

# **DIKGATLONG LOCAL MUNICIPALITY**



## **PERFORMANCE AGREEMENT**

**FINANCIAL YEAR 1 JULY 2025 – 30 JUNE 2026**

**CHRISTIAN MOKENG  
CHIEF FINANCIAL OFFICER**

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**2025/2026 ANNUAL PERFORMANCE AGREEMENT FOR THE CHIEF FINANCIAL OFFICER**

**PERFORMANCE AGREEMENT MADE AND ENTERED INTO BY AND BETWEEN**

**DIKGATLONG LOCAL MUNICIPALITY** herein represented by **BAAKANYANG HEMINAH TSINYANE**, in his capacity as **THE MUNICIPAL MANAGER** (*hereinafter referred to as the EMPLOYER and SUPERVISOR*)

and

**CHRISTIAN MOKENG**, an employee of the Municipality and the **CHIEF FINANCIAL OFFICER** (*hereinafter referred to as the EMPLOYEE*).

**WHEREBY IT IS AGREED AS FOLLOWS:**

<b>1. INTRODUCTION</b>	<ul style="list-style-type: none"><li>▪ 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 Municipal Systems Act"). The Employer and Employee are hereinafter referred to as "the Parties".</li><li>▪ Section 57(1)(b) of the Municipal Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.</li><li>▪ 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 the local government policy goals.</li><li>▪ The Parties wish to ensure that there is compliance with Sections 57 (4A &amp; B) and 57 (5) of the Municipal Systems Act.</li></ul>
<b>2. INTERPRETATION</b>	<p>In this Agreement the followings terms have the meaning ascribed thereto:</p> <ul style="list-style-type: none"><li>▪ "AGREEMENT": the performance agreement between the Employer and the Employee and the Annexures thereto.</li><li>▪ "EMPLOYEE": the Municipal Manager appointed in terms of Section 56 of the Local Government: Municipal Systems Act 32 of 2000.</li><li>▪ "EMPLOYER": Dikgatlong Local Municipality represented by the Municipal Manager.</li><li>▪ "PARTIES": the Employer and Employee.</li></ul>
<b>3. PURPOSE OF THIS AGREEMENT</b>	<p>The purpose of this Agreement is to:</p> <ul style="list-style-type: none"><li>▪ Comply with Section 57(1)(b), (4A&amp;B) and (5) of the Municipal Systems Act and the employment contract entered into between the parties.</li><li>▪ Specify objectives in terms of the key performance Indicators and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of employee's performance and accountabilities</li></ul>

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	<p>in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality.</p> <ul style="list-style-type: none"> <li>Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement.</li> <li>Monitor and measure performance against set targeted outputs.</li> <li>Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to the job.</li> <li>In the event of outstanding performance, to appropriately reward the employee.</li> <li>Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.</li> </ul>
<b>4. COMMENCEMENT AND DURATION</b>	<ul style="list-style-type: none"> <li>This Agreement will commence on the 01 July 2025 and remain in force until the 30 June 2026, thereafter, 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.</li> <li>The parties will review this Agreement during June each year and conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than one month after the beginning of each successive financial years.</li> <li>This Agreement will terminate on the termination of the Employee's contract of employment for any reason.</li> <li>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.</li> <li>If at any time during the period of the Agreement, work environment alters, whether as a result of government or Council decisions or otherwise, to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.</li> </ul>
<b>5. PERFORMANCE OBJECTIVES</b>	<ul style="list-style-type: none"> <li>The Performance Plan (Annexure A) sets out- <ul style="list-style-type: none"> <li>✦ <i>Key Performance Areas that the employee should focus on.</i></li> <li>✦ <i>Core competencies required from employees.</i></li> <li>✦ <i>The performance objectives, key performance indicators and targets that must be met by the Employee.</i></li> <li>✦ <i>The time frames within which those performance objectives and targets must be met.</i></li> </ul> </li> <li>The performance objectives, key performance indicators and targets</li> </ul>

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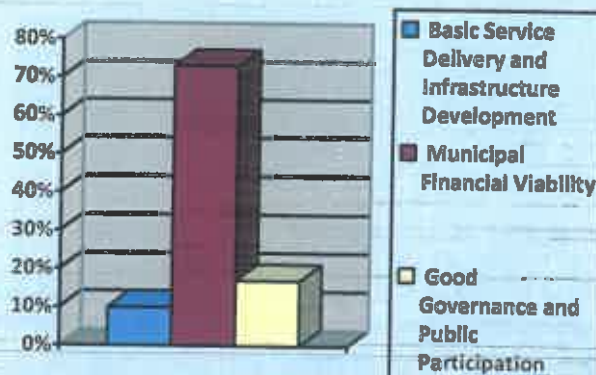
	<p>reflected in <b>ANNEXURE A</b> are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include strategic objectives; key performance indicators; targets; projects and activities that may include dates and weightings. A description of these elements follows:</p> <ul style="list-style-type: none"> <li>✦ <i>The strategic objectives describe the strategic intent of the organisation that needs to be achieved.</i></li> <li>✦ <i>The strategic performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.</i></li> <li>✦ <i>The target dates describe the timeframe in which the work must be achieved.</i></li> <li>✦ <i>Weightings show relative importance of key performance areas, key objectives, and key performance indicators to each other.</i></li> </ul>
<p><b>6. PERFORMANCE MANAGEMENT SYSTEM</b></p>	<ul style="list-style-type: none"> <li>• The Employee agrees to participate in the performance management and development system that the Employer adopts or introduces for the Employee, management and municipal staff of the Employer.</li> <li>• The Employee accepts that the purpose of performance management and development 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.</li> <li>• The Employer will consult the Employee about the specific performance standards that will be included in the performance management and development system as applicable to the Employee.</li> <li>• The Employee undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.</li> <li>• The criteria upon which the performance of the Employee shall be assessed shall consist of two components, the Key Performance Areas and Core Managerial / Occupational Competency Requirements, both of which shall be contained in the Performance Agreement.</li> <li>✦ <i>The Employee must be assessed against both components, with a weighting of 80:20 allocated to Key Performance Areas (KPA's) and Core Managerial/Occupational Competencies, respectively.</i></li> <li>✦ <i>KPA's covering the main areas of work will account for 80% and CMC will account for 20% of the final assessment.</i></li> <li>✦ <i>Each area of assessment will be weighted and will contribute a specific part to the total score.</i></li> </ul>



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The Employee's assessment will be based on the performance in terms of the key performance indicator outputs or outcomes identified as per attached Performance Plan **ANNEXURE A**, which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

#	KEY PERFORMANCE AREAS (KPA'S)	WEIGHTING
1	Municipal Transformation & Institutional Development	00%
2	Basic Service Delivery and Infrastructure Development	10%
3	Municipal Financial Viability	73%
4	Good Governance and Public Participation	17%
5	Local Economic Development	00%
6	Spatial Rationale and Transformation	00%
	<b>TOTAL</b>	<b>100%</b>



