



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 AUDIT EXECUTIVE

DUMISANI NGUTSHANA

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 01 JULY 2025 TO 30 JUNE 2026

Handwritten signatures and initials:
M.M. (Municipal Manager)
D.A. (Chief Audit Executive)
M.N. (Municipal Manager)
B.M. (Chief Audit Executive)

**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

Dumisani Ngutshana as the **Chief Audit Executive** (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 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;

M.M. M.N. D.N.

- 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 2025** and will remain in force until **30 JUNE 2026**; 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

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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.

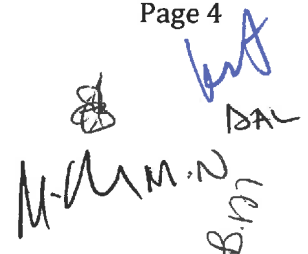
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

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 (CRs) (Leading & Core Competencies) 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)	Weighting%
Good Governance and Public Participation	70%
Municipal Transformation and Organisational Development	30%
TOTAL	100%

- 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	- Impact and influence - Institutional Performance Management - Strategic Planning and Management - Organizational Awareness	20
People Management	- Human Capital Planning & Development - Diversity Management - Employee Relations Management - Negotiation and Dispute Management	40
Program & Project Management	- Program & Project Planning and Implementation - Service Delivery Management - Program & Project Monitoring & Evaluation	10
Financial Management	- Budget Planning & Execution - Financial Strategy & Delivery - Financial Reporting & Monitoring	10
Change Leadership	- Change Vision & Strategy - Process Design & Improvement - Change Impact Monitoring & Evaluation	10
Governance Leadership	- Policy Formulation - Risk and Compliance Management - Cooperative Governance	10
CORE COMPETENCIES		-

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LEADING COMPETENCY REQUIREMENTS	WEIGHTS %
Moral Competence	
Planning and Organizing	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Result and Quality Focus	
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

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- (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;
- (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%
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 %

Handwritten signatures and initials:
 M.M. (Makhosana Msezana)
 D.N. (Dumisani Ngutshana)
 B.M. (Bheki Mkhosana)
 M.A. (Makhosana Msezana)
 D.N. (Dumisani Ngutshana)

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 2025	October 2025
Second Quarter	October – December 2025	January 2026
Third Quarter	January – March 2026	April 2026
Fourth Quarter	April – June 2026	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

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.

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.

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M.M. M.N. B.M.

- 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	• Remuneration Progression • 5% - 9% of Total Package
5.	90% - 100%	Outstanding Performance	• Remuneration Progression • 10% - 14% of total package

- 12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective performance assessment results and above.

- 12.4 In the case of unacceptable performance, the Employer shall –

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

12.4.2 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

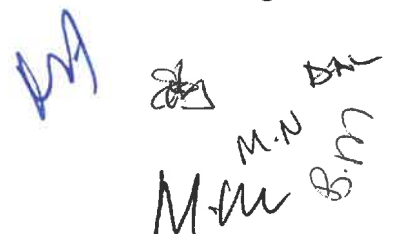
- 13.1 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provide for, shall be mediated by –

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.

14 GENERAL


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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.

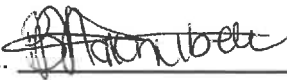
14.2 Nothing in this agreement diminished the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus, done and signed at Kwagalsdorp on this the 21 day of July 2025

AS WITNESSES:

1. 


CHIEF AUDIT EXECUTIVE

2. 

Thus, done and signed at Krugersdorp on this the 29 day of July 2025

AS WITNESSES:

1. 


MUNICIPAL MANAGER

2. 

