



**Mogale City**

**Local Municipality**

PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN:

MOGALE CITY LOCAL MUNICIPALITY

AS REPRESENTED BY THE

MUNICIPAL MANAGER:

MAKHOSANA MSEZANA

AND

EXECUTIVE MANAGER: COMMUNITY DEVELOPMENT SERVICES

LOVEY ADOLPHINA MODIBA

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 01 DECEMBER 2023 TO 30 JUNE 2024

*[Handwritten signatures and initials]*  
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## PERFORMANCE MANAGEMENT AGREEMENT

### ENTERED INTO BY AND BETWEEN

**MOGALE CITY LOCAL MUNICIPALITY** herein represented by **M. MSEZANA** as the **MUNICIPAL MANAGER** (hereinafter referred to as the Employer or Supervisor)

And

**Adolphina Lovey Modiba** as the **EXECUTIVE MANAGER; COMMUNITY DEVELOPMENT SERVICES** of **MOGALE CITY LOCAL MUNICIPALITY** (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

### 1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in Terms of Section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as the "the Parties".
- 1.2 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.3 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B), 57(C) and 57(5) of the Systems Act, Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006 & Local Government: Competency Framework for Senior Managers, 2014.

### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

- 2.1 Comply with the provisions of Section 57(1)(b), (4A),(4B), (4C) and (5) of the Systems Act, Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006 & Local Government: Competency Framework for Senior Managers, 2014 as well as the Contract of Employment entered into between the parties;

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2023/2024 Performance Management Agreement entered into by and between Municipal Manager: M. Msezana and Executive Manager: Community Development Services: Adolphina Lovey Modiba Page 2

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- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing whether the employee has met the performance expectations applicable to his job;
- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

### 3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **01 JULY 2023** and will remain in force until **30 JUNE 2024**; where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.3 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.
- 3.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4. PERFORMANCE OBJECTIVES

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

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

## **5. PERFORMANCE MANAGEMENT SYSTEM**

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

## **6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENTS SYSTEM THAT THE EMPLOYER ADOPTS**

- 6.1 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the performance agreement.
- 6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs)/ Core Managerial Competencies (CMC) respectively.
- 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

*MA*  
*M. Msezana*  
*Adolphina Lovey Modiba*  
*DAC*

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

6.3 The Employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's (as outlined within the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006), and will constitute 80 weighting of the overall assessment result as per the weightings agreed to between the employer and Employee:

KEY PERFORMANCE AREAS (KPA'S)	WEIGHTING %
Service Delivery and Infrastructure Development	50%
Financial Management and Viability	15%
Good Governance & Public Participation	20%
Local Economic Development	5%
Municipal Transformation & Organizational Development	10%
<b>Total</b>	<b>100%</b>

6.4 The Leading & Core Competencies will make up the other 20% of the Employee's assessment score. The competency framework consists of six (6) leading competencies which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.

The six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.

LEADING COMPETENCY REQUIREMENTS		WEIGHTS %
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>Impact and influence</li> <li>Institutional Performance Management</li> <li>Strategic Planning and Management</li> <li>Organizational Awareness</li> </ul>	20
Program & Project Management	<ul style="list-style-type: none"> <li>Program &amp; Project Planning and Implementation</li> <li>Service Delivery Management</li> <li>Program &amp; Project Monitoring &amp; Evaluation</li> </ul>	20
Financial Management	<ul style="list-style-type: none"> <li>Budget Planning &amp; Execution</li> <li>Financial Strategy &amp; Delivery</li> <li>Financial Reporting &amp; Monitoring</li> </ul>	20
Change Leadership	<ul style="list-style-type: none"> <li>Change Vision &amp; Strategy</li> <li>Process Design &amp; Improvement</li> <li>Change Impact Monitoring &amp;</li> </ul>	20

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LEADING COMPETENCY REQUIREMENTS		WEIGHTS %
	Evaluation	
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>	20
CORE COMPETENCIES		
	Moral Competence	
	Planning and Organizing	
	Analysis and Innovation	
	Knowledge and Information Management	
	Communication	
	Result and Quality Focus	
<b>TOTAL</b>		<b>100</b>

## 7. EVALUATING PERFORMANCE

- 7.1 The Performance Plan (Annexure A) to this Agreement sets out-
- 7.1.1 The standards and procedures for evaluating the Employee's performance; and
- 7.1.2 The intervals for the evaluation of the Employee's performance.
- 7.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan (PDP) as well as the actions agreed to and implementation must take place within set time frames.
- 7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 7.5 The annual performance appraisal will involve:
- 7.5.1 Assessment of the achievement of results as outlined in the performance Plan:
- 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;
  - An indicative rating on the five-point scale should be provided for each KPA;

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- (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.