**[80%]**

- Manager's responsibilities are also directed in terms of the above-mentioned key performance areas. In the case of managers directly accountable to the Municipal Manager, other key performance areas related to the functional area of the relevant manager can be added subject to negotiation between the parties.
- The Core Managerial Competencies will make up the other 20% of the Employee's assessment score. The competencies as prescribed by Regulation 21 of 2014 **ANNEXURE A** and the applicable weightings out of 100% are indicated below:

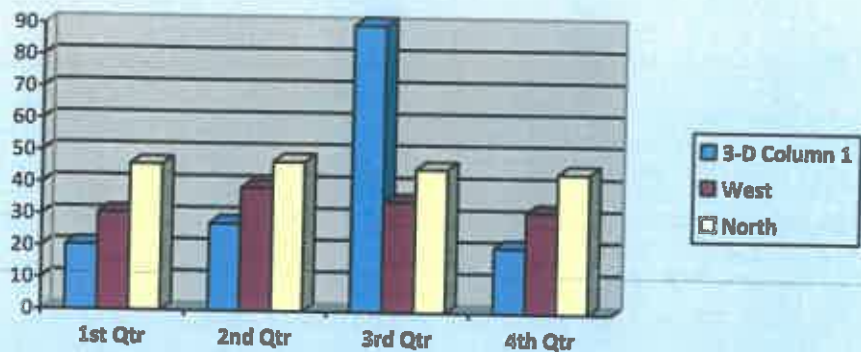
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COMPETENCIES	COMPONENTS	WEIGHTING %
<b>LEADING COMPETENCIES</b>		
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>Impact and Influence.</li> <li>Institutional Performance Management.</li> <li>Strategic Planning and Management.</li> <li>Organisational Awareness.</li> </ul>	10%
People Management and Empowerment	<ul style="list-style-type: none"> <li>Human Capital Planning &amp; Development</li> <li>Diversity Management</li> <li>Employee Relations Management.</li> <li>Negotiation and Dispute Management.</li> </ul>	6%
Programme and Project Management	<ul style="list-style-type: none"> <li>Programme/Project/ Planning/ Implementation.</li> <li>Service Delivery Management.</li> <li>Programme/Project Monitoring/ Evaluation.</li> </ul>	5%
Financial Management	<ul style="list-style-type: none"> <li>Budget Planning and Execution.</li> <li>Financial Strategy and Delivery.</li> <li>Financial Reporting and Monitoring.</li> </ul>	10%
Change Leadership	<ul style="list-style-type: none"> <li>Implement Vision and Strategy.</li> <li>Process Design and Improvement.</li> <li>Change Impact Monitoring &amp; Evaluation.</li> </ul>	8%
Skills-in-Governance Leadership	<ul style="list-style-type: none"> <li>Policy Formulation.</li> <li>Risk and Compliance Management.</li> <li>Cooperative Governance.</li> </ul>	5%
Managing Communications	<ul style="list-style-type: none"> <li>Marketing Municipal Brand &amp; Identity.</li> <li>Public Participation/Stakeholder Relations.</li> <li>Implement Communication Strategy.</li> <li>Establish Customer Care Centre.</li> </ul>	6%
Problem Solving and Analysis	<ul style="list-style-type: none"> <li>Diagnostic al Approach to Problems.</li> <li>Conflict Management/Dispute Resolution.</li> </ul>	5%
<b>CORE COMPETENCIES</b>		
Client Orientation and Customer Focus		5%
Knowledge of Developmental Local Government		5%
Honesty, Integrity and Moral Competence		5%
Service Delivery Analysis and Innovation		5%
Knowledge and Information Management		5%
Interpretation of and Implementation within the Legislative and National Policy Framework		5%
Knowledge of Performance Management and Reporting		5%

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Competence in Policy Conceptualisation, analysis and Implementation.	5%
Knowledge of more than one Functional Municipal Field or Discipline.	5%
<b>TOTAL WEIGHTING:</b>	<b>100%</b>

**[20%]**



**7. EVALUATING PERFORMANCE**

- The Performance Plan *ANNEXURE A* to this Agreement sets out :
  - ✦ *The standards & procedures for evaluating the Employee's performance.*
  - ✦ *The intervals for the evaluation of the Employee's performance.*
- 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.
- 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.
- Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP.
- The Annual performance appraisal will involve:
  - ✦ *Assessment of the achievement of results as outlined in the Performance Plan:*
    - (a) *Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.*
    - (b) *Values are supplied for KPI's and activities under each KPA as part of the Institutional Assessment. Based on the target for an activity or KPI, over or*

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under performance are calculated and converted to the 1-5 point scale automatically. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement.

(c) The applicable assessment ratings and scores will calculate a final KPA score.

✦ **Assessment of the Competencies:**

(a) Each Competency should be assessed according to the extent to which the specified standards have been met.

(b) An indicative rating on the five-point scale should be provided for each Competency.

(c) This rating should be multiplied by the weighting given to each Competency during the contracting process, to provide a score.

(d) The applicable assessment rating calculator must then be used to add the scores and calculate a final Competency score.

✦ **Overall rating:** An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcomes of various weighted ratings contained in the performance Plan which represents the outcome of the performance appraisal.

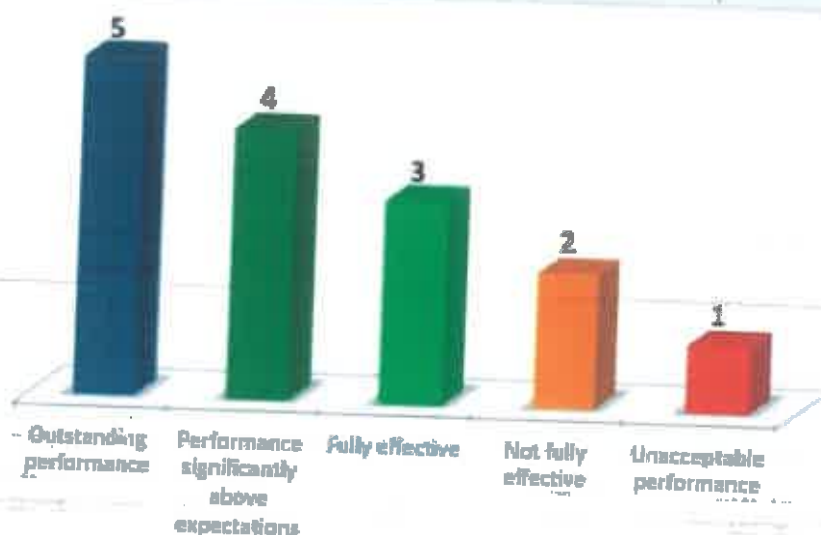
• The assessment of the performance of the Employee will be based on the following rating scale for KPA's and Competencies:

RATING	TERMINOLOGY	DESCRIPTION	% SCORE
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level.	167
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job.	133 - 166
3	Fully effective	Performance fully meets the standards expected in all areas of the job.	100 - 132
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job.	67 - 99



