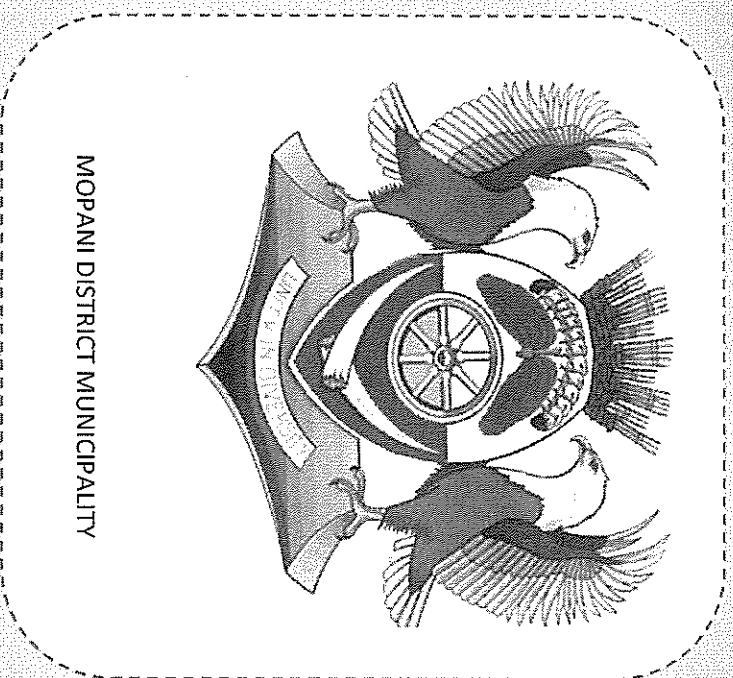


Annexure A

Personal Performance Plan



2024-2025

Name: Tshepo Jack Mogano

Position: Municipal Manager

Accountable to: The Executive Mayor

Plan Period: 01 July 2024 – 30 June 2025

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1. INTRODUCTION

PURPOSE:

The performance plan defines the Council's expectations of the employee's performance agreement to which this document is attached and Section 54 (A) 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 the Municipality's Service Delivery and Budget Implementation Plan (SDBIP) and as reviewed annually.

STRATEGIC ALIGNMENT:

The Objects of Local Government as outlined in the Constitution, Key Performance Areas (KPA) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives per BSC perspective and the ultimate outcomes to be achieved are listed in the table below. The indicators and targets are aligned to contribute to the achievement of the objectives over the longer term, in so far it is relevant to the functions of the employee.

Objects of Local Government	Local Government KPA	Strategic Objectives
Encourage the involvement of communities and community organisations in the matters of local government	Municipal Transformation and Organisational Development	Develop entrepreneurial and intellectual capability
Promote a safe and healthy environment	Basic Service Delivery	Improve Community well-being
Ensure the provision of services to communities in a sustainable manner.		Effective coordination of public transport systems
		Provide clean and safe water
		Develop and maintain infrastructure
Promote social and economic development	LED	Grow the economy
	Spatial Rationale	Plan for the future
Provide democratic and accountable government for local communities	Municipal Financial Viability and Management	Become financially viable
	Good Governance and Public Participation	Manage through information
		Democratic and accountable organization

2. PURPOSE OF THE POSITION



The employee undertakes to be committed to the municipality's strategic intent that follows:

The Vision:

"To be the Food Basket of Southern Africa and the Tourism Destination of Choice"

The Mission:

- ***To provide integrated sustainable equitable services through democratic responsible and accountable governance.***
- ***Promoting the sustainable use of resources for economic growth to benefit the community.***

The value system of Mopani District municipality includes the following:

- Innovation
- Excellence
- Commitment
- Care
- Ubuntu

The employee is accountable and responsible for amongst others:

- The management of the Municipality's administration in accordance with Municipal legislation and other legislation applicable to the Municipality, includes management, discipline and development of staff;
- The formation and development of an economical, effective, efficient and accountable administration that is equipped to carry out the task of implementing the municipality's Integrated Development Plan (IDP) and responsible to the needs of the local community
- The management and monitoring of Municipal Services provided to local community in a sustainable and equitable manner,
- The administration and implementation of the municipality's by-laws and other legislation, includes the implementation of National and Provincial directives, policies and legislation.
- Exercising powers delegated to the Municipal Manager by the Municipal Council and other authorities of the Municipality.
- Rendering administrative and strategic support to the Executive Mayor and other political structures in council.
- Manage income and expenditure of the municipality to ensure sound financial management of Council.



3. SERVICE DELIVERY AND PERFORMANCE INDICATORS

The indicators and targets for which the employee is responsible to achieve and report on follow:

3.1 KEY PERFORMANCE AREA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

Reference	Municipal KPA	Strategic Objective	Municipal Program	Measurable Objectives	Performance Indicator Title	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Q1	Q2	Q3	Q4	Source of Evidence
												Target Sep-24	Target Dec-24	Target Mar-25	Target Jun-25	
M1	To promote democracy and sound governance	To inculcate entrepreneurial and intellectual capabilities	Human Resource Management	To ensure that the reviewed organizational structure is approved by council by June each year	Council approve the Organisational structure	#	Municipal Manager	1	Annually	1	Stand Alone	N/A	N/A	N/A	1	Council Resolution
M2	To promote democracy and sound governance	To inculcate entrepreneurial and intellectual capabilities	Human Resource Management	Reducing the vacancy rate within the financial year	# of vacant positions filled	#	Municipal Manager	98	Quarterly	83	Stand-Alone	40	9	9	25	Appointment letters
M3	To promote democracy and sound governance	Good Governance and Public Participation	Human Resource Management	To monitor the review of policies within a financial year	# Policies reviewed within the financial year	#	Municipal Manager	38	Monthly	0	Stand-Alone	0	0	0	2	Council Resolution
M4	To promote democracy and sound governance	Good Governance and Public Participation	Labour Relations	To promote fair labour practice	% of disciplinary cases resolved by end of each year	%	Municipal Manager	0%	Monthly	100%	Cumulative	100%	100%	100%	100%	Disciplinary cases reports
M5	To promote democracy and sound governance	To inculcate entrepreneurial and intellectual capabilities	Human Resource Management	To inculcate personnel capabilities	# of Work Skills Plan submitted to SETA by June each year	#	Municipal Manager	1	Annually	1	Stand-Alone	N/A	N/A	N/A	1	Proof of submission



Reference	Municipal KPA	Strategic Objective	Municipal Programme	Measurable Objectives	Performance Indicator Title	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Q1	Q2	Q3	Q4	Source of Evidence
												target Sep-24	Target Dec-24	Target Mar-25	Target Jun-25	
6	To promote democracy and sound governance	Good Governance and Public Participation	IDP	Approval of the IDP/Budget/PMS process plan by 31 August 2024	Council approve IDP/Budget/ PMS Process Plan	#	Municipal Manager	1	Annually	1	Cumulative	1	N/A	N/A	N/A	Process Plan / Council resolution
7	To promote democracy and sound governance	Good Governance and Public Participation	IDP	Approval of the Draft 2024/25 IDP by 31 March 2025	Council approve Draft IDP within financial year	#	Municipal Manager	1	Annually	1	Stand alone	N/A	N/A	1	N/A	Draft IDP/Council Resolution
8	To promote democracy and sound governance	Good Governance and Public Participation	IDP	Approval of the Final 2024/25 IDP by 31 May 2025	Council approve Final IDP within financial year	#	Municipal Manager	1	Annually	1	Stand alone	N/A	N/A	N/A	1	Final IDP/Council resolution
9	To promote democracy and sound governance	Good Governance and Public Participation	PMS	Approval of the Final 2024/25 SDBIP by 30 June 2025	Mayor Approve SDBIP within 28 days after adoption of the Budget and IDP	#	Municipal Manager	1	Annually	1	Stand alone	N/A	N/A	N/A	1	Signed SDBIP by the Executive Mayor
10	To promote democracy and sound governance	Good Governance and Public Participation	PMS	To ensure quarterly reporting and compliance within the financial year	# of Quarterly performance reports compiled & approved by council	#	Municipal Manager	4	Quarterly	4	Cumulative	1	1	1	1	Council resolution /Reports
11	To promote democracy and sound governance	Good Governance and Public Participation	PMS	To ensure quarterly reporting and compliance within the financial year	# of Quarterly performance reports compiled & approved by council	#	Municipal Manager	4	Quarterly	4	Cumulative	1	1	1	1	Council resolution / Reports

