



**PERFORMANCE AGREEMENT**

**ENTERED BETWEEN:**

**KING SABATA DALINDYEBO LOCAL MUNICIPALITY**

**AS REPRESENTED BY MUNICIPAL MANAGER**

**NGAMELA PAKADE**

**AND**

**ERIC FUDUMELE JIHOLO**

**THE EMPLOYEE OF THE MUNICIPALITY**

**FOR THE PERIOD**

**01 July 2023 - 30 JUNE 2024**

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## PERFORMANCE AGREEMENT MADE AND ENTERED INTO BY AND BETWEEN:

King Sabata Dalindyebo Local Municipality herein represented by **Mr. Ngamela Pakade** in his capacity as Municipal Manager (hereinafter referred to as the **Employer**).

**AND**

Chief Financial Officer (CFO), **Mr. Eric Fudumele Jiholo**, Employee 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 System Act 32 of 2000 (“the Systems Act”) and the subsequent amendments (the Systems Act No. 7 of 2011). The Employer and the Employee are hereinafter referred to as “the Parties”.
- 1.2 Section 57(1) (a) (b) (4a) (4b) (5) of the Systems Act and the subsequent amendments (the Systems Act No. 7 of 2011), read with Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement within 60 days after the beginning of the financial year. The updated review will occur no later than July each year.
- 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 Section 57(4a) 57(4b) 57(4c) and 57(5) of the Local Government Municipal System Act 32 of 2000 and the subsequent amendments (the Systems Act No. 7 of 2011).
- 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 annexure thereto.
- 1.5.2 “**The Municipal Manager**” means the Municipal Manager of the Municipality appointed in terms of Section 54 (A) of the Systems Act.
- 1.5.3 “**The Employee**” means the Director appointed in terms of Section 56 of the Systems Act.
- 1.5.4 “**The Employer**” means King Sabata Dalindyebo Municipality
- 1.5.5 “**The Parties**” means the Employer and Employee

## 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to:

- 2.1 Comply with the provision of Section 57(1)(b), (4a) (4b) (4c) and (5) of the Act and the subsequent amendments (the Systems Act No. 7 of 2011) as well as the employment contract entered into between parties.
- 2.2 Specify objectives and targets defined and agreed with 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 and the Budget of the municipality.
- 2.3 Specify accountabilities as set out in a Performance Plan (Annexure A).
- 2.4 Monitor and measure performance against set targeted output.
- 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 and
- 2.7 Give effect to the employer's commitment to a performance-orientated relationship with employee in attaining equitable and improved service delivery.

## 3. COMMENCEMENT AND DURATION

- 3.1 This agreement will commence on **1 July 2023** and will remain in force until **30 June 2024** hereafter a new Performance Agreement and Performance Plan shall be concluded between the parties for the next financial year or portion thereof.
- 3.2 This Agreement will terminate on the termination of the Employee's contract of employment for any reason and in the event of the Senior Manager commencing or terminating his or her services with the Municipality during the validity period of this agreement, the Senior Manager's performance for the portion of the period referred to in clause 3.1 during which he or she was employed, will be evaluated and he or she will be entitled to a pro rata performance bonus based on his or her evaluated performance and the period of actual service.
- 3.3 The parties will review the provisions of the Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than 31<sup>st</sup> of July each year.
- 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.

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3.5 If at any time during the validity of this Agreement the work environment alters to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised by mutual agreement.

#### 4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) set out-

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

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

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

4.2.1 The Key Performance areas (KPA) describes the key functional areas of responsibility

4.2.2 The key objectives describe the main tasks that need to be done.

4.2.3 The Key Performance Indicators (KPI) provide the details of the evidence that must be provided to show that key targeted activities have been achieved.

4.2.4 The target dates describe the timeframe in which the work must be achieved.

4.2.5 The weightings show the relative importance of the key objectives to each other.

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.

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 aligned to the SDBIP.

#### 5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees 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 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 Employee shall be assessed shall consist of two components.
- 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 to 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.
- 5.6 The Employee's assessment will be based on her performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.
- 5.7 Key Performance Areas related to the functional areas of Employee must be subject to negotiation between the Employer and Employee.
- 5.8 Key performance areas with institutional and departmental weighting:

NO.	KEY PERFORMANCE AREA	INSTITUTIONAL	DEPARTMENTAL
KPA 1	Spatial Planning	8	10
KPA 2	Basic Service Delivery and Infrastructure Development	50	10
KPA 3	Financial Viability and Management	12	50
KPA 4	Local Economic Development	10	10
KPA 5	Good Governance and Public Participation	10	10
KPA 6	Municipal Transformation and Institutional Development	10	10
	<b>TOTAL</b>	<b>100</b>	<b>100 (80%)</b>

The weighting above for 2023/24 financial year is based on the outcomes of the Strategic Planning.