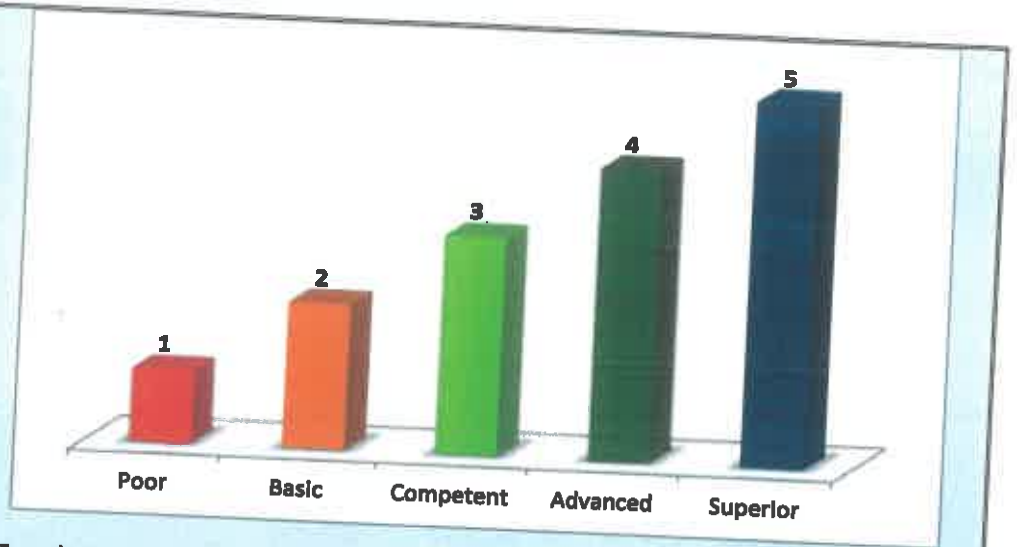
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1	Unacceptable performance	Performance doesn't meet standard expected for the job. The employee has failed to demonstrate commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	0-66
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ACHIEVEMENT LEVEL	DESCRIPTION
POOR	Do not apply the basic concepts and methods to proof a basic understanding of local government operations and requires extensive supervision and development interventions.
BASIC	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
COMPETENT	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
ADVANCED	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
SUPERIOR	Has a comprehensive understanding of local government operations, critical in strategic shaping strategic direction and change, develops and applies comprehensive concepts and methods.

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For the purpose of evaluating the performance of the manager reporting to the municipal manager, an evaluation panel constituted of the following persons must be established-

- † The Municipal Manager, as the Chairperson;
- † Chairperson of the Performance or Audit Committee.
- † Chairperson of the Finance Committee.
- † Municipal Manager from another municipality.
- † Performance Management Officer, as Secretariat.

The performance management officer must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e). –

**8. SCHEDULE FOR PERFORMANCE REVIEWS**

Performance of each Employee in relation to Performance Agreement shall be reviewed as follows with the understanding that 1<sup>st</sup> and 3<sup>rd</sup> quarter reviews may be verbal or informal if the performance is satisfactory: .

QUARTER	REVIEW PERIOD	COMPLETION DATE
1	July – September 2025	November 2025 ( <i>Informal</i> )
2	October – December 2025	February 2026 ( <i>Mid-Term</i> )
3	January – March 2026	May 2026 ( <i>Informal</i> )
4	April – June 2026	August 2026 ( <i>Section 46: APR</i> )

The Employer shall keep a record of the mid-year review and annual assessment meetings.

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

Employer will be entitled to review and make reasonable changes to the Performance Plan from time to time for operational reasons. The Employee

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	<p>will be fully consulted before any such change is made.</p> <ul style="list-style-type: none"> <li>The Employer may amend the Performance Plan whenever the performance management and development system is adopted, implemented or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.</li> </ul>
<b>9. DEVELOPMENTAL REQUIREMENTS</b>	The Personal Development Plan (PDP) for addressing developmental gaps is attached as <b>ANNEXURE B</b> .
<b>10. OBLIGATIONS OF THE EMPLOYER</b>	<p>The Employer shall:</p> <ul style="list-style-type: none"> <li>Create an enabling environment to facilitate effective performance by the employee.</li> <li>Provide access to skills development and capacity building opportunities.</li> <li>Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.</li> <li>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.</li> <li>Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him or her to meet the performance objectives and targets established in terms of this Performance Agreement.</li> </ul>
<b>11. CONSULTATION</b>	<p>The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others:</p> <ul style="list-style-type: none"> <li>† A direct effect on the performance of any of the Employee's functions.</li> <li>† Commit the Employee to implement or to give effect to a decision made by the Employer.</li> <li>† A substantial financial effect on the Employer.</li> </ul> <p>The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated above as soon as it is practicable to enable the Employee to take any necessary action without delay.</p>
<b>12. MANAGEMENT OF EVALUATION OUTCOMES</b>	<ul style="list-style-type: none"> <li>The evaluation of the Employee's performance will form the basis for rewarding the outstanding performance or correcting unacceptable performance.</li> <li>A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:</li> </ul>



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<b>% RATING OVER PERFORMANCE</b>	<b>% BONUS</b>
130 - 133	5%
134 – 137	6%
138 – 141	7%
142 – 145	8%
146 – 149	9%
150 – 153	10%
154 – 157	11%
158 – 161	12%
162 – 165	13%
166 – 167	14%

- In the case of unacceptable performance, the Employer shall:
  - ✦ *Provide systematic remedial or developmental support to assist the Employee to improve his or her performance.*
  - ✦ *After the appropriate performance counselling and having provided the necessary guidance and support and 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**




- Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by the Municipal Manager within thirty (30) days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both parties.
- Any disputes about the outcome of the employee's performance evaluation, must be mediated by a member of the municipal council, who was not part of the evaluation panel provided for in sub-regulation 27(4) (e) of the Municipal Performance Regulations 805 of 2006, within thirty (30) days of receipt of a formal dispute from the employee. The decision of the mediator shall be final and binding on both parties.

**14. GENERAL**

- 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.
- Nothing in this agreement diminishes the obligations, duties or



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	accountabilities of the Employee in terms of the contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
<b>15. SIGNATURES</b>	<p><b>DONE AND SIGNED AT DIKGATLONG ON THIS 17 DAY OF JUNE 2025.</b></p> <p><b>AS WITNESSES:</b></p> <p>1.  _____</p> <p>2. _____</p> <p><b>AS WITNESSES:</b></p> <p>1. _____</p> <p>2. _____</p> <p> _____ <b>CHIEF FINANCIAL OFFICER</b></p> <p> _____ <b>MUNICIPAL MANAGER</b></p>

## **DIKGATLONG LOCAL MUNICIPALITY**



### **PERFORMANCE PLAN**

**FINANCIAL YEAR 1 JULY 2025 – 30 JUNE 2026**

**CHRISTIAN MOKENG  
CHIEF FINANCIAL OFFICER**

## The Performance Plan sets out:

- |    |   |
|----|---|
| a) | Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and |
| b) | The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.                   |

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for eighty percent of the total employee assessment score.

