

# **GREATER TAUNG LOCAL MUNICIPALITY**



## **Revised Performance Agreement for the financial year 1 July 2025 – 30 June 2026**

**Community Services**

Performance agreement made and entered into by and between

The Greater Taung Local Municipality represented by Mr A.M. Makuapane, the Municipal Manager (*herein and after referred as Employer*)

and

Mr T. Motase, the Director – Community Services (*herein and after referred as Employee*) for the period 1 July 2025 to 30 June 2026.

Where as

- a. 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 as "the Parties";
- b. Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;
- c. 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 promote local government goals; and
- d. The Parties wish to ensure that there is compliance with Sections 57(4b) and 57(5) of the Systems Act.

## 1. INTERPRETATION

- 1.1 In this Agreement the followings terms will have the meaning ascribed thereto:
  - 1.1.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;
  - 1.1.2 "the Executive Authority" – means the Executive Committee of the Municipality constituted in terms of Section 55 of the Local Government: Municipal Structures Act 117 of 1998 ("the Structures Act") as represented by its chairperson, the Mayor;
  - 1.1.3 "the Employee" means the Director appointed in terms of Section 82 of the Structures Act;
  - 1.1.4 "the Employer" means Greater Taung Local Municipality; and
  - 1.1.5 "the Parties" means the Employer and Employee.

## 2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b),(4b) and (5) of the Municipal Systems Act 32 of 2000
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and
- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

## 3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 1 July 25 and will remain in force until 30 June 2026 where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31<sup>st</sup> of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason;
- 3.4 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must by mutual agreement between the parties, immediately be revised; and
- 3.5 Any significant amendments or deviations must take cognizance of the requirements of sections 34 and 42 of the Municipal Systems Act and Regulation 4(5) of the Regulations.

## 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;

- 4.1.2 The timeframes within which those performance objectives and targets must be met; and
  - 4.1.3 The competencies (Annexure B – definitions in terms of Regulation 21 of 17 January 2014) required to operate effectively as Municipal Manager in the local government environment.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
- 4.2.1 Key objectives that describe the main tasks that need to be done;
  - 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
  - 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
  - 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 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 adopted for the employees 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 employees and service providers to perform to the standards required;
- 5.3 The Employer must consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the key performance indicators (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Operational Performance and Competencies both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached

Performance Plan, which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

KEY PERFORMANCE AREA		WEIGHT
1	Basic Service Delivery and Infrastructure Development	
2	Municipal Transformation and Institutional Development	
3	Local Economic Development	
4	Municipal Financial Viability and Management	
5	Good Governance and Public Participation	
TOTAL		100%

5.7 The Competencies will make up the other 20% of the Employee's assessment score. The Competencies are split into two groups, leading competencies (indicated in blue on the graph below) that drive strategic intent and direction and core competencies (indicated in green on the graph below), which drive the execution of the leading competencies.