2024/2025 Performance Plan – Municipal Manager



Reference	Municipal KPA	Strategic Objective	Municipal Program me	Measurable Objectives	Performance Indicator Title	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Q1	Q2	Q3	Q4	Source of Evidence
												target	Target	Target	Target	
MTO12	To promote democracy and sound governance	Good Governance and Public Participatio n	PMS	To ensure that S54 & 56 Managers sign the performance agreements within 30 days after adoption of the final SDBIP	Signed Performance Agreements by all S54A & 56 Managers	#	Municipal Manager	7	Annually	7	Cumulative	100%	N/A	N/A	N/A	Signed Performance Agreements for Sec 54 & 56 Managers
												Sep-24	Dec-24	Mar-25	Jun-25	
MTO13	To promote democracy and sound governance	Good Governance and Public Participatio n	PMS	To ensure quarterly assessments for S54 & 56 Managers is conducted within 30 days after the end of the quarter.	# of performance assessments conducted for Sec 54A & 56 Managers	#	Municipal Manager	1	Bi-Annually	2	Stand alone	0	0	1	1	Performance Assessments report
MTO14	To promote democracy and sound governance	Good Governance and Public Participatio n	PMS	To ensure municipal reporting and compliance within the financial year	Submit Annual Institutional Performance report to COGHSTA, AG Provincial Treasury by 30 August each year	#	Municipal Manager	1	Annually	1	Stand-Alone	1	N/A	N/A	N/A	Dated proof of submission
MTO15	To promote democracy and sound governance	Good Governance and Public Participatio n	PMS	To ensure municipal reporting and compliance within the financial year	Submit Mid-Year report to COGHSTA and Provincial by 25 January each year	#	Municipal Manager	1	Annually	1	Stand-Alone	N/A	N/A	1	N/A	Dated proof of submission

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Reference	Municipal KPA	Strategic Objective	Municipal Program	Measurable Objectives	Performance Indicator Title	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Q1	Q2	Q3	Q4	Source of Evidence
												Target	Target	Target	Target	
6	To promote democracy and sound governance	Good Governance and Public Participation	PMS	To ensure municipal reporting and compliance	Table Annual Report in Council by 31 January each year	#	Municipal Manager	1	Annually	1	Stand alone	N/A	N/A	1	N/A	Council resolution / Report
7	To promote democracy and sound governance	Good Governance and Public Participation	PMS	To ensure municipal reporting and compliance within the financial year	Table Oversight report on the Annual Report in Council by 31 March each year	#	Municipal Manager	1	Annually	1	Stand alone	N/A	N/A	1	N/A	Council resolution / Report
8	To promote democracy and sound governance	Good Governance and Public Participation	PMS	To ensure municipal reporting and compliance within the financial year	Publish Oversight report in the website after 7 days of adoption	#	Municipal Manager	1	Annually	1	Stand-alone	N/A	N/A	N/A	1	Website screenshots of the report
9	To promote democracy and sound governance	Good Governance and Public Participation	PMS	To ensure municipal reporting and compliance within the financial year	The Mayor approve adjusted SDBP within 30 days after budget adjustment each year	#	Municipal Manager	1	Annually	1	Stand-alone	N/A	N/A	1	N/A	Council resolution
10	To promote democracy and sound governance	Good Governance and Public Participation	Legal Services	To improve efficient and effectiveness of municipal administration within the financial year	% Signed Service Level Agreements within 30 days after the appointment of Service Providers	%	Municipal Manager	100%	Monthly	100%	Stand-Alone	100%	100%	100%	100%	Dated signed Service Level Agreements
11	To promote democracy and sound governance	Good Governance and Public Participation	Internal Audit	Functionality of Audit within the financial year	Develop Auditor General action plan for current financial year	#	Municipal Manager	1	Annually	1	Stand-Alone	N/A	N/A	1	N/A	Council resolution / AG Action Plan

2024/2025 Performance Plan – Municipal Manager



Reference	Municipal KPA	Strategic Objective	Municipal Programme	Measurable Objectives	Performance Indicator Title	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Q1	Q2	Q3	Q4	Source of Evidence
												Target	Target	Target	Target	
MTO22	Basic Service Delivery	Good Governance and Public Participation	Risk management	To ensure effective implementation of risk mitigations actions 30 June 2024	# of Risk reports submitted to Audit Committee	#	Municipal Manager	4	Quarterly	4	Stand-Alone	1	1	1	1	Quarterly risk reports
												Sep-24	Dec-24	Mar-25	Jun-25	
												25%	50%	75%	100%	
MTO23	Basic Service Delivery	Good Governance and Public Participation	Internal Audit	To attain Clean Audit by ensuring compliance to all governance, financial management and reporting requirements by 30 June 2025	% of internal audit findings implemented	%	Municipal Manager	86%	Quarterly	100%	Stand-Alone	25%	50%	75%	100%	Resolved IA register/plan, POE submitted
												(2022/23)	(2022/23)	(2023/24)	(2023/24)	
MTO24	Basic Service Delivery	Good Governance and Public Participation	Internal Audit	To ensure effective implementation of risk mitigations actions 30 June 2025	% of Risk issues resolved	%	Municipal Manager	88%	Quarterly	100%	Cumulative	25%	50%	75%	100%	Resolved Risk issues and POE submitted

3.2 KEY PERFORMANCE AREA 2: BASIC SERVICE DELIVERY

2024/2025 Performance Plan – Municipal Manager



Ref	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Source of Evidence
													Sep-24	Dec-24	Mar-25	Jun-25	
1	Basic Service Delivery	To inculcate entrepreneurial and intellectual capabilities	Sustainable Infrastructure development and maintenance	MIG	Development of MIG Implementation Plan by July each year	#	Outcome	Municipal Manager	1	Annually	1	Stand Alone	1	N/A	N/A	N/A	Approved MIG Implementation Plan
2	To promote democratic and sound governance	To inculcate entrepreneurial and intellectual capabilities	Sustainable Infrastructure development and maintenance	MIG	# of monthly MIG reports captured in the MI systems	#	Outcome	Municipal Manager	12	Monthly	12	Stand-Alone	3	3	3	3	System screenshots
3	To promote democratic and sound governance	Good Governance and Public Participation	Safe, healthy living environment	Legal Services	# of by-laws gazetted by 30 June 2025	#	Outcome	Municipal Manager	0	Annually	3	Cumulative	N/A	N/A	N/A	3	Council Resolution Gazetted by-laws
4	To promote democratic and sound governance	Good Governance and Public Participation	Clean, safe and hygienic environment, water and sanitation services	Water	# of HH with access to water	#	Outcome	Municipal Manager	9866	Quarterly	2 300	Stand alone	N/A	N/A	N/A	2300	Water services report