PROJECT #	IOP OBJECTIVES	NATION AL OUTCOMES	KEY PERFORMANCE INDICATORS (KPI)	WEIGHTING	W O A S O	DEFA ULT	BUDGET	SOURCE OF FUNDING	BASE LINE	PERFORMANCE TARGET		PORTFOLIO OF EVIDENCES
										QUARTERLY	ANNUAL 2025/2026	
MTOD 02	To provide Human Resources Management	NO 09/ Output 6	Review of Municipal organogram and submission to Council for approval	1/2	#	All	CSD	Opex	1	1	1. Municipal organogram reviewed and submitted to Council for approval by March 2026	Revised organogram and Council resolution
MTOD 03	To develop and retain skills	NO 09/ Output 6	Critical positions filled as per the approved Financial Recovery Plan (Civil Technician, Communication Officer, Financial Accountant Income, bids and logistics clerk, Traffic Officer, Building Inspector and Superintendent Water)	1/2	#	All	MM	Opex	2	2	07 of positions filled as per approved financial recovery plan by June 2026	Appointment letters
MTOD 04	To develop and retain skills/To provide Human Resources Management	NO 09/ Output 6	Municipal budget (operating - excluding staff expenditure) actually spent on Implementing Workplace Skills Plan	1	%	All	CSD	R520 687	75%	1	100% of training budget actually spent on Implementing WSP by June 2026	Expenditure report
MTOD 05	To promote positive employee climate & sound labour relations	NO 09/ Output 1	Implement identified employee wellness programme of municipal staff and Councilors.	1/2	#	All	CSD	R350 000	2	1	1 Employee wellness programme implemented by end June 2026 for wellness of municipal employees & councilors	Programme signed by the Municipal Manager
MTOD 06	Promote Positive Employee climate and sound labour relations	NO 09/ Output 6	Timeous completion of disciplinary cases in terms of the Disciplinary Code	1	%	All	CSD	Opex	100 %	100%	100% Conclusion of disciplinary within 3 months after appointment of	Register of disciplinary cases

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PROJECT #	IDP OBJECTIVES	NATION AI OUTPUT ES	KEY PERFORMANCE INDICATORS (KPI)	WORLD ATM D	U W D	OPX RTM NT	BENEFIT	SOURCE OF FUNDING	BASE LINE	PERFORMANCE TARGET		PORTFOLIO OF EVIDENCE		
										QUARTERLY	ANNUAL 2025/2026			
BSDID 01	To provide waste removal services for households	NO 09/ Output 2	Number of household refuse removal (once a week according to the weekly schedule) in Dikgatlong Area	1	#	All	TD	R00	Own	New	4	100%	presiding officer and the prosecutor by June 2026	Signed off work orders and Refuse collection schedule
											1	12		
											2	12		
											3	12		
BSDID 02	Maintain and provide compliant waste disposal sites according to permit conditions	NO 09/ Output 2	Develop of an Integrated Waste Management Plan (IWMP)	1	#	All	TD	R100	Own	New	1	-	1 Integrated Waste Management Plan developed by June 2026.	Approved Integrated Waste Management Plan
											2	-		
											3	-		
											4	1		
BSDID 03	To ensuring that all households have access to electricity	NO 09/ Output 2	Number of households connected to electricity in Sandton	1	#	All	TD	R2 196 948,50	Own	New	1	-	300 Households Connected to electricity in Sandton by June 2026	Technical report
											2	-		
											3	-		
											4	300		
BSDID 04	To ensuring that all households have access to electricity	NO 09/ Output 2	Number of households connected to electricity in Vukuzenzele	1	#	All	TD	R00	Own	New	1	-	350 Households Connected to electricity in Vukuzenzele by June 2026	Technical report
											2	-		
											3	-		
											4	350		
BSDID 05	To ensuring that all households have access to electricity	NO 09/ Output 5&7	Number of households connected to electricity in Sonderwater	1	#	All	TD	Opex	Own	New	1	-	300 Households Connected to electricity in Sonderwater by June 2026	Technical report
											2	-		
											3	-		
											4	300		
BSDID 06	To ensuring that all households have access to electricity	NO 09/ Output 5&7	Number of households connected to electricity in Sevendelaan	1	#	All	TD	Opex	Own	New	1	-	100 Households Connected to electricity in Sevendelaan by June 2026	Technical report
											2	-		
											3	-		
											4	100		
BSDID 07	To ensuring that all households have access to electricity	NO 09/ Output 5&7	Number of households connected to electricity in Upperzone	1	#	All	TD	Opex	Own	New	1	-	50 Households Connected to electricity in Upperzone by June 2026	Technical report
											2	-		
											3	-		
											4	50		
BSDID 08	To upgrade and maintain water services	NO 09/ Output 2	Approval of Business Plan Provision of Bulk Water Pipeline in Delpotshoop Phase 1	1	#	All	TD	R100	Own	New	1	1	1 business plan approved by December 2025	COGHSTA Approval Letter
											2	-		
											3	-		
											4	-		
BSDID 09	To upgrade and maintain water services	NO 09/ Output 2	Tender Advertisement Provision of Bulk Water Pipeline in Delpotshoop Phase 1	1	#	All	TD	R100	Own	New	1	-	1 tender advertised by December 2025	Newspaper Advert
											2	1		
											3	-		
											4	-		
BSDID 10	To upgrade and maintain water services	NO 09/ Output	Appointment of contractor Provision of Bulk Water		#	All	TD	R2 196 948,50	Own	New	1	-	1 contractor appointed by December 2025	Appointment Letter
											2	1		



# 2025/2026 PERFORMANCE PLAN FOR THE ACTING CHIEF FINANCIAL OFFICER

PROJECT #	IOP OBJECTIVES	NATIONAL OUTCOMES	KEY PERFORMANCE INDICATORS (KPIs)	WASH ACTION #	U W A D	REFS	BUDGET	SOURCE OF FUNDING	BASE LINE	PERFORMANCE TARGET		PORTFOLIO OF EVIDENCE
										QUARTERLY	ANNUAL 2025/2026	
			Pipeline in Delporshoop Phase 1	1						3 4 1 2 3 4		
BSDID 11	To upgrade and maintain water services	NO 09/ Output 2	Review of Water Service Development Plan (WSDP)	1	All	TD	ROO	Own	New		1 Water Service Development Plan reviewed by June 2026	Water Service Development Plan
BSDID 12	To provide potable water	NO 09/ Output 5&7	Number of boreholes fenced with concrete wall	1	All	TD	Opex	Own	New	1 2 3 4	5 production boreholes fenced with concrete wall by June 2026	Technical report
BSDID 13	To provide potable water	NO 09/ Output 5&7	Number of water storage tanks installed in Gong-Gong	1	All	TD	Opex	Own	New	1 2 3 4	1 Water Storage Tank installed in Gong-Gong by September 2026	Technical report
BSDID 14	To provide potable water	NO 09/ Output 5&7	Number of boreholes installed with pumping equipment	1	All	TD	Opex	Own	New	1 2 3 4	5 boreholes installed with pumping equipment by June 2026	Technical report
BSDID 15	To provide potable water	NO 09/ Output 2	Number of boreholes installed with security cameras	1	1	TD	R	MIG	New	1 2 3 4	5 security cameras installed to the boreholes by June 2026	Technical report
BSDID 16	To upgrade and maintain road and storm water services	NO 09/ Output 2	Number of Kilometres of stormwater system pipeline installed	1	1	TD	R	MIG	New	1 2 3 4	0.37kms Pipeline storm water system installed by March 2026	Technical report
BSDID 17	To upgrade and maintain road and storm water services	NO 09/ Output 3	Number of Kilometres of concrete open stormwater channels installed	1	All	MM	Capital	Dept of Public Works	New	1 2 3 4	0.61kms concrete open stormwater channels installed by March 2026	Technical report
BSDID 18	To upgrade and maintain road and storm water services	NO 09/ Output 1	Number of kilometres of road Paved on Windsorton road and stormwater systems	1	All	MM	Opex	Own	New	1 2 3 4	1.61km Road paved in Windsorton by June 2026	Technical report
BSDID 19	To upgrade and maintain road and storm water services	NO 09/ Output 1&7	Tender Advertisement Provision of Roads and Stormwater in Debershoogte Phase 1	1/2	All	MM	Opex	Own	New	1 2 3 4	1 tender advertised by June 2026	COGHSTA Approval Letter
BSDID 20	To upgrade and maintain road and storm water	NO 09/ Output	Appointment of contractor Provision of Roads and		All	MM/ May	Capital	Own	New	1 2	1 contractor appointed by June 2026	Newspaper Advert