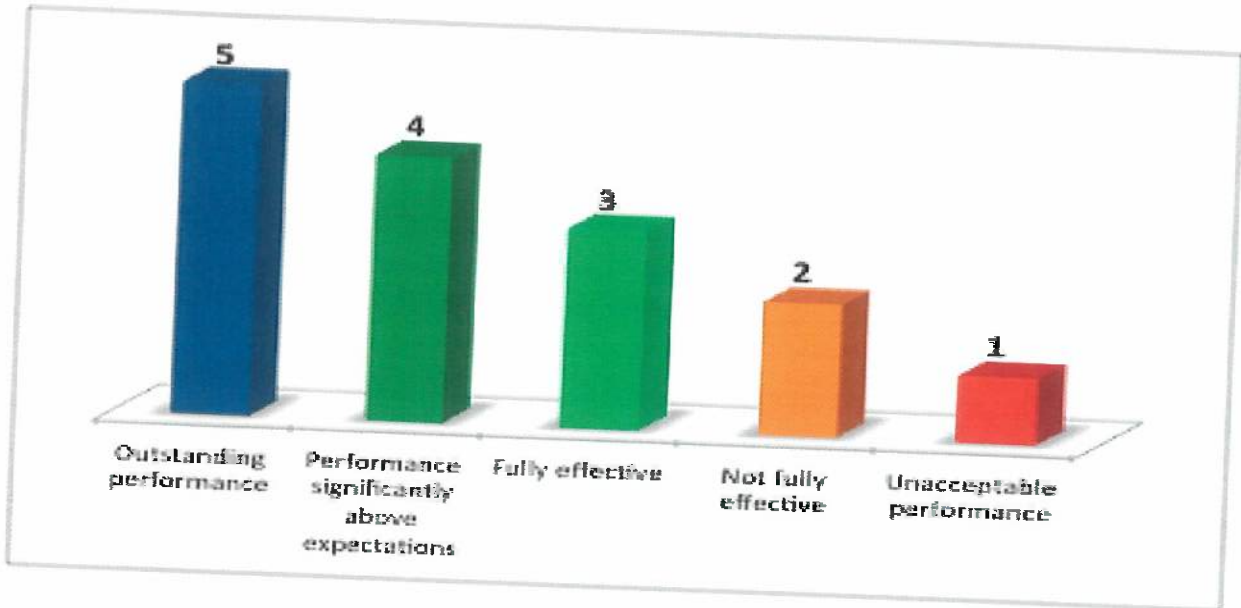
CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES(CCR)		
LEADING COMPETENCIES	(Indicate choice)	Weight
Strategic Direction and Leadership		
People Management	Compulsory	
Program and Project Management		
Financial Management	Compulsory	
Change Leadership		
Governance Leadership		
<b>CORE COMPETENCIES</b>		
Moral Competence		
Planning and Organising		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Results and Quality Focus		
8 Batho Pele Principles	Compulsory	
<b>Total percentage</b>		100%

## 6. PERFORMANCE ASSESSMENT

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out –
- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
  - 6.1.2 The intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well

- as the actions agreed to and implementation must take place within set time frames;
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.13 below;
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
- 6.6.2 A rating on the five-point scale described in 6.9 below shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
- 6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
- 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
- 6.6.5 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.7 Assessment of the Competencies:
- 6.7.1 Each Competency will be assessed in terms of the descriptions provided (Annexure B) on a 360 degree basis during the mid-year and year-end reviews and will inform the final score awarded by the evaluation committee. 360 degree means that the employee's peers and managers reporting to him will assess his/her Competencies;
- 6.7.2 A rating on the five-point scale described in 6.10 below shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
- 6.7.3 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.8 Overall rating
- 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and
- 6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs:



Terminology	Description
<b>Outstanding performance</b>	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
<b>Performance significantly above expectations</b>	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
<b>Fully effective</b>	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
<b>Not fully effective</b>	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
<b>Unacceptable performance</b>	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.



**7. SCHEDULE FOR PERFORMANCE REVIEWS**

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

Quarter	Review Period
1	July – September 2025
2	October – December 2025
3	January – March 2026
4	April – June 2026

7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;

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

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

7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

**8. DEVELOPMENTAL REQUIREMENTS**

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after the each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

**9. OBLIGATIONS OF THE EMPLOYER**

9.1 The Employer shall-

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

9.1.2 Provide access to skills development and capacity building opportunities;

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

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

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the

performance objectives and targets established in terms of this Agreement.

**10. CONSULTATION**

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee’s functions;

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

10.1.3 A substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

**11. REWARD**

11.1 The evaluation of the Employee’s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;

11.2 The payment of the performance bonus is determined by the performance score obtained during the 4<sup>th</sup> quarter and as informed by the quarterly performance assessments;

11.3 The performance bonus will be awarded based on the following scheme:

Level of performance	Description	Allocated Total Score	Bonus % of the Total Package
5.0	Outstanding Performance	Above 150%	10% - 14%
4.0	Performance significantly above expectations	130 – 149%	5% - 9%
3.0	Fully effective (meets the standard)	100 – 129%	0%
2.0	Performance not fully effective	50 – 99%	0%
1.0	Unacceptable Performance	1 – 49%	

11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee’s performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and

11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

**12. MANAGEMENT OF EVALUATION OUTCOMES**

- 12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and
- 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 performance; and
- 12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

**13. DISPUTE RESOLUTION**

- 13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;
- 13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days;
- 13.3 In the instance where the matters referred to in 13.2 were not successfully resolved, the matter shall be referred to the Mayor to mediate the issues within 30 (thirty) business days of receipt of a formal dispute from the Employee.
- 13.4 The decision of the Mayor shall be final and binding on both parties; and
- 13.5 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

**GENERAL**

- 13.6 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; and
- 13.7 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at Laeng on this 31 day of March 2026.