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Ref	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Source of Evidence
													Sep-24	Dec-24	Mar-25	Jun-25	
BSD5	Basic Service Delivery	To have integrated infrastructure development.	To accelerate sustainable infrastructure and maintenance in all sectors of development.	Roads & Transport	# in kilometres of gravel roads graded	#	Outcome	Municipal Manager	506KM	Quarterly	500km	Standard alone	100km	100km	100km	200km	Signed Grading monthly reports

3.3 KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT

Ref	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Source of Evidence
													Sep-24	Dec-24	Mar-25	Jun-25	
LED1	Local Economic Development	To improve community safety, health and social well-being	To ensure sustainable livelihoods within the district	LED	# of jobs created through EPWP	#	Outcome	Municipal Manager	2 794	Quarterly	1 200	Standard Alone	300	300	300	300	Proof of jobs opportunities created
LED2	Local Economic Development	To promote economic sectors of the district	To promote economic sector of the district	LED	# of SEDA trainings conducted	#	Output	Municipal Manager	4	Quarterly	4	Standard Alone	1	1	1	1	Training reports
LED3	Local Economic Development	To promote economic sectors of the district	To ensure Promotion of local economy within the financial year	LED	# of SMME supported through LED	#	Outcome	Municipal Manager	88	Annually	100	Standard Alone	20	20	30	30	Proof for SMMEs supported

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Reference	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Reporting Category	Annual Target	KPI Calculation Type	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Source of Evidence
														Sep-24	Dec-24	Mar-25	Jun-25	
LED 4	Local Economic Development	To promote economic sectors of the district	To ensure Promotion of local economy within the financial year	EPWP	# of EPWP reports compiled and submitted to Council	#	Outcome	Municipal Manager		4	Quarterly	4	Cumulative	1	1	1	1	Council resolution/ Reports
LED 5	Local Economic Development	To promote economic sectors of the district	To ensure Coordination of LED forums within the financial year	LED	# of LED District Forums coordinated	#	Outcome	Municipal Manager		4	Annually	4	Stand alone	1	1	1	1	Agenda, Minutes & Attendance register
LED 6	Local Economic Development	To promote economic sectors of the district	To Coordinate the Exhibition pavilion for emerging local SMEs in Exhibition shows	LED	# of Marketing initiatives coordinated	#	Outcome	Municipal Manager		9	Monthly	4	Stand alone	1	1	1	1	proof for Marketing Initiatives coordinated

3.4 KEY PERFORMANCE AREA 4: MUNICIPAL FINANCIAL VIABILITY

Reference	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Source of Evidence
													Sep-24	Dec-24	Mar-25	Jun-25	
MVF 1	Municipal Financial Viability	To Increase revenue generation and implement financial control systems	To ensure improvement in revenue collection within the financial year	Revenue	% of revenue collected within the financial year	#	Outcome	Municipal Manager	38%	Monthly	95%	Stand Alone	95%	95%	95%	95%	Cashbook & collection report

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Reference	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Source of Evidence
Municipal	To promote revenue generation and implement financial control systems	To monitor debt collections within a financial year	Revenue	% in debts collected within the financial year	Outcome	Municipal Manager	1%	Monthly	80%	Standard Alone	40%	60%	70%	80%	Cashbook & debtors Age analysis report		
Municipal	To promote revenue generation and implement financial control systems	To ensure that quarterly financial statements are prepared within 14 days after the end of each quarter.	Budget and Reporting	# of quarterly financial statements submitted to Mayoral Committee	Outcome	Municipal Manager	0	Quarterly	4	Cumulative	1	1	1	1	Quarterly Financial Statements		
Municipal	To promote revenue generation and implement financial control systems	To ensure compliance with legislation within the financial year	Budget and Reporting	Council approved Draft Budget within the financial year	Outcome	Municipal Manager	1	Annual	1	Standard Alone	N/A	N/A	1	N/A	Draft Budget /Council Resolution		
Municipal	To promote revenue generation and implement financial control systems	To ensure compliance with legislation within the financial year	Budget and Reporting	Council approved Final Budget within the financial year	Outcome	Municipal Manager	1	Quarterly	1	Cumulative	N/A	N/A	N/A	1	Final Budget/Council Resolution		

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Reference	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Source of Evidence
													Sep-24	Dec-24	Mar-25	Jun-25	
M6	To promote M democracy and sound governance	To Increase revenue generation and implement financial control systems	To ensure compliance with legislation within the financial year	Budget and Reporting	Council approved Draft Budget policies	#	Outcome	Municipal Manager	11	Annual	11	Stand alone	N/A	N/A	11	N/A	Draft budget related /policies /Council Resolution
M7	To promote M democracy and sound governance	To Increase revenue generation and implement financial control systems	To ensure compliance with legislation within the financial year	Budget and Reporting	Council Final Budget policies	#	Outcome	Municipal Manager	11	Monthly	11	Stand alone	N/A	N/A	N/A	11	Final Budget related policies /Council Resolution
M8	To promote M democracy and sound governance	To Increase revenue generation and implement financial control systems	To ensure compliance with legislation within the financial year	Budget and Reporting	Council approved Adjustment budget by 28 February each year	#	Output	Municipal Manager	1	Quarterly	1	Stand alone	N/A	N/A	1	N/A	Adjusted Budget /Council Resolution
M9	To promote M democracy and sound governance	To Increase revenue generation and implement financial control systems	To ensure compliance with legislation within the financial year	Budget and Reporting	Submit Unaudited annual financial statements by 31 August each year	#	Output	Municipal Manager	1	Quarterly	1	Cumulative	1	N/A	N/A	N/A	Dated proof of submission

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Reference	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	Unit of Measure	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Source of Evidence
													Sep-24	Dec-24	Mar-25	Jun-25	
MFFMVV10	To promote democracy and sound governance	To Increase revenue generation and implement financial control systems	To ensure compliance with legislation within the financial year	Budget and Reporting	# of Deviation 32 Registers developed and updated	#	Output	Municipal Manager	12	Monthly	12	Cumulative	3	3	3	3	Updated Deviation registers
MFFMVV11	To promote democracy and sound governance	To Increase revenue generation and implement financial control systems	To ensure compliance with legislation within the financial year	Budget and Reporting	# of Finance compliance report submitted to Treasuries & COGHSTA	#	Outcome	Municipal Manager	12	Monthly	12	Cumulative	3	3	3	3	Financial reports
MFFMVV12	To promote democracy and sound governance	To Increase revenue generation and implement financial control systems	To ensure compliance with legislation within the financial year	Budget and Reporting	# of monthly Sec 71 reports compiled and submitted to Provincial treasury within 10 working days	#	Output	Municipal Manager	12	Annually	12	Stand-Alone	3	3	3	3	Dated proof of submission
MFFMVV13	To promote democracy and sound governance	To Increase revenue generation and implement financial control systems	To improve financial viability within the financial year	Supply Chain Management	Appointment of Supply Chain Committees by 01 July each year	#	Output	Municipal Manager	3	Annually	3	Stand alone	3	N/A	N/A	N/A	Appointment Letters