The primary key performance and focus area for 2023/24 financial year is **Basic Service Delivery and Infrastructure Development**. This Key performance area serves as an enabler for economic development. Services and infrastructure play a key role in harnessing investors and enabling infrastructure based economic activities. A greater percentage of the Municipality's budget goes to Basic Service Delivery and Infrastructure Development, hence given the weight of 50.

Another strategic focus of the municipality has been exploiting natural resources. The municipal economic drivers are potentially tourism and agro processing, making **Local Economic Development** a secondary key performance and focus area for the municipality.

Another secondary performance and focus area is around people and systems as it deals with **Municipal Transformation and Institutional Development**. This is also critical as a driver to ensure that the municipality provides the requisite human capacity and appropriate systems to enable efficiencies. This focus area plays a dual role, that of an enabler and support.

**Financial Viability** may be tertiary as a performance and focus area for 2023/24 however it remains an integral part of municipal functioning as it deals with budgetary and treasury aspects that enable the implementation and accountability of activities conducted. The municipal focus is on building revenue base to give effect to its viability financially. Equally the municipality seeks to be prudent on expenditure and management of finances.

**Good Governance and Public Participation** is also a tertiary focus for 2023/24. This does not suggest any less importance. Where human capacity is developed and improved, where institutional systems are improved and developed, it is easier to drive proper governance including engagement and participation of the public.

**Spatial Planning** was adopted as a separate key performance area in 2022/23. This is seeking to ensure that the municipality uses spatial planning as a catalyst for development of the municipality especially the town to create socio economic activity and effective delivery of services.

5.9 The CMCs will make up the other 20% of the Employee's assessment score. CMCs that are deemed to be most critical for the Employee's specific job must be selected from the list below as agreed to between the Employer and Employee

**CORE COMPETENCY REQUIREMENTS (CCR)**

#	Core Managerial Competencies (CMC)	Generic Standards	Senior Managers' Standards	Weight
1	<b>Strategic Direction</b>	Provide and direct a vision for the institution and inspire and deploy others to deliver on the strategic institutional mandate	Ensure that the departmental plans are implemented in line with the overall strategic objectives of the municipality.	15
2	<b>People Management</b>	Effectively manage, inspire, and encourage people, respect diversity, optimise talent and build nurture relationship to achieve institutional objectives	Develop a system that will enable both internal and external clients to be able to voice their satisfaction and dissatisfaction about the services the department delivers.	5
3	<b>Programme and Project Management</b>	Able to understand program and project management methodology, planning, management, monitoring and evaluation of specific activities to deliver set objectives	Monitor regularly departmental programmes and projects to detect early problems.	10
4	<b>Financial Management</b>	Able to compile, plan and manage budget, control cash flow, institute financial risk management and administer procurement processes in accordance with the recognised financial practises. Further to ensure that all financial transactions are managed in ethical manner.	Identify and implement proper monitoring and evaluation practises to ensure appropriate spending against the budget.	15
5	<b>Changed Leadership</b>	Able to direct and initiate transformation in departmental employees to successfully drive and implement new initiatives and deliver professional and quality services to the community.	Devise methods to ensure that the transformation agenda is achieved in line with national set targets.	5
6	<b>Governance Leadership</b>	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practises and obligation. Further able to deliver to direct the conceptualisation of relevant policies and enhance co-operative governance relationship.	Ensure that risk management and compliance are the basis of planning and are an integral part of the budgeting process for both the department and the institution.	10
	<b>Total CMC</b>			<b>60</b>

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#	Core Occupational Competencies (COC)	Institutional Standards	Senior Managers' Standards	Weight
1	<b>Communication</b>	Able to share information, knowledge and ideas in a clear focused and concise manner appropriate for the audience to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	Communicate with all stakeholders all information that is relevant to them in line with all the legislative requirements applicable in local government in as far as communication and stakeholder management is concerned.	5
2	<b>Result and Quality Focus</b>	Able to maintain the high-quality standard focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet the quality standard, further, to actively monitor and measure results and quality against identified objectives	Promote delivering of quality-based results as opposed to quantitative delivering of services.	10
3	<b>Planning and organising</b>	Able to plan, priorities and organise information and resources effectively to ensure the quality-of-service delivery and build efficient contingency plans to manage risks.	Promote a proper planning culture within the department to avoid implementing programs and projects which are not the priority of the municipality	5
4	<b>Knowledge and Information Management</b>	Able to promote the generation and sharing of knowledge and information through various processes and media to enhance the collective knowledge base of local government.	Regularly share information and knowledge with stakeholders and colleagues.	5
5	<b>Analysis and Innovation</b>	Able to analyse information, challenges, and trends to establish and implement facts – based solution that are innovative to improve institutional processes to achieve key strategic objectives	Promote programme analysis and innovative problem-solving methods by rewarding such in line with the approved performance management policy of the municipality.	10
6	<b>Moral Competencies</b>	Able to identify moral trigger, apply reasoning that promotes honesty and integrity, consistently display behaviour that reflects moral competence.	Identify, develop and apply measures of self-control	5
	<b>Total COC</b>			40
	<b>Total CMC and COC Weight</b>			100 (20%)