**AS WITNESSES:**

1. Iefe

2. LESEYO SIRUNYWA

  
Municipal Manager

Thus done and signed at Laeng on this 31 day of March 2026

**AS WITNESSES:**

1. Iefe

2. LESEYO SIRUNYWA

  
Director: Community Service

**PART B**

**PERFORMANCE PLAN 2025/2026**

Entered into by and between

**Mr. A.M. Makuapane**

*In his capacity as the Municipal Manager*

And

**Mr T. Motase**

*In his capacity as Director: Community Services*

**1. Purpose**

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

**2. Key responsibilities**

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

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.

- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

### 3. Key Performance Areas

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

- 3.1 Basic Services and Infrastructure Development.
- 3.2 Municipal Transformation and Organisational Development.
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation
- 3.6 Spatial Rational

# COMMUNITY SOCIAL SERVICES

## PERFORMANCE REPORTING AND MONITORING

YEAR UNDER REVIEW: 2025/26											PLANNING						
REF	Strategic Objective	KPI/Unit of measurement	Ward	Programme Driver	Baseline	KPI Calculation Type	KPI Target Type	Portfolio of Evidence	Annual Budget	Revised Budget	Weight	Annual Target	Revised Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
DSS44	Improve organisational cohesion and effectiveness	Number of monthly departmental management meetings held by end June 2026	N/A	Director: Community Social Service	12	Accumulative	Number	Meeting Minutes. Attendance Register	OpEx	OpEx	5%	12		3	3	3	3
DSS45	Promote a participatory culture and good governance	Number of quarterly reports submitted to Portfolio on the Implementation of Council Resolutions by end June 2026	N/A	Director: Community Social Service	7	Accumulative	Number	Portfolio Meeting Minutes. Attendance Register	OpEx	OpEx	5%	4		1	1	1	1
DSS46	Promote a participatory culture and good governance	Number of quarterly risk registers updated by end June 2026	N/A	Director: Community Social Service	4	Accumulative	Number	Attendance Register	OpEx	OpEx	5%	4		1	1	1	1
DSS47	Promote a participatory culture and good governance	Number of performance agreements of all municipal employees in the Department	N/A	Director: Community Social Service	77	Accumulative	Number	Signed Performance Agreements	OpEx	OpEx	5%	96		96	0	0	0

79

COMMUNITY SOCIAL SERVICES													PERFORMANCE REPORTING AND MONITORING				
YEAR UNDER REVIEW: 2025/26					PLANNING								Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	
REF	Strategic Objective	KPI/Unit of measurement	Ward	Programme Driver	Baseline	KPI Calculation Type	KPI Target Type	Portfolio of Evidence	Annual Budget	Revised Budget	Weight	Annual Target	Revised Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
		signed by end August 2025															
DSS48	Promote a participatory culture and good governance	Number of monthly Audit Action Plan updates submitted to Internal Audit, within 7 days after month-end, on the end, on the corrective actions implemented to address the matters raised in the management letter of the AG for which the department is responsible by end June 2026	N/A	Director: Community Social Service	No Audit Findings for 2024/25	Accumulative	Number	Updated Audit Action Plan / Proof of Submission	OpEx	OpEx	5%	6		0	0	3	3
DSS49	To maintain municipal amenities and public areas to promote a safe	Number of reports submitted to Portfolio on maintenance	N/A	Manager: Amenities		Accumulative	Number	Portfolio Meeting Minutes. Attendance Register	R 1,200,000	OpEx	5%	4		1	1	1	1

