

NDLAMBE LOCAL MUNICIPALITY



**PERFORMANCE AGREEMENT AND PERFORMANCE PLAN
of
Director Financial Management**

FINANCIAL YEAR: 1 JULY 2025 – 30 JUNE 2026

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PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE NDLAMBE LOCAL MUNICIPALITY,

AS REPRESENTED BY THE MUNICIPAL MANAGER,

AND

THE DIRECTOR: FINANCIAL MANAGEMENT

FOR THE

FINANCIAL YEAR: 01 JULY 2025 – 30 JUNE 2026

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Ndlambe Local Municipality herein represented by **Adv. Rolly Dumezweni** in his capacity as Municipal Manager (hereinafter referred to as the **Employer**) **Mr Mlungisi Michael Klaas, Director: Financial Management** of the Ndlambe Local Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance Agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

- 2.1 comply with the provisions of Section 57(1) (b), (4A), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 specify objectives and targets established for the **Employee** and to communicate to the **Employee** the **Employer's** expectations of the **Employee's** performance expectations and accountabilities;
- 2.3 specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the **Employee** for permanent employment and/or to assess whether the **Employee** has met the performance expectations applicable to his/her job;
- 2.6 appropriately reward the **Employee** in accordance with the **Employer's** performance management policy in the event of outstanding performance; and
- 2.7 give effect to the **Employer's** commitment to a performance-orientated relationship with the **Employee** in attaining equitable and improved service delivery.

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3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st July 2025** and will remain in force until **30th June 2026** whereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan and the Budget of the **Employer** and shall include key objectives; key performance indicators; target dates and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

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.

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5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.

6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS.

6.1 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the **Employee's** responsibilities) within the local government framework.

6.2 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

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

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

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

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

Key Performance Areas (KPA's): 80%	Weighting
Basic Service Delivery and Infrastructure	10
Municipal Institutional Development and Transformation	9
Local Economic Development (LED)	6
Financial Viability and Management	63
[vGood Governance and Public Participation	12
Total	100%

6.4 The CCRs will make up the other 20% of the **Employee's** assessment score.

LEADING COMPETENCIES		WEIGHT
01	Strategic Direction and Leadership	7.75%
02	People Management	7.25%
03	Program and Project Management	7.50%
04	Financial Management	8.25%
05	Change Leadership	7.25%
06	Governance Leadership	7.00%
CORE COMPETENCIES		
07	Moral Competence	9.55%

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08	Planning and Organising	9.00%
09	Analysis and Innovation	9.80%
10	Knowledge and Information Management	8.55%
11	Communication	9.10%
12	Results and Quality Focus	9.00%
TOTAL		100
WEIGHT		20%

7. EVALUATING PERFORMANCE

- 7.1 The Performance stated in 4 (4.1) above shall be the basis for evaluating performance.
- 7.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 7.4 The **Employee's** performance shall be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 7.5 The annual performance appraisal shall involve:
- 7.5.1 Assessment of the achievement of results as outlined in the performance plan:
- Each KPA shall 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.
 - An indicative rating on the five-point scale should be provided for each KPA.
 - 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.
- 7.5.2 Assessment of the CCRs
- Each CCR shall be assessed according to the extent to which the specified standards have been met.
 - An indicative rating on the five-point scale should be provided for each CCR.
 - The applicable assessment rating calculator (refer to paragraph 7.5.3) must then be used to add the scores and calculate a final CCR score.
- 7.5.3 Overall rating
- An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.
- 7.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

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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	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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7.7 For purposes of evaluating the performance of the **Employee**, an evaluation panel constituted by the following persons will be established –

7.7.1 Municipal Manager

7.7.2 Chairperson of the Audit Committee;

7.7.3 Portfolio Councillor of Executive Committee or representative who is a portfolio councillor of Executive Committee

7.7.4 Municipal Manager of another local municipality

The Manager: Human Resources shall provide secretarial services to the assessment team referred to above and Internal Audit and PMS serve as resource personnel.

8. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter (Municipal Manager and Director) :	July – September
2025 Second quarter (Full Panel) :	October – December
2025 Third quarter(Municipal Manager and Director) :	January – March 2026
Fourth quarter (Full Panel) :	April – June 2026

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

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

8.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

8.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

10. OBLIGATIONS OF THE EMPLOYER

10.1 The **Employer** shall –

10.1.1 create an enabling environment to facilitate effective performance by the **Employee**;

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- 10.1.2 provide access to skills development and capacity building opportunities;
- 10.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 10.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him/ her to meet the performance objectives and targets established in terms of this Agreement; and
- 10.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him/ her to meet the performance objectives and targets established in terms of this Agreement.

