

**JOHN TAOLO GAETSEWE DISTRICT MUNICIPALITY
PERFORMANCE AGREEMENT FOR SECTION 57 EMPLOYEES**

MADE AND ENTERED INTO BY AND BETWEEN:

THE JOHN TAOLO GAETSEWE DISTRICT MUNICIPALITY

AS REPRESENTED BY

THE MUNICIPAL MANAGER

KAGISHO KLAAS TEISE

(FULL NAMES)

AND

TLHOMELANG HILGUARD MATLHARE

DIRECTOR: COMMUNITY DEVELOPMENT SERVICES

THE EMPLOYEE OF THE MUNICIPALITY

For the Financial Year

1 JULY 2026 - 30 JUNE 2027

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Municipality of John Taolo Gaetsewe District herein represented by KAGISHO KLAAS TEISE (full name) in his capacity as Acting Municipal Manager (Hereinafter referred to as the Employer or Supervisor)

And

TLHOMELANG HILGUARD MATLHARE

Employee of the Municipality of John Taolo Gaetsewe District
(Hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

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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 Parties".

1.2 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.

1.3 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.

1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to:

2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act as well as 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 Service Delivery Budget Implementation Plan (Annexure A);

2.4 monitor and measure performance against set targeted outputs;

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2.5 use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her 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 1ST July 2026 and will remain in force until 30th June 2027 where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties must review the provisions of this agreement during June each year and must conclude a new performance agreement that replaces the previous agreement at least once a year within one month after commencement of the new financial year.

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 time during the validity of this Agreement the work environment alters at any (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 Service Delivery Budget Implementation 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 dates 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 in 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 SYSTEMS

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 must be assessed consist of two components, both of which must be contained in the performance agreement. The employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs), respectively. Each area of assessment will be weighted and will contribute a specific part to the total score. KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

6.2.1 The Employee must be assessed against the Key Performance Areas (KPAs);

6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score; and

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

6.3 The employee's assessment will be based on his or her performance in terms of the outputs/outcomes (performance indicators) identified as per the service delivery and budget implementation plan (SDBIP) which are linked to the KPAs, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee.:

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KEY PERFORMANCE AREAS (KPA'S)	WEIGHTINGS
Basic Services and Infrastructure Development	80
Good Governance and Public Participation	5
Local Economic Development (LED)	5
Financial Viability And Management	5
Municipal Development and Institutional Transformation	5
Total	100%

6.4 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.

6.5 The CCRs will make up the other 20% of the employee's assessment score. CCRs that are deemed to be most critical for the employee's specific job should be selected from the list below as agreed to between the employer and the employee and must be considered with due regard to the proficiency level agreed to.

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)		
Core Managerial and Occupational Competencies	X [Indicate choice]	Weight
Core Managerial Competencies:		
Financial Management	Compulsory	20
Change Management	X	20
People Management and Empowerment	Compulsory	20
Client Orientation and Customer Focus	Compulsory	20
Core Occupational Competencies:		
Competence in Self-Management		
Interpretation of and implementation within the legislative and national policy frameworks	X	20
Total percentage		100%

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7. EVALUATING PERFORMANCE

7.1 The Service Delivery Budget Implementation Plan for **2026/2026** (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 Service Delivery Budget Implementation 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 ad 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 (refer to paragraph 7.6 below) must then be used to add the scores and calculate a final KPA score.

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

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Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	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 Performance agreement and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	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.					
3	Fully effective	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 Performance agreement and Performance Plan					
2	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. 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 Performance Agreement and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the 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.					

The following formula is used to calculate each KPA's Key Performance Indicator (KPI)
Weighting:

Level 5: Current weighting / 100 x 100 = add for outstanding

Level 4: Current weighting / 100 x 50 = add for above satisfactory

Level 3: Current weighting = satisfactory

Level 2: Current weighting / 100 x 50 = Subtract for below satisfactory

Level 1: Current weighting / 100 x 100 = subtract for unacceptable

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7.7 For purposes of evaluating the Annual performance of the Employee, an evaluation panel constituted by the following persons will be established:

7.7.1 Municipal Manager;

7.7.2 Chairperson of the Performance Audit Committee;

7.7.3 Member of the Mayoral Committee;

7.7.4 Municipal Manager from another Municipality.

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to his/her performance agreement shall be reviewed for the following periods with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	: July – September 2026 (verbal)
Mid-year	: October – December 2026 (formal)
Third quarter	: January – March 2027 (verbal)
Annual	: July 2026 – June 2027 (formal)

8.2 The Employer shall keep a record of 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.

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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:

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

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

11.1.3 A substantial financial effect on the Employer.

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

12. MANAGEMENT OF EVALUATION OUTCOMES

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

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

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 performance 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.

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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 salary increment in the agreement, must be mediated by -
the Executive Mayor or Mayor within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.
- 13.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by -
a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e), within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

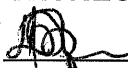
14. GENERAL

- 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 diminishes 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 **Kuruman** on the 22 day of JUNE 2026

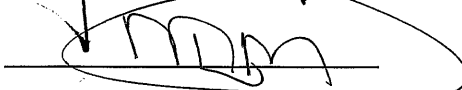
AS WITNESSES:

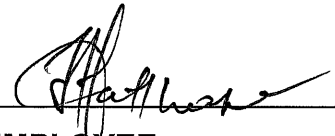
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AS WITNESSES:

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4.  _____


EMPLOYEE


MUNICIPAL MANAGER

ANNEXURE A

IMPLEMENTATION PLAN (SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN)

Entered into by and between

[KAGISHO KLAAS TEISE]
[“the Employer”]

and

[TLHOMELANG HILGUARD MATLHARE]
**(DIRECTOR: COMMUNITY DEVELOPMENT
SERVICES)**
[“the Employee”]

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1. Purpose

The service delivery budget implementation plan defines the Council's expectations of the Municipal 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

- 2.1. Providing strategic leadership and planning for the department
- 2.2. Compiling departmental SDBIP, monitoring and reporting on programme implementation.
- 2.3. Provide general strategic management to ensure that the department meets the five (5) key performance areas.
- 2.4. Manage the assets, budget, workforce, material and services of the department
- 2.5. Manage and administer contracts binding the Department's operations.
- 2.6. Making inputs to the Municipal Manager with respect to activities, problems and planning of the Community Development Services and Disaster unit.
- 2.7. Participate in decisions with regard to all delegated line functions including staff recruitments, disciplinary deviations and actions as well as participating in bid committees.
- 2.8. Make use of available data information systems to exercise operational control.
- 2.9. Prepare and take control of the departmental budget;
- 2.10. Ensuring the development of appropriate strategies, policies and plans for all relevant areas are in place.
- 2.11. Directing the implementation of specific procedures, systems and controls associated with key functional embodied in the community service's departmental structure.
- 2.12. Managing community development.
- 2.13. Ensuring environmental management in general.
- 2.14. Executing any other duties that may be assigned by the Municipal Manager.

