



**MOHOKARE**  
LOCAL MUNICIPALITY

# PERFORMANCE AGREEMENT

## BETWEEN

**MOPEDI SAM MOHALE**

(Herein and after referred to as “the Employer”)

AND

**PIHI VINCENT LITABE**

(Herein and after referred to as “the Employee”)

**FINANCIAL PERIOD: 15 July 2024 – 15 October 2024**

M.S.V. T.L. P.V.  
G.M.

## 2. INTRODUCTION

- 2.1 The parties have entered into an employment contract in terms of section 57(1) (a) of the Local Government: Municipal Systems Act No. 32 of 2000 (hereinafter referred to as “the Systems Act”).
- 2.2 Section 57(1)(b) of the Systems Act, read with the employment contract entered into by parties, requires the parties to annually conclude a performance agreement one month after the beginning of the financial year of the municipality.
- 2.3 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.
- 2.4 The parties wish to ensure that there is compliance with sections 57(4A), 57(4B) and 57(5) of the Systems Act.

## 3. PURPOSE OF THIS AGREEMENT AND APPENDICES

The purpose of this agreement is to –

- 3.1 Comply with the provisions of Sec 57(1) (b), (4A), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties
- 3.2 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.
- 3.3 Specify accountabilities as set out in a performance plan which forms an Annexure to the performance agreement
- 3.4 Monitor and measure performance against set targeted outputs
- 3.5 Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his job
- 3.6 Appropriately reward the Employee in the event of outstanding performance
- 3.7 Give effect to the employer’s commitment to a performance orientated relationship with its employee in attaining equitable and improved service delivery

#### 4. COMMENCEMENT AND DURATION

- 4.1 This Performance Agreement will commence on the **15 July 2024** and will remain in force until **15 October 2024**. Where after 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
- 4.2 The parties must 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 one month after the beginning of each successive financial year.
- 4.3 This Agreement shall terminate on:
- 4.3.1 The date on which the employee's employment with the Employer terminates for any reason; or
- 4.3.2 15 October 2024.
- 4.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decision or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

#### 5 PERFORMANCE OBJECTIVES

- 5.1 The performance plan contained in **Annexure 'A'** to this Agreement sets out
- 5.1.1 Key Performance Areas that the employee should focus on.
- 5.1.2 The performance objectives and targets that must be met by the Employee during the current financial year;
- 5.1.3 The time frames within which those performance objectives and targets shall be met; and
- 5.1.4 The core competency requirements the Employee must acquire or possess and demonstrate.
- 5.2 The performance objectives and targets reflected in **Annexure A** are set by the Employer in consultation with the Employee and are based on the Integrated development plan, current service delivery and budget implementation plan (SDBIP) and the current Budget, and it includes key objectives, key performance indicators, targets, dates and weightings.
- 5.2.1 The key strategic objectives describe the strategic intent of the organisation that needs to be achieved.
- 5.2.2 The strategic performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 5.2.3 The target dates describe the timeframe in which the work must be achieved.

5.2.4 The weightings show the relative importance of the key performance areas, key objectives, and key performance indicators to each other.

## 6. PERFORMANCE MANAGEMENT SYSTEM

- 6.1 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.
- 6.2 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
- 6.4 The Employee's assessment will be based on his performance in terms of outputs (performance targets) reflected on the Performance Plan which are linked to relevant KPA's /CCRs, key objectives and key performance indicators (KPIs) as agreed to between the Employer and the Employee.
- 6.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components with a weighting of 80:20, as indicated in **Annexure A**, namely –
- 6.5.1 Key performance areas at 80%; and
- 6.5.2 Core competency requirements/Core Managerial Competencies (CMC) at 20%
- 6.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPAs, and will constitute 80% of the overall assessment results as per the weightings agreed to between the Employer and Employee.

KEY PERFORMANCE AREAS (KPA's)	WEIGHTING
Financial Viability	70%
Good Governance & Administration	30%
<b>Total</b>	<b>100%</b>

- 6.7 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 from the list below as agreed to between the Employer and Employee:

CORE MANAGERIAL COMPETENCIES	WEIGHT
Financial Management	20%
People Management and Empowerment	10%
Client Orientation and Customer Focus	20%
Strategic Capability and Leadership	10%
Problem Solving and Analytical Thinking	10%
Service Delivery Innovation	10%
Competency in Policy Conceptualisation and Implementation	10%
Honesty and Integrity	10%
	<b>100%</b>

## 7. EVALUATING PERFORMANCE

7.1 The performance plan (**Annexure A**) to this agreement sets out –

7.1.1 The standards and procedure for evaluating the Employee's performance;  
And

7.1.2 The intervals for the evaluation of the Employee's 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 will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

7.5 The annual performance appraisal will involve:

7.5.1 Assessment of the achievement of results as outlined in the performance plan:

7.5.1.1 Each KPA should be assessed according to the extent to which specified standards or performance indicators have been met and with due regard to ad hoc that had to be performed under the KPA.

