

DIKGATLONG LOCAL MUNICIPALITY



PERFORMANCE AGREEMENT

FINANCIAL YEAR 1 JULY 2026 – 30 JUNE 2027

**CHRISTIAN MOKENG
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 as the EMPLOYEE*).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION	▪ 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". ▪ 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. ▪ 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. ▪ The Parties wish to ensure that there is compliance with Sections 57 (4A & B) and 57 (5) of the Municipal Systems Act.
2. INTERPRETATION	In this Agreement the followings terms have the meaning ascribed thereto: ▪ "AGREEMENT": the performance agreement between the Employer and the Employee and the Annexures thereto. ▪ "EMPLOYEE": the Municipal Manager appointed in terms of Section 56 of the Local Government: Municipal Systems Act 32 of 2000. ▪ "EMPLOYER": Dikgatlong Local Municipality represented by the Municipal Manager. ▪ "PARTIES": the Employer and Employee.
3. PURPOSE OF THIS AGREEMENT	The purpose of this Agreement is to: ▪ Comply with Section 57(1)(b), (4A&B) and (5) of the Municipal Systems Act and the employment contract entered into between the parties. ▪ 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

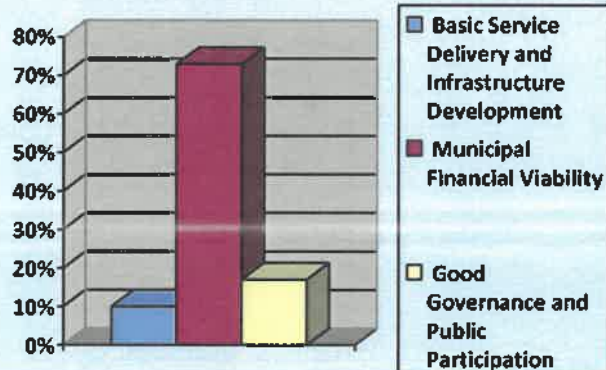
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	in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality. - Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement. - Monitor and measure performance against set targeted outputs. - Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to the job. - In the event of outstanding performance, to appropriately reward the employee. - Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.
4. COMMENCEMENT AND DURATION	- This Agreement will commence on 01 July 2026 and remain in force until 30 June 2027; 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. - 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 year. - This Agreement will terminate on the termination of the Employee's contract of employment for any reason. - 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. - 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.
5. PERFORMANCE OBJECTIVES	- The Performance Plan (Annexure A) sets out- ✦ <i>Key Performance Areas that the employee should focus on.</i> ✦ <i>Core competencies required from employees.</i> ✦ <i>The performance objectives, key performance indicators and targets that must be met by the Employee.</i> ✦ <i>The time frames within which those performance objectives and targets must be met.</i> - The performance objectives, key performance indicators and targets

	reflected in ANNEXURE A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include strategic objectives; key performance indicators; targets; projects and activities that may include dates and weightings. A description of these elements follows: ✦ <i>The strategic objectives describe the strategic intent of the organisation that needs to be achieved.</i> ✦ <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> ✦ <i>The target dates describe the timeframe in which the work must be achieved.</i> ✦ <i>Weightings show relative importance of key performance areas, key objectives, and key performance indicators to each other.</i>
6. PERFORMANCE MANAGEMENT SYSTEM	▪ 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. ▪ 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. ▪ 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. ▪ 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. ▪ 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. ✦ <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> ✦ <i>KPA's covering the main areas of work will account for 80% and CMC will account for 20% of the final assessment.</i> ✦ <i>Each area of assessment will be weighted and will contribute a specific part to the total score.</i>