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3. Key Performance Areas

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

- 3.1 Municipal Transformation and Organizational Development.
- 3.2 Infrastructure Development and Service Delivery.
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation

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COMMUNITY DEVELOPMENT SERVICES DEPARTMENT

IDP PROGRAMME	MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN	WEIGHTING
Promotion of Health in the District	80% of public health and environmental sustainability targets achieved, as reported in quarterly performance reports by 30 June	To provide municipal health services to the communities of the district	CDSD 1.	Air Quality Management Plan reviewed by 30 June (2028/29)	Air Quality Management Plan reviewed by 30 June	N/A	N/A	N/A	Q1	80
			CDSD 2.	Number of quarterly Air Quality Management Plan implementation reports submitted to the Municipal Manager by 30 June	4 quarterly Air Quality Management Plan implementation reports submitted to the Municipal Manager by 30 June	Number	REPORT	Quarterly	Q2	
			CDSD 3.	Comprehensive Climate Change Strategy reviewed by 30 June (2028/29)	Comprehensive Climate Change Strategy reviewed by 30 June	N/A	N/A	N/A	Q3	
			CDSD 4.	Number of quarterly Comprehensive Climate Change Strategy implementation reports submitted to the Municipal Manager by 30 June	4 quarterly Comprehensive Climate Change Strategy implementation reports submitted to the Municipal Manager by 30 June	Number	REPORT	Quarterly	Q4	

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WEIGHTING						
TARGET BREAKDOWN	Q4	30-Jun	N/A	N/A	N/A	132
	Q3	N/A	N/A	N/A	31-Mar	132
	Q2	N/A	N/A	N/A	N/A	132
	Q1	N/A	N/A	N/A	N/A	132
REPORTING CYCLE		Annually	N/A	Quinquennial	Annually	Quarterly
PORTFOLIO OF EVIDENCE		Report	N/A	ITEM AND POLICY	TARIFFS	REPORT
UNIT OF MEASUREMENT		Date	N/A	Date	Date	Number
DEPARTMENTAL TARGET (OUTPUT)		Annual report on the submission of business plans to potential funders to the Municipal Managers by 30 June	Municipal Health Services Strategy reviewed by 30 June	Municipal health policy Quinquennially reviewed as per amendments of National Environmental Health Policy by 30 June	Reviewed Municipal health tariffs annually submitted to BTO by 31 March	528 Municipal Health Services Actions performed by 30 June
DEPARTMENTAL KEY PERFORMANCE INDICATOR		Annual report on the Submission of business plans to potential funders to the Municipal Manager by 30 June	Municipal Health Services Strategy reviewed by 30 June (2028/29)	Municipal health policy Quinquennially reviewed as per amendments of National Environmental Health Policy by 30 June (2028/29)	Reviewed Municipal health tariffs annually submitted to BTO by 31 March	Number of Municipal Health Services Actions performed by 30 June
KPI NR		CDSD 5.	CDSD 6.	CDSD 7.	CDSD 8.	CDSD 9.
Departmental Objective		To provide municipal health services to the communities of the district				
MUNICIPAL OUTPUT						
IDP PROGRAMME	80% of social infrastructure and community well-being targets achieved, as reported in quarterly performance reports by 30 June					
Environmental Management, Conservation and Climate Change Management						

IDP PROGRA MME	MUNICIP AL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN	WEIGHTING
Disaster Manage ment	80% of disaster managem ent and environm ental sustainabi lity targets achieved, as reported in quarterly performa nce reports by 30 June	To provide Disaster Management Services	CDSD 10.	Number of quarterly disaster statistical reports submitted to the Municipal Manager by 30 June	4 quarterly disaster statistical reports submitted to the Municipal Manager by 30 June	Number	REPORT	Quarterly	Q4	1
									Q3	1
									Q2	1
									Q1	1
Disaster Manage ment	80% of institution al capacity and disaster mitigation targets achieved, as reported	To provide Disaster Management Services	CDSD 11.	Annual District Disaster Management Report submitted to Northern Cape Province by 30 June	Annual District Disaster Management Report submitted to Northern Cape Province by 30 June	Date	REPORT	Annually		30-Jun
										N/A
										N/A
										N/A
Disaster Manage ment	80% of institution al capacity and disaster mitigation targets achieved, as reported	To provide Disaster Management Services	CDSD 12.	Number of Disaster Management Contingency Plans reviewed by 30 June	4 Disaster Management Contingency Plans reviewed by 30 June	Number	PLAN	Quarterly		1
										1
										1
										1
Disaster Manage ment	80% of institution al capacity and disaster mitigation targets achieved, as reported	To provide Disaster Management Services	CDSD 13.	Disaster Management Framework reviewed by 30 June	Disaster Management Framework reviewed by 30 June	Date	FRAMEWORK	Annually		30-Jun
										N/A
										N/A
										N/A

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WEIGHTING						
TARGET BREAKDOWN	Q4	30-Jun	100%	1	30-Jun	1
	Q3	N/A	N/A	1	N/A	1
	Q2	N/A	N/A	1	N/A	1
	Q1	N/A	N/A	1	N/A	1
REPORTING CYCLE		Annually	Annually	Quarterly	Annually	Quarterly
PORTFOLIO OF EVIDENCE		PLAN	REPORT	REPORT	REPORT	MINUTES
UNIT OF MEASUREMENT		Date	Percentage	Date	Date	Number
DEPARTMENTAL TARGET (OUTPUT)		Disaster Management Plan reviewed by 30 June	100% of Disaster Management Volunteers trained by 30 June	Annual report on the sourcing of the disaster relief inventory by 30 June	Annual progress report on the development of Disaster Management Centre and functional satellite centre submitted to the Municipal Manager by 30 June	4 quarterly Disaster Management Advisory Forum meetings held by 30 June
DEPARTMENTAL KEY PERFORMANCE INDICATOR		Disaster Management Plan reviewed by 30 June	Percentage of Disaster Management Volunteers trained by 30 June	Annual report on the sourcing of the disaster relief inventory by 30 June	Annual progress report on the development of a Disaster Management Centre and functional satellite centre submitted to the Municipal Manager by 30 June	Number of quarterly Disaster Management Advisory Forum meetings held by 30 June
KPI NR		CDSD 14.	CDSD 15.	CDSD 16.	CDSD 17.	CDSD 18.
Departmental Objective						To promote good intergovernmental-relation in the district
MUNICIPAL OUTPUT		in quarterly performance reports by 30 June				80% of accountability and oversight targets achieved,
IDP PROGRAMME						Good Governance and Public Participation

IDP PROGRAMME	MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN	WEIGHTING
	as reported in quarterly performance reports by 30 June			List of planned Projects with budget submitted to Budget and Treasury by 31 May	List of planned projects with budget submitted to Budget and Treasury by 31 May	Date	Email	Annually	Q4 Q3 Q2 Q1	
									31 May N/A N/A N/A	

