

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

CHIEF FINANCIAL OFFICER

BINANG MONKWE

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

Binang Monkwe as the **Chief Financial Officer: Municipal Financial Management** (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);

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- 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 until the Acting terminates and/or **30 JUNE 2024** which ever one comes first; 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.

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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 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 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.

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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)	Weighting
Financial Viability:	30%
Good Governance & Public Participation	45%
Municipal Transformation and Organizational Development	20%
Local Economic Development	05%
TOTAL	100%

- 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"> Impact and influence Institutional Performance Management Strategic Planning and Management Organizational Awareness 	20
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 	20

7.5.2 Assessment of the CRs

- (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 CR;
- (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.

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	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 %

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Overall Performance	Rating	Performance Score
Outstanding Performance Performance far exceeds the standard expected of an employee at this level.	5	90 – 100 %

7.7 For purposes of evaluating the annual performance of managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established –

- i. Municipal Manager;
- ii. Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee;
- iii. Member of the Mayoral Committee; and
- iv. Municipal Manager from another Municipality.

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.

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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 generate solutions to common problems that may impact on the performance of the Employee;
- 10.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him/ 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 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 • 10% - 14% of total package

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.

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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 Krugersburg on this the 28 day of July 2023

AS WITNESSES:

1. Mlebele

[Signature]
CHIEF FINANCIAL OFFICER

2. [Signature]

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

AS WITNESSES:

1. Datsela

[Signature]
MUNICIPAL MANAGER

2. [Signature]

National Outcome Outcome 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: FINANCIAL MANAGEMENT SERVICES

KPA: FINANCIAL VIABILITY = 30%

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 MANAGEMENT	RESPONSIBLE PERSON
CFO's output	Revenue Management	All Wards	% of revenue collected	10%	%	85%	89%	Q1	89%	In Year Financial Monitoring Quarterly Report	1= 85%	Chief Financial Officer
								Q2	89%		2= 87%	
								Q3	89%		3= 89%	
								Q4	89%		4= 91%	
											5= 95%	
CFO's output	Valuations	All Wards	% completeness of Valuation Roll 2023	5%	%	100%	100%	Q1	100%	Quarterly Valuations report	1= 70% and below completeness of valuation roll	Chief Financial Officer
								Q2	100%		2=71-99% completeness of the valuation roll	
								Q3	100%		3=100% completeness of the valuation roll	
								Q4	100%		4=100% completeness of the valuation roll 2 weeks before financial year end	
											5=100% completeness of the valuation roll 4 weeks before financial year end	
CFO's output	Grants expenditure	All Wards	% expenditure on the Financial Management Grant	5%	%	100%	100%	Q1	25%	In-year monitoring report	1= Less than 80% expenditure	Chief Financial Officer
								Q2	50%		2= 80%-99% expenditure	
								Q3	75%		3= 100% expenditure	
											4= 100% spent by end of May 2024	
								Q4	100%		5= 100% spent by end of April 2024	

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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 MANAGEMENT	RESPONSIBLE PERSON
CFO's output	Asset register	All Wards	% completeness of asset register	5%	%	100%	100%	Q1	100%	Quarterly Asset Register	1= 70% and below completeness of asset register	Chief Financial Officer
								Q2	100%		2=71-99% completeness of the asset register	
								Q3	100%		3=100% completeness of the asset register	
								Q4	100%		4=100% completeness of the asset register 2 weeks before financial year end	
											5=100% completeness of the asset register 4 weeks before financial year end	
CFO's output	Budget Management	All Wards	Number of Budget report submitted to Council		Number	New KPI	2	Q1	-	Q3 & Q4: Proof of submission to Council	1= N Budget Report submitted to Council	Chief Financial Officer
								Q2	-		2= 1 Budget Report submitted to Council	
								Q3	1		3= 2 Budget reports submitted to Council	
								Q4	1		4= 2 Budget reports submitted with Budget Support Plan	
											5= 2 Budget reports submitted with Budget Support Plan approved by Council	
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION= 45%												
CFO's output	AG Action Plans	All Wards	% implementation of finance related AGSA Audit Action plans	20%	%	100%	85%	Q1	-	Q3-Q4: Internal Audit assessed OPCA pane	implemented	Chief Financial Officer
								Q2	-		2= 70%-84% implemented	
								Q3	85%		3= 85% implemented	
								Q4	85%		4= 86%-95% implemented	
											5= 96%-100% implemented	