11. CONSULTATION

- 11.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
 - 11.1.1 a direct effect on the performance of any of the **Employee**'s functions;
 - 11.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
 - 11.1.3 a substantial financial effect on the **Employer**.
- 11.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 The evaluation of the **Employee**'s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 12.2 A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance. . In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment rating calculator; provided that-
 - 12.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - 12.2.2 a score of 150% and above is awarded a performance bonus ranging 10% to 14%
- 12.3 The **Employee** will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective assessment.
- 12.4 In the case of unacceptable performance, the **Employer** shall –
 - 12.4.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her 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

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the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

PERFORMANCE PLAN

1. PURPOSE

The Performance Plan defines the Council's expectations of the Director's Performance Agreement and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets shall be based on the Key Performance Areas and Indicators as set in the Ndlambe Local Municipality Integrated Development Plan (IDP) and as reviewed annually.

2. KEY RESPONSIBILITIES

The following objectives of local government will inform the Municipal Manager's performance against set performance indicators

- a. Provide democratic and accountable government for local communities
- b. Ensure the provision of services to communities in a sustainable manner
- c. Promote social and economic development
- d. Promote a safe and healthy environment
- e. Encourage the involvement of communities and community-based organisations in matters of local government

3. KEY PERFORMANCE AREAS

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006, inform the strategic objectives in the table below:

- a. Spatial Planning
- b. Basic Service Delivery
- c. Municipal Institutional Development and Transformation
- d. Local Economic Development
- e. Municipal Financial Viability and Management
- f. Good Governance and Public Participation

Details of the Performance Plan are contained in Annexure A of this contract.

4. DISPUTE RESOLUTION

- 4.1 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or salary increment in the agreement, must be mediated by the MEC responsible for Local Government in the Province of the Eastern Cape within thirty (30) days of receipt of a formal dispute from the employee, whose decision shall be final and binding on both parties.

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4.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by the MEC responsible for Local Government in the Province of the Eastern Cape, within thirty (30) days of receipt of a formal dispute from the employee, whose decision shall be final and binding on both parties.

5. GENERAL

5.1 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**.

5.2 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.

Thus done and signed at Port Alfred on this the 15 day of July 2025.

AS WITNESSES:

1. [Signature]

[Signature]
EMPLOYEE

2. Y. Isaac

Thus done and signed at Port Alfred on this the 15 day of July 2025.

1. [Signature]

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MUNICIPAL MANAGER

2. [Signature]

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ANNEXURE A
PERFORMANCE PLAN

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**NDLAMBE LOCAL MUNICIPALITY
CHIEF FINANCIAL OFFICER SCORECARD**

2025/2026 FINANCIAL YEAR

Department	Key Performance Area	Strategic Objective	Code	Key Performance Indicator (KPI)	Weighting	Baseline 2024/2025 (estimated)	Annual Targets				Means of Verification	
							2025/2026	Quarter 1	Quarter 2	Quarter 3		Quarter 4
Financial Services	KPA 2: Basic Service Delivery	2.1. Provide sustainable, efficient, cost effective, adequate and affordable services to all our services	T1 2_2_2.1_35	35. Percentage registered indigent households having access to free basic services	5.00	100%	100%	100%	100%	100%	100%	Lead Schedule Indigent Register, Transaction Report, Meter Report
Financial Services	KPA 5: Financial Viability and Management	1.2. Improve financial viability of the municipality	T2 5_1_1.2_41	41. Percentage Collection Rate	3.50	80.36%	73.58%	69%	77.33%	72%	76%	Lead Schedule Collection Rate Report
Financial Services	KPA 5: Financial Viability and Management	1.2. Improve financial viability of the municipality	T2 5_1_1.2_42	42. Cash/ Cost Coverage Ratio (Excluding Unspent Conditional Grants)	3.50	1.25:1	3 Months	3 Months	3 Months	3 Months	3 Months	Lead Schedule Financial Viability Report, Cashflow statement Investment, Register
Financial Services	KPA 5: Financial Viability and Management	1.2. Improve financial viability of the municipality	T2 5_1_1.2_43	43. Percentage reduction of Irregular, Fruitless and Wasteful, Unauthorised Expenditure prior years	3.50	90.50%	(based on closing balance of 24/25)	N/A	N/A	N/A	50% (based on closing balance of 24/25)	Lead Schedule Audited Financial Statements, Quarterly Report, Council
Financial Services	KPA 5: Financial Viability and Management	1.2. Improve financial viability of the municipality	T2 5_1_1.2_44	44. Irregular, Fruitless and Wasteful Expenditure as a percentage of Total Operating Expenditure	3.50	8.13%	25%	N/A	N/A	N/A	25%	Lead Schedule, Full Year Irregular, Fruitless and Wasteful Expenditure Register, mScoa Trial Balance
Financial Services	KPA 5: Financial Viability and Management	1.2. Improve financial viability of the municipality	T2 5_1_1.2_45	45. Repairs and Maintenance as a % of Property, Plants and Equipment and Investment Property (Carrying Value)	3.50	2.00%	0.02%	0.01%	0.01%	0.015%	0.02%	Lead Schedule Monthly budget actuals for expenditure, Section 71 Repo
Financial Services	KPA 5: Financial Viability and Management	1.2. Improve financial viability of the municipality	T2 5_1_1.2_46	46. Current Ratio	3.50	1.49:1	1.30	1.00	1.10	1.20	1.30	Lead Schedule Monthly actuals, Debtors Age Analysis, Bank Reconciliation, Investment Register, Creditor's Age Analysis