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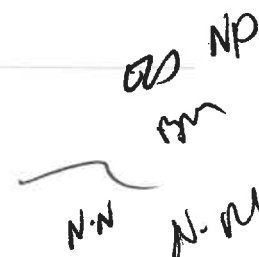


## 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out-
- 6.1.1 The standard and procedures for evaluating the Employee's performance; and
  - 6.1.2 The intervals for 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 as well as the actions agreed to implementation must take place within the 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 Municipal Integrated Development Plan.
- 6.5 The annual performance review will involve:
- 6.5.1 Assessment of the achievement of results as outlined in the performance plan:
    - a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
    - b) An indicative rating on the five-point scale should be provided for each KPA.
    - c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.
    - d) Points are allocated on the basis of the submission of a portfolio of evidence.
  - 6.5.2 Assessment of the CCRs
    - a) Each CCR should be assessed according to the extent to which the specified standards have been met.
    - b) An indicative rating on the five-point scale should be provided for each CCR.
    - c) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.
  - 6.5.3 Overall rating
    - a) An overall rating is calculated by using the applicable assessment-rating calculator.
    - b) Such overall rating represents the outcome of the performance appraisal.
- 6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCR's:

6.6.1 Rating of Key Performance Areas as mentioned in paragraph 6.5.1:

LEVEL	TERMINOLOGY	DESCRIPTION	RATING				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an Employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Performance 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.					


  
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6.6.2 Rating of Competencies as mentioned in paragraph 6.5.2:

LEVEL	TERMINOLOGY	DESCRIPTION	RATING				
			1	2	3	4	5
5	Superior	Has comprehensive understanding of Local Government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods.					
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.					
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.					
2	Basic	Applies basic concepts, methods and understanding of local government operations but requires supervision and departmental intervention					
1	Sub-standard	Applies little to no basic concepts, methods and understanding of local government operations.					

6.7 For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established:

6.7.1 Municipal Manager

6.7.2 Municipal Manager from another municipality

6.7.3 Chairperson of the Performance Audit committee or Audit committee in the absence of a performance audit committee

6.7.4 Member of the Mayoral Committee preferable the Portfolio Head of the department concerned

6.8 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panel.

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**7. SCHEDULE FOR PERFORMANCE REVIEWS**

7.1 The performance of the Employee in relation to this 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:

INTERVAL	PERIOD	EVALUATION DEADLINE	FORM OF ASSESSMENT
First Quarter	July – September	14 November 2023	Informal Review
Second Quarter	October – December	13 March 2024	Formal Review
Third Quarter	January – March	15 May 2024	Informal Review
Fourth Quarter	April – June	30 September 2024	Formal Review

- 7.2 The quarterly assessments mirror the SDBIP quarterly reports for each department. However, for each s56 Managers the Municipal Manager will identify areas for improvement. Personal Development Plans and or action Plan (PDP & or ACP) will detail activities required, which in turn will be monitored.
- 7.3 The Employer shall keep a record of the Mid-year review and annual assessment meetings.
- 7.4 Performance feedback shall be based on the Employer’s assessment of the Employee’s performance.
- 7.5 The Employer will be entitled to review and make reasonable changes to the provisions Annexure “A” from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 7.6 The Employer may amend the provisions Annexure “A” of the performance plan 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 for addressing development gaps forms part of Annexure B. Such plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

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## **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 to meet the performance objectives and targets established in terms of the Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time to ensure the employee meets the performance objectives and targets agreed to 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
  - 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. REWARD**

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 The payment of the performance bonus is determined by the performance score obtained during the annual assessments and will be executed in line with Section 8 of the Municipal Performance Regulations of 2006.
- 11.3 A performance bonus of 5% to 14% of the all-inclusive remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

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SCORE / 200	% SCORE	% BONUS
130-133	65%-66%	5
134-137	67%-68%	6
138-141	69%-70%	7
142-145	71%-72%	8
146-149	73%-74%	9
150-153	75%-76%	10
154-157	77%-78%	11
158-161	79%-80%	12
162-165	81%-82%	13
166+	83% +	14

- 11.4 In the event of the employee terminating his services during the validity period of this agreement, the employee's performance will be evaluated for the portion during which he was employed, and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service.
- 11.5 The Employer will submit the total score of the annual assessment of the Employee to Council for purposes of recommending the bonus allocation.

