

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: CORPORATE SUPPORT SERVICES

MICHAEL DUBE

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 01 JULY 2023 TO 30 JUNE 2024

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PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN

MOGALE CITY LOCAL MUNICIPALITY herein represented by **Makhosana Msezana** as the **Municipal Manager** (hereinafter referred to as the Employer or Supervisor)

And

Michael Dube as the **Executive Manager: Corporate Support Services** (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

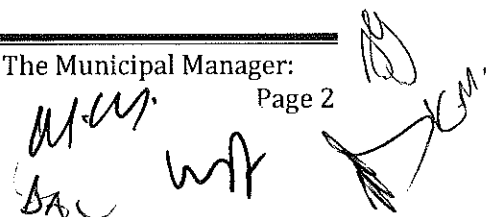
1. INTRODUCTION

- 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) 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 Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Management Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Management Agreement and Performance Management 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 **1 JULY 2023** and will remain in force in line with the appointment and/or until **30 JUNE 2024** where after a new Performance Management Agreement, Performance Management 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 the Agreement during February each year. The parties will conclude a new Performance Management Agreement and Performance Management Plan that replaces this Agreement at least once a year by not later 31 July.
- 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.
- 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.

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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 DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS

- 6.1 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the performance agreement.
 - 6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Competency Requirements (Leading & Core) (CRs) respectively.
 - 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 6.2.3 KPAs covering the main areas of work will account for 80 weighting and CRs 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, 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)	Weightings
Municipal Transformation and Organizational Development	35%
Good Governance and Public Participation	55%
Local Economic Development	05%
Basic Service Delivery and Infrastructure Development	05%
TOTAL	100%

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

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"> Impact and influence Institutional Performance Management Strategic Planning and Management Organizational Awareness 	10
People Management	<ul style="list-style-type: none"> Human Capital Planning & Development Diversity Management Employee Relations Management Negotiation and Dispute Management 	10
Program & Project Management	<ul style="list-style-type: none"> Program & Project Planning and Implementation Service Delivery Management Program & Project Monitoring & Evaluation 	20
Financial Management	<ul style="list-style-type: none"> Budget Planning & Execution Financial Strategy & Delivery Financial Reporting & Monitoring 	20
Change Leadership	<ul style="list-style-type: none"> Change Vision & Strategy Process Design & Improvement Change Impact Monitoring & Evaluation 	30
Governance Leadership	<ul style="list-style-type: none"> Policy Formulation Risk and Compliance Management Cooperative Governance 	10
CORE COMPETENCIES		-
Moral Competence		
Planning and Organizing		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Result and Quality Focus		

LEADING COMPETENCY REQUIREMENTS	WEIGHTS %
TOTAL	100 %

7 EVALUATING PERFORMANCE

- 7.1 The Performance Management 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 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:
 - (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 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 must then be used to add the scores and calculate a final KPA score.
 - 7.5.2 Assessment of the CRs
 - (a) Each CR 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 CR;

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- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final CR 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 CRs:

OVERALL PERFORMANCE	RATING	PERFORMANCE SCORE
Unacceptable Performance 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.	1	0% - 59% and below
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.	2	60% – 69%
Performance Fully Effective Performance fully meets the standards expected in all areas of the job	3	70% – 79 %
Performance Significantly Above Expectations/ Exceptional Performance Performance is significantly higher than the standard expected in the job.	4	80% – 89 %
Outstanding Performance 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 Chief Audit Executive, an evaluation panel constituted by the following persons must be established –

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- 7.7.1 Municipal Manager;
- 7.7.2 Chairperson of the Performance Audit Committee or Audit Committee in the absence of a Performance Audit Committee;
- 7.7.3 Member of the Mayoral Committee;
- 7.7.4 Municipal Manager from another Municipality; and

8 SCHEDULES 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	October 2023
Second Quarter	October – December 2023	January 2024
Third Quarter	January – March 2024	April 2024
Fourth Quarter	April – June 2024	n/a

- 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.
- 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

[Handwritten signatures and initials]
M.M. SAC

10.1 The Employer shall:–

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

10.1.2 Provide access to skills development and capacity building opportunities;

10.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that my impact on the performance of the Employee;

10.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him/ her to meet the performance objectives and targets established in terms of this Agreement; and

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

11 CONSULTATION

11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

11.1.1 A direct effect on the performance of any of the Employee's functions;

11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.3 A substantial financial effect on the Employer.