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Financial Services	KPA 5: Financial Viability and Management	1.2. Improve financial viability of the municipality	T2 5_1_1_2_47	47. Percentage of Total Funded budget (Internal) spent	3.50	91.46%	85%	N/A	N/A	N/A	85%	Lead Schedule Section 71 Reports
Financial Services	KPA 5: Financial Viability and Management	1.2. Improve financial viability of the municipality	T2 5_1_1_2_48	48. Total Capital Expenditure as a percentage of Total Capital Budget	3.50	57.00%	80%	N/A	N/A	N/A	80%	Lead Schedule Monthly budget actuals Section 71 Report
Financial Services	KPA 6: Good Governance and Public Participation	1.1 Improve the governance of the Municipality	T2 6_1_1_1_49	49. Audit Opinion	5.00	Unqualified	(5 - Clean Audit 4 - Unqualified 3 - Qualified 2 - Adverse Findings 1 - Disclaimer)	N/A	N/A	(5 - Clean Audit 4 - Unqualified 3 - Qualified 2 - Adverse Findings 1 - Disclaimer)	N/A	Lead Schedule Auditor-General Report
Financial Services	KPA 2: Basic Service Delivery	2.1. Provide sustainable, efficient, cost effective, adequate and affordable services to all our	T1 1_2_2_1_95	95. Number of registered indigent households receiving alternative energy (gel fuel)	5.00		2100	2100	2100	2100	2100	Lead Schedule Alternative Energy Issued Register
Financial Services	KPA 3: Municipal Transformation and Institutional Development	1.1 Improve the governance of the Municipality	T2 2_1_1_1_96	96. Number of reports submitted to the Director by the Sectional Managers in respect of issues raised at the monthly departmental meetings.	5.00	New Indicator	48	12	12	12	12	Lead Schedule Copies of Reports Proof of submission to the Director
Financial Services	KPA 3: Municipal Transformation and Institutional Development	1.1 Improve the governance of the Municipality	T2 2_1_1_1_98	98. Number of findings raised by the AG in terms of insufficient records/evidence for	4.00	0	0	N/A	N/A	0	N/A	Lead Schedule AG Management Letter
Financial Services	KPA 4: Local Economic Development	1.5 Develop a vibrant rapidly growing employment generating economy based on tourism, agriculture, ocean resources and new digital technologies	T3 3_1_1_5_99	99. Number of jobs created in line with the EPWP Policy (FS)	6.00		44	8	12	12	12	Lead Schedule EPWP Report (Including supporting documents such as Employment contracts, Appointment Letters, Time Sheets, etc.)
Financial Services	KPA 5: Financial Viability and Management	1.2. Improve financial viability of the municipality	T2 4_1_1_2_100	100. Number of funded institutional budget adjustment approved by Council	3.50	1	1 (By end February)	N/A	N/A	1	N/A	Lead Schedule Council Resolution
Financial Services	KPA 5: Financial Viability and Management	1.1. Improve the governance of the municipality	T2 4_1_1_2_101	101. Turnaround time for approval of funded institutional annual budget by Council (30 June 2025)	3.50	New Indicator	30 Days	N/A	N/A	N/A	30 Days	Lead Schedule Council Resolution