7.5.1.2 An indicative rating on the five-point scale should be provided for each KPA.

7.5.1.3 The applicable assessment rating calculator (refer to paragraph 6.5 above) must then be used to add the scores and calculate a final KPA score.

### 7.5.2 Assessment of the CCR's

- 7.5.2.1 Each CCR will be assessed according to which the specified standards have been met.
- 7.5.2.2 An indicative rating on the five-point scale will be provided for each CCR.
- 7.5.2.3 This rating will be multiplied by the weighting given to each CCR to provide score
- 7.5.2.4 The applicable assessment rating calculator will then be used to add the scores and calculate a final CCR score

### 7.5.3 Overall rating

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

## 8 PERFORMANCE ASSESSMENTS

8.1 The Employee's performance shall be assessed after the end of each quarter, as follows –

Quarter		Assessment before
1	July – September	31 October 2024
2	October – December (hereinafter referred to as “ the mid-year performance review”)	31 January 2025
3	January – March	30 April 2025
4	April – June (hereinafter referred to as “the annual performance appraisal”)	31 July 2025

8.2 The Employee's mid-year performance review and annual performance appraisal shall be conducted by an evaluation panel consisting of –

- 8.2.1 The Municipal Manager
- 8.2.2 The Chairperson of the performance audit committee or, if the Employer does not have a performance audit committee, the audit committee
- 8.2.3 Member of the mayoral or executive committee or in respect of a plenary municipality
- 8.2.4 The municipal manager of another municipality designated by the Municipal Manager;
- 8.2.5 The Municipal Manager has the priority to ask external consultants/expects to conduct the entire evaluation.

The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to above.

8.3 The assessments for the first quarter (July – September) and the third quarter (January - March) shall be conducted by the Municipal Manager, provided that the Municipal Manager may request any member(s) of the evaluation panel to assist him during such assessment.

8.4 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs.

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	The 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 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					

8.4.1 The mid-year performance review and annual performance appraisal shall involve – Assessment of the achievement of key performance indicators and targets in the key performance areas:

8.4.1.1 Each key performance area shall be assessed according to the extent to which the performance indicators have been met with due regard to ad hoc tasks that may have been performed under any key performance area.

8.4.1.2 An indicative rating on the five – point scale set out in clause 8.4 shall be provided for each key performance area.

8.4.1.3 The rating contemplated in paragraph (b) shall be multiplied by the weighting given to each key performance area to provide a score.

- 8.4.1.4 The assessment rating calculator shall be applied to add the scores and calculate a final key performance area score.
- 8.5 The employer shall keep a record of the mid- year review and annual assessment meetings
- 8.6 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 8.7 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.
- 8.8 The employer may amend the provisions of **Annexure A** whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.
- 8.9 The Employer must –
- 8.5.1 Keep a written record of the mid-year review and annual appraisal meetings, and
- 8.5.2 Cause secretarial services to be provided to the evaluation panel
- 8.10 Despite the establishment of agreed intervals for evaluation as set out in clause 8.1 above, the Employer may in addition review the Employee's performance at any time whilst this Agreement remains in force.
- 8.11 The Employer shall supply a copy of any assessment in terms of this clause to the Employee within a reasonable time after such assessment has been completed and shall invite the Employee to attend and participate in a performance interview, which shall be conducted by the Municipal Manager, provided that the Municipal Manager may request any member(s) of the evaluation panel to assist him during such an interview. A performance interview shall be conducted within 30 days after the date on which the Municipal Manager or the evaluation panel, as the case may be, has conducted a performance review or assessment, on a date agreed between the Parties.
- 8.12 The Employee has the right, during a performance interview, in respect of any performance objective, target or core competency requirement to –
- 8.12.1 Request and receive an explanation for any points awarded;
- 8.12.2 Submit additional and/or supplementary evidence of performance/achievement; and
- 8.12.3 Provide an explanation for any below standard performance



## 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;

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 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 assisting him 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.

