

MAMUSA LOCAL MUNICIPALITY



BONISANE JOEL MAKADE
Director Corporate Services

EMPLOYEE


PERFORMANCE AGREEMENT

FINANCIAL YEAR: 2023 - 2024

Handwritten initials and signatures:
A.T.
B.I.
R.P.
B.E.
K.W.

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PERFORMANCE AGREEMENT

Made and entered into by and between:

The Mamusa Local Municipality, as represented by:

MR. R.R GINCANE

THE MUNICIPAL MANAGER OF MAMUSA LOCAL
MUNICIPALITY

AND:

MR. BONISANE JOEL MAKADE
DIRECTOR CORPORATE SERVICES

THE EMPLOYEE OF THE MUNICIPALITY
(EMPLOYEE)

FOR THE

FINANCIAL YEAR: 01 JULY 2023 TO 30 JUNE 2024

Handwritten initials:
G.T. R.R. L.W.
J.F. B.E. B.

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Mamusa Local Municipality herein represented by **Mr. R.R. Gincane** in his capacity as the **Municipal Manager** (hereinafter referred to as the **Employer** or **Supervisor**)

and

Mr. BONISANE JOEL MAKADE, Employee of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1. The **Employer** has entered into a contract of employment with the **Employee** for a period of five years, ending **19 April 2026** in terms of Section 57(1) (a) of the Local Government: Municipal Systems Act, Act 32 of 2000 (hereinafter referred to as "the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2. Section 57(1) (b) of the Systems Act, read with the contract of employment concluded between the two parties, requires the parties to conclude an annual performance agreement.
- 1.3. The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee**, reporting to the Municipal Manager, to a set of actions that will secure local government policy goals.
- 1.4. The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The parties agree that the purposes of this Agreement are to:

- 2.1. comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2. specify objectives 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;

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- 2.3. specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4. monitor and measure performance against set targeted outputs;
- 2.5. use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his job;
- 2.6. in the event of outstanding performance, to appropriately reward the employee; and
- 2.7. give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1. This Agreement will commence on the **01 July 2023** and will remain in force until **30 June 2024** 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.
- 3.2. The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3. This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4. The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5. If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

- 4.1. The Performance Plan (Annexure A) sets out-
 - 4.1.1. the performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2. the time frames within which those performance objectives and targets must be met.

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

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

4.1.2. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.

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

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

4.3. The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1. The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.

5.2. The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.

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

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

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

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

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- 5.5.2. Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3. KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6. The **Employee's** assessment will be based on her performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

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

- 5.7. In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8. The Core Competency Requirements (CCRs) or Core Managerial Competencies (CMCs) and the Core Occupational Competencies (COC) will make up the other 20% of the **Employee's** assessment score as per attached **Annexure B and C** respectively. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the lists in the annexure underneath.

6. EVALUATION OF 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; and
 - 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.

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6.4. The **Employee's** performance will be measured in terms of contributions to the goals 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) An indicative rating on the **five-point scale** should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

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 outcome of the performance appraisal.

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6.6. The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					5
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.					4
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.					3
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					2
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.					1

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6.7. For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

6.7.1. Municipal Manager;

6.7.2. Manager: Performance Management

6.7.3. Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee;

6.7.4. Member of the Executive Committee and;

6.7.5. Municipal Manager from another municipality.

6.8. 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).

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter	:	July – September 2023
Second quarter	:	October- December 2023
Third quarter	:	January – March 2024
Fourth quarter	:	April – June 2024

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

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

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

7.5. 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.

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8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1. The Employer shall –

9.1.1. create an enabling environment to facilitate effective performance by the employee;

9.1.2. provide access to skills development and capacity building opportunities;

9.1.3. work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

9.1.4. on the request of the Employee delegate such powers reasonably required by the Employee to enable her to meet the performance objectives and targets established in terms of this Agreement; and

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

10. CONSULTATION

10.1. The Employer agrees to consult the Employee from time to time 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; and

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.