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Financial Services	KPA 5: Financial Viability and Management	1.2. Improve financial viability of the municipality	T2 4_1_1.2_102	102. Percentage of finance 2025/2026 irregular expenditure relative to total budget (Excluding non cash items and salaries).(FS)	3.50	New Indicator	25%	10%	15%	20%	25%	Lead Schedule Irregular Expenditure Report, Budget Actuals Lead Schedule
Financial Services	KPA 5: Financial Viability and Management	1.1. Improve the governance of the municipality	T2 4_1_1.1_104	104. Submission of Annual Financial Statements (2025/2026) to Auditor General of South Africa by 31st August 2025	3.50	1	1	1	N/A	N/A	N/A	Proof of submission (AG Acknowledgement of Receipt)
Financial Services	KPA 5: Financial Viability and Management	1.1. Improve the governance of the municipality	T2 4_1_1.1_105	105. Number of draft AFS submitted to Internal Audit for review prior to AG submission	3.50	1	1	1	N/A	N/A	N/A	Proof of submission (Internal Audit Acknowledgement)
Financial Services	KPA 5: Financial Viability and Management	1.1. Improve the governance of the municipality	T2 4_1_1.1_106	106. Percentage of Internal Audit recommendations on the interim AFS Implemented.	3.50	New Indicator	100%	100%	N/A	N/A	N/A	Lead Schedule Draft Revised AFS Internal Audit Review Report
Financial Services	KPA 5: Financial Viability and Management	1.1. Improve the governance of the municipality	T2 4_1_1.1_108	108. Percentage reduction of Irregular, Fruitless and Wasteful expenditure - current FY	3.50	76.80%	30%	N/A	N/A	N/A	30%	Lead Schedule Council Resolutions
Financial Services	KPA 5: Financial Viability and Management	1.1. Improve the governance of the municipality	T2 4_1_1.1_110	110. Percentage progress made in resolving 2024/25 FYR Audit qualifications raised by Auditor General not requiring Year End Transactions.(FS)	3.50	New Indicator	60%	N/A	60%	N/A	N/A	Lead Schedule Audit Report Audit Action Plan
Financial Services	KPA 5: Financial Viability and Management	1.8 Develop reliable, well maintained infrastructure to attract and enable investment.	T1 4_1_8.2_114	114. Percentage of Repairs and Maintenance budget spent (FS)	3.50	85%	85%	20%	40%	60%	85%	Lead Schedule Monthly budget actuals for expenditure, Section 71 Report
Financial Services	KPA 5: Financial Viability and Management	1.2. Improve financial viability of the municipality	T2 4_1_1.2_115	115. Percentage reduction in Irregular expenditure in comparison to prior years	3.50	25%	25%	5%	15%	20%	25%	Lead Schedule Irregular Expenditure Report (Previous Financial years and Current), Annual Financial
Financial Services	KPA 6: Good Governance and Public Participation	1.1 Improve the governance of the Municipality	T2 5_1_1.1_116	116. Percentage of actions taken to address risks as identified in the risk register updated on the Risk Assist system.(BIO)	3.00	New Indicator	100%	100%	100%	100%	100%	Lead Schedule Monthly Reports System Printouts
Financial Services	KPA 6: Good Governance and Public Participation	1.1 Improve the governance of the Municipality	T2 5_1_1.1_117	117. Number of performance agreements entered into between the Senior Manager and Managers.(FS) signed by	4.00	5	5	5	N/A	N/A	N/A	Lead Schedule Signed Performance Agreements

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ANNEXURE B PERSONAL
DEVELOPMENT PLAN