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Reference	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	Unit of Measurement	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Source of Evidence
													Sep-24	Dec-24	Mar-25	Jun-25	
M1	To promote democracy and sound governance	To Increase revenue generation and implement financial control systems	To Improve financial viability within the financial year	Supply Chain Management	% of Construction Tenders placed on the CIDB website	%	Output	Municipal Manager	100%	Annual	100%	Standard Alone	100%	100%	100%	100%	Website screenshots
M2	To promote democracy and sound governance	To Increase revenue generation and implement financial control systems	To ensure payment of service providers within 30 days of the submission of invoices.	Supply Chain Management	Pay invoices within 30 days of receipt from the service providers	%	Output	Municipal Manager	67%	Annual	100%	Standard Alone	100%	100%	100%	100%	Creditors Age Analysis
M3	To promote democracy and sound governance	To Increase revenue generation and implement financial control systems	To ensure compliance with legislation within the financial year	Assets Management	# of GRAP Compliance Assets register Complied	#	Output	Municipal Manager	1	Quarterly	1	Standard alone	1	N/A	N/A	N/A	GRAP compliance Assets register complied
M4	To promote democracy and sound governance	To Increase revenue generation and implement financial control systems	To ensure compliance with legislation within the financial year	Assets Management	# Assets verifications conducted in line with GRAP standards	#	Output	Municipal Manager	2	Bi-Annual	2	Standard Alone	0	1	0	1	Quarterly Assets verification reports

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Reference	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	Unit of Measure	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Source of Evidence
													Sep-24	Dec-24	Mar-25	Jun-25	
M1	To promote democracy and sound governance	To Increase revenue generation and implement financial control systems	To effectively manage the financial affairs of the municipality within the financial year	Expenditure Management	% capital budget spent as approved by Council within the financial year	#	Outcome	Municipal Manager	72%	Annually	100% Capital Budget spent	Stand-Alone	20%	45%	70%	100%	Financial reports/
M2	To promote democracy and sound governance	To Increase revenue generation and implement financial control systems	To effectively manage the financial affairs of the municipality within the financial year	Expenditure Management	% Operational and maintenance budget spent as approved by Council within the financial year	%	Outcome	Municipal Manager	78%	Twice a year	100% Operational Budget spent	Cumulative	20%	40%	70%	100%	Financial reports/
M3	To promote democracy and sound governance	To Increase revenue generation and implement financial control systems	To effectively manage the financial affairs of the municipality within the financial year	Expenditure Management	% MIG budget spent as approved by Council within the financial year	#	Output	Municipal Manager	66%	Annually	100% MIG expenditure	Stand-Alone	20%	45%	70%	100%	Financial reports/
M4	To promote democracy and sound governance	To Increase revenue generation and implement financial control systems	To effectively manage the financial affairs of the municipality within the financial year	Expenditure Management	% WSIG budget spent as approved by Council within the financial year	#	Output	Municipal Manager	100%	Annually	100% WSIG expenditure	Stand-Alone	20%	40%	70%	100%	Financial reports/

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Reference	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	Unit of Measurement	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Source of Evidence
													Sep-24	Dec-24	Mar-25	Jun-25	
M2	To promote democracy and sound governance	To Increase revenue generation and implement financial control systems	To effectively manage the financial affairs of the municipality within the financial year	Expenditure Management	% RRAMS budget spent as approved by Council within the financial year	#	Output	Municipal Manager	100%	Quarterly	100% RRAMS expenditure	Cumulative	20%	40%	70%	100%	Financial reports/
M2	To promote democracy and sound governance	To Increase revenue generation and implement financial control systems	To effectively manage the financial affairs of the municipality within the financial year	Expenditure Management	% FMG budget spent as approved by Council within the financial year	#	Output	Municipal Manager	100%	Annual	100% FMG expenditure	Stand-Alone	25%	50%	75%	100%	Financial reports/
M2	To promote democracy and sound governance	To Increase revenue generation and implement financial control systems	To effectively manage the financial affairs of the municipality within the financial year	Expenditure Management	% EPWP budget spent as approved by Council within the financial year	#	Output	Municipal Manager	100%	Annual	100% EPWP expenditure	Stand-Alone	25%	50%	75%	100%	Financial reports/

3.5 KEY PERFORMANCE AREA 5: SPATIAL PLANNING

2024/2025 Performance Plan – Municipal Manager

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Reference	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Q1	Q2	Q3	Q4	Source of Evidence
													Target	Target	Target	Target	
S1	Spatial Planning	To inculcate entrepreneurial and intellectual capabilities	To have sustainable, optimal, harmonious and integrated land development	Spatial Planning	% of applications received / of land use applications processed) within 90 days of receipt)	%	100%	Municipal Manager	100%	Quarterly	100%	100%	100% Sep-24	100% Dec-24	100% Mar-25	100% Jun-25	Dated Land use register
S2	Spatial Planning	To inculcate entrepreneurial and intellectual capabilities	To have sustainable, optimal, harmonious and integrated land development	Spatial Planning	# of Municipal Planning Tribunal meetings coordinated	#	Output	Municipal Manager	8	Annually	4	Stand Alone	1	1	1	1	Attendance Register, Minutes
S3	Spatial Planning	Good Governance and Public Participation	To have sustainable, optimal, harmonious and integrated land development	GIS	% in capturing Projects in the GIS system within the financial year	%	Output	Municipal Manager	100%	Monthly	100%	Stand-Alone	25%	50%	75%	100%	List of project coordinates in the GIS
S4	Spatial Planning	Good Governance and Public Participation	To have sustainable, optimal, harmonious and integrated land development	Spatial Planning	# To establish township in Xihoko 200 sites(GGM) by 30 June 2025(R 200 000)	#	Output	Municipal Manager	New	Quarterly	1	Stand-Alone	N/A	N/A	N/A	1	Layout Plan & General Plan
S5	Spatial Planning	Good Governance and Public	To have sustainable, optimal,	Spatial Planning	# To establish township in Xihoko	#	Output	Municipal Manager	New	Quarterly	1	Stand-Alone	N/A	N/A	N/A	1	Layout Plan & General Plan

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Reference	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Q1	Q2	Q3	Q4	Source of Evidence
													Target Sep-24	Target Dec-24	Target Mar-25	Target Jun-25	
		Participation	harmonious and integrated land development		200 sites(GTM) by 30 June 2025(R 200 000)			Manager									
SP6	Spatial Rational	Good Governance and Public Participation	To have sustainable, optimal, harmonious and integrated land development	Spatial Planning	# To establish township in Xiluvani 200 sites(GGM) by 30 June 2025(R 200 000)	#	Outcome	Municipal Manager	New	Quarterly	1	Stand-Alone	N/A	N/A	N/A	1	Layout Plan & General Plan
SP7	Spatial Rational	To inculcate entrepreneurial and intellectual capabilities	To have sustainable, optimal, harmonious and integrated land development	Spatial Planning	# To establish township in Selwane 200 sites(BPM) by 30 June 2025(R200 000)	#	Outcome	Municipal Manager	New	Annually	1	Stand-Alone	N/A	N/A	N/A	1	Approved Layout & General Plan
SP8	Spatial Rational	Good Governance and Public Participation	To have sustainable, optimal, harmonious and integrated land development	Spatial Planning	# of Township established at Phooko & Mokwakwala (GLM) 1000 sites by 30 June 2025(R1 000 000)	%	Output	Municipal Manager	New	Quarterly	1	Stand-alone	N/A	N/A	N/A	1	Approved Layout & General Plan