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 (12) months 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 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 contract of employment of the Employee on grounds of unfitness or incapacity to carry out his duties.
- 12.5 A performance bonus calculated as a percentage of the Employee's all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance, as follows:

Score	Performance bonus
≥ 129%	0%
130%	5%
133%	5%
135%	6%
137%	6%
138%	7%
140%	8%
142%	8%
143%	8%
145%	8%
147%	9%
148%	9%
150%	10%
152%	10%
153%	10%
155%	14%

- 12.6 Any performance bonus that may be payable to the Employee, shall only be paid out after –
- 12.6.1 30 June 2025
- 12.6.2 The Employer's Council has approved the Employee's annual performance appraisal as required by section 57(4B) of the Systems Act; and
- 12.6.3 The annual report relating to the 2022/2023 has been tabled in the Employer's Council and the Council adopted it.
- 12.7 In the case of unacceptable performance, the Employer –
- 12.7.1 Shall provide systematic remedial or developmental support to assist the Employee to improve his performance; and

T.L.  
M.J.V. G.M. P.V.

12.7.2 May, after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement on grounds of unfitness or incapacity to carry out his duties.

13. DISPUTE RESOLUTION

13.1 Any disputes about the nature of the Employee’s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by the Mayor within 30 days of receipt of a formal dispute.

13.2 A decision by the Mayor in terms of clause 13.1 shall be final and binding on the Parties

13.3 Any dispute about the outcome of the Employee’s performance evaluation, must be mediated by a member of the municipal council provided that such member was not part of the evaluation panel provided for in sub-regulation 27 (4)(e), within 30 days of receipt of a formal dispute

13.4 A decision by the Councillor in terms of clause 13.3 shall be final and binding on both parties

14. GENERAL

14.1 The contents of the performance agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

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

Thus done and signed at 2024 on the 30<sup>th</sup> day of Aug 2024

AS WITNESSES:

1. [Signature]  
2. [Signature]

[Signature]  
EMPLOYEE

AS WITNESSES:

1. [Signature]  
2. [Signature]

[Signature]  
MUNICIPAL MANAGER



MOHOKARE  
LOCAL MUNICIPALITY

**“ANNEXURE A”  
PERFORMANCE PLAN  
BETWEEN**

**MOPEDI SAM MOHALE**

(Herein and after referred to as “the Employer”)

AND

**PIHI VINCENT LITABE**


(Herein and after referred to as “the Employee”)

**FINANCIAL PERIOD: 15 July 2024 – 15 October 2024**

Singed and accepted by

Date: 30/08/2024

  
Acting Chief Financial Officer(CFO)

Singed by the Act. Municipal Manager on behalf of the Council 

Date: 30/08/2024

**KPA: FINANCIAL VIABILITY 70%**

Key Performance Area 4: FINANCIAL MANAGEMENT										
PERFORMANCE OBJECTIVES AND INDICATORS										
FOR THE PERIOD 1 JULY 2024 – 30 JUNE 2025										
ID	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2023/2024	Annual Target 2024/2025	Quarterly Target Q1	Quarter 2 Target	Quarterly target Q3	Quarterly target Q4	Source of Supporting Evidence
NAME OF DEPARTMENT: FINANCE										
4.1	Financial Viability	21 budget related policies reviewed by June 2023(Assets, SCM, Revenue, bank and investment, Credit Control and Expenditure)	Approved Policies	2023/24 Reviewed budget related policies	21 budget related policies reviewed by June 2024 (Assets, SCM, Revenue, bank and investment, Credit Control and Expenditure)	-	-	To submit 21 draft policies to Section 79 and Council for adoption by March 2025	To submit 21 Final policies to Section 79 and Council for adoption by June 2025	Policies Council resolutions
4.2	Financial Viability	Implementation and monitor of the procurement plan by May 2025	Progress report	2023/24 quarterly plans	Developed and adopted Procurement Management Plan by May 2025	-	-	-	Submit procurement Plan to Council by May 2025 for adoption	Council Resolution and adopted copy
4.3	Financial Viability	Implementation and monitor of the procurement plan by June 2025	Quarterly progress report	2023/24 quarterly plans	Procurement Plan implemented by June 2025	Quarterly Progress report on the procurement plan	quarterly Progress report on the procurement plan	quarterly Progress report on the procurement plan	Quarterly Progress report on the procurement plan	Adverts, Bid Committees meetings minutes Attendance register
4.4	Financial Viability	Irregular, fruitless and wasteful expenditure reduced by June 2025	Quarterly Progress report	2023/24 quarterly plans	Irregular register reduced by June 2025	Submissions of all UIFW quarterly reports to council	Submissions of all UIFW Quarterly reports to council	Submissions of all UIFW Quarterly reports to council	Submissions of all UIFW Quarterly reports to council	Council Resolution Monthly Financial Progress reports
4.5	Financial Viability	Quarterly SCM reports submitted to the Mayor and Accounting Officer by June 2025	Quarterly report	2023/24 SCM Reports	Quarterly SCM reports submitted to the Mayor and Accounting Officer June 2025	Quarterly SCM report	Quarterly SCM report	Quarterly SCM report	Quarterly SCM report	Quarterly SCM report Submitted to

