CFO	75%	100%	Opex	100%	100%	n/a	n/a	Audited AG Action Plan
6.4.7	Good governance and administration	Good corporate governance and public participation	% of audit queries addressed	CFO	75%	80%	Opex	n/a	n/a	50%	80%	Audited AG Action Plan

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KPA 6: Good Governance and Public Participation 20%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required	
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)		
6.4.8	Good governance and administration	Advance good corporate governance	Preparation and submission of audit file for AG audit to Internal Audit	CFO	16/08/17	16/08/17	Opex	16/08/17	n/a	n/a	n/a	n/a	Dated proof of submission to Internal Audit
	n	participation											
6.7 Risk Management & Security management													
6.7.1	Governance and Administration	Advance good corporate governance	Number of reviewed Institutional strategic Risk Register of approved by 30/06/19	CFO	1	1	Opex	n/a	n/a	n/a	1	Council Approved Departmental Strategic Risk Register	
6.7.2	Good governance and administration	Advance good corporate governance	Number of quarterly Institutional Risk Management Committee meetings attended by 30/06/19	CFO	4	4	Opex	1	2	3	4	Minutes, attendance registers	
6.9 Communications													
6.9.1	Good governance and administration	Advance good corporate governance	% Submission of information for publishing on the website as according to legislation checklist	CFO	-	100%	Opex	100%	100%	100%	100%	Dated proof of submission to Communications Unit and legislation checklist	

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CAPITAL PROJECTS PER RESPONSIBLE MANAGER

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STRATEGIC RISK FOR CHIEF FINANCIAL OFFICER

Link objectives	Risk description	Background (Cause)	Impact	Likelihood	Perceived control effectiveness	Current control	Actions to improve	Time Scale
Improve financial viability	Unfavourable audit outcome (Disclaimer)	<ol style="list-style-type: none"> 1. Inaccurate opening balances. 2. Loss of supporting documents/Limitation of scope 3. Unauthorized, Irregular and Fruitless and Wasteful expenditure. 4. Misstatements of Financial Statement 5. Inaccurate asset register due to land issues. 	25	<ol style="list-style-type: none"> 1. Standard Operating procedure (Revenue & Expenditure) 2. Monthly Audit Steering Committee Meetings. (Exco/ Management) 3 Supply Chain Management Policy 4. AG Action 	20	<ol style="list-style-type: none"> 1. Implementation of Finance policies and standard operating procedure. 2. Implementation and monitoring of the AG Action plan and internal Audit recommendations 3. All UIF transactions to be recorded and reported and monthly maintenance of UIF register to reduce 	C F O	<p>Monthly</p> <p>Quarterly</p> <p>Monthly</p>

Link objectives	Risk description	Background (Cause)	Impact	Likelihood	Perceived control effectiveness	Current control	Actions to improve	Time Scale
				plan.		<p>UJF (USING TREASURY FORMAT</p> <p>4. Investigating the of the opening balances</p> <p>5. Preparation of the 6 months financial statements and final Financial statements two weeks prior submission to AG</p> <p>6. Constitute a committee consisting of all managers in finance to pre-review the draft final financial statements before</p>		<p>31 July 2018</p> <p>10August 2018</p> <p>31 July 2018</p>

Link objectives	Risk description	Background (Cause)	Impact	Likelihood	Perceived control effectiveness	Current control	Actions to improve	Time Scale
Improve financial viability	Financial	Unauthorized, Irregular, fruitless and wasteful expenditures.	<ol style="list-style-type: none"> 1. Inadequate implementation of internal control. 2. Payments of suppliers after 30 days 3. Non-compliance to SCMI policy. 4. Overspending of budgets (Non-cash items). 5. Inadequate contract 	25	<ol style="list-style-type: none"> 1. Reconciliation of non-cash items monthly. 2. Register in place to record UIF 3. Financial disciplinary board established. 4. Submission of UIF to 	<ol style="list-style-type: none"> 1. Use of register to record Unauthorized Fruitless and Wasteful Expenditure & reporting/presenting to Senior Management monthly. <i>(Inline with treasury circular 62)</i> 2. Cases referred to financial disciplinary board 3 Referral of cases to risk 	CFO	Monthly
						<ol style="list-style-type: none"> 7. Develop procedure manuals before approving journals <p>external review</p>		30 September 2018