3.6 KEY PERFORMANCE AREA 6: GOOD GOVERNANCE & PUBLIC PARTICIPATION

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Ref	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Sep-24	Dec-24	Mar-25	Jun-25	Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
G	Good Governance & Public Participation 1	To promote democracy and sound governance	To ensure functionality of Council committee within the financial year.	Council	# of Council Meetings held within the financial year	#	Outcome	Municipal Manager	14	Quarterly	7	Stand Alone	1	1	3	2	Agenda, Minutes & attendance register
G	Good Governance & Public Participation 2	To promote democracy and sound governance	To ensure functionality of Council committee within the financial year.	Council	% in Implementation of Council Resolutions	%	Outcome	Municipal Manager	100 %	Monthly	100%	Stand- Alone	100%	100%	100%	100%	Updated Resolutions Register
G	Good Governance & Public Participation 3	To promote democracy and sound governance	To ensure functionality of MAYCO within the financial year.	Mayor al Committee	# of MAYCO meetings held within the financial year	#	Output	Municipal Manager	14	Monthly	7	Stand- Alone	1	1	3	2	Agenda, Minutes & attendance register
G	Good Governance & Public Participation 4	To promote democracy and sound governance	To ensure functionality of Portfolio committees within the financial year.	Portfolio	# of Portfolio committee meetings held within the financial year	#	Outcome	Municipal Manager	38	Annually	36	Stand- Alone	9	9	9	9	Agenda, Minutes & attendance register
G	Good Governance & Public Participation 5	To promote democracy and sound governance	To ensure functionality of Portfolio committees within the financial year.	Portfolio	% in Implementation of Portfolio Resolutions	%	Outcome	Municipal Manager	New	Quarterly	100%	Cumulative	100%	100%	100%	100%	Updated Resolutions Register
G	Good Governance & Public Participation 6	To promote democracy and sound governance	To ensure functionality of IGR structures within the financial year.	IGR	# of IGR meetings invited & attended within the financial year	#	Outcome	Municipal Manager	4	Quarterly	4	Stand alone	1	1	1	1	Attendance register

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Ref	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Sep-24	Dec-24	Mar-25	Jun-25	Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
G7	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of IGR structures within the financial year.	IGR	% in Implementation of IGR Resolutions	%	Outcome	Municipal Manager	82%	Quarterly	100%	Stand alone	100%	100%	100%	100%	Updated Resolutions Register
G8	Good Governance & Public Participation	To promote democracy and sound governance	To ensure public involvement in the affairs of the Municipalities	Public Participation	# of Public Participation Meetings held within the financial year	#	Output	Municipal Manager	11	Monthly	5	Cumulative	N/A	N/A	N/A	5	Agenda, Public Participation report, Attendance Registers
G9	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of administrative committee within the financial year	Management committee	# of Management meetings invited & attended within the financial year	#	Outcome	Municipal Manager	14	Monthly	12	Stand alone	3	3	3	3	Attendance register
G10	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of administrative committee within the financial year	Management committee	% in implementation of MANCO Resolutions within the financial year	#	Output	Municipal Manager	100%	Quarterly	100%	Stand-Alone	100%	100%	100%	100%	Updated Resolutions register
G11	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of Council within the financial year	Labour Relations	# of LLF meetings held within the financial year	#	Outcome	Municipal Manager	14	Monthly	12	Stand-Alone	3	3	3	3	Agenda, Minutes & attendance register



R e f	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Sep- 24	Dec- 24	Mar- 25	Jun-25	Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
G P 1 2	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of Municipality within the financial year	Labour Relations	% in implementation of LLF resolutions within the financial year	%	Outcome	Municipal Manager	63%	Monthly	100%	Cumulative	100%	100%	100%	100%	Updated Resolutions register
G P 1 3	Good Governance & Public Participation	To promote democracy and sound governance	To ensure public involvement in the IDP review	Public Participation	# of IDP/Budget/ PMS REP Forum meetings invited & attended held within the financial year	#	Output	Municipal Manager	4	Quarterly	4	Stand- Alone	1	1	1	1	Agenda & Attendance register
G P 4	Good Governance & Public Participation	To promote democracy and sound governance	To ensure public involvement in the IDP/Budget review within a financial year	Public Participation	# of IDP/Budget/ PMS Steering Committee meetings invited & attended within the financial year	#	Output	Municipal Manager	13	Annually	4	Stand- Alone	1	1	1	1	Agenda & Attendance register
G P 5	Good Governance & Public Participation	To promote democracy and sound governance	To promote accountability within the municipality	Public Participation	% of complaints resolved	%	Output	Municipal Manager	100%	Quarterly	100%	Stand- Alone	100%	100%	100%	100%	Updated Complaints Management Register
G P 6	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of Audit committee within a financial year	Committees	# of Audit Committee meetings held within the financial year	#	Output	Municipal Manager	9	Quarterly	4	Stand- Alone	2	1	2	1	Agenda, Minutes & Attendance register



Reference	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Program	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Sep-24	Dec-24	Mar-25	Jun-25	Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
G-17	Good Governance & Public Participation	To promote democracy and sound governance	To attain clean audit by ensuring compliance to all governance, financial management and reporting requirements within the financial year	Audit	% of Audit steering committee attended	%	Output	Municipal Manager	New	Quarterly	100%	Stand-Alone	100% Target	100% Target	0 Target	0 Target	Attendance Register
G-8	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of Audit committee within a financial year	Committees	% of Audit and Performance Audit Committee resolutions implemented within the financial year	%	Output	Municipal Manager	38%	Quarterly	100%	Stand-Alone	100% Target	100% Target	100% Target	100% Target	Audit Committee resolutions register
G-19	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of Council committee within the financial year.	IT	Number of super user accounts activities reviewed per quarter	#	Output	Municipal Manager	4	Annually	4	Stand-Alone	1	1	1	1	Audit trail report
G-20	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of Council committee within the financial year.	IT	# of monthly IT servers backups reported	#	Output	Municipal Manager	12	Annually	12	Stand-Alone	3	3	3	3	Back up reports

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Reference	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Sep-24	Dec-24	Mar-25	Jun-25	Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
MTO21	Good Governance & Public Participation	To promote democracy and sound governance	Functionality of Audit within the financial year	Internal Audit	Audit Committee approve Internal Audit Plan by 30 June each year	#	Output	Municipal Manager	1	Annually	1	Stand-Alone	N/A	N/A	N/A	1	AC approved Internal Audit Plan
MTO22	Good Governance & Public Participation	To promote democracy and sound governance	Functionality of Audit within the financial year	Internal Audit	Audit Committee approve revised Internal Audit Charter by 30 June each year	#	Output	Municipal Manager	1	Annually	1	Stand-Alone	N/A	N/A	N/A	1	AC approved revised Internal Audit Charter

MUNICIPAL CAPITAL PROJECTS

BASIC SERVICES DELIVERY PROJECTS

Reference	Municipal KPA	Strategic Objective	Programme	Project Description	Project Name	Start Date	Completion Date	Project Owner	Source of Funding	Budget	Annual Target %	KPI Calculation Type	Sep-24	Dec-24	Mar-25	Jun-25	Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
PBSD1	Basic Service Delivery	To have integrated infrastructure development	Water	Construction of Booster Pump in Scotia	Booster Pump Scotia	2024/07/01	2025/06/30	Municipal Manager	MIG	R 2 869 560	100%	Cumulative	25%	50%	75%	100%	Completion certificate