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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:
- 11.2.1. a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - 11.2.2. a score of 150% and above is awarded a performance bonus ranging from 10% to 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; and
 - 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 –
- 12.1.1. the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
 - 12.1.2. any other person appointed by the MEC.
 - 12.1.3. In the case of managers directly accountable to the municipal manager, 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, 2006, within thirty (30) days of receipt of a formal dispute from the employee;
 - 12.1.4. whose decision shall be final and binding on both parties.
- 12.2. In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

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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 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 and managers reporting to the municipal managers 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.

14. SIGNATURE OF PARTIES TO THE AGREEMENT

Thus, done and signed at Schweizer-Reneke on this 28th day of July 2023.

AS WITNESSES

1.....

2.....



R.R Gincane
Employer on behalf
Mamusa Local Municipality

Signed at Schweizer-Reneke on this 28th day of July 2023

AS WITNESSES

1.....

2.....



B.J. Makade
Employee

ANNEXURE A

PERFORMANCE PLAN

1 Purpose

The performance plan defines the Council's expectations of the Senior Financial Officer's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2 Key responsibilities

The following objects of local government will inform the Senior Financial Manager's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3 Key Performance Areas

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Basic Service Delivery
- 3.2 Municipal Transformation and Institutional Development.
- 3.3 Local Economic Development (LED)
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.



4 Individual Scorecard

Weighting of the Key Performance Areas (KPA) = 100%

LGTAS Thematic Area		LABOUR MATTERS, FINANCIAL AND ADMINISTRATIVE CAPACITY						
KPA		Municipal Institutional Development and Transformation						
Outcome 9		Administrative and financial capabilities of municipalities are enhanced						
Output 6		Administrative and financial capabilities of municipalities are enhanced						
Functional Area/Development Priorities	Strategic Objective	Baseline 2022/23	Annual Performance Target: 2023/24	Budget	Key Performance Indicators (KPIs)	KPI TYPE	Quarterly projections/process indicator	Portfolio of Evidence
Good Governance and Public Participation	To ensure good governance, financial sustainability and optimal institutional transformation	2 Ordinary Council Meetings held	Conducting 4 Ordinary Council Meetings by June 2024	Operational Budget	Number of ordinary council meetings conducted	Output	1 st Quarter 1 Council meeting 2 nd Quarter 1 Council meeting 3 rd Quarter 1 Council meeting 4 th Quarter 1 Council meeting	Minutes of Council Meeting signed off by the Speaker Minutes of Council Meeting signed off by the Speaker Minutes of Council Meeting signed off by the Speaker Minutes of Council Meeting signed off by the Speaker Minutes of Council Meeting signed off by the Speaker Minutes and attendance registers
Municipal Institutional Development and Transformation	To ensure good governance, financial sustainability and optimal institutional transformation	2 Stakeholders meeting held to review the organisational structure	Conducting 2 Stakeholders Meetings to review the organisational structure by June 2024	Operational Budget	Number of Stakeholders meetings conducted to review the organisational structure	Output	1 meeting 1 meeting 2 meetings 2 meetings 2 meetings 1 Litigation Report 1 Litigation Report 1 Litigation Report 1 Litigation Report	Minutes and attendance registers Minutes and attendance registers Notices and minutes of the Committee Notices and minutes of the Committee Notices and minutes of the Committee Litigation Register and Copy of Council Resolution Litigation Register and Copy of Council Resolution Litigation Register and Copy of Council Resolution Litigation Register and Copy of Council Resolution
Good Governance and Public Participation	To ensure good governance, financial sustainability and optimal institutional transformation	Twelve (12) Portfolio Committee meetings were held.	Conducting 6 (see 76) committees meetings (Portfolio Meetings) by June 2024	Operational Budget	Number of sub-79 committees meetings (portfolio meetings) conducted	Output	1 st Quarter 2 meetings 2 nd Quarter 2 meetings 3 rd Quarter 2 meetings 4 th Quarter 2 meetings	Minutes and attendance registers Notices and minutes of the Committee Notices and minutes of the Committee Notices and minutes of the Committee Notices and minutes of the Committee Litigation Register and Copy of Council Resolution Litigation Register and Copy of Council Resolution Litigation Register and Copy of Council Resolution Litigation Register and Copy of Council Resolution
Municipal Institutional Development and Transformation	To ensure good governance, and to comply with legal requirements (Section 116 of MFRMA)		Submitting 4 Reports of litigation instituted by and against the municipality to Council by 30 June 2024	Operational Budget	Number of litigation cases instituted by and against the municipality submitted to Council by 30 June 2024	Output	1 st Quarter 1 Litigation Report 2 nd Quarter 1 Litigation Report 3 rd Quarter 1 Litigation Report 4 th Quarter 1 Litigation Report	Litigation Register and Copy of Council Resolution Litigation Register and Copy of Council Resolution Litigation Register and Copy of Council Resolution Litigation Register and Copy of Council Resolution Litigation Register and Copy of Council Resolution Litigation Register and Copy of Council Resolution Litigation Register and Copy of Council Resolution Litigation Register and Copy of Council Resolution
Municipal Institutional Development and Transformation	To ensure good governance, and to comply with Employment Equity Legislation		Electronically Submitting 2024 Employment Equity Report to Department of Labour by 15 January 2024	Operational Budget	Number of Employment Equity Reports submitted to Department of Labour	Output	1 st Quarter EEMP Report 2 nd Quarter EEMP Report 3 rd Quarter EEMP Report 4 th Quarter EEMP Report	Proof of Submission and EEP Report Proof of Submission and EEP Report Proof of Submission and EEP Report Proof of Submission and EEP Report Proof of Submission and EEP Report Proof of Submission and EEP Report Proof of Submission and EEP Report Proof of Submission and EEP Report