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

12. MANAGEMENT OF EVALUATION OUTCOMES

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

12.2 A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.

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	• Remuneration Progression • 5% - 9% of Total Package
5.	90% - 100%	Outstanding Performance	• Remuneration Progression

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			• 10% - 14% of total package
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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 The Executive Mayor within thirty (30) days of receipt of a formal dispute from the Employee; or

13.1.2 Any other person appointed by the Executive Mayor.

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

Handwritten signatures and initials:
M.M. (Makhosana Msezana)
S.A.C. (Executive Manager)
K.M. (Municipal Manager)

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 Krugersdorp on this the 28 day of July 2023

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
EXECUTIVE MANAGER: CORPORATE
SUPPORT SERVICES

Thus done and signed at Krugersdorp on this the 28th day of July 2023

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
MUNICIPAL MANAGER

[Signature]

National OutcomeOutcome 9 Responsive accountable effective and efficient local government system

NDP Chapter Building a professional capable citizen focused public service NDP Chapter 13

Strategic Goal To ensure accountable governance within the municipality

DEPARTMENT: CORPORATE SUPPORT SERVICES

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT: 35%

PLANNING LEVEL	MSCOA PROJECT	WARD TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/P ROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	INDIVIDUAL PERFORMANCE ASSESSMENT	RESPONSIBLE PERSON
Executive Manager Output	Performance Management	All Wards	Number of Managers performance review sessions conducted	20%	Number	New target	2	Q1	-		1= No review session concluded	Executive Manager: Corporate Support Services
								Q2	1		2= 1 review sessions concluded	
								Q3	-		3= 2 reviews sessions concluded	
								Q4	1	Minutes for Assessment	4= review sessions concluded, 50% of managers achieved 90% of their planned targets	
Executive Manager Output	Organsiational Development and Design	All Wards	Number of change management plan approved	10%	Number	New target	1	Q1	-		1=No draft plan	Executive Manager: Corporate Support Services
								Q2	-		2= Plan in draft stage	
								Q3	1		3= 1 plan approved	
								Q4	-	Copy of the Change Management plan and EXCO minutes	4= Plan approved and 10% of the plan implemented	
Executive Manager Output	Workplace skills plan (WSP)	All Wards	Number of WSP submitted to LGSETA	5%	Number	New target	1	Q1	-		5= Plan approved and more than 10% of the plan implemented	Executive Manager: Corporate Support Services
								Q2	-	Q4: Acknowledgement letter from LGSETA for the submission of the WSP	1= No submission by the end of the financial	
								Q3	-		2= 1st May 2023 or later	
								Q4	1		3= submitted to LGSETA	
											4= Submitted a month before 30th April 2023	
											5= Submitted two(2) month before 30th April 2023	




PLANNING LEVEL	MSCOA PROJECT	WARD TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	INDIVIDUAL PERFORMANCE ASSESSMENT	RESPONSIBLE PERSON
KPA- GOOD GOVERNANCE AND PUBLIC PARTICIPATION = 55%												
Executive Manager Output	AG Action Plans	All wards	% implementation of AG Audit Action plans	20%	%	New Target	85%	Q1	—	Q3-Q4: Internal Audit assessed OPCA pane	1= Less than 70% implemented	Executive Manager: Corporate Support Services
								Q2	—		2= 70%-84% implemented	
								Q3			3= 85% implemented	
								Q4	85%		4= 86%-95% implemented	
											5= 96%-100% implemented	
Executive Manager Output	Risk Management	All Wards	% implementation of departmental mitigation actions on the Strategic Risk Register	10%	%		100%	Q1		Q1-Q4: Strategic Risk report	1= Less than 80% implemented	Executive Manager: Corporate Support Services
								Q2	—		2= 80%-99% implement	
								Q3	100%		3= 100% implemented	
								Q4	100%		4= 100% implemented one month before quarter end	
											5= 100% implemented two(2) months before quarter end	
Executive Manager Output	Labour disputes	All Wards	% of labour disputes(departmental grievances - stage 2 finalised internally)	10%	%	TBC	100%	Q1	—	Signed grievance form and Grievance meeting / response	1= Less than 80% implemented	Executive Manager: Corporate Support Services
								Q2	—		2= 80%-99% implement	
								Q3	—		3= 100% implemented	
								Q4	100%		4= 100% implemented one month before quarter end	
											5= 100% implemented two(2) months before quarter end	

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PLANNING LEVEL	MSCOA PROJECT	WARD TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	INDIVIDUAL PERFORMANCE ASSESSMENT	RESPONSIBLE PERSON
Executive Manager Output	Legal services	All wards	Number of reviewed by-laws submitted for approval	5%	Number	New Target	2	Q1	-	Q4:Proof of submission to Secretariat for Council	1= No by law submitted for approval	Executive Manager: Corporate Support Services
								Q2	-		2= 1 by law submitted for approval	
								Q3	-		3= 2 by-laws submitted for approval	
											4= 3-4 by laws submitted for approval	
								Q4	2		5= 5 or more by laws submitted for approval	
Executive Manager Output	Human Resource Policies	All wards	Number of reviewed policies submitted for approval	10%	Number	New Target	5	Q1	-	Copy of HR policies and proof of approval	1= No policy submitted for approval	Executive Manager: Corporate Support Services
								Q2	-		2= 1-4 policies submitted for approval	
								Q3	-		3= 5 policies submitted for approval	
								Q4	5		4= 5-8 policies submitted for approval	
											5= More than 8 policies submitted for approval	
KPA: LOCAL ECONOMIC DEVELOPMENT = 5%												
Executive Manager Output	Youth employment	All wards	No. of internship programmes implemented	5%	Number	New Target	2	Q1	-	Appointment report	1= No programme implemented	Executive Manager: Corporate Support Services
								Q2	1		2= 1 programme implemented	
								Q3	-		3=2 programmes	
								Q4	1		4= 3-4 programmes implemented	
											5= More than 4 programmes implemented	