TS

## COMMUNITY SOCIAL SERVICES

### PERFORMANCE REPORTING AND MONITORING

YEAR UNDER REVIEW: 2025/26		PLANNING										PERFORMANCE REPORTING AND MONITORING						
		Strategic Objective	KPI/Unit of measurement	Ward	Programme Driver	Baseline	KPI Calculation Type	KPI Target Type	Portfolio of Evidence	Annual Budget	Revised Budget	Weight	Annual Target	Revised Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
		and healthy environment	at all municipal amenities end June 2026															
DSS50	Improve the culture of reading	Number of theme-based reading programmes conducted at various Municipal Libraries by end April 2026	N/A	Chief Librarian		Carry Over	Number	Attendance Register. Feedback Report			6%	1		0	0	0	1	
DSS51	Improve the culture of reading	Number of holiday programmes conducted at various Municipal Libraries by end December 2025	N/A	Chief Librarian		Carry Over	Number	Attendance Register. Feedback Report	R 86,000	OpEx	6%	5		0	5	0	0	
DSS52	Improve the culture of reading	Number of reading / spelling bee programmes conducted as a sustainable programme by end June 2026	N/A	Chief Librarian		Carry Over	Number	Attendance Register. Feedback Report			6%	1		0	0	0	1	

79

# COMMUNITY SOCIAL SERVICES

## PERFORMANCE REPORTING AND MONITORING

YEAR UNDER REVIEW: 2025/26		PLANNING											PERFORMANCE REPORTING AND MONITORING				
		KPI/Unit of measurement	Ward	Programme Driver	Baseline	KPI Calculation Type	KPI Target Type	Portfolio of Evidence	Annual Budget	Revised Budget	Weight	Annual Target	Revised Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
DSS53	Promote literacy in communities through comprehensive Library Services	Number of reports submitted to Portfolio on all library services at all municipal libraries end June 2026	N/A	Chief Librarian		Accumulative	Number	Portfolio Meeting Minutes. Attendance Register	OpEx	OpEx	6%	4		1	1	1	1
TL22 DSS54	Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	Number of existing households in proclaimed areas provided with access to weekly refuse removal by end June 2026	N/A	Director: Community Services		Carry Over	Number	Billing Report	OpEx	OpEx	3%	2,400		2,400	2,400	2,400	2,400
DSS55	Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	Number of transfer stations at Pudimoo completed by end June 2026	5	Manager: Environmental		Carry Over	Number	Completion Certificate	R750,000	-	6%	4		0	0	0	4
DSS56	To maintain municipal amenities and public areas to promote a safe	Number of Slashers procured for Parks Unit by end June 2026	N/A	Manager: Environmental	New KPI for 2025/26	Carry Over	Number	Delivery Note. Invoice	R300,000		5%	2		0	0	2	0

79

**PERFORMANCE REPORTING AND MONITORING**

**COMMUNITY SOCIAL SERVICES**

YEAR UNDER REVIEW: 2025/26		PLANNING										Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target		
REF	Strategic Objective	KPI/Unit of measurement	Ward	Programme Driver	Baseline	KPI Calculation Type	KPI Target Type	Portfolio of Evidence	Annual Budget	Revised Budget	Weight	Annual Target	Revised Annual Target				
	and healthy environment																
DSS57	Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	Number of Tractors procured for the Parks Unit by end June 2026	N/A	Manager: Environmental	New KPI for 2025/26	Carry Over	Number	Delivery Note- Invoice	R500,000	-	5%	4	-	0	0	4	0
DSS58	Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	Number of 4-x 4-Double Cab LDVs for the Parks Unit by end June 2026	N/A	Manager: Environmental	New KPI for 2025/26	Carry Over	Number	Delivery Note- Invoice	R700,000	-	5%	4	-	0	0	4	0
DSS59	To maintain municipal amenities and public areas to promote a safe and healthy environment	Percentage of approved budget spent on park maintenance measured as (Total budget spent / Total	N/A	Manager: Environmental	New KPI for 2025/26	Accumulative	Percentage	Expenditure Report	R 400,000		5%	100%		25%	50%	75%	100%