# 2025/2026 PERFORMANCE PLAN FOR THE ACTING CHIEF FINANCIAL OFFICER

PROJECT #	IDP OBJECTIVES	NATIONAL OUTCOMES	KEY PERFORMANCE INDICATORS (KPIs)	WESG UNIT G	W M	W F	W D	BUDGET	SOURCE OF FUNDING	BASE LINE	PERFORMANCE TARGET		PORTFOLIO OF EVIDENCE		
											QUARTERLY	ANNUAL 2025/2026			
	SERVICE	1	Stormwater In Debeershoogte Phase 1	1/2							3	-			
											4	-			
BSDID 21	To upgrade and maintain road and storm water services	NO 09/ Output 1	Number of kilometres of road Paved on Debeershoogte road and stormwater systems	1	#			Opex	Own	New	1	-			
											2	-			
											3	1.5km		3.04km Road paved in Debeershoogte by June 2026	Technical report
											4	1.54km			
BSDID 22	To upgrade and maintain road and storm water services	NO 09/ Output 1	Number of Kilometres of stormwater system pipeline installed	1	#	All		Opex	Own	New	1	-			
											2	-		0.17kms Pipeline storm water system Installed by March 2026	Technical report
											3	-			
											4	0.17km			
LED 01	To provide an enabling environment to create jobs	NO 09/ Output 3	Jobs created through municipality's LED initiatives including (capital projects, EPWP&CWP)	1	#	All		R 1,386,000	Dept of Public Works	1200	1	50			
											2	50		200 Jobs created through LED initiatives including capital projects by June 2026	EPWP report or Technical Report
											3	100			
											4	-			
LED 04	To increase community Self-Sufficiency	NO 09/ Output 1	Implementation of beneficiary programs to empower women, youth and people with disability	1	#	All		R100 000	Own	0	1	-			
											2	-		2 beneficiary programmes Implemented to empower women, youth and people with disability by June 2026	Project close out reports
											3	1			
											4	1			
MFV 01	Provide and Maintain Municipal Infrastructure	NO 09/ Output 2	Expenditure of all grant funding	1	%	All		R26,963,000.	MIG,FMG EPWP, Library	100 %	1	15%			
											2	40%		Spent 100% of grant funding allocated by June 2026	Expenditure report
											3	65%			
											4	100%			
MFV 02	Provide and Maintain Municipal Infrastructure	NO 09/ Output 2	Approved capital budget actually spent on capital projects identified for the financial year I.t.o. IDP	1	%	All		R31,349,000	MIG, INEP, WSIG, RBIG (only MIG)	100 %	1	15%			
											2	40%		100% actual expenditure of approved capital budget on projects by June 2026	Expenditure report
											3	65%			
											4	100%			
MFV 03	To Enhance Revenue and asset base of the municipality	NO 09/ Output 1&6	Improve revenue collection	1	%	All		Opex	Own	55%	1	60%			
											2	70%		95% of the outstanding and current service debtors to revenue achieved by June 2026	Section 71 budget report
											3	80%			
											4	95%			
MFV 04	To promote accountability and transparency	NO 09/ Output 1&6	Development of a post audit action plan to address the findings raised by AG in the management letter	1	#	All		Opex	Own	1	1	-			
											2	-		1 post audit action plan developed to address the AG finding by March 2026	Post audit action plan
											3	1			
											4	-			
MFV 05	Improve Asset Management	NO 09/ Output 1&6	Timeous updating of assets registers	1	#	All		R608,8136.00	Own	1	1	1			
											2	-		1 municipal asset register updated by August 2025	Asset registers
											3	-			
											4	-			



# 2025/2026 PERFORMANCE PLAN FOR THE ACTING CHIEF FINANCIAL OFFICER

PROJECT #	IOP OBJECTIVES	NATION AL OUTCOMES	KEY PERFORMANCE INDICATORS (KPI)	WFOG MTN C	WFOG QTR	WFOG YR	DEPTA FTRM NT	BUDGET	SOURCE OF FUNDING	BASE UNIT	PERFORMANCE TARGET		PORTFOLIO OF EVIDENCE
											QUARTERLY	ANNUAL 2025/2026	
MFV 06	To promote accountability and transparency	NO 09/ Output 1&6	Timeous submission of the Annual Financial Statements to the AG	1			FD	R1,969, 864,00	Own	1	1	1 annual financial statement submitted to AG by end of August 2025	Signed off AFS
											2	-	
											3	-	
											4	-	
MFV 07	To promote accountability and transparency	NO 09/ Output 1&6	Timeous adoption of the Adjustment Budget by Council	1			FD	Opex	Own	1	1	1 budget adjustment adopted by Council by end February 2026	Budget adjustment and Council resolution
											2	-	
											3	1	
											4	-	
MFV 08	To promote accountability and transparency	NO 09/ Output 1&6	Timeous adoption of the draft annual municipal budget	1			FD	Opex	Own	1	1	1 draft annual budget tabled before Council by March 2026	Draft annual budget and Council resolution
											2	-	
											3	1	
											4	-	
MFV 09	To promote accountability and transparency	NO 09/ Output 1&6	Timeous adoption of the annual municipal budget	1			FD	Opex	Own	1	1	1 annual budget adopted by Council by end of May 2026	Municipal annual budget and Council resolution
											2	-	
											3	-	
											4	1	
MFV 10	To promote accountability and transparency	NO 09/ Output 1&6	Timeous drafting of budget related policies and Bylaws (property rates & by-law, indigent, cash management and investment, asset management, credit control and debt collection & by-law, SCM, Budget Implementation and Management)	1				Opex	Own	16	3	10 Draft budget related policies and Bylaws adopted by Council by end of March 2026	Draft Budget policies and Bylaws /Council resolution
											4	-	
											1	-	
											2	-	
MFV 11	To promote accountability and transparency	NO 09/ Output 1&6	Timeous adoption of budget related policies and Bylaws	1			FD	Opex	Own	16	1	10 budget related policies and Bylaws adopted by Council by end of May 2026	Budget policies and Bylaws/ Council resolution
											2	-	
											3	-	
											4	10	
MFV 12	Enhance revenue and asset base	NO 09/ Output 1&6	Timely (within 10 working days after end of the month) submission of Budget statements (S71) to the Mayor & Provincial Treasury	1			FD	Opex	Own	12	1	12 budget s71 statements submitted to Mayor & PT 10 days after end of month by end June 2026	Sect 71 Reports or Acknowledgement of receipt
											2	3	
											3	3	
											4	3	
MFV 13	Enhance revenue and asset base	NO 09/ Output 1&6	Curbing of over-expenditure on projected operating expenditure	1			ALL	Opex	Own	0%	1	0% of over-expenditure on projected operating expenditure by June 2026	Expenditure report
											2	0%	
											3	0%	
											4	0%	
MFV 14	Enhance revenue and asset base	NO 09/ Output	Submission of quarterly reports on irregular, fruitless				FD	Opex	Own	4	1	4 reports on unauthorized, irregular, fruitless and	Unauthorized, irregular, fruitless &
											2	1	