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Local Economic Development

WEIGHTING		5				
TARGET BREAKDOWN	Q4	N/A	N/A	N/A	4	31-May
	Q3	N/A	31-Mar	31 March	N/A	N/A
	Q2	N/A	N/A	N/A	N/A	N/A
	Q1	31-Aug	N/A	N/A	N/A	N/A
REPORTING CYCLE		Annually	Annually	Annually	Annually	Annually
PORTFOLIO OF EVIDENCE		RESOLUTION AND	COUNCIL RESOLUTION	REPORT	REPORT	COUNCIL RESOLUTION
UNIT OF MEASUREMENT		Date	Date	Date	Number	Date
DEPARTMENTAL TARGET (OUTPUT)		Annual Council approved IDP Framework by 31 August	Draft IDP annually adopted by Council by 31 March	IDP Lekgotla annually held by 31 March	4 IDP and Budget Roadshows annually held by 31 May	Final IDP annually adopted by Council by 31 May
DEPARTMENTAL KEY PERFORMANCE INDICATOR		Annual Council approved IDP Framework by 31 August	Draft IDP annually adopted by Council by 31 March	IDP Lekgotla annually held by 31 March	Number of IDP and Budget Roadshows annually held by 31 May	Final IDP annually adopted by Council by 31 May
KPI NR		PADD 1.	PADD 2.	PADD 3.	PADD 4.	PADD 5.
Departmental Objective		To ensure effective strategic integrated sustainable development planning in the district				
MUNICIPAL OUTPUT		80% of strategic planning and development coordination targets achieved, as reported in quarterly performance reports by 30 June				
IDP PROGRAMME		Sustainable Development Orientated Municipality				

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WEIGHTING					
TARGET BREAKDOWN	Q4	30-Jun	1	N/A	1
	Q3	N/A	1	N/A	1
	Q2	N/A	1	N/A	1
	Q1	N/A	1	N/A	1
REPORTING CYCLE		Annually	QUARTERLY	N/A	QUARTERLY
PORTFOLIO OF EVIDENCE		COUNCIL RESOLUTIO	REPORT	FRAMEWORK	REPORT
UNIT OF MEASUREMENT		Date	Number	Date	Number
DEPARTMENTAL TARGET (OUTPUT)		District Development Model One Plan annually reviewed and submitted to council by 30 June	4 quarterly IDP Framework implementation reports submitted to MM by 30 June	Spatial Development Framework reviewed by 30 June 2030/31	4 quarterly SPLUMA implementation reports submitted to the MM by 30 June
DEPARTMENTAL KEY PERFORMANCE INDICATOR		District Development Model One Plan annually reviewed and submitted to council by 30 June	Number of quarterly IDP Framework implementation reports submitted to MM by 30 June	Spatial Development Framework reviewed by 30 June 2030/21	Number of quarterly SPLUMA implementation reports submitted to the MM by 30 June
KPI NR		PADD 6.	PADD 7.	PADD 8.	PADD 9.
Departmental Objective					
MUNICIPAL OUTPUT					
IDP PROGRAMME					
				80% of spatial planning and land use management targets achieved, as reported in quarterly performance reports by 30 June	
				Sustainable Development Orientated Municipality	

IDP PROGRAMME	MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN				WEIGHTING
									Q4	Q3	Q2	Q1	
									31-May	N/A	N/A	N/A	
									1	1	1	1	
									1	1	1	1	
Local Economic Development (LED)	80% of LED and investment promotion targets achieved, as reported in quarterly performance reports by 30 June	To promote local economic development	PADD 10.	LED Strategy triennially reviewed and submitted to council by 31 May	LED Strategy triennially reviewed and submitted to council by 31 May	Date	RESOLUTION AND	Triennially	N/A	N/A	N/A	N/A	
			PADD 11.	Number of quarterly LED Strategy Implementation monitoring reports submitted to MM by 30 June	4 quarterly LED Strategy Implementation monitoring reports submitted to MM by 30 June	Number	REPORT	Quarterly	1	1	1	1	
			PADD 12.	Number of quarterly LED Forum meetings held by 30 June	4 quarterly LED Forum meetings held by 30 June	Number	REPORT	Quarterly	1	1	1	1	
			PADD 13.	Bi-annual progress report on consultation of the Regional Development fund by 30 June	2 bi-annual progress report on consultation of the Regional Development fund by 30 June	Number	REPORT	Bi-annually	N/A	N/A	N/A	N/A	
			PADD 14.	Annual report on district SMME support submitted to the Municipal Manager by 30 June	Annual report on district SMME support submitted to the Municipal Manager by 30 June	Date	REPORT AND SUBMISSION	Annually	N/A	N/A	N/A	N/A	

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IDP PROGRAMME	MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN				WEIGHTING
									Q4				
									Q3				
									Q2				
									Q1				
Tourism Development	80% of tourism growth and heritage development targets achieved, as reported in quarterly performance reports by 30 June	To enhance tourism development and Promote the District as a preferred Tourism Destination	PADD 15.	Number of quarterly Local Municipalities LED support reports submitted to the Municipal Manager by 30 June	4 quarterly Local Municipalities LED support reports submitted to the Municipal Manager by 30 June	Number	REPORT AND SUBMISSION	Quarterly	1	30-Jun	1	30-Jun	
			PADD 16.	Tourism Marketing Strategy triennially reviewed by 30 June	Tourism Marketing Strategy triennially reviewed by 30 June	Date	STRATEGY	Annually	1	N/A	1	N/A	
			PADD 17.	Number of quarterly Tourism Marketing Strategy Implementation Reports submitted to the Municipal Manager by 30 June	4 quarterly Tourism Marketing Strategy Implementation Reports submitted to the Municipal Manager by 30 June	Number	REPORT AND SUBMISSION	Quarterly	1	N/A	1	N/A	
			PADD 18.	Tourism promotion events participated in by 30 June	2 tourism promotion events participated in by 30 June	Date	AND SUBMISSION	Annually	1	N/A	1	N/A	

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IDP PROGRAMME	MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN				WEIGHTING
			PADD 19.	District Heritage Festival Concept Document developed by 31 May	District Heritage Festival Concept Document developed by 31 May	Date	AND SUBMISSIO	Annually	Q1	N/A	N/A	N/A	
			PADD 20.	Progress report on consultation for the development of a local economic zone submitted to the Municipal Manager by 30 June	Progress report on consultation for the development of a local economic zone submitted to the Municipal Manager by 30 June	Date	REPORT AND SUBMISSION	Annually	Q2	N/A	N/A	N/A	
			PADD 21.	Annual progress report on the implementation of the local economic zone feasibility study submitted to the Municipal Manager by 30 June	Annual progress report on the implementation of the local economic zone feasibility study submitted to the Municipal Manager by 30 June	Date	REPORT	Annually	Q3	N/A	N/A	N/A	
			PADD 22.	Commonage farms refurbishment by 30 June	Thwane farm refurbishment by 30 June	Date	AND SUBMISSIO	Annually	Q4	31-May	30-Jun	30-Jun	
Land Development and Reform	80% quarterly sustainable land development and	To facilitate availability of land for Economic Development											

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IDP PROGRAMME		MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN				WEIGHTING		
		agricultural growth initiatives targets achieved, as reported in quarterly performance reports by 30 June		PADD 23.	Annual progress report on the leasing of Surprise farm for commercial farming.	Annual progress report on the leasing of Surprise farm for commercial farming.	Date	Report	Annually	Q4	31-May	N/A	31-May	31-May		
										Q3	N/A	N/A	N/A	N/A		
										Q2	N/A	N/A	N/A	N/A		
										Q1	N/A	1	N/A	N/A		