M.S.V. G.M. P.N. T-6

**"ANNEXURE A": PERSONAL PERFORMANCE PLAN OF THE ACTING CHIEF FINANCIAL OFFICER**

2024/2025

Key Performance Area 4: FINANCIAL MANAGEMENT										
PERFORMANCE OBJECTIVES AND INDICATORS										
FOR THE PERIOD 1 JULY 2024 – 30 JUNE 2025										
QUARTERLY PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE										
ID	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2023/2024	Annual Target 2024/2025	Quarterly Target Q1	Quarter 2 Target	Quarterly target Q3	Quarterly target Q4	Source of Supporting Evidence
4.6	Financial Viability	12 local businesses awarded by June 2025	LED reports	12 business reports awarded	12 local businesses awarded by June 2025	3 local businesses awarded	3 local businesses awarded	3 local businesses awarded	3 local businesses awarded	Report on LED Purchase orders and/or appointment letters for awarded businesses
4.7	Financial Viability	5 % creditors paid within 30 days (monthly)	Invoices and expenditure forms	15% Creditors paid	20% creditors paid within 30 days (monthly)	5 % of creditors paid within 30 days	5 % of creditors paid within 30 days	5 % of creditors paid within 30 days	5 % of creditors paid within 30 days	Quarterly Expenditure reports Invoices
4.8	Financial Viability	Payment vouchers of Third Parties done by the 7th of each month	Proof of payment, letter of payment agreement and 3 <sup>rd</sup> party reconciliation	Proof of payment	Third Party paid by the 7 <sup>th</sup> of each month	Payment of current third party deductions letter of payment agreement with the group schemes.	Payment of current third party deductions	Payment of current third party deductions	Payment of current third party deductions	Proof of payment from the bank (Q1-Q4) Letter of agreement with the group schemes (Q1) Quarterly 3 <sup>rd</sup> party reconciliations (Q1-Q4) VAT returns
4.9	Financial Viability	Compliance with SARS directive on VAT issues.	VAT Returns	VAT Returns	Submission of 12 VAT 201 returns	Completed 3 VAT returns submitted	Completed 3 VAT returns submitted	Completed 3 VAT returns submitted	Completed 3 VAT returns submitted	Quarterly 3 <sup>rd</sup> party reconciliations (Q1-Q4) VAT returns

M.G.V. G.M. TL

**"ANNEXURE A": PERSONAL PERFORMANCE PLAN OF THE ACTING CHIEF FINANCIAL OFFICER**

2024/2025

Key Performance Area 4: FINANCIAL MANAGEMENT										
PERFORMANCE OBJECTIVES AND INDICATORS										
FOR THE PERIOD 1 JULY 2024 – 30 JUNE 2025										
ID	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2023/2024	Annual Target 2024/2025	Quarterly Target Q1	Quarter 2 Target	Quarterly target Q3	Quarterly target Q4	Source of Supporting Evidence
4.10	<b>Financial Viability</b>	60% of debt collected by June 2025	Quarterly report	15% debt collected	60% of debt collected by June 2025	15 % of debt collected	15 % of debt collected	15 % of debt collected	15% of debt collected	Quarterly revenue report
4.11	<b>Financial Viability</b>	Registration of indigent household's quarterly	Quarterly indigent register	1600 indigents registered in 2022/23	1200 indigent households registered by June 2025	300 HH registered Quarterly indigent session per town registered	600 HH registered Quarterly indigent session per town registered	900 HH registered Quarterly indigent session per town registered	1200 HH registered Quarterly indigent session per town registered	Report on status of indigents
4.12	<b>Financial Viability</b>	Quarterly updating of moveable assets by June 2025	List of purchased assets, GRAP Assets register with the quarterly reports and the insurance proof	Assets register and quarterly reports	Complete assets management register along with the insurance proof by June 2025	Quarterly Updating of moveable assets	Quarterly Updating of moveable assets	Quarterly Updating of moveable assets	Quarterly Updating of moveable assets  Preparation of fixed and infrastructure assets register	List of purchased assets, GRAP compliant assets Register, Copy of the insurance proof.  Detailed quarterly report on updating of the asset register.
4.13	<b>Financial Viability</b>	submission of compliance reports to Local Government Portal 10 & 30 days after the last day of the month (Section 71& 52)	Quarterly reports	Compliance reports as per MFMA	12 Monthly budget statement reports	3 Monthly budget statement (Section 52 & 71)	3 Monthly budget statement (Section 52 & 71)	3 Monthly budget statement (Section 52 & 71)	3 Monthly budget statement (Section 52 & 71)	Proof of submission to Local government portal

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G.M.P.N.T.L.