7.5.2 Assessment of the Competencies

- (a) Each competency 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 competency
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final competency score.

7.5.3 Overall rating

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

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

OVERALL PERFORMANCE	RATING	PERFORMANCE SCORE
<p><b>Unacceptable Performance</b></p> <p>Performance does not meet the standard expected for the job. The employee has failed to demonstrate the commitment level expected in the job despite management efforts to encourage improvement.</p>	1	59% and below
<p><b>Performance Not Fully Effective</b></p> <p>Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job.</p>	2	60% – 69%
<p><b>Performance Fully Effective</b></p> <p>Performance fully meets the standards expected in all areas of the job</p>	3	70% – 79 %
<p><b>Performance Significantly Above Expectations/ Exceptional Performance</b></p>	4	80% – 89 %

*M. Msezana*  
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OVERALL PERFORMANCE	RATING	PERFORMANCE SCORE
Performance is significantly higher than the standard expected in the job.		
<b>Outstanding Performance</b> Performance far exceeds the standard expected of an employee at this level.	5	90% – 100 %

7.7 For purposes of evaluating the performance of the Executive Manager: Community Development Services, an evaluation panel constituted by the following persons must be established –

- 7.7.1 Municipal Manager;
- 7.7.2 Chairperson of the Performance Audit Committee
- 7.7.3 Member of the Mayoral Committee;
- 7.7.4 Municipal Manager from another Municipality/ or a technical expert of an equivalent position.

## 8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to his or 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:

Quarter	Timeline	Date of the Review
First Quarter	July – September 2023	N/A
Second Quarter	October – December 2023	January 2024
Third Quarter	January – March 2024	N/A
Fourth Quarter	April – June 2024	July 2024

8.2 The Employer shall keep a record of all formal and informal reviews, including the mid-year review and annual assessment meetings.

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

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- 8.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 8.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

## 9. DEVELOPMENTAL REQUIREMENTS

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

## 10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall –

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

## 11. CONSULTATION

- 11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –
- 11.1.1 a direct effect on the performance of any of the Employee's functions;
- 11.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and
- 11.1.3 a substantial financial effect on the Employer.

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11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

## 12. MANAGEMENT OF EVALUATION OUTCOMES

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

12.2 A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of performance and the amount payable would be calculated on the following basis:

Performance Rating			Bonus Amount
1.	0% - 59%	Performance Unacceptable	0% of total package
2.	60% - 69%	Performance Not Fully Effective	
3.	70% - 79%	Performance Fully Effective	Remuneration Progression
4.	80% - 89%	Performance Significantly Above Expectations/ Exceptional Performance	<ul style="list-style-type: none"> <li>• Remuneration Progression</li> <li>• 5% - 9% of Total Package</li> </ul>
5.	90% - 100%	Outstanding Performance	<ul style="list-style-type: none"> <li>• Remuneration Progression</li> <li>• 10% - 14% of total package</li> </ul>

12.3 In the case of unacceptable performance, the Employer shall –

12.3.1 provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

12.3.2 after appropriate counseling 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.

## 13. DISPUTE RESOLUTION

13.1 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provide for, shall be mediated by –

13.1.1 In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

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13.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

**14. GENERAL**

14.1 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.

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

Thus done and signed at KRUGERSDOP on this the 28 day of JULY 2023

**AS WITNESSES:**

1.

**EMPLOYEE (Executive Manager:  
Community Development Services)**

2. NMMASUKU

Thus done and signed at KRUGERSDOP on this the 28 day of JULY 2023

**AS WITNESSES:**

1.

**EMPLOYER  
(Municipal Manager)**

2.