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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 MANAGEMENT	RESPONSIBLE PERSON
CFO's 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	Chief Financial Officer
								Q2			2= 80%-99% implement	
								Q3	100%		3= 100% implemented	
											4= 100% implemented one month before quarter end	
								Q4	100%		5= 100% implemented two(2) months before quarter end	
CFO's output	Annual Financial Statements	All Wards	Time taken to submit Annual Financial Statements to the Auditor General(AGSA)	5%	%	Aug-22	Aug-23	Q1	31-Aug-23	Q1: Proof of submission of the AFS/acknowledgement from the AG	1= submit the AFS after compliance date	Chief Financial Officer
								Q2	-		2= submit the AFS to AG by 1 September 2023	
								Q3	-		3= Submit the AFS to AG by 31 Aug 2023	
											4= submit the AFS to AG by 30 Aug 2023	
								Q4	-		5= submit the AFS to AG before 29 Aug 2023	
KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT = 20%												
CFO's output	Performance Management	All Wards	Number of Managers performance review sessions conducted	20%	Number	New target	2	Q1		Performance Assessment minutes	1= 0 review session concluded	Chief Financial Officer
								Q2	1		2= 1 review session concluded	
								Q3	-		3= 2 reviews sessions concluded	
											4= review sessions concluded, 50% of managers achieved 90% of their planned targets	
								Q4	1		5= review sessions concluded, 50% of managers achieved 100% of their planned targets	

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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 MANAGEMENT	RESPONSIBLE PERSON
CFO's output	Labour disputes	All Wards	% of labour disputes(grievances) finalised internally	10%	%	TBC	100%	Q1	–		1= Less than 80% implemented	Chief Financial Officer
								Q2	–		2= 80%-99% implement	
								Q3	–		3= 100% implemented	
											4= 100% implemented one month before quarter end	
								Q4	100%		5= 100% implemented two(2) months before quarter end	
KPA: LOCAL ECONOMIC DEVELOPMENT = 5%												
CFO's output	Youth exposure to employment	All Wards	Number of interns recruited	5%	Number	10	5	Q1	–		1= Recruitment/job advert not initiated	Chief Financial Officer
								Q2	–		2= 1 –4 recruited	
								Q3	–		3= 5 recruited	
											4= 6-10 recruited	
								Q4	5		5= More than 10 recruited	
Total = 100%												

Signed and Accepted by the Chief Financial Officer - Financial Management Services

Binang Monkwe  Date: 28/07/2023

Approved by the Municipal Manager

Makhosana Msezana  Date: 28/07/2023

CORE MANAGERIAL COMPETENCIES	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE
Strategic direction & leadership	10	% alignment of the SDBIP 2023/24 Outcome and output linked analysis of the Department Financial Management Services	1=59% and below alignment between Outcome and Output	Analysis of the Outcome and Output approach
			2=60-69% alignment between Outcome and Output	
			3=70-79% alignment between Outcome and Output	
			4=80-89% alignment between Outcome and Output	
			5=90-100% alignment between Outcome and Output	
	10	Individual Performance Management Agreements signed with Managers within the Department by 31 August 2023	1= All Performance Management Agreements of Managers within the Department signed after the 30/09/2023	Six (6) 2023/2024 Performance Management Agreements signed with Managers
			2= All Performance Management Agreements of Managers within the Department signed after the 15/09/2023	
			3= All Performance Management Agreements of Managers within the Department signed by the 31/08/2023	
			14= All Performance Management Agreements of Managers within the Department signed by the 20/08/2023	
			5= All Performance Management Agreements of Managers within the Department signed by the 10/08/2023	

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CORE MANAGERIAL COMPETENCIES	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE
Program and Project Management	20	% Implementation Service Delivery Budget and 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	10	% Reduction of Unauthorized Irregular Frivolous (UIF) expenditure	1= 0 - 54% reduction on the UIWFE	Annual Financial Statement 2021/2022 and Annual Financial Statement 2023/2024
			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	
	5	% of Opex Budget spend at the end of the Financial Year	1= 0 - 54% reduction on the UIWFE	Quarterly In year monitoring report; 1 July 2023 to 30 June 2024 In year monitoring report.
			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	
	5	% of grant funded 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 implementation	1=59% and Below Implementation	Change Management Plan for the projects to be implemented (OPCA implementation)
			2=60-69% Implementation	
			3=70-79% Implementation	
			4=80-89% Implementation	
			5=90-100% Implementation	

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CORE MANAGERIAL COMPETENCIES	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE
Change Leadership	5	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	
	5	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	Revised and Developed Policies vs Policies submitted to Council in the 2022/2023 financial year for Approval
			2=60-79%	
			3=80%	
			4=81-90%	
			5=91-100%	
	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 Chief Financial Officer - Financial Management Services				
Binang Monkwe		Date: 28/07/2023		
Approved by the Municipal Manager				
Makhosana Msezana		Date: 28/07/2023		

SURNAME	MONKWE		NAME	BINANG		
POSITION	CFO		REPORT TO	MUNICIPAL MANAGER		
SALARY LEVEL	2		SALARY BAND	S56		
DEPARTMENT	FINANCIAL MANAGEMENT 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.	Accredited course	Training through a service provider	Service provider to be appointed.	Trainer
EMPLOYEE SIGNATURE			MM's SIGNATURE			DATE
						28/07/2023