TSM T.J

Link objectives	Risk description	Background (Cause)	Impact	Likelihood	Perceived control effectiveness	Current control	Actions to improve	Time Scale
Improve financial	Financial	Low collection of revenue and low	1. Culture of non-payments by residents (mostly	25	1. Izimbo's/Awareness conducted to	1. Review and Implementation of the Credit Control & Debt Collection	C F O	31 July 2018
			management		Council & MPAC for investigation and write off 5. SCM Policy and procedure manual in place 6. Credit Control Policy	management for investigation 4 Review of adherence to SCM procedure manuals (Deviations, Splitting of orders, use of three quotes etc.) 5 Departmental Managers to ensure that invoices are submitted in time to expenditure 6 Management of UIF transactions in-line with Treasurer circular 62	CFO CFO	Monthly Monthly 31 July 2018

Link objectives	Risk description	Background (Cause)	Impact	Likelihood	Perceived control effectiveness	Current control	Actions to improve	Time Scale
viability		revenue streams.	in the townships) 2. Lack of new township establishment. 3. Inadequate implementation of revenue enhancement strategy 4. Intergovernmental debt (Departmental debts)		the community. 2. Credit Control & Debt Collection Policy. 3. Financial recovery plan & Revenue enhancement Strategy in place.	Policy 2. Online accounts service to retrieve municipal accounts Attend and participate in the district & IGR structures 4. Implement financial recovery plan 5. Appointment of debt collectors		Monthly Quarterly Monthly 31 July 2018
Good governance and public participation	Fraud and corruption	Fraud and corruption	Non-Compliance to Legislations Conflict of interest.	20	4. Disclosure of interest forms completed by Directors and Councilors	4. Signing of Code of Conduct by SCM officials.	C F O	31 July 2018

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Link objectives	Risk description	Background (Cause)	Impact	Likelihood	Perceived control effectiveness	Current control	Actions to improve	Time Scale
			Illegal connections					

T.J.
TJMN

Employee's Signature:

Janis

Date:

2013/07/16

Municipal Manager's Signature:

Tom McKeever

Date:

2013/07/16

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(The employee)

CHIEF FINANCIAL OFFICER

TSHEPO JACK MOGANO

AND

(The employer)

M.I. MOAKAMELA

AS REPRESENTED BY THE MUNICIPAL MANAGER

BA-PHALABORWA MUNICIPALITY

ENTERED INTO BY AND BETWEEN:

(PDP)

PERSONAL DEVELOPMENT PLAN

Annexure B

T. J. 1/2009

<p>Senior Manager: Training/HR</p>	<p>Appraisal of managers reporting to him/her</p>	<p>March 200...</p>	<p>External provider, in line with identified unit standard and not exceeding R6 000</p>	<p>A course containing theoretical and practical application with coaching in the workplace reporting to him/her, appraise them [relevant unit standard]</p>	<p>The manager will be able to enter into performance agreements with all managers reporting to him/her, appraise them against set criteria, within relevant time frames</p>	<p>E.g. 1. Appraise Performance of Managers</p>
<p>7. Support Person</p>	<p>6. Work opportunity created to practice skill/development area</p>	<p>5. Suggested Time Frames</p>	<p>4. Suggested mode of delivery</p>	<p>3. Suggested Training and/or development activity</p>	<p>2. Outcomes Expected (measurable indicators: quantity, quality and time frames)</p>	<p>1. Skills/Performance Gap (in order of priority)</p>

Column 1: Skills/Performance GAP

3. COMPILING THE PERSONAL DEVELOPMENT PLAN
 A manager, in consultation with his/her subordinate is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached.