- 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%
	TOTAL	100%



[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 %
LEADING COMPETENCIES		
Strategic Direction and Leadership	- Impact and Influence. - Institutional Performance Management. - Strategic Planning and Management. - Organisational Awareness.	10%
People Management and Empowerment	- Human Capital Planning & Development. - Diversity Management. - Employee Relations Management. - Negotiation and Dispute Management.	6%
Programme and Project Management	- Programme/Project/ Planning/ Implementation. - Service Delivery Management. - Programme/Project Monitoring/ Evaluation.	5%
Financial Management	- Budget Planning and Execution. - Financial Strategy and Delivery. - Financial Reporting and Monitoring.	10%
Change Leadership	- Implement Vision and Strategy. - Process Design and improvement. - Change Impact Monitoring & Evaluation.	8%
Skills in Governance Leadership	- Policy Formulation. - Risk and Compliance Management. - Cooperative Governance.	5%
Managing Communications	- Marketing Municipal Brand & Identity. - Public Participation/Stakeholder Relations. - Implement Communication Strategy. - Establish Customer Care Centre.	6%
Problem Solving and Analysis	- Diagnostic al Approach to Problems. - Conflict Management/Dispute Resolution.	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%
Knowledge and Information Management		5%
Interpretation of and Implementation within the Legislative and National Policy Framework		5%
Knowledge of Performance Management and Reporting		5%

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

[20%]

Quarter	3-D Column 1	West	North
1st Qtr	20	30	45
2nd Qtr	30	40	45
3rd Qtr	85	35	45
4th Qtr	20	30	45

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*

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.

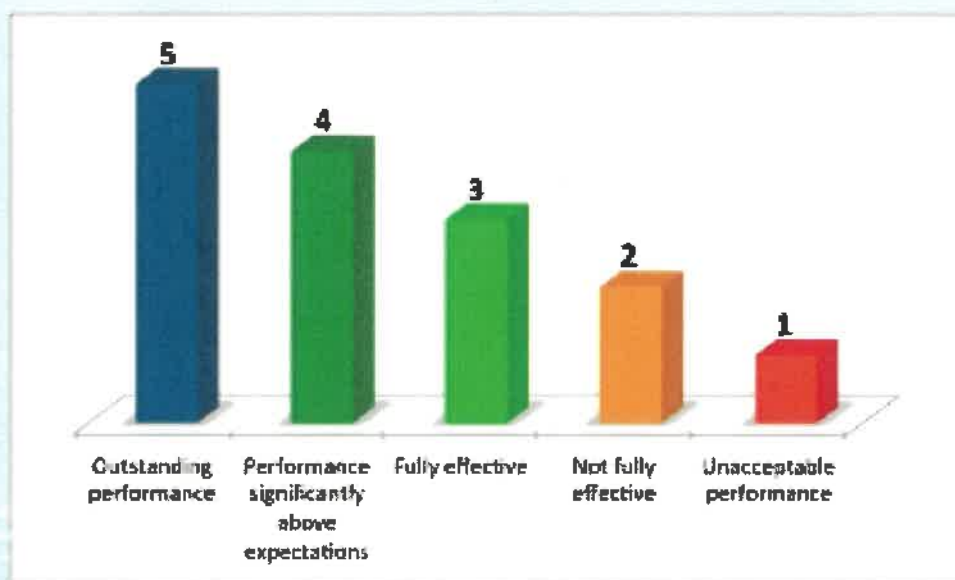
† **Overall rating:** An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcomes of various weighted ratings contained in the performance Plan which represents the outcome of the performance appraisal.