**12. MANAGEMENT OF EVALUATION OUTCOMES**

- 12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect with any matter dealt with in this agreement, the Employee will give notice to the Employee to attend a meeting.
- 12.2 The Employee will have the opportunity at the Meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme including dates for implementing these measures.
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this agreement, the parties will confer with a view to resolving the dispute or difference.
- 12.4 In the case of unacceptable performance, the Employer shall: -

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

**13 DISPUTE RESOLUTION**

13.1 Any dispute about the nature of this performance agreement, whether it relates to key responsibilities, priorities, method of assessment and/or any other matter provided for, shall be mediated by a member of the municipal council, provided that such member was not part of 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. The decision of the mediator shall be final and binding on both parties.

**14. GENERAL**

- 14.1 The content of this agreement must be made available to the public by the Employer, in accordance with the Local Government Municipal Finance Management Act, 2003 and Section 46 of the Local Government Municipal Systems Act 32, 2000.
- 14.2 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.

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Thus, done and signed at.....K.S.D. MUNICIPALITY..... on the .....5<sup>th</sup>..... day  
of.....2023.

**AS WITNESSES:**

1. \_\_\_\_\_  
2. W. J. J.

**AS WITNESSES:**

1. \_\_\_\_\_  
2. W. J. J.

[Signature]  
EMPLOYEE

N. Pakade

**N. PAKADE**  
**MUNICIPAL MANAGER**  
(On behalf of the  
Employer)



**PERFORMANCE PLAN**

**Entered into**

by and between

**MR. N. PAKADE**  
in his capacity as

**Municipal Manager**

**of King Sabata Dalindyebo Local Municipality**

(Hereinafter referred to as the Representative of the Municipality, the Employer)

**and**

**MR. E.F. Jiholo**  
in his capacity as

**Chief Financial Officer**

**of King Sabata Dalindyebo Local Municipality**

(Hereinafter referred to as the Employee)

**FINANCIAL YEAR: 01 JULY 2023 - 30 JUNE 2024**

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## 1. Introduction

A Performance Plan is a strategic management tool that enables the performance of the employee to be assessed in an objective and fair manner. It defines the Council's expectations of the Chief Financial Officer's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

This Performance Plan is composed of three distinct plans:

### a. Output Plan

The output plan is a plan of what outputs the employee is expected to deliver on. The outputs are defined in terms of the tangible deliverables (product or service). The quality requirements include the standard of the product or service and the time frame within which it must be delivered. Finally, the indicator must reflect what evidence must be produced to demonstrate the delivery.

### b. Competency Plan

The competency plan is a plan of what competencies (skills, knowledge, and attitude) the employee must acquire to be able to perform and deliver on the set objectives effectively. It entails the determination of the gap between the required level of competence and the employee's actual level of competence.

### c. Development Plan

The development plan is a plan of what development interventions will be undertaken to bridge the gap between the required level of competence and the employee's actual level of competence and thus bring the employee to the desired competency level.

## 2. Output Plan

### 2.1 Introduction

The output plan is a plan of what outputs the employee is expected to deliver on. It consists of the key performance areas (KPA's), weighting, outputs, performance indicator, baseline information and a target. A key performance area is a defined or demarcated area of performance. The outputs are defined in terms of the tangible deliverables (product or service). The quality requirements include the standard of the product or service and the time frame within which it must be delivered. The quality requirements are the standards which measure the quality of the service or product.

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The baseline information is the current information which is used as a starting point from which performance will be measured. Finally, the indicator must reflect what evidence must be produced to demonstrate the delivery.

## **2.2 Key Performance Areas**

The following are Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2006) and the Municipality's IDP:



**DEPARTMENT: BUDGET AND TREASURY OFFICE**

KEY PERFORMANCE AREA (KPA) 1: SPATIAL PLANNING (SP)

KPA WEIGHT: 10

IDP OBJECTIVE: EFFECTIVE AND EFFICIENT IMPLEMENTATION OF SPATIAL PLANNING IN A COMPLIANT MANNER BY JUNE 2024

IDP REF: SP 1.1

Strategy	Project Name	KPI#	Key Performance Indicator (KPI)	Baseline	Annual Target	Annual Budget	Quarterly Targets & POE				Location/Ward No.	Annual Portfolio of evidence/ Means of verification	Responsible Department			
							Quarter 1 Target	Quarter 1 POE	Quarter 2 Target	Quarter 2 POE				Quarter 3 Target	Quarter 3 POE	Quarter 4 Target
Develop and implement a land use and spatial planning system	Review and update Asset register	1.1.9	Reviewed GRAP Compliant Asset Register	2022/23 GRAP Compliant Asset Register	Reviewed GRAP Compliant Asset Register by June 2024	N/A	Update Asset Register	1. Compliant Asset Register	Monthly reconciliations	Update Asset Register	1. Compliant Asset Register	Monthly reconciliations	KSDLM	1. Compliant Asset Register	Monthly reconciliations	Budget & Treasury Office