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*Topic	*Skill required / Performance Gap	Outcome Expected (What will I achieve)	Status	*Completion Date (Deadline)	Priority	Name of Manager	Mode of Delivery	Suggested Training / Learning	Suggested Time frame	Work Opportunity created to practice Skill / Development Area	Support Person	Competency
Performance Management	Appraise the performance of my deputies/managers/assistants	Deputies/Managers and assistants will be able to complete their scorecards and I will be in the position to monitor their performance	Ongoing	To be completed by May 2026	Normal	Adv. Rolly Dumezweni	Coaching - Internal Expert	Sessions to be held with the performance service provider / manager	To be completed by May 2026	All managers reporting to me will be appraised on their performance areas	Performance Manager/ Service provider	Performance Management
Financial Management	Sound financial management	To be fully capacitated with all GRAP requirements	Ongoing	To be completed by 30 June 2026	High	Adv. Rolly Dumezweni	Training/Workshop	GRAP training courses presented by institutions that are GRAP experts and e-learning registration	To be completed by 30 June 2026	To have GRAP compliant financial statements and a clean audit report	Treasury e-learning program	Financial Reporting
Good Governance	Practice good governance and financial ethics	To have everybody procuring goods making use of centralised supply chain processes	Ongoing	To be completed by 30 June 2026	High	Adv. Rolly Dumezweni	Allocation to specific project	Resourcing department with key personnel, delegation of duties and development and staff on SOPs	To be completed by 30 June 2026	Preparation of procurement plans, costing templates, creation of a commodity database	MunSoft / Treasury / CGFARO	Governance Leadership
Financial Performance Reporting	Financial performance and reporting	KPI POE development	Ongoing	As soon as the MunSoft is able to activate the system 31st Sept 2026	High	Adv. Rolly Dumezweni	Excel Model development	Identify key variables and data source	45199	Monthly budget statement extraction (Financial system development and grading)	MunSoft and BTO Manager	Financial Reporting
Strategic Skills	Acquire advanced strategic and operational skills	To enhance strategic decisions for advancement of the institution given the municipal dynamic operating environment	Ongoing	To be completed by 30 June 2026	High	Adv. Rolly Dumezweni	Self-study-Research and adoption of best practices by other LMS	Register for a generalist Academic qualification	To be completed by 30 June 2026	I will be better equipped to deal with strategic issues and align the institutions operations to the dynamic environmental challenges	Workshop and academic institutions would critical in acquiring the necessary knowledge	Strategic Capability and Leadership
Risk and Change Management	Risk and change management in finance	To be able to strategize around risks, identify risks, rate risks, develop plans to mitigate risks, scan operating environment and identify required changes to ensure continuity	Ongoing	To be completed by 31 April 2026	High	Adv. Rolly Dumezweni	Action Assist Risk Module / Self-study/COGTA, Treasury and CIGFARO trainings	Engage various service providers providing revenue protection solutions to mitigate diminishing municipal revenue and remote operations monitoring equipment	To be completed by 30 May 2026	To be able to manage finance risks and move away from crisis management and also financial risks within other departments	Action Assist Internal auditor / Provincial Treasury and CIGFARO	Integrated Risk Register Management (IRRM)
Project Management	Verifications	To be able to identify all households qualifying for indigent subsidy and be able to identify decrease households in the indigent register and all state organs employees bidding in biding in municipal projects.	Ongoing	To be completed by 30 June 2026	High	Adv. Rolly Dumezweni	Procurement of a System and Training	Training by a system vendor on how to operate the system to get the desired outcome	To be completed by 30 June 2026	Indigent households registrations, Visiting deceased households to identify new beneficiaries, updating company directors/member to determine their employers	System Vendor support team	Verification
Customer Care And Stakeholder Engagement	How to operate the system when using the Customer care Module	Record Complaints & respond to ratepayers	Ongoing	To be completed by 30 April 2026	Normal	Adv. Rolly Dumezweni	Training	Training on the use of the Module by OVVIC	To be completed by 28 April 2026	Engaging with public through various platforms on budget process, valuation issues and general enquiries by stakeholders/ratepayers	Service provider/OVVIC team	Combined Assurance
MSCOA	mSCOA	To be able to fully implement the mSCOA SCM Module by 2024 and use at least 3 registers of our system	Ongoing	To be completed by 30 June 2026	Normal	Adv. Rolly Dumezweni	Training	MunSoft Training unit and module developers	To be completed by 30 June 2026	To be able to fully implement mSCOA	System Vendor	Budgeting
Auditing And Audit Assurance	Auditing, audit assurance and use of AFS review tool	To achieve unqualified Audit opinion	Ongoing	To be completed by 30 June 2026	High	Adv. Rolly Dumezweni	Training on the use of the AFS review tool	Sessions to be held with the internal auditor and training sessions to be held with external service provider to discuss all audit aspects	To be completed by 30 June 2026	Development of analytical skills, knowledge of municipal ability and limitations, GRAP reporting, UFR management, contracts management and reporting	A combination of Treasury and external service providers/ internal audits	Combined Assurance

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