WEIGHTING				
TARGET BREAKDOWN	Q4	1	1	30 June
	Q3	1	1	N/A
	Q2	1	1	N/A
	Q1	1	1	N/A
REPORTING CYCLE		Quarterly	Quarterly	Annually
PORTFOLIO OF EVIDENCE		REPORT AND SUBMISSION	REPORT AND SUBMISSION	REPORT WITH SUBMISSION REGISTER
UNIT OF MEASUREMENT		Date	Number	Date
DEPARTMENTAL TARGET (OUTPUT)		4 quarterly commonage management implementation reports submitted to the Municipal Manager by 30 June	4 quarterly agricultural programme reports submitted to the Municipal Manager by 30 June	Progress report on the agricultural support to the local farmers to access funding assistance in the district area submitted to the Municipal Manager by 30 June
DEPARTMENTAL KEY PERFORMANCE INDICATOR		Number of quarterly commonage management implementation reports submitted to the Municipal Manager by 30 June	Number of quarterly agricultural programme reports submitted to the Municipal Manager by 30 June	Agricultural support to the local farmers to access financial assistance in the district area submitted to the Municipal Manager by 30 June
KPI NR		PADD 27.	PADD 28.	PADD 29.
Departmental Objective			To facilitate the co-ordination of CRDP	
MUNICIPAL OUTPUT				
IDP PROGRAMME				

IDP PROGRAMME	MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	WEIGHTING			
									TARGET BREAKDOWN	Q4		
										Q3		
										Q2		
										Q1		
Good Governance and Public Participation	80% of accountability and oversight targets achieved, as reported in quarterly performance reports by 30 June	To promote good intergovernmental-relation in the district	PADD 30.	Number of quarterly District Planning and Performance Forum meetings held by 30 June	4 quarterly District Planning and Performance Forum meetings held by 30 June	Number	ATTENDANCE REGISTER AND MINUTES	Quarterly		1		
Local Economic Development (LED)	80% of LED and investment promotion targets achieved, as reported in quarterly performance reports by 30 June	To promote local economic development	PADD 31.	List of planned projects with budget submitted to budget and treasury by 31 May	List of planned projects with budget submitted to budget and treasury by 31 May	Date	Email	Annually		N/A		
Good Governance and Public Participation	80% of risk management and fraud prevention targets achieved, as	To manage risks of the Municipality	PADD 32.	Number of quarterly Internal Risk Management Committee Meetings held by 30 June	4 quarterly Internal Risk Management Committee Meetings held by 30 June	Number	MINUTES	Quarterly		1		

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IDP PROGRAMME		MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN				WEIGHTING	
		reported in quarterly performance reports by 30 June		PADD 33.	Risk assessment annually completed by 30 June	Risk assessment annually completed by 30 June	Date	REPORT	Annually	Quarterly	Quarterly	1	1	31-May	31-May
				PADD 34.	Number of quarterly risk register progress reports submitted to the Municipal Manager by 30 June	4 quarterly risk register progress reports submitted to the Municipal Manager by 30 June	Number	EMAIL WITH REPORT	Quarterly	Quarterly	Quarterly	1	1	N/A	N/A
				PADD 35.	Number of quarterly risk register progress reports submitted to the Municipal Manager by 30 June	4 quarterly risk strategy/implementation plan progress reports submitted to the Municipal Manager by 30 June	Number	EMAIL WITH REPORT	Quarterly	Quarterly	Quarterly	1	1	N/A	N/A
				PADD 36.	Risk management policy annually reviewed by 31 May	Risk management policy annually reviewed by 31 May	Date	RESOLUTION AND	Annually	Annually	Annually	1	1	N/A	N/A
			To manage Fraud of the Municipality	PADD 37.	Fraud Prevention and anti-corruption Policy Annually reviewed by 31 May	Fraud Prevention and anti-corruption Policy Annually reviewed by 31 May	Date	RESOLUTION AND	Annually	Annually	Annually	1	1	N/A	N/A

IDP PROGRAMME		MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	WEIGHTING						
Good Governance and Public Participation	80% of accountability, oversight, and performance management targets achieved, as reported in quarterly performance reports by 30 June	To ensure effective strategic integrated sustainable development planning in the district	To review and report IDP Implementation progress against predetermined objectives	PADD 38.	Draft Top-layer SDBIP annually submitted to Council with Draft IDP by 31 March	Draft Top-layer SDBIP annually submitted to Council with Draft IDP by 31 March	Date	ITEM AND PLAN	Annually	TARGET BREAKDOWN	Q4	N/A	31-May	31-May	N/A	N/A
							Date	ITEM AND PLAN	Annually	Q3	31-Mar	N/A	N/A	N/A	31-Jan	
							Date	ITEM AND PLAN	Annually	Q2	N/A	N/A	N/A	30-Nov	N/A	
							Date	ITEM AND PLAN	Annually	Q1	N/A	N/A	N/A	N/A	N/A	
							Date	ITEM AND PLAN	Annually							

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Financial Viability And Management

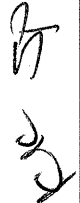
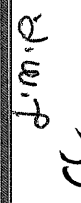
WEIGHTINGS		5			
TARGET BREAKDOWN	Q4	1	N/A	N/A	N/A
	Q3	1	N/A	25-Jan	28-Feb
	Q2	1	N/A	N/A	N/A
	Q1	1	31-Aug	N/A	N/A
REPORTING CYCLE		Quarterly	Annually	Annually	Annually
PORTFOLIO OF EVIDENCE		REPORT/MINUTES AND	AFS	REPORT	ADJUSTMENT BUDGET
UNIT OF MEASUREMENT		Number	Date	Date	Date
DEPARTMENTAL TARGET (OUTPUT)		4 quarterly Budget and IDP Steering Committee meetings held by 30 June	Annual Financial Statements submitted to Auditor General by 31 August	Annual Mid-year budget report submitted to the Executive Mayor by 25 January	Adjustment Budget submitted to Council by 28 February
DEPARTMENTAL KEY PERFORMANCE INDICATOR		Quarterly Budget and IDP Steering Committee meetings held by 30 June	Annual Financial Statements submitted to Auditor General by 31 August	Annual Mid-year budget report submitted to the Executive Mayor by 25 January	Adjustment Budget submitted to Council by 28 February
KPI NR		BTO 1.	BTO 2.	BTO 3.	BTO 4.
Departmental Objective		To promote and enhance the financial viability of the District Municipality			
MUNICIPAL OUTPUT		80% of financial planning, budgeting, and revenue management targets achieved, as reported in quarterly performance reports by 30 June			
IDP PROGRAMME		Municipal Financial Management & Viability			