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National Outcome	Outcome 9: Responsive, accountable, effective and efficient local government system											
NDP Chapter	NDP Chapter: Building a professional capable citizen focused public service NDP Chapter 13											
Strategic Goal	To provide sustainable services to the community											
DEPARTMENT: COMMUNITY DEVELOPMENT SERVICES												
KPA: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT 50%												
PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	RESPONSIBLE PERSON	INDIVIDUAL PERFORMANCE MEASUREMENTS
Executive Manager: Output	Purchasing Of Library Furniture & Equipment	All Wards	Number of libraries supplied with furniture	15%	Number	19	22	Q1			Executive Manager: Community Development Services	1= Less than 14 libraries supplied
								Q2				2= 14-21 libraries supplied
								Q3		22		3= 22 libraries supplied
								Q4				4= 22 libraries supplied by end February 2024 5= 22 libraries supplied by end January 2024
Executive Manager: Output	Purchase of ICT Equipment	All Wards	Number of libraries supplied with equipment	10%	Number	19	22	Q1			Executive Manager: Community Development Services	1= Less than 14 libraries provided
								Q2				2= 14-21 libraries provided
								Q3				3= 22 libraries provided
								Q4		22		4= 22 libraries provided by end April 2024 5= 22 libraries provided by end April 2024
Executive Manager: Output	Purchase of ICT Equipment	All Wards	Number of Libraries provided with ICT equipment	10%	Number	New Target	18	Q1			Executive Manager: Community Development Services	1= Less than 9 libraries provided
								Q2				2= 10-17 libraries provided
								Q3				3= 18 libraries provided
								Q4				4= 18 libraries provided by end of April 2024 5= 18 libraries provided by end of April 2024
Executive Manager: Output	Indigent Registration	All Wards	No of households registered for indigent support	15%	Number	4300	4500	Q1			Executive Manager: Community Development Services	1= Less than 3000 indigent registered
								Q2		1125		2=3000-4499 indigent registered
								Q3		1125		3= 4500 indigent registered
								Q4		1125		4= 4501-5000 indigent registered 5= More than 5000 indigent registered

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Ref. M/2024

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KPA: FINANCIAL MANAGEMENT AND VIABILITY 15%												
EXECUTIVE MANAGER OUTPUT	GRANTS EXPENDITURE	ALL WARDS	% EXPENDITURE ON THE SACR GRANT	5%		NEW TARGET	100%	QUARTER	PROGRAMME/PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	RESPONSIBLE PERSON	INDIVIDUAL PERFORMANCE MEASUREMENTS
Executive Manager: Output	Grants expenditure	All Wards	% expenditure on the SACR grant	5%		New target	100%	Q1	-	-	Executive Manager: Community Development Services	1= Less than 80% expenditure
								Q2	-	-		2= 80%-99% expenditure
								Q3	-	-		3= 100% expenditure
								Q4	100%	-		4= 100% spent by end of May 2024
												5= 100% spent by end of April 2024
Executive Manager: Output	Grants expenditure	All Wards	% expenditure on HIV grant	5%		New target	100%	Q1	-	-	Executive Manager: Community Development Services	1= Less than 80% expenditure
								Q2	-	-		2= 80%-99% expenditure
								Q3	-	-		3= 100% expenditure
								Q4	100%	-		4= 100% spent by end of May 2024
												5= 100% spent by end of April 2024
Executive Manager: Output	Revenue Generation	All Wards	Rand value of external funding sourced	5%		New target	R50 million	Q1	-	-	Executive Manager: Community Development Services	1= Less than R40 million sourced
								Q2	-	-		2= More than R40 but less than R50 Million sourced
								Q3	-	-		3= R50 million sourced
								Q4	R50 million	-		4= More than R50 million but less than R55 million sourced
												5= More than R55 million sourced

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION 20%												
EXECUTIVE MANAGER OUTPUT	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	RESPONSIBLE PERSON	INDIVIDUAL PERFORMANCE MEASUREMENTS
Executive Manager: Output	AG Audit Action plans	All Wards	% implementation of AG Audit Action plans	5%		100%	100%	Q1	-	-	Executive Manager: Community Development Services	1= Less than 70% constructed
								Q2	-	-		2= 70%-84% constructed
								Q3	100%	-		3= 85% constructed
								Q4	100%	-		4= 86%-95% constructed
												5= 96%-100% constructed
Executive Manager: Output	Risk Management	All Wards	% implementation of departmental mitigation actions on the Strategic Risk Register	5%		0	100%	Q1	-	-	Executive Manager: Community Development Services	1= Less than 80% constructed
								Q2	-	-		2= 80%-99% implement
								Q3	-	-		3= 100% constructed
								Q4	100%	-		4= 100% constructed one month before quarter end
												5= 100% constructed two(2) months before quarter end
Executive Manager: Output	Labour disputes	All Wards	% of labour disputes(grievances) finalised internally	5%		TBC	100%	Q1	-	-	Executive Manager: Community Development Services	1= Less than 80% constructed
								Q2	-	-		2= 80%-99% implement
								Q3	-	-		3= 100% constructed
								Q4	100%	-		4= 100% constructed one month before quarter end
												5= 100% constructed two(2) months before quarter end

PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/ PROJECT	TYPE OF EVIDENCE PER QUARTER	RESPONSIBLE PERSON	INDIVIDUAL PERFORMANCE MEASUREMENTS
Executive Manager: Output	Licencing services	All Wards	Number of licencing services processed on the eNATIS system	5%	Number	4	4	Q1	eNATIS System Generated report	Executive Manager: Community Development Services	Executive Manager: Community Development Services	1=59% and below achievement against target set.
								Q2				2=60-69% achievement against target set.
								Q3				3=70-79% achievement against target set.
								Q4				4=80-89% achievement against target set.
												5=90-100% achievement against target set.
<b>KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT 10%</b>												
Executive Manager: Output	Performance Management	All Wards	Number of Managers performance review sessions conducted	10%	Number	New target	2	Q1	Minutes of Assessment	Executive Manager: Community Development Services	Executive Manager: Community Development Services	1= No review session concluded
								Q2				2= 1 review session concluded
								Q3				3= 2 review session concluded
								Q4				4= review session concluded, 50% of the managers achieved 90% of their planned targets
<b>KPA: LOCAL ECONOMIC DEVELOPMENT 5%</b>												
Executive Manager: Output	Employment opportunities	All Wards	No. of employment opportunities created	3%	Number	217	205	Q1	Annual Report and requisition for stipend payment of contracted workers	Executive Manager: Community Development Services	Executive Manager: Community Development Services	1=Less than 155 created
								Q2				2= 155-204 created
								Q3				3= 205 created
								Q4				4= 206-250 created
												5= More than 250 created
Executive Manager: Output	Youth employment	All Wards	No. of youth exposed to employment opportunities	2%	Number	115	98	Q1	Annual EPWP Report and requisition for payment	Executive Manager: Community Development Services	Executive Manager: Community Development Services	1= Less than 60 created
								Q2				2= 60-97 created
								Q3				3= 98 created
								Q4				4= 99 to 120 created
												5= More than 120 created
<b>TOTAL: 100 %</b>												

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Date: 28/07/2023

Signed and Accepted by the Executive Manager: Community Development Services

Ms Lovey Modiba:

Date: 28/07/2023

Approved by the Municipal Manager

Makhosana Msezana:

M. M.



M. W.   
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CORE MANAGERIAL COMPETENCIES	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE
Strategic Direction and Leadership (Provides a vision, sets the direction for the department and inspires others to deliver on the organisational mandate.)	20	No. of individual Performance Agreements signed with Managers 31 August 2023	1= 4 Performance Management Agreements signed after the 30/09/2023	Three (4) 2023/2024 Performance Management Agreements signed with Managers
			2= 4 Performance Management Agreements signed after the 15/09/2023	
			3= 4 Performance Management Agreements signed by the 31/08/2023	
			4= 4 Performance Management Agreements signed by the 20/08/2023	
			5= 4 Performance Management Agreements signed by the 10/08/2023	
Program and Project Management	20	% Implementation of the Service Delivery Budget Implementation Plan	1= 59% and below implementation of the SDBIP	SDBIP Quarterly Performance Reports from Monitoring and Evaluation Division
			2= 60-69% implementation of the SDBIP	
			3= 70-79% implementation of the SDBIP	
			4= 80-89% implementation of the SDBIP	
			5= 90-100% implementation of the SDBIP	
Financial Management	6	% Reduction of Unauthorized Irregular Fruitless (UIF) expenditure	1= 0 - 54% reduction on the UIWFE	Quarterly UIWF report; Annual UIWF report; MPAC report on UIWF
			2= 55 -64% reduction on the UIWFE	
			3= 65 - 74% reduction on the UIWFE	
			4= 75 - 89% reduction on the UIWFE	
			5= 90 - 100% reduction including no UIWFE expenditure incurred	
	7	% of opex budget spent at the end of financial year	1= 92% Spent	1 July 2023 to 30 June 2024 in year monitoring report
			2= 94% Spent	
			3= 96% Spent	
			4= 98% Spent	
			5= 100% Spent	
7	% of grant funded capital budget spent at the end of financial year	1= 92% Spent	1 July 2023 to 30 June 2024 in year monitoring report	
		2= 94% Spent		
		3= 96% Spent		
		4= 98% Spent		
		5= 100% Spent		
5	% Change Management Plan developed and Implemented	1=59% and Below Implementation	Change Management Plan for the projects developed and implemented	
		2=60-69% Implementation		
		3=70 - 79% Implementation		
		4=80-89% Implementation		
		5=90-100% Implementation		