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Ref	Municipal KPA	Strategic Objective	Programme	Project Description	Project Name	Start Date	Completion Date	Project Owner	Source of Funding	Budget	Annual Target	KPI Calculation Type	Sep-24	Dec-24	Mar-25	Jun-25	Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
P	Basic Service Delivery	To have integrated infrastructure development	Water	Construction of Kamperpus Bulk water reticulation Bulk Water	Kamperpus Bulk water reticulation Bulk Water	2024/07/01	2025/06/30	Municipal Manager	MIG	R 1 913 040	100 %	Cumulative	25%	50%	75%	100%	Completion certificate
2	P	Basic Service Delivery	Water	Construction of Lephaphane Bulk Water	Lephaphane Bulk Water	2024/07/01	2025/06/30	Municipal Manager	MIG	R 41 224 080	100 %	Cumulative	25%	50%	75%	100%	Completion certificate
3	P	Basic Service Delivery	Water	Construction of Lulekani Water Supply at Lulekani Water Scheme	Lulekani Water Scheme	2024/07/01	2025/06/30	Municipal Manager	MIG	R 12 994 368	100 %	Cumulative	25%	50%	75%	100%	Completion certificate
4	P	Basic Service Delivery	Water	Construction of Makhushane Water Scheme	Makhushane Water Scheme	2024/07/01	2025/06/30	Municipal Manager	MIG	R 48 181 596	100 %	Cumulative	25%	50%	75%	100%	Completion certificate
5	P	Basic Service Delivery	Water	Construction of Ritavi Water Scheme	Ritavi Water Scheme	2024/07/01	2025/06/30	Municipal Manager	MIG	R 77 642 124	100 %	Cumulative	25%	50%	75%	100%	Completion certificate
6	P	Basic Service Delivery	Water	Construction of Ritavi Water Scheme	Ritavi Water Scheme	2024/07/01	2025/06/30	Municipal Manager	MIG	R 77 642 124	100 %	Cumulative	25%	50%	75%	100%	Completion certificate

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Ref	Municipal KPA	Strategic Objective	Programme	Project Description	Project Name	Start Date	Completion Date	Project Owner	Source of Funding	Budget	Annual Target	KPI Calculation Type	Sep-24	Dec-24	Mar-25	Jun-25	Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
P-7	Basic Service Delivery	To have integrated infrastructure development	Water	Construction of Sekgosese Water Scheme supply and Borehole equipment	Sekgosese Water Scheme	2024/07/01	2025/06/30	Municipal Manager	MIG	R 128 183 880	100%	Cumulative	25%	50%	75%	100%	Completion certificate
P-8	Basic Service Delivery	To have integrated infrastructure development	Water	Construction of Rotterdam (Manyunyu) Ground Water Scheme	Rotterdam (Manyunyu) Ground Water Scheme	2024/07/01	2025/06/30	Municipal Manager	MIG	R 13 043 484	100%	Cumulative	50%	50%	75%	100%	Completion certificate
P-9	Basic Service Delivery	To have integrated infrastructure development	Water	Construction of Sekgopo Bulk water & reticulation	Sekgopo Water Reticulation	2024/07/01	2025/06/30	Municipal Manager	MIG	R 28 693 908	100%	Cumulative	50%	50%	75%	100%	Completion certificate
P-10	Basic Service Delivery	To have integrated infrastructure development	Water	Construction of Tours Water reticulation	Tours Water Reticulation	2024/07/01	2025/06/30	Municipal Manager	MIG	R 125 194 524	100%	Cumulative	25%	50%	75%	100%	Completion certificate

MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT PROJECTS

2024/2025 Performance Plan – Municipal Manager

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R e f	Municipal KPA	Strategic Objective	Municipal Programme	Projects	Project Name	Start Date	Completion Date	KPI Owner	Baseline	Budget	Annual Target	KPI Calculation Type	Sept-24	Dec-24	Mar-25	Jun-25	Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
M1	Municipal Transformation & Development	Democratic society and sound governance	Admin	To purchase & deliver Data projectors by 30 June 2025	Data projectors	2024/07/01	2025/06/30	Municipal Manager	New	R434 984	100%	Stand-Alone	25	50	100	N/A	Delivery note
M2	Good Governance & Public Participation	To promote democracy and sound governance	IT	To purchase & deliver Computers by 30 June 2025	Computers	2024/07/01	2025/06/30	Municipal Manager	New	R1 304 352	100%	Stand-Alone	25	50	100	N/A	Delivery note
M3	Good Governance & Public Participation	To promote democracy and sound governance	IT	Acquisition of Server by 30 June 2025	Server	2024/07/01	2025/06/30	Municipal Manager	New	R2 608 692	100%	Stand-Alone	25	50	100	N/A	Delivery note
M4	Good Governance & Public Participation	To promote democracy and sound governance	IT	Acquisition of Computer Software by 30 June 2025	Computer Software	2024/07/01	2025/06/30	Municipal Manager	New	R1 304 352	100%	Stand-Alone	N/A	25	50	100	Delivery note
M5	Good Governance & Public Participation	To promote democracy and sound governance	Admin	Acquisition of Electricity Backup by 30 June 2025	Electricity Backup	2024/07/01	2025/06/30	Municipal Manager	New	R2 173 908	100%	Stand-Alone	N/A	25	50	100	Delivery note

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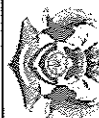
4. CORE COMPETENCY REQUIREMENTS



The core competencies the employee should conform to and will be assessed and evaluated against follows:

CORE MANAGERIAL COMPETENCIES	DEFINITION	DIMENSIONS MEASURED	WEIGHT %
Strategic Capability and Leadership	Must be able to provide a vision, set the direction for the organisation and inspire others in order to deliver on the organisational mandate	Annual Performance Reporting; Lead People; Strategy and Task Execution; Strategic Planning; Governance and Management Frameworks	10%
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to deliver the desired outputs	Project/Programme Planning; Execution and Reporting	5%
Financial Management	Must be able to compile and manage budgets, control cash flow, institute risk management and administer tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives	Financial Planning: MFMA, MTEF and MTSF; Financial Budget Execution and Reporting (in Year Monitoring and Reporting) AG Report	15%
Change Management	Must be able to initiate and support organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	Change Vision, Planning and Strategy; Process Improvement; Organisation Design; Policy Change and Execution; Change Results; Impact Monitoring and Evaluation	5%
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organisation	Knowledge and Learning; Technology Usage; Knowledge Strategies; Information Sharing Sessions; Integration of Knowledge and Partnership Development	5%
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational goals	Innovation; Processes, Policy and Structures; Application of Best Practice	5%
Problem Solving and Analysis	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	Identify, Analyse and Resolve Problems in timely manner; Contingency Plans and Anticipate Problems	10%

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CORE MANAGERIAL COMPETENCIES	DEFINITION	DIMENSIONS MEASURED	WEIGHT %
People Management and Empowerment	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals	Employee Relations; Diversity Management; HR Planning; Management and Development	5%
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice	Application of Batho-Pele Principles; Service Delivery knowledge; Coaching and Mentoring Others; Cost, Time, Budget, Quality, and Targets Consciousness	15%
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes	Information and Ideas; Stakeholder Communication; Communication Strategy; Marketing and Branding; Use of Language; Negotiation and Bargaining	10%
Honesty and Integrity	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	High standard; Ethical and Moral Conduct; Confidentiality and Trust; Treat everyone with Respect; Responsible and Accountable; Shares information freely; Acts against Corruption	15%

More details related to each competency are attached as Annexure A1 to this plan.