**2025/2026 PERFORMANCE PLAN FOR THE ACTING CHIEF FINANCIAL OFFICER**

PROJECT #	IDP OBJECTIVES	NATION AL OUTCOME ES	KEY PERFORMANCE INDICATORS (KPI)	MENS WITH G	B A	M A E O	MPEX ETAL NT	BUDGET	SOURCE OF FUNDING	BASE LINE	PERFORMANCE TARGET		PORTFOLIO OF EVIDENCE
											QUARTERLY	ANNUAL 2025/2026	
MFV 15	To promote accountability and transparency	1&6	and wasteful expenditure to Council	1							3	1	wasteful expenditure reports and Council resolution
											4	1	
											1	3	
											2	3	
GGPP 01	Promote governance and accountability	NO 09/ Output 1&6	Submission of Mscosa data strings	1		All	FD	Opex	Own	New	3	3	12 Mscosa data strings by June 2026
											3	3	
											4	3	
											1	-	1 Mid-Year Budget and Performance assessment report developed in terms of section 72 of MFMA by the 25 January 2026
GGPP 02	To promote accountability and transparency	NO 09/ Output 5&7	Development of the annual performance report for the 2024/2025 financial year	1		M M	Opex	Own	1	All	2	-	1 2024/2025 annual performance report developed by August 2025
											3	-	
											4	-	
											1	1	Signed off APR
GGPP 03	To promote accountability and transparency	NO 09/ Output 5&7	Development of the draft annual report for 2024/2025 financial year	1		M M	Opex	Own	1	All	2	-	1 2024/2025 draft annual report developed by the end January 2027
											3	1	
											4	-	
											1	1	1 final SDBIP approved by the Mayor within 28 days after approval of the budget and the IDP
GGPP 04	Democratic and accountable organisation	NO 09/ Output 5&7	Approval of the final SDBIP by the Mayor within 28 days after the approval of the budget and the IDP	1		M M	Opex	Own	1	All	2	-	Signed final SDBIP
											3	-	
											4	-	
											1	1	1 MPAC oversight report, final Annual Report
GGPP 05	Democratic and accountable organisation	NO 09/ Output 5&7	Development of MPAC oversight report and final Annual Report by Council	1		M M	Opex	Own	1	All	2	-	Signed copies of the performance agreements
											3	1	
											4	-	
											1	3	3 performance agreements signed with Managers reporting directly to the MM by end July 2025
GGPP 07	To promote accountability and transparency	NO 09/ Output 5&7	Signing of performance agreements with Managers reporting directly to the Municipal Manager	1		M M	Opex	Own	3	All	2	-	
											3	-	
											4	-	
											1	1	4 quarterly performance reports (financial & non-financial) submitted to Council i.L.o. section 52 of MFMA by end of June 2026
GGPP 08	To promote accountability and transparency	NO 09/ Output 5&7	Submission of quarterly performance reports to Council in line with section 52 of the MFMA (financial and non-financial)	1		M M	Opex	Own	4	All	1	1	Quarterly performance reports
											2	1	
											3	1	
											4	1	



# 2025/2026 PERFORMANCE PLAN FOR THE ACTING CHIEF FINANCIAL OFFICER

PROJECT #	IDP OBJECTIVES	NATION-AL OUTCOMES	KEY PERFORMANCE INDICATORS (KPI)	WEIGHTING	UNIT OF MEASURE	BUDGET	SOURCE OF FUNDING	BASE LINE	PERFORMANCE TARGET		PORTFOLIO OF EVIDENCE
									QUARTERLY	ANNUAL 2025/2026	
GGPP 10	To promote accountability and transparency	NO 09/ Output 5&7	Facilitation of MPAC meetings as per the approved municipal calendar	1/2	A	M	Opex	Own	1	4 meetings of the MPAC facilitated as per municipal calendar by end June 2026	MPAC minutes and attendance registers
									2		
									3		
									4		
GGPP 11	To promote accountability and transparency	NO 09/ Output 5&7	Attendance of meetings of the Audit Committee	1/2	A	M	Opex	Own	1	4 meetings of the Audit Committee attended by end June 2026	Audit Committee minutes and attendance registers
									2		
									3		
									4		
GGPP 12	To promote accountability and transparency	NO 09/ Output 5&7	Timeous adoption of 2026/2027 IDP, Budget and PMS Process Plan	1/2	A	FD /M	Opex	Own	1	1 IDP Process Plan adopted by Council by the end of August 2025	Budget Key Deadlines, IDP Process Plan and Council resolution
									2		
									3		
									4		
GGPP 13	To promote accountability and transparency	NO 09/ Output 5&7	Timeous tabling of the draft municipal IDP in Council	1/2	A	M	Opex	Own	1	1 draft IDP document tabled before Council by end of March 2026	Draft IDP document and Council resolution
									2		
									3		
									4		
GGPP 15	To promote accountability and transparency	NO 09/ Output 5&7	Timeous adoption of the final municipal IDP	1	A	M	Opex	Own	1	1 final IDP document adopted by Council by end of May 2026	Final IDP document and Council resolution
									2		
									3		
									4		
GGPP 16	To promote accountability and transparency	NO 09/ Output 5&7	Timeous submission of the final municipal IDP to MEC	1	A	M	Opex	Own	1	1 final IDP adopted by Council submitted to MEC and District Municipality 10 days after approval	Acknowledgement of Receipt
									2		
									3		
									4		
GGPP 20	To promote accountability and transparency	NO 09/ Output 5&7	IDP Representative forums meetings successfully held	1	A	M	Opex	Own	1	2 IDP Rep forums meetings successfully held by end of June 2026	Programme and the attendance register
									2		
									3		
									4		
GGPP 21	To promote accountability and transparency	NO 09/ Output 5&7	Implementation of Council resolutions by per quarter or target date	1	A	All	Opex	Own	1	100% Council resolution implemented quarterly or by target date by June 2026	Database of resolutions and Council resolution
									2		
									3		
									4		
GGPP 22	To promote accountability and transparency	NO 09/ Output 5&7	Holding of Senior Management Team meetings	1/2	A	All	Opex	Own	1	4 Senior Management Team meetings held by June 2026	Agenda and attendance registers
									2		
									3		
									4		
SR 08	Integrated liveable urban/rural human	NO 09/ Output	Township establishment (Deljurtshoon, 8/W/Behind		#			Own	1	13 Township established by June 2026	Progress reports/Township
									2		