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IDP PROGRAMME		MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN					WEIGHTINGS						
	Municipal Financial Management & Viability	80% of compliance with financial legislation and audit requirements targets achieved, as reported in quarterly performance reports by 30 June	To promote and enhance the financial viability of the District Municipality	BTO 7.	Number of bi-annual reports on internal audit findings responded to within the prescribed timeframe by 30 June	2 bi-annual reports on internal audit findings responded to within the prescribed timeframe by 30 June	Number	REPORT	Bi-Annually	1	N/A	N/A	N/A	30-Sept							
																BTO 8.	Pre-audit data strings to the Annual Financial Statements uploaded to the LG Portal by 30 September	Pre-audit data strings to the Annual Financial Statements uploaded to the LG Portal by 30 September	Date	VALIDATION REPORT	Annually
				BTO 6.	Revenue enhancement strategy developed and annually reviewed by 30 June	Revenue enhancement strategy developed and annually reviewed by 30 June	Date	STRATEGY	Annually	1	N/A	N/A	N/A								
				BTO 5.	Medium Term Revenue and Expenditure Framework submitted to the Municipal Manager by 31 May	Medium Term Revenue and Expenditure Framework submitted to the Municipal Manager by 31 May	Date	A-SCHEDULE	Annually	1	N/A	N/A	N/A								

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IDP PROGRAMME		MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN				WEIGHTINGS
		80% of expenditure and supply chain management efficiency targets achieved, as reported in quarterly performance reports by 30 June	To promote and enhance the financial viability of the District Municipality	BTO 13.	Number of monthly MFMA Section 71 data strings validation report in the LG Portal within the prescribed timeframe	12 monthly MFMA Section 71 data strings validation report in the LG Portal within the prescribed timeframe	Number	VALIDATION REPORT	Monthly	Q4	3	3	2	30-Jun
										Q3	3	3	2	N/A
										Q2	3	3	2	N/A
										Q1	3	3	2	N/A





IDP PROGRAMME		MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN				WEIGHTINGS			
Municipal Financial Management & Viability		80% of municipal financial reporting and data integrity targets achieved, as reported in quarterly performance reports by 30 June	To promote and enhance the financial viability of the District Municipality	BTO 20.	Number of quarterly Consolidated Municipal financial reports (MFMA Section 11, 52 and 66 reports) submitted by 30 June	4 quarterly Consolidated Municipal financial reports (MFMA Section 11, 52 and 66 reports) submitted by 30 June	Number	REPORT	Quarterly	Quarterly	Annually	Annually	Q4	1	1	N/A	30-Jun
													Q3	1	1	31-Mar	N/A
													Q2	1	1	N/A	N/A
													Q1	1	1	N/A	N/A

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WEIGHTINGS				
TARGET BREAKDOWN	Q4	100%	1	1
	Q3	100%	1	1
	Q2	100%	1	1
	Q1	100%	1	1
REPORTING CYCLE		Quarterly	Quarterly	Quarterly
PORTFOLIO OF EVIDENCE		REPORT	REPORT	MINUTES
UNIT OF MEASUREMENT		Percentage	Number	Number
DEPARTMENTAL TARGET (OUTPUT)		Percentage of assets insured by 30 June	4 quarterly Asset Management Policy implementation reports submitted to the Municipal Manager by 30 June	4 quarterly District Viability Forum meetings held by 30 June
DEPARTMENTAL KEY PERFORMANCE INDICATOR		Percentage of assets insured by 30 June	Number of quarterly Asset Management Policy implementation reports submitted to the Municipal Manager by 30 June	Number of quarterly Financial Forum meetings held by 30 June
KPI NR		BTO 24.	BTO 25.	BTO 26.
Departmental Objective		To ensure that the municipal assets are properly safeguarded		To promote good intergovernmental relation in the district
MUNICIPAL OUTPUT		80% of asset management targets achieved, as reported in quarterly performance reports by 30 June	80% of accountability and oversight targets achieved, as reported in quarterly performance reports by 30 June	
IDP PROGRAMME	Municipal Financial Management & Viability		Good Governance and Public Participation	

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Municipal Development and Institutional Transformation

IDP PROGRAMME	MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN	WEIGHTING
Sustainable Development Orientated Municipality	80% of human resource development and institutional capacity targets achieved, as reported in quarterly performance reports by 30 June	To provide integrated human resource service	CSD 1.	Comprehensive HR Strategy reviewed by 30 June	Comprehensive HR Strategy reviewed by 30 June	Date	STRATEGY	Annually	Q1	5
				Council-approved staff structure annually reviewed by 30 June	Council-approved organisational structure annually reviewed by 30 June	Date	ORGANOGRAM	Annually	Q2	
				Number of quarterly HR status reports submitted to MIM by 30 June	4 quarterly HR status reports submitted to MIM by 30 June	Number	REPORT	Quarterly	Q3	
				Quinquennially reviewed Employment Equity Plan by 31 May	Quinquennially reviewed Employment Equity Plan by 31 May	N/A	N/A	N/A	Q4	

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WEIGHTING					
TARGET BREAKDOWN	Q4	30-Jun	N/A	1	30-Apr
	Q3	N/A	N/A	N/A	N/A
	Q2	N/A	N/A	1	N/A
	Q1	N/A	30-Sept	N/A	N/A
REPORTING CYCLE		Annually	Annually	Biannually	Annually
PORTFOLIO OF EVIDENCE		RESOLUTION WITH	REPORT	MINUTES & ATTENDANCE	REPORT
UNIT OF MEASUREMENT		Date	Date	Number	Date
DEPARTMENTAL TARGET (OUTPUT)		HR policies annually reviewed and submitted to council by 30 June	Senior Management annual performance assessment facilitated by 30 September	2 bi-annual Individual Performance Committee meetings held by 30 June	Annually reviewed WSP submitted to LGSETA by 30 April
DEPARTMENTAL KEY PERFORMANCE INDICATOR		HR policies annually reviewed and submitted to council by 30 June	Senior Management annual performance assessment facilitated by 30 September	Number of bi-annual Individual Performance Committee meetings held by 30 June	Annually reviewed WSP submitted to LGSETA by 30 April
KPI NR		CSD 5.	CSD 6.	CSD 7.	CSD 8.
Departmental Objective					
MUNICIPAL OUTPUT					
IDP PROGRAMME					
Sustainable Development Orientated Municipality		80% of employee training and development targets			
To provide adequate opportunities for the development of employees and					

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WEIGHTING					
TARGET BREAKDOWN	Q4	30-Apr	1	1	31-May
	Q3	N/A	N/A	1	N/A
	Q2	N/A	1	1	N/A
	Q1	N/A	N/A	1	N/A
REPORTING CYCLE		Annually	Bi-annually	QUARTERLY	Annually
PORTFOLIO OF EVIDENCE		REPORT	MINUTES	REPORT	STRATEGY
UNIT OF MEASUREMENT		Date	Number	Number	Date
DEPARTMENTAL TARGET (OUTPUT)		Annual training report submitted to LGSETA by 30 April	2 bi-annual Training Committee meetings held by 30 June	4 quarterly reports on training and development programmes submitted to the MM by 30 June	IT Strategy biennially reviewed by 31 May
DEPARTMENTAL KEY PERFORMANCE INDICATOR		Annual training report submitted to LGSETA by 30 April	Number of bi-annual Training Committee meetings held by 30 June	Number of quarterly reports on training and development programmes submitted to the MM by 30 June	IT Strategy biennially reviewed by 31 May
KPI NR		CSD 9.	CSD 10.	CSD 11.	CSD 12.
Departmental Objective		councillors			To provide IT services
MUNICIPAL OUTPUT		achieved, as reported in quarterly performance reports by 30 June			80% of IT governance and digital transformation targets
IDP PROGRAMME					Sustainable Development Orientated Municipality