TC

## COMMUNITY SOCIAL SERVICES

### PERFORMANCE REPORTING AND MONITORING

YEAR UNDER REVIEW: 2025/26		PLANNING										PERFORMANCE REPORTING AND MONITORING						
REF	Strategic Objective	KPI/Unit of measurement	Ward	Programme Driver	Baseline	KPI Calculation Type	KPI Target Type	Portfolio of Evidence	Annual Budget	Revised Budget	Weight	Annual Target	Revised Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	
		approved budget x 100) by end June 2026																
DSS60	To maintain municipal amenities and public areas to promote a safe and healthy environment	Number trees supplied to all Wards during National Arbor Week by end September 2025	N/A	Manager: Environmental		Carry Over	Number	Receipt Register. Invoice	R 70,000		5%	140		140	0	0	0	
TL23 DSS61	To coordinate all disaster related incidents within the jurisdiction of the municipality	Number of temporary residential units provided in various wards by end March 2026	N/A	Director Community Services		Carry Over	Number	inspection Memorandums	R 2,000,000		2%	40		15	10	10	5	
DSS62	To coordinate all disaster related incidents within the jurisdiction of the municipality	Number of quarterly Disaster Awareness Campaigns: Disaster Risk Reduction by end June 2026	N/A	Disaster Coordinator		Accumulative	Number	Attendance Register	OpEx	OpEx	5%	4		1	1	1	1	

TG

## COMMUNITY SOCIAL SERVICES

### PERFORMANCE REPORTING AND MONITORING

YEAR UNDER REVIEW: 2025/26		PLANNING										PERFORMANCE REPORTING AND MONITORING					
REF	Strategic Objective	KPI/Unit of measurement	Ward	Programme Driver	Baseline	KPI Calculation Type	KPI Target Type	Portfolio of Evidence	Annual Budget	Revised Budget	Weight	Annual Target	Revised Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
DSS63	To coordinate all disaster related incidents within the jurisdiction of the municipality	Number of quarterly reports on all disaster related incidents submitted to Portfolio by end June 2026	N/A	Disaster Coordinator		Accumulative	Number	Portfolio Meeting Minutes / Attendance Register	OpEx	OpEx	5%	4		1	1	1	1

TC

**PART C**

**PERSONAL DEVELOPMENT PLAN (PDP)**

Entered into by and between

**Mr A.M. Makuapane**

---

*In his capacity as the Municipal Manager*

And

**Mr. T. Motase**

---

*In his capacity as Director: Community Services*

## **1. Personal Development Plan**

### **1.1. A Municipality should be committed to –**

- (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and;
- (b) managing training and development within the ambit of relevant national policies and legislation.

### **1.2. A Municipality should follow an integrated approach to Human Resource Management, that is:**

- (a) Human resource development forms an integral part of human resource planning and management.
- (b) In order for training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals and career pathing.
- (c) To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.
- (d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are attached and these should be linked to relevant registered unit standards to specifically assist them in compiling Personal Development Plans in consultation with their managers.

(e) Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority.

**1.3.** The aim of the compilation of Personal Development Plans is to identify, prioritise and implement training needs.

(a) Competency assessment instruments should be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.

(b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his / her employee, to **compile a Personal Development Plan**. The identified training needs should be **entered into column 1 of Appendix 1, entitled Skills / Performance Gap**. The following should be carefully determined during such a process:

i) Organisational needs, which include the following:

- Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
- The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description

should be compared to the current competency profile of the employee to determine the individual's competency gaps.

- Specific competency gaps as identified during the probation period and performance appraisal of the employee.

ii) Individual training needs that are job / career related.

(c) The **prioritisation of the training needs [1 to ...] should be listed** since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical/strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

(d) Consideration must then be given to the **expected outcomes**, to be listed, so that once the intervention is completed the impact it had can be measured against relevant output indicators.

(e) **An appropriate intervention** should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in **column 3 of Appendix 1, entitled: Suggested training and / or development activity** in line with the National Qualifications Framework, which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.

(f) **Guidelines regarding the number of training days per employee and the nominations of employees:** An employee should on average receive at least five

days of training per financial year and not unnecessarily be withdrawn from training interventions.


- (g) **Column 4 of Appendix 1: The suggested mode of delivery** refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (h) The **suggested time frames (column 5 of Appendix 1)** enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (i) **Work opportunity created to practice skill / development areas, in column 6 of Appendix 1**, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).
- (j) The final column, **column 7 of Appendix 1**, provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.

**Appendix 1**

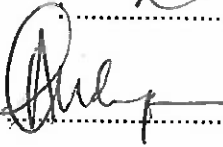
**Personal Development Plan of: Mr T. Motase**

**Compiled on 31 March 2026**

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person

**Employee's Signature**  .....

Mr T. Motase

**Employer's Signature:**  .....

Mr A.M. Makuapane