# 2025/2026 PERFORMANCE PLAN FOR THE ACTING CHIEF FINANCIAL OFFICER

PROJECT ID	IDP OBJECTIVES	NATION AT OUTCOMES	KEY PERFORMANCE INDICATORS (KPIs)	WEBS HTA G	U W AB TD	DEPA STATE NT	BUDGET	SOURCE OF FUNDING	BASE LINE	PERFORMANCE TARGET		PORTFOLIO OF EVIDENCE
										QUARTERLY	ANNUAL 2025/2026	
SR 09	settlement	4	Court, Pniel, Long Lands, Holpan, Sandton, Hebron Park, Mataleng and Windsorton) Cemeteries Longlands Koopmansfontein & Windsorton)	1	All	TD				3		register
										4	13	
										1		
										2		
SR 09	Integrated liveable urban/rural human settlement	NO 09/ Output 4	Conduct a Feasibility Study in Haak & Steek Informal settlement	1/2	All	TD	Opex	Own	New	3		Feasibility Study Report
										4	1	
										1		
										2		
SR 09	Integrated liveable urban/rural human settlement	NO 09/ Output 4	Conduct a Feasibility Study in Haak & Steek Informal settlement	1/2	All	TD	Opex	Own	New	3		Feasibility Study Report
										4	1	
										1		
										2		

## COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for twenty percent of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
<b>LEADING COPETENCIES</b>		
Strategic direction and leadership	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> <li>Impact and influence</li> <li>Institutional performance management</li> <li>Strategic planning and management</li> <li>Organisational awareness</li> </ul>	10%
People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> <li>Human capital planning and development</li> <li>Diversity management</li> <li>Employee relations management</li> <li>Negotiation and dispute management</li> </ul>	6%

# 2025/2026 PERFORMANCE PLAN FOR THE ACTING CHIEF FINANCIAL OFFICER

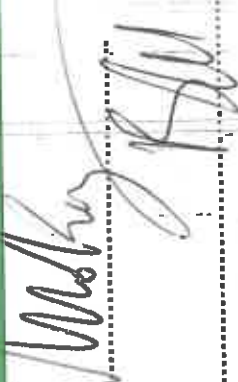
Competency	Definition	Weight
Programme and project management	<p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <ul style="list-style-type: none"> <li>• Program and project planning and implementation</li> <li>• Service delivery management</li> <li>• Program and project monitoring and evaluation</li> </ul>	5%
Financial management	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:</p> <ul style="list-style-type: none"> <li>• Budget planning and execution</li> <li>• Financial strategy and delivery</li> <li>• Financial reporting and delivery</li> </ul>	10%
Change leadership	<p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> <li>• Change vision and strategy</li> <li>• Process design and improvement</li> <li>• Change impact monitoring and evaluation</li> </ul>	8%
Governance leadership	<p>Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> <li>• Policy formulation</li> <li>• Risk and compliance management</li> <li>• Cooperative governance</li> </ul>	5%
Managing Communications	<ul style="list-style-type: none"> <li>• Marketing Municipal Brand &amp; Identity.</li> <li>• Public Participation/Stakeholder Relations.</li> <li>• Implement Communication Strategy.</li> <li>• Establish Customer Care Centre.</li> </ul>	6%
Problem Solving and Analysis	<ul style="list-style-type: none"> <li>• Diagnostic al Approach To Problems.</li> <li>• Conflict Management/Dispute Resolution.</li> </ul>	5%
CORE COMPETENCIES		
Client Orientation and Customer Focus		5%
Knowledge of Developmental Local Government		5%
Honesty, Integrity and Moral Competence		5%
Service Delivery Analysis and Innovation		5%



2025/2026 PERFORMANCE PLAN FOR THE ACTING CHIEF FINANCIAL OFFICER

Competency	Definition	Weight
Knowledge and Information Management		%
Interpretation of and Implementation within the Legislative and National Policy Framework		5%
TOTAL WEIGHTING:		100%

CHRISTIAN MOKENG SIGNATURE:.....



DATE: 17 Oct 2025.....

MUNICIPAL MANAGER SIGNATURE:.....



DATE: 17 Feb 2025.....

## **DIKGATLONG LOCAL MUNICIPALITY**




### **PERSONAL DEVELOPMENT PLAN**

### **FINANCIAL YEAR 1 JULY 2025 – 30 JUNE 2026**

**CHRISTIAN MOKENG**  
**CHIEF FINANCIAL OFFICER**

**2025/2026 PERSONAL DEVELOPMENT PLAN FOR THE CHIEF FINANCIAL OFFICER**

<p align="center"><b>PARTIES</b></p> 	<p align="center"><b>PERSONAL DEVELOPMENT PLAN MADE AND ENTERED INTO BY AND BETWEEN</b></p> <p><b>DIKGATLONG LOCAL MUNICIPALITY</b> herein represented by <b>BAAKANYANG HEMINAH TSINYANE</b>, in his capacity as <b>THE MUNICIPAL MANAGER</b> (<i>hereinafter referred to as the <b>EMPLOYER</b> and <b>SUPERVISOR</b></i>)</p> <p align="center">and</p> <p><b>CHRISTIAN MOKENG</b>, an employee of the Municipality and the <b>CHIEF FINANCIAL OFFICER</b> (<i>hereinafter referred as the <b>EMPLOYEE</b></i>). (<i>hereinafter referred as the <b>EMPLOYEE</b></i>).</p>
<p><b>INTRODUCTION</b></p>	<p>The Aim of the Personal Development Plan (PDP) is to ensure that Employees are skilled to meet Objectives as set out in the Performance Management Agreement as prescribed by legislation. Successful career-path planning ensures <u>competent employees for current and possible future positions</u>. It there for <i>identifies, prioritise and implement</i> training needs.</p> <p>Legislative needs taken into account comes from the Municipal Systems Act Guidelines: Generic senior management competency framework and occupational competency profiles, Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.</p>
<p><b>COMPETENCE MODELLING</b></p>	<p><u>What does an institution mean when it says an employee / prospective employee is competent if he / she fits a managerial competency framework or occupational competency profile?</u> The institution is in fact expressing competence as a future-oriented ideal that they require to achieve their strategic objectives [The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.</p> <p>There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.</p> <p>Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders, with different interest's accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their</p>



**2025/2026 PERSONAL DEVELOPMENT PLAN FOR THE CHIEF FINANCIAL OFFICER**

decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

When linking a decision that a prospective employee / current employee is competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The Department of Cooperative Governance has published a competency framework for senior managers in January 2014, with focus on the following:

- Critical leading competencies that drive the strategic intent and direction of local government;
- Core competencies which senior managers are expected to possess, and which drive the execution of the leading competencies; and
- The eight Batho Pele principles

**2025/2026 PERSONAL DEVELOPMENT PLAN FOR THE CHIEF FINANCIAL OFFICER**

**COMPILING THE PERSONAL DEVELOPMENT PLAN ATTACHED AS THE APPENDIX.**

A manager, in consultation with the employee is to compile a PDP, has 7 columns that need to be completed. An example is attached as Appendix A.