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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: Chief Audit Executive

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION: 70%

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 MEASUREMENT	RESPONSIBLE PERSON
Chief Audit Executive Output	Internal Audit	All Wards	Number of Strategic (2026/27, 2027/28 & 2028/29) and 2026/27 Annual Internal Audit Plans developed and submitted to Audit Committee for approval	20%	Number	1	1	Q1	-	Strategic (2026/27, 2027/28 & 2028/29) and 2025/26 Annual Internal Audit Plans	1= End August 2026	Chief Audit Executive
								Q2	-		2= End July 2026	
								Q3	-		3= Finalised by 30 June 2026	
								Q4	1	Audit Committee Agenda & Minutes Quarterly Reports	4= End by 27 June 2026	
											5= End 25 June 2026	
Chief Audit Executive Output	Internal Audit / Corporate Ethics / Risk Management	All Wards	Number of quarterly OCAE reports prepared and submitted to the Audit Committee highlighting % implementation on progress against the approved 2025/26 Plans	10%	Number	4	4	Q1	1		1 = report highlighting 89% and 90% implementation on progress against approved 2025/26 plan	Chief Audit Executive
								Q2	1		2 = report highlighting 91% and 93% implementation on progress against approved 2025/26 plan	
								Q3	1	Q1-Q4: Audit Committee Agenda & Minutes	3 = report highlighting 94% and 96% of implementation on progress against approved 2025/26 plan	
								Q4	1		4 = report highlighting 97% and 99% implementation on progress against approved 2025/26 plan	
											5 = report highlighting 100% implementation on progress against approved 2025/26 plan	
Chief Audit Executive Output	Risk Management	All Wards	Number of strategic risk register developed	20%	Number	1	1	Q1	1	Q1: Approved Strategic Risk Register	1= End November 2025	Chief Audit Executive
								Q2	-		2= End October 2025	
								Q3	-		3= Finalised by 30th September 2025	
								Q4	-		4= End by End August 2025	
											5= End July 2025	

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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 MEASUREMENT	RESPONSIBLE PERSON
Chief Audit Executive Output	Risk Management	All Wards	Number of strategic risk reports prepared and submitted to the Risk Management Committee on implementation of risk mitigation measures	10%	Number	1	1	Q1	1	Q1-Q4: Risk Management Committee Agenda, Minutes and Quarterly Strategic Risk Reports	1= Two reports submitted and considered by the Risk Management Committee	Chief Audit Executive
								Q2	1		2= Three reports submitted and considered by the Risk Management Committee	
								Q3	1		3= Four reports submitted and considered by the Risk Management Committee	
									1		4= Four reports submitted and considered by the Risk Management Committee within 30 days after end of the quarter	
								Q4	1		5= Four reports submitted and considered by the Risk Management Committee within 15 days after end of the quarter	
Chief Audit Executive Output	DC Board	All Wards	% of investigation reports prepared based on Council referral and submitted to the DC Board	10%	Number	100%	100%	Q1	100%	Draft Investigation Reports	1= No Investigation report submitted	Chief Audit Executive
								Q2	100%		2= 2 Draft Investigation Reports	
								Q3	100%		3= 3 Draft Investigation Reports	
											4= 4 Draft Investigation Reports	
								Q4	100%		5= 5 Draft Investigation Reports	


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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 MEASUREMENT	RESPONSIBLE PERSON
KPA: MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: 30%												
Chief Audit Executive Output	Performance Management	All Wards	Number of Assistant / Managers performance review conducted	30%	Number	6	6	Q1	-	Q2-Q4: Minutes of the assessment meeting	1= No assistant/ managers performance reviewed	Chief Audit Executive
								Q2	1		2= 3 performance reviews concluded	
								Q3	-		3= 6 reviews sessions concluded	
											4= 6 performance reviews concluded, within 30 to 60 days after the end of the quarter	
								Q4	1		5= 6 performance reviews concluded, within 30 days after the end of the quarter	
Total = 100 %												

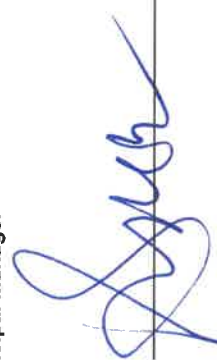
Signed and Accepted by the Chief Audit Executive

Dumisani Ngutshana 

Date:

24 JULY 2025

Approved by the Municipal Manager

Makhosana Msezana 

Date:



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CORE MANAGERIAL COMPETENCIES	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE
Strategic direction & leadership	10%	Development and review of departmental operational plans	1= No Departmental Operational Plan developed	Departmental operational plan
			2= Departmental Operational Plan developed by 15 August 2025	
			3= Departmental Operational Plan developed by 31 July 2025	
			4= Departmental Operational Plan developed by 20 July 2025	
			5= Departmental Operational Plan developed by 15 July 2025	
	10%	Oversee the development / review of policies / methodologies	1= No policies / methodologies developed / reviewed	Revised and Developed Policies / methodologies for the 2025/2026 financial year
			2= 1 policies / methodologies developed / reviewed	
			3= 2 policies / methodologies developed / reviewed	
			4= 3 policies / methodologies developed / reviewed	
			5= 4 policies / methodologies developed / reviewed	
	10%	Individual Performance Agreements of the Assistant / Managers signed by 31 August 2025	1= All Performance Management Agreements of Assistant / Managers within the Department signed after the 30/09/2025	3 Performance Agreements signed with Assistant / Managers
			2= All Performance Management Agreements of Assistant / Managers within the Department signed after the 15/09/2025	
			3= All Performance Management Agreements of Assistant / Managers within the Department signed by the 31/08/2025	
			4= All Performance Management Agreements of Assistant / Managers within the Department signed by the 20/08/2025	
			5= All Performance Management Agreements of Assistant / Managers within the Department signed by the 10/08/2025	
People Management and Empowerment	10%	2026/27 Training Needs Analysis (TNA) submitted to Human Capital Management (HCM)	1 = TNA submitted after 30 Sept 2026	Email submission to HCM (L&D Sub-Division)
			2 = TNA submitted by 31 July 2026	
			3 = TNA submitted by 30 June 2026	
			4 = TNA submitted by 20 June 2026	
			5 = TNA submitted before 15 June 2026	


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	10%	No of days taken to attend to employee grievance within the prescribed timeline	1= None 2= More than 10 days 3= 10 working days 4= 7 working days / relationship building meetings 5= 5 working days / no grievances	List of grievance vs days from Employee Relations Management and Relationship Building Meetings invitation and attendance with the team
	10%	Average time taken to respond to leave requests	1 = No response 2 = Response in 4 & more days after leave application receipt 3 = Response within 3 days 4 = Response 2 days after leave application receipt 5 = Response within the same day leave application receipt	PayDay Leave Reports/ print out
Program and Project Management	10%	% Implementation of Departmental Service Delivery Budget and Implementation Plan (SDBIP)	1= 59% and below implementation of the SDBIP 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	Departmental SDBIP Quarterly Performance Reports
Financial Management	10%	% of opex budget spent at the end of financial year	1= 70% and less spent 2= 74-77% spent 3= 78-80% spent 4= 81-90% spent 5= 91-100% spent	1 July 2025 to 30 June 2026 in year monitoring report
Change Leadership	10%	Number of staff meetings	1= No meeting 2= 2 meetings 3= 4 meetings 4= 6 meetings 5= 8 meetings	Agenda and Attendance Register of departmental meetings
			1= No inputs provided	

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Governance Leadership	10%	Inputs/comments provided for Revision and/or Development of Departmental Policies	2= 3 Inputs/comments provided on revised or developed policy	Inputs provided on Revised and Developed Policies for the 2025/2026 financial year
Total = 100%				

Signed and Accepted by the Chief Audit Executive:





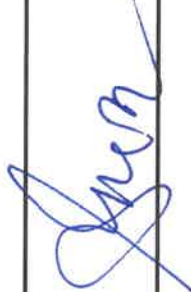
Dumisani Ngutshana Date:

Approved by the Municipal Manager




Makhosana Msezana Date:

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SURNAME	NGUTSHANA		NAME	DUMISANI		
POSITION	CHIEF AUDIT EXECUTIVE		REPORT TO	MUNICIPAL MANAGER		
SALARY LEVEL	2		SALARY BAND	S56		
DEPARTMENT	CHIEF AUDIT EXECUTIVE		FINANCIAL YEAR	2025/2026		
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)
Financial Management	mSCOA implementation aligned to budgeting process	Certificate of completion issued by an accredited training provider	Formal training	Availability of funding for the training	Training provider	Expert trainer
EMPLOYEE SIGNATURE			MM's SIGNATURE			DATE
						29/07/2025