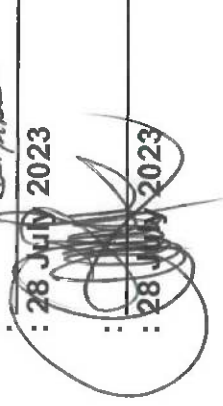





Municipal Institutional Development and Transformation	To ensure good governance, financial sustainability and optimal institutional transformation	WSP/ATR submitted to LGSEITA	Submitting 2024-2025 WSP / 2023-2024 ATR to LGSEITA by 30 April 2024	Operational Budget	Annual WSP/ATR submitted to LGSEITA	Output	1 st Quarter 2 nd Quarter 3 rd Quarter 4 th Quarter	
Municipal Financial Viability and Management	To ensure good governance, financial sustainability and optimal institutional transformation	R106,091,169	Rand Value Spend on Training Expenditure for 2023/24 by 30 June 2024	Operational Budget	Rand Value Spend on LGSEITA Training Expenditure by target date	Outcome	Submission of WSP to LGSEITA and Council ATR Expenditure Report Expenditure Report Expenditure Report	Copy of 2020-2021 WSP and 2019-2020 ATR
Municipal Institutional Development and Transformation	To ensure good governance, financial sustainability and optimal institutional transformation	100%	Attending to 85% of all IT queries received within 24 working hours by 30 June 2024	Operational Budget	% of ICT queries attended to within 24 working hours by 30 June 2024	Output	1 st Quarter 2 nd Quarter 3 rd Quarter 4 th Quarter	Various Registers and Monthly reports signed off by the Director Corporate Services Various Registers and Monthly reports signed off by the Director Corporate Services Various Registers and Monthly reports signed off by the Director Corporate Services Various Registers and Monthly reports signed off by the Director Corporate Services
Municipal Institutional Development and Transformation	To ensure good governance, financial sustainability and optimal institutional transformation	4 LLF meetings held	4 LLF meetings convened by 30 June 2024	Operational Budget	Number of convened LLF Meetings	Output	1 st Quarter 2 nd Quarter 3 rd Quarter 4 th Quarter	Minutes of LLF meeting and attendance register Minutes of LLF meeting and attendance register Minutes of LLF meeting and attendance register Minutes of LLF meeting and attendance register
Municipal Institutional Development and Transformation	To ensure good governance, financial sustainability and optimal institutional transformation	16 OHS inspections conducted	Conducting 12 OHS inspections in Council Departments by 30 June 2024	Operational Budget	Number of OHS inspections in Council Departments conducted	Output	1 st Quarter 2 nd Quarter 3 rd Quarter 4 th Quarter	Inspection Reports Inspection Reports Inspection Reports Inspection Reports
Municipal Institutional Development and Transformation	To ensure good governance, financial sustainability and optimal institutional transformation	4 updated Risk registers	4 departmental updated Risk Registers by 30 June 2024	Operational Budget	Number of departmental updated risk registers	Output	1 st Quarter 2 nd Quarter 3 rd Quarter 4 th Quarter	Copy of Updated Risk Register Copy of Updated Risk Register Copy of Updated Risk Register Copy of Updated Risk Register