**Column 1: Skills/Performance GAP**

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
E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard?]	External provider, in line with identified unit standard and not exceeding R 6 000	March 200...	Appraisal of managers reporting to him / her	Senior Manager : Training/ HR

(a) The identified training needs should be entered into column one. The following should be taken into consideration:

Organisational needs

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 to determine individual's competency gaps. Specific competency gaps as identified during the probation period and performance appraisal of the employee.

Individual training needs that are job / career related.

Prioritisation of the training needs [1 to ...] in column 1 should also be determined 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, PDPs and the WSP.

**Column 2: Outcomes Expected**

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
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Consideration must be given to outcomes expected in column 2 so that once the intervention is completed, impact can be measured against output indicators.

**3. Column 3: Suggested Training**

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
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## 2025/2026 PERSONAL DEVELOPMENT PLAN FOR THE CHIEF FINANCIAL OFFICER

Training needs must be identified with due regard to cost effectiveness and listed in column 3.

### 4. Column 4 : Suggested mode of delivery

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
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The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of, amongst others, self-study, internal/external training provision; coaching and/or mentoring and exchange programmes. Training must be conducted either in line with recognised qualification from tertiary institution/unit standards registered on National Qualifications Framework (SAQA), which could enable trainee to obtain recognition towards qualification for training undertaken. It is important to determine within municipality whether unit standards have been developed with regard to specific outcome (registered with SAQA). Unit standards usually have measurable assessment criteria to determine achieved competency.

### 5. Column 5: Suggested Time Lines

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
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An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions. The suggested time frames 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.

### 6. Column 6: Work opportunity created to practice skill / development area

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
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This 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).



### 7. Column 7: Support Person

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
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This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.



# 2025/2026 PERSONAL DEVELOPMENT PLAN FOR THE CHIEF FINANCIAL OFFICER

PERSONAL DEVELOPMENT ACTION PLAN						
1	2	3	4	5	6	7
SKILLS PERFORMANCE GAP	OUTCOMES EXPECTED	SUGGESTED TRAINING / DEVELOPMENT ACTIVITY	SUGGESTED MODE OF DELIVERY	SUGGESTED TIME FRAMES	WORK OPPORTUNITY CREATED TO PRACTICE SKILL / DEVELOPMENT AREA	SUPPORT PERSON
EXECUTIVE MANAGEMENT AND LEADERSHIP PROGRAM FROM A PUBLIC INSTITUTION (MBA, MASTERS, or DOCTORATE)	Knowledge/understanding of cutting edge leadership & management trends or techniques enable execution of strategic or business leadership responsibilities from global perspective.	Recognised and accredited formal degree / diploma / certificates with combined theoretical and practical teaching methodologies.	Training offered by external accredited or recognised tertiary institution conducted in line with requirements of National Qualifications Framework (SAQA).	July 2025-June 2026	The employee is already functioning at the executive/senior management level of the Municipality and management and leadership are an inherent requirement of the job.	SDF
CHIEF FINANCIAL OFFICER SIGNATURE: 		MUNICIPAL MANAGER SIGNATURE: 				
DATE: 12/06/2025		DATE: 17/06/2025				

**DIKGATLONG LOCAL MUNICIPALITY**



**FINANCIAL DISCLOSURE FORM**

**FINANCIAL YEAR 1 JULY 2025 – 30 JUNE 2026**

**CHRISTIAN MOKENG  
CHIEF FINANCIAL OFFICER**

**2025/2026 FINANCIAL DISCLOSURE FORM FOR THE CHIEF FINANCIAL OFFICER**



**DIKGATLONG  
LOCAL  
MUNICIPALITY**

**FINANCIAL DISCLOSURE FORM**

**FOR THE FINANCIAL YEAR: 1 JULY 2025 - 30 JUNE 2026**

**CHRISTIAN BOITUMELO MOKENG: CHIEF FINANCIAL OFFICER**

**STRICTLY CONFIDENTIAL**

**CONFIDENTIAL**

**ANNEXURE C**

**I, THE UNDERSIGNED, MOKENG . C.B**

**POSTAL ADDRESS: 531 E.K Banda Street, Retswelele, KIMBERLEY, 8345.**

**RESIDENTIAL ADDRESS: 531 E.K Banda Street, Retswelele, KIMBERLEY, 8345.**

**POSITION HELD: Acting Chief Financial Officer**

**NAME OF MUNICIPALITY: Dikgatlong Local Municipality**

**Tel: (053) 531 6500      Fax: (053) 531 0624**

**HEREBY CERTIFY THAT THE FOLLOWING INFORMATION IS COMPLETE AND CORRECT TO THE BEST OF MY KNOWLEDGE:**

**1. SHARES, SECURITIES AND OTHER FINANCIAL INTERESTS (NOT BANK ACCOUNTS WITH FINANCIAL INSTITUTIONS.)**

NUMBER OF SHARES/EXTENT OF FINANCIAL INTERESTS	NATURE	NOMINAL VALUE	NAME OF COMPANY/ENTITY
None	N/A	N/A	N/A

**2. INTEREST IN A TRUST**

NAME OF TRUST	AMOUNT OF REMUNERATION / INCOME
None	N/A



**2025/2026 FINANCIAL DISCLOSURE FORM FOR THE CHIEF FINANCIAL OFFICER**

**3. MEMBERSHIP, DIRECTORSHIPS AND PARTNERSHIPS**

NAME OF CORPORATE ENTITY, PARTNERSHIP OR FIRM	TYPE OF BUSINESS	AMOUNT OF REMUNERATION/ INCOME
None	N/A	N/A

**4. REMUNERATED WORK OUTSIDE THE MUNICIPALITY**

NAME OF EMPLOYER	TYPE OF WORK	AMOUNT OF REMUNERATION
None	N/A	N/A

**5. CONSULTANCIES, RETAINERSHIPS AND RELATIONSHIPS**

NAME OF CLIENT	NATURE	TYPE OF BUSINESS ACTIVITY	VALUE OF ANY BENEFITS RECEIVED
None	N/A	N/A	N/A

**6. SUBSIDIES, GRANTS AND SPONSORSHIPS BY ANY ORGANISATION**

SOURCE OF ASSISTANCE	DESCRIPTION OF ASSISTANCE	VALUE OF ASSISTANCE
None	N/A	N/A

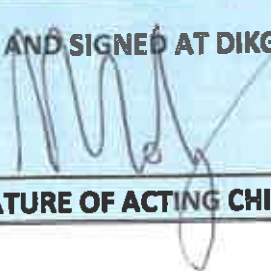
**7. GIFTS AND HOSPITALITY FROM A SOURCE OTHER THAN A FAMILY MEMBER**

DESCRIPTION	VALUE	MEMBER
None	N/A	N/A

**8. LAND AND PROPERTY**

DESCRIPTION	EXTENT	AREA	VALUE
Residential	531 E.K Banda Str	Retswelele	R900 000

DONE AND SIGNED AT DIKGATLONG ON THIS 17 DAY OF JUNE 2025.

  
SIGNATURE OF ACTING CHIEF FINANCIAL OFFICER