KEY PERFORMANCE AREA (KPA) 2: BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (BSD)

KPA WEIGHT: 10

IDP OBJECTIVE: PROVISION OF SOCIAL AND COMMUNITY SERVICES BY JUNE 2024

IDP REF: BSD 2.2

Strategy	Project Name	KPI#	Key Performance Indicator (KPI)	Baseline	Annual Target	Annual Budget	Quarterly Targets & POE				Location/Ward No.	Annual Portfolio of evidence/ Means of verification	Responsible Department			
							Quarter 1 Target	Quarter 1 POE	Quarter 2 Target	Quarter 2 POE				Quarter 3 Target	Quarter 3 POE	Quarter 4 Target
Provision of Free Basic Services	Provision of Free Basic Services	2.2.15	Provision of free basic services to indigent households in line with indigent register	Provision of free basic services to indigent households in 2022/23	Provision of free basic services to indigent households in line with indigent register by June 2024	R27 453 000.00	Provision of free basic services to indigent households in line with indigent register	1. Indigent Register	2. Indigent subsidy reports	Provision of free basic services to indigent households in line with indigent register	1. Indigent Register	2. Indigent subsidy reports	All Wards	1. Indigent Register	2. Indigent subsidy reports	Budget & Treasury Office

KEY PERFORMANCE AREA 3: FINANCIAL VIABILITY AND MANAGEMENT (FVM)

KPA WEIGHT: 50

IDP OBJECTIVE: CREATE SOUND FINANCIAL MANAGEMENT, SUPPLY CHAIN AND ASSET MANAGEMENT ENVIRONMENT BY JUNE 2024

IDP REF: FVM 3.1

Strategy	Project Name	KPI#	Key Performance Indicator (KPI)	Baseline	Annual Target	Annual Budget	Quarterly Targets & POE				Location/Ward No.	Annual Portfolio of evidence/ Means of verification	Responsible Department			
							Quarter 1 Target	Quarter 1 POE	Quarter 2 Target	Quarter 2 POE				Quarter 3 Target	Quarter 3 POE	Quarter 4 Target
Improvement of revenue generation	Revenue collection	3.1.1	% Collection on revenue billed on electricity and rates	90% Revenue collection	95% Collection on revenue billed on electricity and rates by June 2024	Revenue	21% Collection on revenue billed on electricity and rates	1. Billing Report	2. Receipts	72% Collection on revenue billed on electricity and rates (Cumulative)	1. Billing Report	2. Receipts	KSDLM	1. Billing Report	2. Receipts	Budget & Treasury Office
Compliance to MFMA provisions and prescripts	Implementation of cost containment policy	3.1.2	Implementation of cost containment policy	Implementation of cost containment policy in 2022/23	Implementation of cost containment policy by June 2024	N/A	Implementation of cost containment policy	1. Cost Containment Implementation Report	Implementation of cost containment policy	Implementation of cost containment policy	1. Cost Containment Implementation Report	Implementation of cost containment policy	KSDLM	1. Cost Containment Implementation Report	Implementation of cost containment policy	Budget & Treasury Office
Compliance to MFMA provisions and prescripts	Supplementary Valuation Roll	3.1.3	No. of Supplementary Valuation Roll conducted and implemented	2 Supplementary Valuation Roll in 2022/23	2 Supplementary Valuation Roll conducted and implemented by June 2024	R1 500 000.00	1. Supplementary Valuation roll implemented	1. Billing Report	1. Supplementary Valuation Roll	1. Supplementary Valuation roll implemented	1. Billing Report	1. Supplementary Valuation Roll	KSDLM	1. Supplementary Valuation Roll	1. Supplementary Valuation Roll	Budget & Treasury Office
Compliance to MFMA provisions and prescripts	Completion of Section 52(2) report	3.1.4	No. of Section 52(2) reports compiled and submitted to Council	4 Section 52(2) reports compiled and submitted to Council in 2022/23	4 Section 52(2) reports compiled and submitted to Council by June 2024	N/A	1. Section 52(2) Report compiled and submitted to Council	1. Section 52(2) Reports	2. Council Agenda	1. Section 52(2) Reports	2. Council Agenda	1. Section 52(2) Reports	KSDLM	1. Section 52(2) Reports	2. Council Agenda	Budget & Treasury Office