Key Performance Area 4: FINANCIAL MANAGEMENT										
PERFORMANCE OBJECTIVES AND INDICATORS										
FOR THE PERIOD 1 JULY 2024– 30 JUNE 2025										
ID	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2023/2024	Annual Target 2024/2025	Quarterly Target Q1	Quarter 2 Target	Quarterly target Q3	Quarterly target Q4	Source of Supporting Evidence
4.14	Financial Viability	Submission of Draft Compliant Financial Statements to AG, National and Provincial Treasury by 31 <sup>st</sup> August 2024	Compliant AFS to AG, NAT,PT by 31 Aug 2024	Submitted AFS by 31 <sup>st</sup> August 2023	Compliant AFS to AG, NAT,PT by 31 Aug 2024	Submission of compliant Draft Financial Statements to AG and National and Provincial Treasury by 31 <sup>st</sup> August 2024	-	-	-	Proof of submission to AG, NT and PT
4.15	Financial Viability	Tabling of Final compliant Audited Adjusted Financial Statements to Council by 25 January 2025	table final audited adjusted AFS	AFS submitted to Council by 25 Jan 2024	Table final audited adjusted AFS to Council by 25 January 2024	-	-	Tabling of Final audited Adjusted Financial Statements to Council, NT and PT by 25 January 2025	-	Proof of submission to AG, NT and PT
4.16	Financial Viability	Implementation and monitor of the Revenue Enhancement Strategy by June 2025	New KPI	Developed and adopted Revenue Enhancement Strategy June 2024	2000 accounts reviewed in line with the Revenue Enhancement Strategy by June 2025	500 Accounts reviewed in line with the revenue enhancement by August 2024	500 Accounts reviewed in line with the revenue enhancement Dec 2024	500 Accounts reviewed in line with the revenue enhancement March 2025	500 Accounts reviewed in line with the revenue enhancement June 2025	Quarterly Progress report
4.17	Financial Viability	Implementation and monitoring of the Budget Funding Plan in line with the 7 pillars by May 2025	Progress report	-	Developed funding plan to improve cash flow in line with the 7 pillars	Quarterly reports on progress to achieve positive cash flow	Quarterly reports on progress to achieve positive cash flow	Quarterly reports on progress to achieve positive cash flow	Quarterly reports on progress to achieve positive cash flow	Council Resolution and adopted copy Quarterly reports on 7 pillars



**"ANNEXURE A": PERSONAL PERFORMANCE PLAN OF THE ACTING CHIEF FINANCIAL OFFICER**

2024/2025

Key Performance Area 4: FINANCIAL MANAGEMENT										
PERFORMANCE OBJECTIVES AND INDICATORS										
FOR THE PERIOD 1 JULY 2024 – 30 JUNE 2025										
ID	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2023/2024	Annual Target 2024/2025	Quarterly Target Q1	Quarter 2 Target	Quarterly target Q3	Quarterly target Q4	Source of Supporting Evidence
4.18	<b>Financial Viability</b>	Developed Compliant mSCOA budget by June 2025	Adopted Compliant mSCoA Budget by June 2025	2023/24 adopted budget	Developed Compliant mSCOA budget by June 2025	-	-	Submit the draft compliant Budget Steering Committee and Council by 31 March 2025	Submit the final compliant budget to Budget Steering Committee and Council by 31 May 2025	Compliant budget and other related documents (Budget narrative, tariff list, quality certificate Q3 & Q4)
4.19	<b>Financial Viability</b>	Developed adjustment budget by Feb 2025	Adopted 2023/2024 adjustment budget by Feb 2025	2023/24 adjustment budget approved	Adopted adjustment budget by Feb 2025	-	-	Submit the adjusted budget to Budget Steering Committee and Council for Adoption by 01 Feb 2025	-	Attendance register- steering resolution Adjusted Budget Council Resolution

**KPA 3: GOOD GOVERNANCE AND ADMINISTRATION 30%**

Mohokare Local Municipality

M.S.V.  
G.M. P.N. T.C.