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WEIGHTING					
TARGET BREAKDOWN	Q4	31-May	1	3	31-May
	Q3	N/A	N/A	3	N/A
	Q2	N/A	1	3	N/A
	Q1	N/A	N/A	3	N/A
REPORTING CYCLE		Annually	Biannually	Monthly	Annually
PORTFOLIO OF EVIDENCE		POLICY	MINUTES	REPORT	PLAN
UNIT OF MEASUREMENT		Date	Number	Number	Date
DEPARTMENTAL TARGET (OUTPUT)		IT Policy annually reviewed by 31 May	2 bi-annual internal IT Steering Committee meetings held by 30 June	12 monthly IT Support and IT Services Management reports submitted to the Municipal Manager by 30 June	Disaster Recovery and Business Continuity Plan reviewed by 31 May
DEPARTMENTAL KEY PERFORMANCE INDICATOR		IT Policy annually reviewed by 31 May	Number of bi-annual internal IT Steering Committee meetings held by 30 June	Number of monthly IT Support and IT Services Management reports submitted to the Municipal Manager by 30 June	Disaster Recovery and Business Continuity Plan reviewed by 31 May
KPI NR		CSD 13.	CSD 14.	CSD 15.	CSD 16.
Departmental Objective					
MUNICIPAL OUTPUT		achieved, as reported in quarterly performance reports by 30 June			
IDP PROGRAMME					

IDP PROGRAMME		MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	WEIGHTING			
		80% of records and information management targets achieved, as	To provide record management services	CSD 19.	Record Management Policy annually reviewed by 30 June	12 monthly website maintenance reports submitted to the Municipal Manager by 30 June	Number	REPORT	Monthly	3	Q1	1	N/A
											Q2	1	N/A
											Q3	1	N/A
											Q4	1	30-Jun

IDP PROGRAMME	MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN				WEIGHTING
									Q4	Q3	Q2	Q1	
									1	1	1	1	
									1	N/A	1	1	
									1	N/A	N/A	1	
Good Governance and Public Participation	reported in quarterly performance reports by 30 June	To promote good intergovernmental-relation in the district	CSD 20.	Number of quarterly record management reports submitted to the Municipal Manager by 30 June	4 quarterly record management reports submitted to the Municipal Manager by 30 June	Number	REPORT	Quarterly	1	1	1	1	
									1	N/A	1	1	
									1	N/A	N/A	1	
									1	N/A	N/A	1	
Good Governance and Public Participation	80% of accountability and oversight targets achieved, as reported in quarterly performance reports by 30 June	Funding opportunities	CSD 21.	Number of bi-annual Institutional Transformation and Development Forum meetings held by 30 June	2 bi-annual Institutional Transformation and Development Forum meetings held by 30 June	Date	Email	Annually	31 May	N/A	N/A	1	
									31 May	N/A	N/A	1	
									31 May	N/A	N/A	1	
									31 May	N/A	N/A	1	
Good Governance and Public Participation	80% of accountability and oversight targets achieved, as reported in quarterly performance reports by 30 June	To provide auxiliary services	CSD 22.	List of planned projects with budget submitted to budget and treasury by 31 May	List of planned project with budget submitted to budget and treasury by 31 May	Date	Email	Annually	31 May	N/A	N/A	1	
									31 May	N/A	N/A	1	
									31 May	N/A	N/A	1	
									31 May	N/A	N/A	1	
Good Governance and Public Participation	80% of accountability and oversight targets achieved, as reported in quarterly performance reports by 30 June	To provide auxiliary services	CSD 23.	Number of quarterly fleet management reports submitted to the Municipal Manager by 30 June	4 quarterly fleet management reports submitted to the Municipal Manager by 30 June	Number	REPORT	Quarterly	31 May	N/A	N/A	1	
									31 May	N/A	N/A	1	
									31 May	N/A	N/A	1	
									31 May	N/A	N/A	1	

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IDP PROGRAMME		MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN				WEIGHTING
Good Governance and Public Participation	80% of strategic communications targets achieved, as reported in quarterly	To improve public participation	To govern municipal affairs	CSD 27.	Number of quarterly District Communications Forum meetings held by 30 June	4 quarterly District Communications Forum meetings held by 30 June	Number	REPORT	Quarterly	1	Q1	1	1	1
											Q2	1	1	
											Q3	1	1	
											Q4	N/A	1	
				CSD 26.	Number of quarterly ordinary Council meetings held by 30 June	4 quarterly ordinary Council meetings held by 30 June	Number	MINUTES	Quarterly	1				
				CSD 25.	Quarterly reports on maintenance services provided submitted to the Municipal Manager	4 Quarterly reports on maintenance services provided submitted to the Municipal Manager	Number	REPORT	Quarterly	1				
				CSD 24.	Bi-annual report on municipal building inspections submitted to the Municipal Manager	2 bi-annual report on municipal building inspections submitted to the Municipal Manager	Number	REPORT WITH PICTURES	Bi-annual	1				

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IDP PROGRAMME		MUNICIPAL OUTPUT	Departmental Objective											
				KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN		WEIGHTING		
		performance reports by 30 June								Q1	Q2	Q3	Q4	
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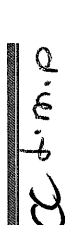
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IDP PROGRAMME	MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN	WEIGHTING
									Q1	N/A
									Q2	N/A
									Q3	31-Mar
									Q4	N/A
								Annually		
							STRATEGY			
						Date				
						Communication Strategy annually reviewed by 31 March				
						Communication Strategy annually reviewed by 31 March				
						CSD 32.				

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Good Governance and Public Participation

IDP PROGRAMME	MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	WEIGHTING																									
Good Governance and Public Participation	80% of good governance and IGR targets achieved, as reported in quarterly performance reports by 30 June	To promote good intergovernmental relation in the district	Funding opportunities	To govern municipal affairs	To provide resources for the daily operations and maintenance of the Municipality	MMO 4.	MMO 3.	MMO 2.	MMO 1.	Number of quarterly technical IGR and DDM Forum meetings held by 30 June	List of planned projects with budget submitted to budget and treasury by 31 May	Number of monthly Senior Management meetings held by 30 June	Council approved budget for the daily operations and maintenance of the Municipality by 31 May	4 quarterly technical IGR and DDM Forum meetings held by 30 June	Date	MINUTES	Email	Monthly	Annually	Annually	Quarterly	1	1	1	1	N/A	N/A	N/A	N/A	31-May	3	3	31 May	1