*Handwritten signature and initials:*  
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Strategy	Project Name	KPI #	Key Performance Indicator (KPI)	Baseline	Annual Target	Annual Budget	Quarterly Targets & POE												Annual Portfolio of evidential Means of verification	Location/Ward No.	Responsible Department
							Quarter 1 Target	Quarter 1 POE	Quarter 2 Target	Quarter 2 POE	Quarter 3 Target	Quarter 3 POE	Quarter 4 Target	Quarter 4 POE							
Compliance to MFMA provisions and prescripts	Annual Financial Statements	3.1.5	No. of GRAP Compliant Annual Financial Statements prepared and submitted to APAC, Auditor General (AG) & Treasury	2022/23 AFS	1. GRAP Compliant Annual Financial Statement prepared and submitted to APAC, AG & Treasury by August 2024	N/A	1. GRAP Compliant Annual Financial Statement prepared and submitted to APAC, AG & Treasury	1. 2022/23 AFSs	No Target	N/A	No Target	N/A	No Target	N/A	No Target	N/A	1. 2022/23 AFSs 2. Proof of submission to APAC, AG, & Treasury	KSDLM	Budget & Treasury Office		
Compliance to MFMA provisions and prescripts	Compilation of Annual Budget	3.1.6	No. of Compliant Annual Budgets compiled and submitted to Council for approval	2023/24 Annual Budget	1. Compliant 2024/25 Annual Budget compiled and submitted to Council for approval by June 2024	N/A	1. IDP/Budget Process plan prepared and submitted to Council for approval	1. IDP, Budget and PMS Process Plan	No Target	N/A	No Target	N/A	1. Compliant 2024/25 Annual Budget prepared and submitted to Council for approval	N/A	1. Final 2024/25 Annual Budget 2. Council Resolution	N/A	1. IDP, Budget and PMS Process Plan 2. Proof of submission to APAC, AG, & Treasury	KSDLM	Budget & Treasury Office		
Compliance to MFMA provisions and prescripts	Budget Adjustment	3.1.7	No. of Compliant Adjustment Budgets prepared and submitted to Council for approval	2022/23 Adjustment	1. Compliant 2023/24 Adjustment budget prepared and submitted to Council for approval by June 2024	N/A	N/A	N/A	No Target	N/A	No Target	N/A	1. Compliant 2023/24 adjustment budget prepared and submitted to Council for approval	N/A	N/A	N/A	1. 2023/24 Adjustment Budget 2. Council Resolution	KSDLM	Budget & Treasury Office		
Compliance to MFMA provisions and prescripts	Monitoring of Grant Expenditure	3.1.8	% Expenditure on conditional grant allocations	100% Expenditure in 2022/23	100% Expenditure on conditional grant allocations by June 2024	N/A	25% Expenditure on conditional grant allocations	1. Grant Expenditure Reports	40% Expenditure on conditional grant allocations	1. Grant Expenditure Reports	60% Expenditure on conditional grant allocations	100% Expenditure on conditional grant allocations	1. Grant Expenditure Reports	100% Expenditure on conditional grant allocations	1. Grant Expenditure Reports	100% Expenditure on conditional grant allocations	1. Expenditure Reports	KSDLM	Budget & Treasury Office		
Compliance to MFMA provisions and prescripts	Development and monitoring of Procurement Plan	3.1.9	Monitor and implement 2023/24 Procurement Plan and develop 2024/25 Procurement Plan	2022/23 Procurement Plan	Monitor and implement 2023/24 Procurement Plan and develop 2024/25 Procurement Plan by June 2024	N/A	Monitor and report on implementation of procurement plan 2023/24	1. Procurement Plan implementation report	Monitor and report on implementation of procurement plan 2023/24	1. Procurement Plan implementation report	Monitor and report on implementation of procurement plan 2023/24	Monitor and report on implementation of procurement plan 2023/24	1. Procurement Plan implementation report	Monitor and report on implementation of procurement plan 2023/24	1. Procurement Plan implementation report	1. Procurement Plan implementation report	1. Procurement Plan implementation report	KSDLM	Budget & Treasury Office		
Compliance to MFMA provisions and prescripts	Updating of Contract Register	3.1.10	Updated Contract register	2022/23 Contract register	Updated Contract register by June 2024	N/A	Updating of Contract register	1. Contract register	Updating of Contract register	1. Contract register	Updating of Contract register	Updating of Contract register	Updating of Contract register	Updating of Contract register	Updating of Contract register	Updating of Contract register	1. Updated Contract register	KSDLM	Budget & Treasury Office		
Improvement of revenue generation	Implementation of Financial Recovery Plan	3.1.23	% Implementation of financial recovery plan targets	2020/21 Financial Recovery	100% Implementation of financial recovery plan targets by June 2024	N/A	100% Implementation of financial recovery plan targets	1. Implementation Report	100% Implementation of financial recovery plan targets	1. Implementation Report	100% Implementation of financial recovery plan targets	100% Implementation of financial recovery plan targets	100% Implementation of financial recovery plan targets	100% Implementation of financial recovery plan targets	100% Implementation of financial recovery plan targets	100% Implementation of financial recovery plan targets	1. Implementation Reports	KSDLM	Budget & Treasury Office		