**"ANNEXURE A": PERSONAL PERFORMANCE PLAN OF THE ACTING CHIEF FINANCIAL OFFICER**

2024/2025

Key Performance Area 3: Good Governance and Administration										
PERFORMANCE OBJECTIVES AND INDICATORS										
QUARTERLY PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE										
FOR THE PERIOD 1 JULY 2024-30 JUNE 2025										
ID	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2023/2024	Annual Target 2024/2025	Quarterly Target Q1	Quarterly Target Q2	Quarterly Target Q3	Quarterly Target Q4	Source of supporting evidence
<b>NAME OF DEPARTMENT: FINANCE</b>										
3.1	Good Governance and Administration	Number of departmental meetings held	Minutes & attendance register	12 departmental meetings held	12 departmental meetings held	3 meetings per quarter	3 meetings per quarter	3 meetings per quarter	3 meetings per quarter	Minutes and attendance register
3.2	Good Governance and Administration	Number of quarterly performance reports with POEs submitted to PMS	Quarterly reports	4 quarterly reports	4 quarterly reports	1 Quarterly report submitted by Sep 2024	1 Quarterly report submitted by Dec 2024	1 Quarterly report submitted by March 2025	1 Quarterly report submitted by June 2025	Quarterly Performance report and POEs
3.3	Good Governance and Administration	Implementation of action plan to mitigate identify risks(Output)	Updated risk	2022/2023 mitigated risks	100% of identified risks mitigated by June 2024	1 Quarterly report on monitoring of identified risks report by Sep 2024	1 Quarterly report on monitoring of identified risks report by Dec 2024	1 Quarterly report on monitoring of identified risks report by March 2025	1 Quarterly report on monitoring of identified risks report by June 2025	Risk Monitoring tool report
3.4	Good Governance and Administration	Improvement in Audit Opinion (Outcome)	Quarterly reports	2023/24 Audit opinion	Improvement in Audit opinion	1 Quarterly Update of the Audit Action Plan	1 Quarterly Update of the Audit Action Plan	1 Quarterly Update of the Audit Action Plan	1 Quarterly Update of the Audit Action Plan	AG report. Audit action plan report

M.S.N. G.M. P.V. T.L.

**CORE COMPETENCY REQUIREMENTS**

Competencies	Weight	Description/Definition
Financial management	20	Compiles and manages budgets, controls cash flow, institutes risk management and administers supply chain management processes in accordance with legal prescripts and generally recognised accounting practices in order to ensure the achievement of the Municipality's strategic objectives.
People management and empowerment	10	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve the Municipality's strategic objectives.
Client orientation and customer focus	20	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.
Strategic capability and leadership	10	Provides a vision, sets the direction for the administration and inspires others to deliver on the municipality's mandate
Problem solving and analysis	10	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.
Service Delivery Innovation	10	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.
Honesty and integrity	10	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.
Competence in policy conceptualisation, analysis and implementation	10	The ability to draft and implement a policy due to the arriving at a concept or a generalisation as a result of seeing things, experiencing things, being informed of something as well as the ability to analyse, comprehend and implement a policy drafted by somebody else.

M.S.V.

G.M. F.L.



MOHOKARE  
LOCAL MUNICIPALITY

P. O. Box 20, Zastron, 9950  
Tel: 051 673 9600  
Fax: 051 673 1550  
E-mail: info@mohokare.gov.za  
www.mohokare.gov.za

# PERSONAL DEVELOPMENT PLAN OF ACTING CHIEF FINANCIAL OFFICER



MOHOKARE  
LOCAL MUNICIPALITY

P. O. Box 20, Zastron, 9950

Tel: 051 673 9600

Fax: 051 673 1550

E-mail: info@mohokare.gov.za

www.mohokare.gov.za

## 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 Management Agreement as prescribed by legislation. Successful career-path planning ensures competent employees for current and possible future positions. It's there to identify, prioritise, and implement training needs.

Legislative needs taken into account comes 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 line sector department's legislated competency requirements need also be taken into consideration during the PDP competencies.

## COMPETENCE MODELLING

The DPLG has decided that a competency development model will consist of both managerial and occupational competencies:

Managerial competencies should express those competencies which are generic of all management positions.

Occupational competencies should express those competencies which are Job/function specific.

When identifying training needs, the following needs to be taken into consideration:

### Organisational needs

- Strategic development priorities and competency requirements, in line with the municipality's strategic objectives
- Competency requirements of individual jobs
- The relevant job (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 performance appraisal of the employee

### Individual training needs

#### Job/career related

It is of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical/strategic training and development needs in the HRMD Plan, Personal Development Plans and the Workplace Skills Plan.

T.L.  
P.V.



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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.

T.L.