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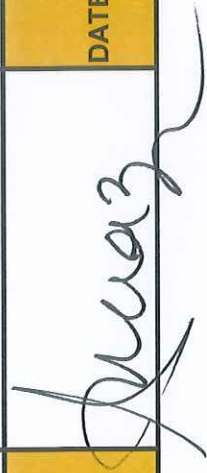
Change Leadership	5	Number of monthly management meetings held per year	1= 4 meetings	Agenda and Attendance Register of management meetings
			2= 6 meetings	
			3= 8 meetings	
			4= 10 meetings	
			5= 12 meetings	
	10	Number of quarterly staff meetings	1= No meeting	Agenda and Attendance Register of departmental meetings
			2= 1 meetings	
			3= 2 meetings	
			4= 3 meetings	
			5= 4 meetings	
Governance Leadership	10	Revision and Development of Policies	1=59% and Below submission of comments within timeframe set	Revised and Developed Policies vs Policies submitted to Council in the 2023/2024 financial year for Approval
			2=60-69% submission of comments within timeframe set	
			3=70-79% submission of comments within timeframe set	
			4=80-89% submission of comments within timeframe set	
			5=90-100% submission of comments within timeframe set	
	10	% implementation of departmental mitigation actions on the Strategic Risk	1=59% and Below implementation of departmental risk mitigation measures	Quarterly progress reports submitted on the implementation of Operational Risk Management
			2=60-69% implementation of departmental risk mitigation measures	
			3=70-79 % implementation of departmental risk mitigation measures	
			4=80-89 % implementation of departmental risk mitigation measures	
			5=90 - 100% implementation of departmental risk mitigation measures	
<b>Total: 100</b>				

M.M.  
M.M.

Signed and Accepted by the Executive Manager: Community Development Services  
 Ms. Lovey Modiba:   
 Approved by the Municipal Manager  
 Makhosana Msezane: 

Date: 28/07/2023  
 Date: 28/07/2023



<b>SURNAME</b>	<b>MODIBA</b>	<b>NAME</b>	<b>LOVEY</b>				
<b>POSITION</b>	<b>EXECUTIVE MANAGER: CDS</b>	<b>REPORT TO</b>	<b>MUNICIPAL MANAGER</b>				
<b>SALARY LEVEL</b>	<b>2</b>	<b>SALARY BAND</b>	<b>S56</b>				
<b>DEPARTMENT</b>	<b>COMMUNITY DEVELOPMENT SERVICES</b>	<b>FINANCIAL YEAR</b>	<b>2023/24</b>				
<b>Competency area to be developed</b>	<table border="1"> <tr> <td><b>Specific development objectives (what to achieve)</b></td> <td><b>Competency indicators (evidence of development)</b></td> </tr> <tr> <td></td> <td></td> </tr> </table>	<b>Specific development objectives (what to achieve)</b>	<b>Competency indicators (evidence of development)</b>			<b>Development activities (self-study, on-the-job, formal-dates and cost)</b>	<b>Support required (e.g. coaching)</b>
<b>Specific development objectives (what to achieve)</b>	<b>Competency indicators (evidence of development)</b>						
<b>N/A</b>							
<b>EMPLOYEE SIGNATURE</b>		<b>MM's SIGNATURE</b>					
		<b>DATE</b>	<b>28/07/2023</b>				
		<b>Development review and assessment: Training provider</b>	<b>Sign-off review and assessment (Individual, Expert Trainer &amp; Coach)</b>				

M.M. 