5. SUMMARY SCORECARD

In terms of Regulation 805 of 2006, the employee will be scored on a ratio of 80% for key performance areas (KPAs) and 20% for core competency requirements (CCRs). It is also required that the KPAs relevant to the employee's functions also be weighted in terms of importance out of a total of 100%, contributing to the 80% contribution to KPAs. It is also necessary to allocate weightings amongst KPIs and projects where relevant. A summary of the total weightings are indicated below:

POSITION OUTCOMES/OUTPUTS		KPA WEIGHTINGS	KPI / PROJECT WEIGHTING	ASSESS WEIGHTING	
Key Performance Areas				80%	
Municipal Transformation and Organisational Development		20%	KPI's		100%
Basic Service Delivery		20%	KPI's		100%
Local Economic Development		10%	KPI's		100%
Municipal Financial Viability		20%	KPI's		100%
Good Governance and Public Participation		20%	KPI's		100%
Spatial Planning		10%	KPI's		100%
Core Competency Requirements (CCRs)		20%			
Total		100%			



RATING SCALES

The assessment of the performance of the Employee will be based on the following rating scale for KPAs and CCRs:

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

The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

1. Performance Assessment:
 - 1.1. Formal assessment between employee and employer will take place twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly assessments respectively.
 - 1.2. Actual performance against the targets will be captured in preparation for the assessments.
 - 1.3. Scores of 1-5 will be calculated based upon the progress against targets.
 - 1.4. KPI's and targets are audited before assessment date and their findings must accompany the Performance Plans.
 - 1.5. The employer must keep a record of the mid-year assessment and annual assessment meetings.
 2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.
 3. The process for determining Employee ratings are as follows:
 - 3.1. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.
 - 3.2. The employee to motivate for higher ratings where applicable.
 - 3.3. The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
 - 3.4. The panel scores are averaged to derive at a total score per KPI / Activity / CCR. Overall scores are calculated by taking weightings into account where applicable.
 - 3.5. The final KPA's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.
4. The five point rating scale referred to in regulation 805 correspond as follows:

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167
5. The assessment rating calculator is used to calculate the overall % score for performance.
6. Annual performance evaluation to determine the final ratings and scores as well as recommend performance bonuses will be conducted by the appropriate panel as constituted by Regulation 805 of 2006.
7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in table below:

% Rating Over Performance	% Bonus
130-149%	5-9%
150% and above	10-14%





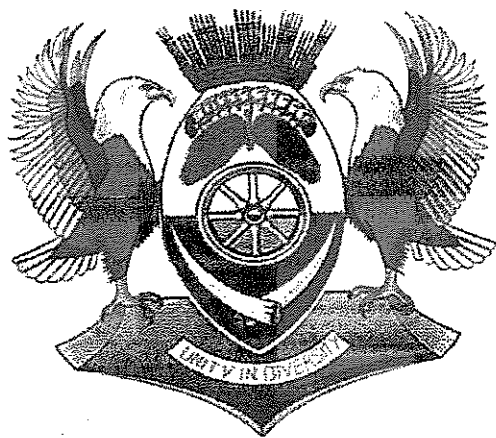
8. The Personal Development Plan (PDP) can be reviewed after the performance evaluation had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.
9. The results of the annual performance evaluation will be submitted to the performance audit committee for final approval of the assessment/s /evaluations.
10. Performance bonus, based upon the annual evaluation, will be subject to approval by Council.
11. The performance evaluation results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the Province.



7. APPROVAL

The process followed ensures individual alignment to the strategic intent of the institution and gives clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshoping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employee	Undertaking of the employer
I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.	On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.
Signed and accepted by the Employee:	Signed and accepted on behalf of Council:
	
DATE: 15/01/2024	DATE: 15/01/2024



PERFORMANCE AGREEMENT

**MADE AND ENTERED INTO BY AND
BETWEEN:**

**MOPANI DISTRICT MUNICIPALITY
AS REPRESENTED BY THE EXECUTIVE
MAYOR**

CLLR PULE JOSIAH SHAYI

AND

MR TSHEPO JACK MOGANO
MUNICIPAL MANAGER

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR:

1 JULY 2024 – 30 JUNE 2025

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ENTERED INTO BY AND BETWEEN:

The Municipality herein represented by **CLLR PULE JOSIAH SHAYI** in his capacity as Executive Mayor (hereinafter referred to as the Employer or Supervisor)

and

Mr. TSHEPO JACK MOGANO Employee of the Municipality (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

1. Introduction	<p>1.1 The Employer has entered into a contract of employment with the Employee in terms of section 56(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".</p> <p>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.</p> <p>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.</p> <p>1.4 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act</p>
2. Purpose of this Agreement	<p>The purpose of this Agreement is to:</p> <p>2.1 Comply with the provisions of Section 57(1) (b), (4A), (4B) and (5) of the Act as well as the employment contract entered into between the parties.</p> <p>2.2 Specify objectives in terms of the key performance indicators and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality.</p> <p>2.3 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement.</p> <p>2.4 Monitor and measure performance against set targeted outputs.</p> <p>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.</p> <p>2.6 In the event of outstanding performance, to appropriately reward the employee.</p> <p>2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.</p>
3. Commencement	<p>3.1 This Agreement will commence on 1 July 2024 and will remain in force until</p>

<p>and duration</p>	<p>30 June 2025 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.</p> <p>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 one month after the beginning of each successive financial year.</p> <p>3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.</p> <p>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.</p> <p>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.</p>
<p>4. Performance Objectives</p>	<p>4.1 The Performance Plan (Annexure A) sets out-</p> <p>4.1.1 Key Performance Areas that the employee should focus on.</p> <p>4.1.2 Core competencies required from employees.</p> <p>4.1.3 The performance objectives, key performance indicators and targets that must be met by the Employee.</p> <p>4.1.4 The time frames within which those performance objectives and targets must be met.</p> <p>4.2 The performance objectives, key performance indicators and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include strategic objectives; key performance indicators; targets; projects and activities that may include dates and weightings. A description of these elements follows:</p> <p>4.2.1 The strategic objectives describe the strategic intent of the organisation that needs to be achieved.</p> <p>4.2.2 The strategic performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.</p> <p>4.2.3 The target dates describe the timeframe in which the work must be achieved.</p> <p>4.2.4 The weightings show the relative importance of the key performance areas, key objectives, and key performance indicators to each other.</p>
<p>5. Performance</p>	<p>5.1 The Employee agrees to participate in the performance management</p>

Management System

system that the Employer adopts or introduces for the Employee, management and municipal staff of the Employer.

- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Key Performance Areas and core Competency Requirements, both of which shall be contained in the Performance Agreement.
- 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.5.3 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.6 The Employee's assessment will be based on his /her performance in terms of the key performance indicator outputs / outcomes identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	40%
Basic Service Delivery	5%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	15%
Good Governance and Public Participation	40%
Spatial Rationale	0%
Total	100%

- 5.7 Manager's responsibilities are also directed in terms of the abovementioned key performance areas. In the case of managers directly accountable to the Municipal Manager, other key performance areas related to the functional area of the relevant manager can be added subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the Employee's assessment score.