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PLANNING LEVEL	MSCOA PROJECT	WARD TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/P ROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	INDIVIDUAL PERFORMANCE ASSESSMENT	RESPONSIBLE PERSON
KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT = 5%												
Executive Manager Output	Human Capital Management	All Wards	% reduction of vacancy rate	5%	%	New target	50%	Q1	-	Vacancy rate report approved by the Accounting Officer	1= 30%	Executive Manager: Corporate Support Services
								Q2	-		2=40%	
								Q3	-		3= 50%	
								Q4	50%		4= 60%	
											5= 70%	
Total = 100%												

Signed and Accepted by the Executive Manager: Corporate Support Services

Michael Dube

Date:

28 July 2023

Approved by the Municipal Manager

Makhosana Msezana

Date:

28/07/2023


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CORE MANAGERIAL COMPETENCIES	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE
Strategic direction & leadership	10	% Implementation of the Organisational Structure	1=59% and Below Implementation of the Organisational Structure	Progress report on the implementation of the Organisational Structure
			2=60-69% Implementation of the Organisational Structure	
			3=70-79% Implementation of the Organisational Structure	
			4=80-89% Implementation of the Organisational Structure	
			5=90-100% Implementation of the Organisational Structure	
People Management and Empowerment	10	No. of Individual Performance Management Agreements signed with Managers by 31 August 2023	1= 4 Performance Management Agreements signed after the 30/09/2023	Four (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 SDBIP	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	


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Financial Management	10	% Reduction of Unauthorized Irregular Fruitless (UIF) expenditure	1= 0 - 54% reduction on the UIWFE	Quarterly UIWFE report to Council
			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	
Change Leadership	10	% of opex budget spent at the end of financial year	1= 92% Spent	Quarterly In year monitoring report; 1 July 2023 to 30 June 2024 In year monitoring report.
			2= 94% Spent	
			3= 96% Spent	
			4= 98% Spent	
			5= 100% Spent	
	10	% Change Management Plan implemented for the reviewed organisational structure	1=59% and Below Implementation	Change Management Plan for the projects to be implemented
			2=60-69% Implementation	
			3=70-79% Implementation	
			4=80-89% Implementation	
			5=90-100%Implementation	
	10	Number of monthly management meetings held per year	1= 4 meetings	Agenda and Attendance Register of departmental meetings
			2= 6 meetings	
			3= 8 meetings	
			4= 10 meetings	
			5= 12 meetings	
	10	Number of quartely staff meetings	1= No meeting	Agenda and Attendance Register of departmental meetings
			2= 1 meetings	
			3= 2 meetings	
			4= 3 meetings	
			5= 4 meetings	


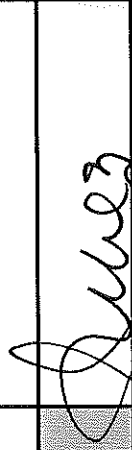

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Governance Leadership	10	% implementation of departmental mitigation actions on the Operational Risk	1=59% and Below	Quarterly progress reports submitted on the implementation of Operational Risk Management
			2=60-69% implemented	
			3=70-79% implementation	
			4=80-89% implementation	
			5=90-100% implementation	
Total=100%				
Signed and Accepted by the Executive Manager: Corporate Support Services				

Michael Dube  Date: 28/07/2023

Approved by the Municipal Manager
Makhosana Msezana  Date: 28/07/2023

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SURNAME	DUBE		NAME	MICHAEL		
POSITION	EXECUTIVE MANAGER: CORPORATE SUPPORT SERVICES		REPORT TO	MUNICIPAL MANAGER		
SALARY LEVEL	2		SALARY BAND	S56		
DEPARTMENT	CORPORATE SUPPORT SERVICES		FINANCIAL YEAR	2023/2024		
Competency area to be developed	Specific development objectives (what to achieve)	Competency indicators (evidence of development)	Development activities (self-study, on-the-job, formal-dates and cost)	Support required (e.g. coaching)	Development review and assessment: Training provider	Sign-off review and assessment (Individual, Expert Trainer & Coach)
Change Management	<ul style="list-style-type: none"> Change Vision & Strategy Process Design & Improvement Change Impact Monitoring & Evaluation 	Portfolio of evidence as required by the Training institution.	Short course NQF 6	Training through a service provider	Service provider to be appointed.	Trainer
Program and Project Management	<ul style="list-style-type: none"> Program & Project Planning and Implementation Service Delivery Management Program & Project Monitoring & Evaluation 	Portfolio of evidence as required by the Training institution.	Short course NQF 6	Training through a service provider	Service provider to be appointed.	Trainer
Financial Management	<ul style="list-style-type: none"> mSCOA implementation aligned to the budgeting process. Standard for Infrastructure Procurement and Delivery Management Procurement Policy implementation. 	Portfolio of evidence as required by the Training institution.	Short course NQF 6	Training through a service provider	Service provider to be appointed.	Trainer
EMPLOYEE SIGNATURE			MM's SIGNATURE			DATE
						28/07/2023