Signed and accepted by the Employee
Date

Signed by the Municipal Manager on behalf of the Council
Date


: 28 July 2023

: 28 July 2023

**ANNEXURE B
CORE COMPETENCY REQUIREMENTS (CCR) and CORE OCCUPATION COMPETENCIES (COC)
(NB: as described under section 5.8., above)**

The 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. Three obligatory CCRs indicated here are compulsory for the Senior Financial Manager:

Weighting of the Competencies = 40%

Competency required	Most Critical CCR (mark with ✓)	For which KPA is this competency required	Weighting in %	Current level of competence (select from level 1 - 3)	Target level of competence (select from level 1 - 3)	Timetable for gaining targeted competence	Activities to close competence gaps	Resources Required for this development to take place
1.0 Generic Core Competencies Required (CCR)								
1.1 Strategic Direction and Leadership		All	4	2	3	Ongoing throughout the year	Internal training and workshop	0
1.2 Financial Management	Compulsory	All	4	2	3	Ongoing throughout the year	Internal training and workshop	0
1.3 People Management	Compulsory	All	4	3	3	Ongoing throughout the year	Internal training and workshop	0
1.4 Governance Leadership		All	4	3	3	Ongoing throughout the year	Internal training and workshop	0
1.5 Change Leadership		All	3	2	3	Ongoing throughout the year	Internal training and workshop	0
1.6 Programme and Project Management		All	2	2	3	Ongoing throughout the year	Internal training and workshop	
Total		All	40%			All above achieved by end of quarter 4.		0

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 W.L.

**ANNEXURE C
CORE OCCUPATIONAL COMPETENCIES (COC)
NB: as described under section 5.8 above.
Weighting of the Competencies = 60%**

Competency required	Most Critical CCR (mark with ✓)	For which KPA is this competency required	Weighting in %	Current level of competence (select from level 1 - 3)	Target level of competence (select from level 1 - 3)	Timetable for gaining targeted competence	Activities to close competence gaps	Resources Required for this development to take place
2.0 Core Occupational Competencies (COC)								
2.1 Moral Competency	✓	All	5	3	3			0
2.2 Planning and Organizing	✓	All	5	3	3			0
2.3 Analysis and Innovation	✓	All	5	2	3	Continuous improvement assessed and reported.	COGHSTA and external training	0.
2.4 Knowledge and Information Management	✓	All	5	3	3			0
2.5 Communication	✓	All	5	3	3			0
2.6 Results and Quality Focus	✓	All	5	3	3			0
Sub-total			50%		3			0
3.0 Other Competences								
3.1 Procedure of Meetings	✓	All	5	3	3			
3.2 Management Numeracy	✓	All	3	3	3			
3.3 Public Speaking	✓	All	3	3	3			
Grand Total			100%					

Name of Municipal Manager: MR. P. R. GHANCANE

Signature of Municipal Manager: 

Date Signed: 28 July 2023

Name of Employee: Mr. B.J MAKADE

Signature of Employee: 

Date Signed: 28 July 2023

ANNEXURE D

PERSONAL DEVELOPMENT PLAN (PDP) Personal Development Plan of Mr. B.J Makade

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
1. Programme and Project Management	Knowledge of Project and Programme Management	A course containing theoretical and practical application with coaching in the workplace	External provider, in line with identified unit standard and not exceeding R 6 000	As per the Skills Development Plan	Able to monitor and implement Project management and Programme management.	MM Training and Skills Development Facilitator
2. Financial Management	Contract Management and Public Policy and service delivery	A practical course on the contract interpretation management	Through a recognized academic institution	As per the Skills Development Plan	Development and management of contracts	MM Training and Skills Development Facilitator

Employer Signature: _____

Date Signed: 28 July 2023

Employee's Signature: _____

Date Signed: 28 July 2023