IDP PROGRAMME	MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	WEIGHTING				
									TARGET BREAKDOWN	Q4	Q3	Q2	Q1
										1	3	3	1
										1	3	3	1
										1	3	3	1
			MMO 5.	Number of quarterly MM's Forum meetings held by 30 June	4 quarterly MM's Forum meetings held by 30 June	Number	MINUTES	Quarterly	1	3	3	1	
									1	3	3	1	
									1	3	3	1	
									1	3	3	1	
		To ensure legal compliance	MMO 6.	Number of monthly compliance monitoring reports submitted to the Municipal Manager by 30 June	12 monthly compliance monitoring reports submitted to the Municipal Manager by 30 June	Number	REPORT	Monthly	1	3	3	1	
									1	3	3	1	
									1	3	3	1	
									1	3	3	1	
Good Governance and Public Participation	80% of accountability, oversight, and performance management targets achieved, as reported in quarterly performance reports by 30 June	To promote oversight and public accountability	MMO 7.	Number of monthly consolidated Audit Action Plan progress updates submitted to the Municipal Manager by 30 June	12 monthly consolidated Audit Action Plan progress updates submitted to the Municipal Manager by 30 June	Number	REPORT	Monthly	1	3	3	1	
									1	3	3	1	
									1	3	3	1	
									1	3	3	1	
			MMO 8.	Number of quarterly MPAC meetings held by 30 June	4 quarterly MPAC meetings held by 30 June	Number	REPORT	Quarterly	1	3	3	1	
									1	3	3	1	
									1	3	3	1	
									1	3	3	1	

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IDP PROGRAMME	MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN				WEIGHTING
									Q4				
									Q3				
									Q2				
									Q1				
Good Governance and Public Participation	80% of clean audit and effective internal audit oversight targets achieved, as reported in quarterly performance reports	To promote achievement of a clean annual audit outcome for Local Municipalities in the shared service	MMO 9.	Number of bi-annual Mayor's Forum meetings held by 30 June	2 bi-annual Mayor's Forum meetings held by 30 June	Number	MINUTES	Bi-annually	N/A	1	1	1	N/A
			MMO 10.	Quarterly IDP and Budget steering committee	4 quarterly IDP and Budget steering committee	Number	Report and attendance	Quarterly	1	1	1	1	31-Jan
			MMO 11.	Quarterly political IGR and DDM Forum meetings held by 30 June	4 quarterly political IGR and DDM Forum meetings held by 30 June	Number	Minutes	Quarterly	1	1	1	1	N/A
			MMO 12.	Number of bi-annual Speaker's Forum meetings held by 30 June	2 bi-annual Speaker's Forum meetings held by 30 June	Number	MINUTES	Bi-annually	N/A	1	1	1	N/A
			MMO 13.	Annual Audit Action Plan submitted to the Municipal Manager by 31 January	Annual Audit Action Plan submitted to the Municipal Manager by 31 January	Date	PLAN	Annually	N/A	N/A	N/A	N/A	N/A

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IDP PROGRAMME	MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN				WEIGHTING		
									Q1	Q2	Q3	Q4			
	by 30 June	with the District Municipality	MMO 14.	Number of quarterly internal audit reports issued by 30 June	12 quarterly internal audit reports issued by 30 June	Number	REPORT	Quarterly	3	N/A	N/A	12	30-Jun	30-Jun	30-Jun
			MMO 15.	Annual Internal Audit Methodology approved by Council by 30 June	Annual Internal Audit Methodology approved by Council by 30 June	Date	METHODOLOGY	Annually	3	N/A	N/A	3	N/A	N/A	N/A
			MMO 16.	Annual Internal Audit Charter approved by Audit, Risk and Performance Committee by 30 June	Annual Internal Audit Charter approved by Audit, Risk and Performance Committee by 30 June	Date	CHARTER	Annually	3	N/A	N/A	3	N/A	N/A	N/A
			MMO 17.	Three-year rolling and one-year Internal Audit plan approved by Audit, Risk and Performance Committee by 30 June	Three-year rolling and one-year Internal Audit plan approved by Audit, Risk and Performance Committee by 30 June	Date	PLAN	Annually							

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IDP PROGRAMME	MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN	WEIGHTING
			MMO 18.	Three-year Internal Audit Strategy approved by Audit, Risk and Performance Committee by 30 June	Three-year Internal Audit Strategy approved by Audit, Risk and Performance Committee by 30 June	Date	STRATEGY	Annually	Q4 Q3 Q2 Q1	1 1 1 1
			MMO 19.	4 quarterly Audit, Risk and Performance Committee Oversight Reports submitted to Council by 30 June	4 quarterly Audit, Risk and Performance Committee Oversight Reports submitted to Council by 30 June	Number	ITEM AND REPORT	Quarterly		
			MMO 20.	Annual Council Approved Audit, Risk and Performance Committee Charter by 30 June	Annual Council Approved Audit, Risk and Performance Committee Charter by 30 June	Date	RESOLUTION AND CHARTER	Annually		
			MMO 21.	Annual Internal Audit Awareness Campaign held by 31 May	Annual Internal Audit Awareness Campaign held by 31 May	Date	REPORT	Annually		

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IDP PROGRAMME	MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN		WEIGHTING
									Q4	Q3	
									Q2	Q1	
									Q1	Q2	
									Q3	Q4	
Good Governance and Public Participation	80% of effective internal audit oversight targets achieved, as reported in quarterly performance reports by 30 June	To strengthen the municipality's ability to create, protect, and sustain value by providing management and APC with independent, risk-based, and objective assurance, advice, insight, and foresight	MMO 22.	Number of QAR performed on completed audit engagements by 30 June	4 QAR performed on completed audit engagements by 30 June	Number	QAR	Quarterly	1	1	1
									1	N/A	
									1	1	
									1	N/A	
Good Governance and Public Participation	80% of public participation and stakeholder engagement targets achieved, as reported in quarterly performance reports by 30 June	To promote the interests and rights of targeted groups – women, children, youth, disabled, elderly	MMO 23.	Periodic internal quality assessment results reported to Audit, Risk and Performance Committee by 30 June	2 internal quality assessment results reported to Audit, Risk and Performance Committee by 30 June	Number	REPORT	Periodic	N/A	1	1
									N/A	N/A	
									1	1	
									N/A	N/A	
Good Governance and Public Participation	80% of public participation and stakeholder engagement targets achieved, as reported in quarterly performance reports by 30 June	To improve public participation	MMO 24.	Number of bi-annual District AIDS Council meetings held by 30 June	2 bi-annual District AIDS Council meetings held by 30 June	Number	MINUTES	Biannually	N/A	1	1
									31-Mar	N/A	
									N/A	N/A	
									N/A	N/A	
Good Governance and Public Participation	80% of public participation and stakeholder engagement targets achieved, as reported in quarterly performance reports by 30 June	To improve public participation	MMO 25.	Public Participation Strategy annually reviewed by 31 March	Public Participation Strategy annually reviewed by 31 March	Date	STRATEGY	Annually	N/A	N/A	1
									N/A	N/A	
									N/A	N/A	
									N/A	N/A	

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WEIGHTING						
TARGET BREAKDOWN	Q4	1	1	31-May	30-Jun	1
	Q3	1	1	N/A	N/A	1
	Q2	1	1	N/A	N/A	1
	Q1	1	1	N/A	N/A	1
REPORTING CYCLE		Quarterly	Quarterly	Annually	Annually	Quarterly
PORTFOLIO OF EVIDENCE		REPORT	REPORT	ITEM WITH CHARTER	SURVEY	REPORT
UNIT OF MEASUREMENT		Number	Number	Date	Date	Number
DEPARTMENTAL TARGET (OUTPUT)		4 quarterly Mayoral engagements with key stakeholders by 30 June	4 council outreach programmes to communities by 30 June	District Service Delivery Charter annually reviewed and submitted to council by 31 May	Community satisfaction survey concluded by 30 June	4 quarterly targeted group forum meetings held by 30 June
DEPARTMENTAL KEY PERFORMANCE INDICATOR		Number of quarterly Mayoral engagements with key stakeholders by 30 June	Number of council outreach programmes to communities by 30 June	District Service Delivery Charter annually reviewed and submitted to council by 31 May	Community satisfaction survey concluded by 30 June	Number of quarterly targeted group forum meetings held by 30 June
KPI NR		MMO 26.	MMO 27.	MMO 28.	MMO 29.	MMO 30.
Departmental Objective						
MUNICIPAL OUTPUT						
IDP PROGRAMME						