KEY PERFORMANCE AREA (KPA) 4 : LOCAL ECONOMIC DEVELOPMENT (LED)

KPA WEIGHT: 10

IDP OBJECTIVE: CREATION OF SUSTAINABLE JOB OPPORTUNITIES AND CAPACITATION PROGRAMMES THROUGH INTERNAL & EXTERNAL PARTNERSHIPS BY JUNE 2024

IDP REF: LED 4.2

Strategy	Project Name	KPI #	Key Performance Indicator (KPI)	Baseline	Annual Target	Annual Budget	Quarterly Targets & POE												Annual Portfolio of evidential Means of verification	Location/Ward No.	Responsible Department
							Quarter 1 Target	Quarter 1 POE	Quarter 2 Target	Quarter 2 POE	Quarter 3 Target	Quarter 3 POE	Quarter 4 Target	Quarter 4 POE							
Provision of conducive environment for job creation (FMG)	Creation of internships through Finance Management Grant (FMG)	4.2.3	No. of internships created through FMG	10 internships created in 2020/21	5 internships created through FMG by June 2024	R500,000.00	No target	N/A	5 internships created	1. Advert 2. Appointment letters	No target	N/A	1. Advert 2. Appointment letters	No target	N/A	1. Advert 2. Appointment letters	All Wards	Budget and Treasury Office			

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KEY PERFORMANCE AREA (KPA) 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP)

KPA WEIGHT: 10

IDP OBJECTIVE : TO PROMOTE SOUND LEADERSHIP, GOOD GOVERNANCE, PUBLIC PARTICIPATION AND ENABLING ENVIRONMENT BY JUNE 2024

IDP REF: GGPP 6.1

Strategy	Project Name	KPI#	Key Performance Indicator (KPI)	Baseline	Annual Target	Annual Budget	Quarterly Targets & POE				Location/Ward No.	Annual Portfolio of evidence/ Means of verification	Responsible Department
							Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target			
Monitoring implementation of Risk Management, Ethics Management, and Anti - Fraud & Corruption Policies and Plans	Implementation of Risk Register	5.1.54	% Implementation of Risk Register	60% Implementation of Risk Register 2022/23	100% Implementation of Risk Register by June 2024	N/A	100% Implementation of Risk Register	100% Implementation of Risk Register	100% Implementation of Risk Register	100% Implementation of Risk Register	KSDLM	1. Risk Management Report	Budget and Treasury Office
Evaluate and Monitor implementation of internal controls, risk management and governance	Implementation of Audit Action Plan	5.1.45	% Implementation of Audit Action Plan	60% Implementation of Audit Action Plan in 2022/23	100% Implementation of Audit Action Plan by June 2024	N/A	100% Implementation of Audit Action Plan	100% Implementation of Audit Action Plan	100% Implementation of Audit Action Plan	100% Implementation of Audit Action Plan	KSDLM	1. Audit Action Plan Progress Reports	Budget and Treasury Office
Evaluate and Monitor implementation of internal audit findings and governance	Implementation of internal audit findings	5.1.56	% Implementation of internal audit findings	60% Implementation of internal audit findings in 2022/23	100% Implementation of internal audit findings by June 2024	N/A	100% Implementation of internal audit findings	100% Implementation of internal audit findings	100% Implementation of internal audit findings	100% Implementation of internal audit findings	KSDLM	1. Internal Audit Report	Budget and Treasury Office

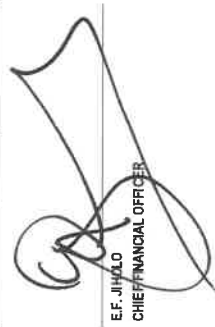
KEY PERFORMANCE AREA (KPA) 6: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (MTID)