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### COMPILING THE PERSONAL DEVELOPMENT PLAN

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 Frame	6.Work opportunity created to practise skill/development area	7.Support person
Contract Management	To effectively make and implement procurement and contract management decisions in support of delivering projects in complex, uncertain and volatile business environments	Financial support	Accredited tertiary	2024/25	Appraisal of managers reporting to him/her	Council Municipal Management
Public Finance Management	to analyse, interpret and evaluate the complexities of the relationship between public and municipal finances in South Africa, and the realisation of management goals and principles (e.g. reflection on issues in municipal financial issues, public revenue, expenditure budgets, inter-governmental financial relations, ethics, and the responsibilities of financial managers).	Financial support	Accredited tertiary	2024/25	Appraisal of managers reporting to him/her	Council Municipal Management

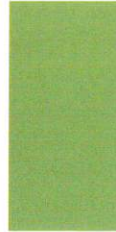
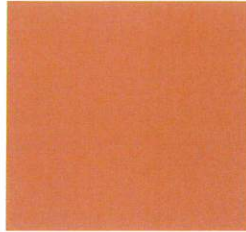
*M.S. Mohale*

ACT. MUNICIPAL MANAGER  
M.S MOHALE

ACT. CHIEF FINANCIAL OFFICER  
P.V LITABE



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LOCAL MUNICIPALITY



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## MOHOKARE LOCAL MUNICIPALITY CODE OF ETHICS

### 1. PREAMBLE

Ethics involves applying moral standards – standards of good, right and fair conduct which are supported by values, to shape the decisions and actions of individuals within the organization in the pursuit of core objectives.

Mohokare Local Municipality has adopted and implemented the Mission, Vision and Core values of Integrity, Respect, Accountability and pushing beyond boundaries in all our operations, which is named “RE AHA MOTSE”

These value systems, provide general guidelines as to how we interact with each other and our stakeholders, and reflect what is important to us and how we conduct ourselves. Recognising that our public reputation is one of our most important assets, we are committed to achieving the highest ethical standards in all our operations.

As the organization we recognize our obligations to all our stakeholders – public, clients, employees, business partners, sector departments, the authorities and the wider community. Maintaining the trust and confidence of all our stakeholders is the responsibility of every employee. In all of our actions, the values and associated behaviors must be used to guide and direct the way we conduct ourselves. Quality of services rendered to the citizens of Mohokare is important to the Municipality. All resources must be used economical and efficiently.

This Code of Ethics is supported by organisational policies and procedures which everybody will be expected to adhere to.

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## 2. PRINCIPLES GOVERNING THE CODE OF ETHICS

Living the Mohokare Local Municipality values means that we must ensure that the principles listed in this code are practiced at all times throughout the organization

### *Integrity*

Be honest, trustworthy, consistent, and open, and always act in accordance with the highest ethical standards.

### *Respect*

Actively listen to others, respond appropriately to what they have to say, work effectively with diverse people, and be willing to learn from others.

### *Accountability*

Be prepared to take responsibility for our work, make commitments, find solutions and be held accountable for delivery and results.

### *Pushing Beyond Boundaries*

Be passionate about our work and commitment to achieving our goals, always looking for innovative and creative ways to improve, whilst constantly striving to break new grounds.

## 3. STAKEHOLDER MANAGEMENT

### *For our Stakeholders we will:*

- Strive to expand and maintain good relations.
- Maintain executive accountability for decision making on material matters
- Generate an attractive and sustainable positive image of the municipality.
- Take reasonable steps to protect and enhance the institutions assets.
- Comply with legislation, regulations and prescribed practices.
- Produce accurate and timely public participation measures.
- Report developments that may have a material impact on the value of the community.
- Conduct operations honestly, fairly and responsibly.
- Not engage in restrictive practices and comply with prescribed legislations.

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#### 4. GOOD GOVERNANCE

##### *As Employer we will:*

- Respect the dignity of the individual.
- Act justly, fairly and impartially.
- Respect the right to freedom of association and expression.
- Keep our employees' personal details confidential.
- Respect the tradition and culture of all our employees.
- Recruit and promote in accordance with established labour law and practice.
- Develop skills and competencies of employees in line with the needs of the organization.
- Create an environment of continuous learning
- Communicate in an open, transparent, honest and timely manner.
- Ensure all employees are protected from any unlawful discrimination, intimidation, victimization or harassment.
- Deal with employee complaints and enquiries promptly and efficiently.
- Maintain sound and fair labour practices and apply codes of good practice.
- Provide a healthy and safe working environment.