CCRs that are deemed to be most critical for the Employee's specific job should be selected (V) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers:

CORE MANAGERIAL COMPETENCIES (CMC) ¹	WEIGHT
Strategic Capability and Leadership	5%
Programme and Project Management	5%
Financial Management	20%
Change Management	5%
Knowledge Management	5%
Service Delivery Innovation	10%
Problem Solving and Analysis	15%
People Management and Empowerment	5%
Client Orientation and Customer Focus	5%
Communication	10%
Accountability and Ethical Conduct	15%
Total percentage	100%

6. Evaluating Performance

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out:
 - 6.1.1 The standards and procedures for evaluating the Employee's performance.
 - 6.1.2 The intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP.
- 6.5 The Annual performance appraisal 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) Values are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale automatically. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement.
 - (c) The applicable assessment ratings and scores will calculate a

final KPA score.

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) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) 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:

An overall rating is calculated by using the applicable assessment rating calculator. Such overall rating represents the outcomes of the various weighted ratings contained in the performance Plan which 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 CCRs:

Rating	Terminology	Description	% Score
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level.	167
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job.	133 - 166
3	Fully effective	Performance fully meets the standards expected in all areas of the job.	100 - 132
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.	67 - 99
1	Unacceptable performance	Performance does not meet the standard expected for the job. 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.	0 - 66

6.7 For the purpose of evaluating the performance of the section 57 manager

	<p>reporting to the municipal manager, an evaluation panel constituted of the following persons must be established:</p> <p>6.7.1 Executive Mayor</p> <p>6.7.2 Chairperson of the performance audit committee</p> <p>6.7.3 Member of the mayoral committee</p> <p>6.7.4 Municipal manager from another municipality</p> <p>6.7.5 Ward Committee member</p> <p>6.7 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).</p>												
<p>7. Schedule for Performance Reviews</p>	<p>7.1 The performance of each Employee in relation to his / her Performance Agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:</p> <table><tr><td>First quarter</td><td>July – September 2024</td><td>(October 2024)</td></tr><tr><td>Second quarter</td><td>October – December 2024</td><td>(January 2024)</td></tr><tr><td>Third quarter</td><td>January – March 2025</td><td>(April 2025)</td></tr><tr><td>Fourth quarter</td><td>April – June 2025</td><td>(July 2025)</td></tr></table> <p>7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.</p> <p>7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.</p> <p>7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.</p> <p>7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.</p>	First quarter	July – September 2024	(October 2024)	Second quarter	October – December 2024	(January 2024)	Third quarter	January – March 2025	(April 2025)	Fourth quarter	April – June 2025	(July 2025)
First quarter	July – September 2024	(October 2024)											
Second quarter	October – December 2024	(January 2024)											
Third quarter	January – March 2025	(April 2025)											
Fourth quarter	April – June 2025	(July 2025)											
<p>8. Developmental Requirements</p>	<p>The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.</p>												
<p>9. Obligations of the Employer</p>	<p>9.1 The Employer shall:</p> <p>9.1.1 Create an enabling environment to facilitate effective performance by the employee.</p> <p>9.1.2 Provide access to skills development and capacity building opportunities.</p> <p>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.</p> <p>9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement.</p>												

10. Consultation

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10.1 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. Management of Evaluation Outcomes

11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

% Rating Over	% Bonus
130 - 133.8	5%
133.9 - 137.6	6%
137.7 - 141.4	7%
141.5 - 145.2	8%
145.3 - 149	9%
150 - 153.4	10%
153.5 - 156.8	11%
156.9 - 160.2	12%
160.2 - 163.6	13%
163.7 - 167	14%

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

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

11.3.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

12. Dispute Resolution

- 12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by the mayor within thirty (30) days of receipt of a formal dispute from the employee, whose decision shall be final and binding on both parties. The decision of the mediator (Mayor) shall be final and binding on both parties whose decision shall be final and binding on both parties.
- 12.2 Any disputes 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) of the Municipal Performance Regulations, Regulation 805 of 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 whose decision shall be final and binding on both parties.

13. General

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Giyani on this the 17 day of July 2024

AS WITNESSES:

1. _____


EMPLOYEE (MUNICIPAL MANAGER)

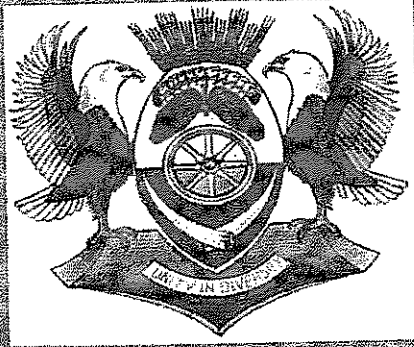
2. _____

AS WITNESSES:

1. _____


EXECUTIVE MAYOR

2. _____



**PERSONAL
DEVELOPMENT PLAN
(PDP)**

**MADE AND ENTERED INTO BY
AND BETWEEN:**

**MOPANI DISTRICT
MUNICIPALITY**

**AS REPRESENTED BY THE
EXECUTIVE MAYOR**

CLLR PULE SHAYI

AND

MR TSHEPO JACK MOGANO

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR:

1 JULY 2024 - 30 JUNE 2025

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1. 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 there for identifies, 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 departments' legislated competency requirements need also be taken into consideration during the PDP process.

2. COMPETENCE MODELLING

What does an institution mean when it says an employee / prospective employee is competent. If he / she fits a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a future-oriented ideal that they require to achieve their strategic objectives [The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.

There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.

Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders, with different interests, accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

When linking a decision that a prospective employee / current employee is competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link.

The Department of Cooperative Governance has published a competency framework for senior managers in January 2014, with focus on the following:

- Critical leading competencies that drive the strategic intent and direction of local government;
- Core competencies which senior managers are expected to possess, and which drive the execution of the leading competencies; and
- The eight Batho Pele principles

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3. COMPILING THE PERSONAL DEVELOPMENT PLAN ATTACHED AS THE APPENDIX.

A manager, in consultation with his / her employee is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached as Appendix A.

Column 1: Skills/Performance GAP

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

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

Organisational needs

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

The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.

Specific competency gaps as identified during the probation period and performance appraisal of the employee.

Individual training needs that are job / career related.

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

Column 2: Outcomes Expected

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
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Consideration must be given to the outcomes expected in column 2 so that once the intervention is completed the impact it had can be measured against relevant output indicators.

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3. Column 3: Suggested Training

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
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Training needs must be identified with due regard to cost effectiveness and listed in column 3.

4. Column 4 : Suggested mode of delivery

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
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The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of, amongst others, self-study, internal or external training provision, coaching and / or mentoring and exchange programmes. Training must be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine within the municipality whether unit standards have been developed with regard to a specific outcome (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency.

5. Column 5: Suggested Time Lines

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
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An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions. The suggested time frames enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.

6. Column 6: Work opportunity created to practice skill / development area

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
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This further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

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1.5.

7. Column 7: Support Person

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportuni- ty created to practice skill / developm- ent area	7. Support Person
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This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.

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Personal Development Action Plan

1: Skills Performance Gap	2: Outcomes Expected	3: Suggested Training/ Development activity	4: Suggested Mode of delivery	5: Suggested time Frames	6: Work opportunity created to practice skill/ development area	7: Support person
Financial Management	Improve on financial management skills	Automation, Financial Modelling	Attend classes adapt training	Five (5) days	Financial Management Development area	Deputy Manager OD
Project Management	In depth understanding of project management	Projects management course Diploma / postgraduate	Attend classes offered by university	One (1) year	Improve the project management skills	Executive Mayor
Services Delivery Innovation a	Improves innovation skills on services delivery	Executive Development plan ^{course}	Attend classes offered by university	One (1) year	Improve the innovation skills	Executive Mayor


Employee s Signature



Date

17 July 2024

Executive Mayor S Signature



Date

17 July 2024