KPA WEIGHT: 10

IDP OBJECTIVE : ENHANCE ORGANISATIONAL PERFORMANCE IN ORDER TO ACHIEVE ORGANISATIONAL OBJECTIVE BY JUNE 2024

IDP REF: MTID 6.1

Strategy	Project Name	KPI#	Key Performance Indicator (KPI)	Baseline	Annual Target	Annual Budget	Quarterly Targets & POE				Location/Ward No.	Annual Portfolio of evidence/ Means of verification	Responsible Department
							Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target			
Implementation of the PMS Policy	Signing of Performance agreements	6.1.23	No. of General Managers with signed performance agreements	2022/23 Performance Agreements	3 General Managers with signed performance agreements by June 2024	N/A	3 General Managers with signed performance agreements	No target	No target	No target	N/A	1. Signed Performance Agreements	Budget and Treasury Office
Implementation of the PMS Policy	Signing of Performance agreements	6.1.24	No. of Managers with signed performance agreements	2022/23 Performance Agreements	6 Managers with signed performance agreements by June 2024	N/A	6 Managers with signed performance agreements	No target	No target	No target	N/A	1. Signed Performance Agreements	Budget and Treasury Office
Implementation of the PMS Policy	Signing of Performance agreements	6.1.25	No. of Employees with signed performance agreements (below Managers to the last level)	2022/23 Performance Agreements	66 Employees with signed performance agreements (below Managers to the last level) by June 2024	N/A	66 Employees with signed performance agreements	No target	No target	No target	N/A	1. Signed Performance Agreements	Budget and Treasury Office
Implementation of the PMS Policy	Quarterly Performance reviews of employees	6.1.26	No. of Quarterly Performance Reviews of employees conducted	2 Quarterly Performance Reviews in 2022/23	4 Quarterly Performance Reviews conducted by June 2024	N/A	1 Performance Review (Quarter 4)	1 Performance Review (Quarter 1)	1 Performance Review (Quarter 2)	1 Performance Review (Quarter 3)	KSDLM	1. Memos 2. Performance assessment schedule 3. Performance Assessments reports	Budget and Treasury Office

  
E.F. JHWILO  
CHIEF FINANCIAL OFFICER

  
N. PAKADE  
MUNICIPAL MANAGER



## PERSONAL DEVELOPMENT PLAN (PDP)

**Employee Name: Eric Fudumele Jiholo**

**Employee Designation: Chief Financial Officer**

**Employee No:**

**Directorate: Budget and Treasury Office**

### PURPOSE

The purpose of the plan is to enable the supervisor and the employee to identify skills development requirements and agree on the steps to be taken to address the developmental gaps.

### AREAS OF DEVELOPMENT FROM THE PREVIOUS PERFORMANCE CYCLE (2022/23)

Areas of Development as identified in the previous performance cycle may be carried over to the new performance cycle.

List areas for Development according to priority.

AREAS OF DEVELOPMENT	(Indicate the <b>OUTPUTS</b> or <b>Core Managerial Competences (CMCs)</b> that applies
GRAP Update	Improved Annual Financial Statements
Refresher Course Project Management	Improved Management of projects

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## AREAS OF DEVELOPMENT FOR THE CURRENT PERFORMANCE CYCLE (2023/24)

List areas for Development according to priority

AREA IDENTIFIED FOR DEVELOPMENT	OBJECTIVE OF DEVELOPMENT	Output or Core Managerial Competences (CMCs)	TYPE OF INTERVENTION (short course 5 days) or long course 30 days and maximum 3 months indicate quarter
1. Preparation and Review of Annual Financial Statements	Better understanding of changes in the reporting requirements	Improved reporting on AFS	Workshops on Changes in GRAP reporting
2. Advanced training on project Management	Improved management of projects	Improved reporting and controls	Five day workshop
3. Advanced Training on SCM	Improved functioning of SCM and compliance	Improved compliance	Five day workshop
4. Human Resources Management	Better management of staff and employees	Improved management of personnel	Workshop

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You may attend a conference within the year to keep abreast with the latest trends and development within your field

CONFERENCES, SEMINARS, SYMPOSIUMS ATTENDED	PLANNED CONFERENCE, SEMINAR OR SYMPOSIUM FOR THIS CYCLE
1. CIGAFARO	
2. SALGA	

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## IMPACT ASSESSMENT FOR DEVELOPMENT

The impact of training on service delivery and job performance must be evaluated to check return on investment.


After six months, Supervisor and Employee will submit the Impact Assessment reports.


IMPACT OF DEVELOPMENT ON WORK (AFTER SIX MONTHS)	
EMPLOYEE (comments)	SUPERVISOR/MANAGER (comments)

We, (Employee) and (Supervisor) agree that the above-mentioned areas for development and the type of intervention suggested would be engaged in to achieve the required objective for development.

We also understand that sometimes due to the operational requirements and budget constraints of the Municipality (component/unit), it may not be possible to undertake the training and development stated with the type of intervention stated and/or within the quarter of the year as stated.

There is also an understanding between ourselves that areas for development could be identified throughout the year and that this may change the order of priority and type of intervention as stated in this plan.

Employees' signature:  Name: W.F. Muzup  
Date: 2023/07/12

Employer's signature:  Name: N. PAKADE  
Date: 18 July 2023