##### *As Employees we will:*

- Act in the best interests of Mohokare Local Municipality and our community at all times.
- Maintain the confidentiality of clients and business partners.
- Protect and enhance organizational operations and assets.
- Maintain the organization's reputation in accordance with the employment contracts.
- Respect the tradition and culture of all peoples.
- Be accountable at all times.
- Deal with complaints and enquiries promptly and efficiently.
- Produce and maintain accurate records where required.
- Acknowledge differences and work together to create solutions.
- Recognize that individual and corporate success is dependent on teamwork.
- Always conduct ourselves in a professional and courteous manner.
- Act justly, fairly and in the best interests of each individual.
- Render a responsible and effective service.
- Constantly strive to improve our services.
- Deal with complaints and enquiries in a prompt and efficient manner.
- Uphold the letter and spirit of RE AHA MOTSE.  
Protect the confidentiality of information in accordance with the law and prescribed Practices.
- Communicate in an open, timely, honest and transparent manner.

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*Interactions with Authorities we will:*

- Act within the spirit of the Constitution of the Republic of South Africa.
- Align our strategies with the national priorities of transformation and economic growth.
- Recognize and discharge our responsibility to uphold all laws and regulations.
- Provide accurate information.
- Declare all taxable benefits to which employees are entitled.
- Ensure that persons in public office are not improperly influenced.

*Interactions with Communities we will:*

- Recognize that we are an integral part of the communities in which we exist and operate.
- Aim to contribute to economic growth, social development, community safety and upliftment of these communities as a core function
- Serve the community by providing efficient and beneficial services
- Ensure effective and open Communicate.
- Protect the environment through sustainable eco-practices, limiting as far as possible the consumption of natural resources and avoiding the use of harmful materials in our operational activities.

**5. DECISION MAKING**

The objective of this Code of Ethics is to provide a practical guide to decision making. It is the general duty of all employees to fulfill their contractual obligations to the employer, to exercise due care and skill in their work, and to avoid conflicts of interest with the employer. It is the general duty of the employer to fulfill its contractual obligations to its employees, to consider the best interests of its stakeholders, and to exercise due care and skill in decision making.

In support of these duties, the organisation has developed and implemented internal policies and procedures to guide conduct and enforce compliance to minimum standards. These standards are designed to be in accordance with South African legislation, regulations and best practices.

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## 6. PROCEDURES

All employees are expected to abide by the company's policies and procedures in order to ensure a safe and orderly workplace and to facilitate communication and industrial harmony to the mutual benefit of all concerned. as failure to comply them may be considered to be misconduct and employees may be subject to disciplinary action that could lead to dismissal.

The Code of Ethics is not intended to comprise an exhaustive list of what constitutes ethical conduct, nor is it intended to contain a comprehensive list of offences or contraventions.

**Should any person contravene any of the provisions of this code of ethics, appropriate disciplinary action will be instituted.**

P.V. Litabe  
Employee Name and signature

30/08/2024  
Date

M. Mashale  
Server's signature

30/08/2024  
Date

P.V.  
MSM



**DISCLOSURE FORM FOR BENEFITS AND INTERESTS**

I, the undersigned (Surname and Initials) LITABE P.V  
(Postal Address) \_\_\_\_\_

(Residential Address) 697 MHLAHLA STREET

(Position Held) ACTING CHIEF FINANCIAL OFFICER

(Name of Municipality) MOHOKARE LOCAL MUNICIPALITY

Tel: 051 673 9600 Fax: 051 673 1550

Hereby certify that the following information is complete and correct to the best of my knowledge: \_\_\_\_\_

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

Number of share/extent of financial interest	Nature of	Nominal Value	Name of Company/Entity
N/A			

**2. Interest in a trust**

Name of trust	Amount of Remuneration/Income
N/A	

**3. Membership, directorships and partnerships**

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/Income
DIABO BUSINESS CONSULTANTS ACCOUNTANTS	CONSULTING	NONE

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4. Remuneration work outside the Municipality (Must be sanctioned by Council)		
Name of Employer	Type of Work	Amount of Remuneration/Income
N/A		

CONFIDENTIAL

Council

Signature by Municipal Manager: *R. S. M. M. M.* Date: *30/08/2024*

5. Consultancies, Retainerships and Relationships			
Name of Client	Nature	Type of business activity	Value of any benefits received
N/A			

6. Subsidies, grants and sponsorships by any organisation		
Source of assistance	Descriptions of assistance	Value of Assistance
N/A		

7. Gifts and Hospitality from a source rather than a family member		
Description	Value	Member
N/A		

8. Land and Property			
Description	Extent	Area	Value
RESIDENTIAL		BLOEMFONTEIN	
COMMERCIAL		BWEM FONTEIN	
COMMERCIAL		BLOEMFONTEIN	

*[Signature]*

Signature of the Acting Chief Financial Officer.

Date: *30/08/2024* Place: *Zastron*

*P. V. M. S. M.*