Occupational competence refers to competencies which are job/function specific.
 Managerial competencies should express those competencies which are generic for all management positions
 The Department of CoGTA has decided that a competency development model will consist of both managerial and occupational competencies:

2. COMPETENCE MODELLING

consideration during the PDP process.
 line sector departments' legislated competency requirements need also to be taken into Management Competency Regulations, such as those developed by the National Treasury and other
 Legislative needs taken into account from the Municipal Systems Act Guidelines, generic senior management competency framework and occupational competency profiles, Municipal Finance
 Management Competency Regulations, such as those developed by the National Treasury and other

1. ["the Employee"] INTRODUCTION

The aim of the Personal Development Plan (PDP) is to ensure that Employees are skilled to meet objectives as set out in the Performance Agreement as prescribed by legislation. Successful career-path planning ensures competent employees of current and possible future positions. It therefore identifies, prioritises and implements training needs.

(a) The identified training needs should be entered into column one. The following should be taken into consideration:

Organisational Needs:

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

The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps. Specific competency gaps as identified during the probation period and performance appraisal of the employee.

Individual training needs that are job / career related:

Prioritisation of the training needs [1 to ...] in column 1 should also be determined since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritised for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

Column 2: Outcomes Expected

1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him/her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following him/her, reporting to managers in the workplace	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

Consideration must be given to the outcomes expected in column 2 so that once the intervention is completed the impact it had can be measured against relevant output indicators.

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From T.J.

An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions. The suggested time frames enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.

1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
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Column 5: Suggested Time Lines

The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of, amongst others, self-study, internal or external training provision; coaching and / or mentoring and exchange programmes. Training must be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine within the municipality whether unit standards have been developed with regard to a specific outcome (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency.

1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
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Column 4: Suggested Mode of Delivery

Training needs must be identified with due regard to cost effectiveness and listed in column 3.

1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
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Column 3: Suggested Training

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This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/develop ment area	7. Support Person
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Column 7: Support Person

This further ensures internalization of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/develop ment area	7. Support Person
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Column 6: Work Opportunity Created to Practice Skills / Development Area

Personal Development Action Plan

Skills Performance Gap	Outcomes Expected	Suggested Training / Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work Opportunity Created to Practice Skill / Development	Support Person
Ethics Management Dashboard in Excel advance	Ethical Management Know the Data Manipulation	Ethical training Dashboard Excel Training	Training or work shop	30 June 2019		Municipal Manager

Employee's Signature:



Municipal Manager's Signature:



Date:

16/08/2018

Date:

16/08/2018

Annexure C

CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I.MOAKAMELA

["The Employer"]

AND

TSHEPO JACK MOGANO

CHIEF FINANCIAL OFFICER

["The Employee"]

CORE COMPETENCY FRAMEWORK: CHIEF FINANCIAL OFFICER

Core Managerial Skills	Definitions	Weight
Strategic Leadership and Management	Skills to be able to provide a vision, set the direction for the Municipality or department and inspire others in order to deliver on the Municipality's mandate	10
Programme and Project Management	Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that local government objectives are achieved	10
Financial Management	Skills required in managing projects and/or departmental work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling expenditure throughout the year by allocating resources efficiently and understanding and anticipating the impact of other departments on won budget	5
Change Management	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments	5
Knowledge Management	Skills to enable individuals, teams and entire organisation to collectively create, share and apply knowledge, to better achieve institutional objectives	15
Problem Solving and Analytical Thinking	Skills to be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner.	25
People and Diversity Management	Skills to manage and encourage people, optimize their outputs, and effectively manage relationships. This includes holding regular information sharing sessions to ensure that team members are made aware of decisions that may affect them. It also involves distribution of workloads to ensure that individual skills are used appropriately and so that the work is evenly spread,, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately those of the Municipality.	15
Client Orientation and Customer Focus	The Skill to seek to understand the needs of the customer and meeting the needs. At a minimum, employees are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without arguments. Ideally, managers are required to be proactive by trying to understand the needs of the customer and providing an appropriate service based on those underlying needs.	10
Service Delivery Innovation	The Skill to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something, but are encouraged to use their initiative to make sure things get done accurately and efficiently.	25
Communication	Skills to be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	15
Accountability and Ethical Conduct	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.	10

Employee's Signature:

[Handwritten Signature]

Date:

16/07/2016

Municipal Manager's Signature:

[Handwritten Signature]

Date:

16/07/20