IDP PROGRAMME	MUNICIPAL OUTPUT	Departmental Objective	KPI NR	DEPARTMENTAL KEY PERFORMANCE INDICATOR	DEPARTMENTAL TARGET (OUTPUT)	UNIT OF MEASUREMENT	PORTFOLIO OF EVIDENCE	REPORTING CYCLE	TARGET BREAKDOWN				WEIGHTING
									Q4	Q3	Q2	Q1	
									1	1	1	1	
									1	N/A	1	N/A	
									1	1	1	1	
			MMO 31.	Number of quarterly targeted group campaigns conducted by 30 June	4 quarterly targeted group campaigns conducted by 30 June	Number	REPORT	Quarterly	1	N/A	N/A	N/A	
			MMO 32.	Number of bi-annual District Disability Council meetings held by 30 June	2 bi-annual District Disability Council meetings held by 30 June	Number	REPORT	Biannually	1	1	1	1	
			MMO 33.	Number of bi-annual District Health Council meetings held by 30 June	2 bi-annual District Health Council meetings held by 30 June	Number	MINUTES	Biannually	N/A	N/A	N/A	N/A	

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4. Core Competency Requirements (CCRs)

The CCRs will make up the other 20% of the employees' assessment score. The following CCRs are deemed to be most critical for the employee's specific job as agreed to between the employer and the employee and are considered with due regard to the proficiency level agreed to:

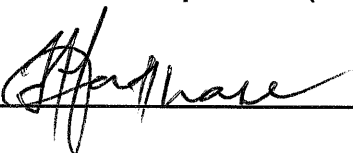
CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)		
Core Managerial and Occupational Competencies	X [Indicate choice]	Weight
Core Managerial Competencies:		
Financial Management	Compulsory	20
Change Management	X	20
People Management and Empowerment	Compulsory	20
Client Orientation and Customer Focus	Compulsory	20
Core Occupational Competencies:		
Competence in Self-Management		
Interpretation of and implementation within the legislative and national policy frameworks	X	20
Total percentage		100%

SOURCE / INPUT DOCUMENT	UNIT OF MEASUREMENT	KEY PERFORMANCE INDICATOR (S) TITLE	CCRs	STATUS OF INDICATOR	TARGET (OUTPUT)	REPORTING CYCLE	METHOD OF CALCULATION	CALCULATION TYPE	DESIRED PERFORMANCE	MEANS OF VERIFICATION	Target				Weight
											Q 1	Q 2	Q 3	Q 4	
PERFORMANCE AGREEMENT ; MSA (32 of 2000)	Number	Number of value analysis reports	Financial Management	New	4 value analysis reports	Quarterly	A number is used to determination	Cumulative	Lower performance is not desired	ANALYSIS REPORT	1	1	1	1	20
PERFORMANCE AGREEMENT ; MSA (32 of 2000)	Number	Number of departmental meetings held	People Management and Empowerment	New	4 departmental meetings held	Quarterly	A number is used to determination	Cumulative	Lower performance is not desired	MINUTES	1	1	1	1	20

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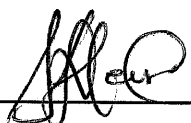
SOURCE / INPUT DOCUMENT	UNIT OF MEASUREMENT	KEY PERFOR- MANCE INDICATOR (S) TITLE	CCRs	STATUS OF INDICATOR	TARGET (OUTPUT)	REPORTING CYCLE	METHOD OF CALCULATI ON	CALCULATION TYPE	DESIRED PERFORMA NCE	MEANS OF VERIFICATION	Target				Weight
											Q 1	Q 2	Q 3	Q 4	
PERFORMA NCE AGREEMENT ; MSA (32 of 2000)	Number	Number of managem ent meetings held	Client Orientation and Customer Focus	New	4 managem ent meetings held	Quarterly	A number is used to determinati on	Cumulative	Lower performance is not desired	ATTENDANCE REGISTERS	1	1	1	1	20
PERFORMA NCE AGREEMENT ; MSA (32 of 2000)	Number	Number of quarterly departmen tal compliance registers submitted	Interpretatio n of and implementat ion within the legislative and national policy frameworks	New	4 departmen tal compliance registers submitted	Quarterly	A number is used to determinati on	Cumulative	Lower performance is not desired	DEPARTMENTAL COMPLIANCE REGISTERS	1	1	1	1	20
PERFORMA NCE AGREEMENT ; MSA (32 of 2000)	Number	Number of change managem ent progress reports	Change Management	New	4 departmen tal meetings held	Quarterly	A number is used to determinati on	Cumulative	Lower performance is not desired	PROGRESS REPORT	1	1	1	1	20

Signed and accepted BY (DIRECTOR: COMMUNITY DEVELOPMENT SERVICES)



Date: 22/06/2026

Signed by the MUNICIPAL MANAGER on behalf of the Council



Date: 22-06-2026

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ANNEXURE B

PERSONAL DEVELOPMENT PLAN

Entered into by and between

KAGISHO KLAAS TEISE
[MUNICIPAL MANAGER]

[JOHN TAOLO GAETSEWE DISTRICT MUNICIPALITY]
[“the Employer”]

and

[TLHOMELANG HILGUARD MATLHARE]

(DIRECTOR: COMMUNITY DEVELOPMENT SERVICES)
[“the Employee”]

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1. PERSONAL DEVELOPMENT PLAN

1.1.1 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.

1.1.2 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.

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(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.

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

1.1.4 Compiling the Personal Development Plan attached at Annexure B.

(a) Competency assessment instruments, which are dealt with more specifically in Annexure B: 1 and 2, 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 Annexure B, entitled Skills / Performance Gap. The following should be carefully determined during such a process:

(i) Organizational 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.

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(c) Next, the prioritization of the training needs 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 in column 2 of Annexure B, 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 Annexure B, 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 Annexure B: 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.

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(h) The suggested time frames (column 5 of Annexure B) 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 Annexure B, 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 Annexure B, provides the employee with a support person that could act as coach or mentor with regard to the area of learning.

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Personal Development Plan of: TLHOMELANG HILGUARD MATLHARE

Compiled on the : 22/06/2026

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	Support Person
Knowledge of the usage of Project Management Programme	Improved Project tracing	Advanced MS Project Training	Onsite training	2026/2027	Daily operating of work	Municipal Manager
Microsoft Excel training	Improved Microsoft Operations	Advanced Microsoft Microsoft Training	External Training	2026/2027	Daily operating of work	Municipal Manager

DIRECTOR: COMMUNITY DEVELOPMENT SERVICES

Signature: 

Date: 22-06-2026

Signature:  Municipal Manager