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

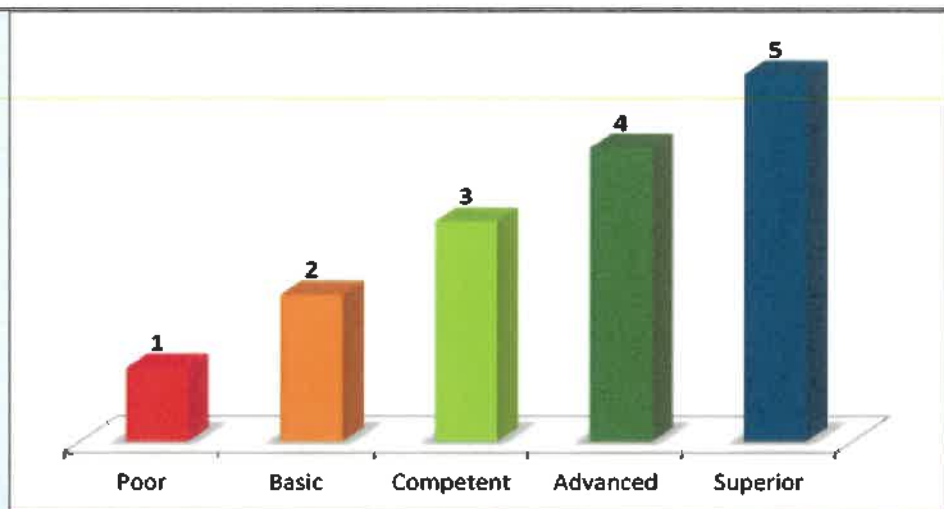
RATING	TERMINOLOGY	DESCRIPTION	% SCORE
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level.	167
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job.	133 - 166
3	Fully effective	Performance 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.



- 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 1st and 3rd quarter reviews may be verbal or informal if the performance is satisfactory:

QUARTER	REVIEW PERIOD	COMPLETION DATE
1	July – September 2026	November 2026 (<i>Informal</i>)
2	October – December 2026	February 2027 (<i>Mid-Term</i>)
3	January – March 2027	May 2027 (<i>Informal</i>)
4	April – June 2027	August 2027 (<i>Section 46: APR</i>)

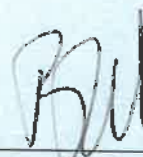
- The Employer shall keep a record of the mid-year review and annual assessment meetings.
- Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- Employer will be entitled to review and make reasonable changes to the Performance Plan from time to time for operational reasons. The Employee

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	will be fully consulted before any such change is made. ▪ 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.
9. DEVELOPMENTAL REQUIREMENTS	The Personal Development Plan (PDP) for addressing developmental gaps is attached as ANNEXURE B .
10. OBLIGATIONS OF THE EMPLOYER	The Employer shall: ▪ <i>Create an enabling environment to facilitate effective performance by the employee.</i> ▪ <i>Provide access to skills development and capacity building opportunities.</i> ▪ <i>Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.</i> ▪ <i>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.</i> ▪ <i>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.</i>
11. CONSULTATION	▪ The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others: ✦ <i>A direct effect on the performance of any of the Employee's functions.</i> ✦ <i>Commit the Employee to implement or to give effect to a decision made by the Employer.</i> ✦ <i>A substantial financial effect on the Employer.</i> ▪ 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.
12. MANAGEMENT OF EVALUATION OUTCOMES	▪ The evaluation of the Employee's performance will form the basis for rewarding the outstanding performance or correcting unacceptable performance. ▪ 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:

	<table border="1"> <thead> <tr> <th>% RATING OVER PERFORMANCE</th><th>% BONUS</th></tr> </thead> <tbody> <tr> <td>130 - 133</td><td>5%</td></tr> <tr> <td>134 – 137</td><td>6%</td></tr> <tr> <td>138 – 141</td><td>7%</td></tr> <tr> <td>142 – 145</td><td>8%</td></tr> <tr> <td>146 – 149</td><td>9%</td></tr> <tr> <td>150 – 153</td><td>10%</td></tr> <tr> <td>154 – 157</td><td>11%</td></tr> <tr> <td>158 – 161</td><td>12%</td></tr> <tr> <td>162 – 165</td><td>13%</td></tr> <tr> <td>166 – 167</td><td>14%</td></tr> </tbody> </table> - In the case of unacceptable performance, the Employer shall: ✦ <i>Provide systematic remedial or developmental support to assist the Employee to improve his or her performance.</i> ✦ <i>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.</i>	% RATING OVER PERFORMANCE	% BONUS	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%
% RATING OVER PERFORMANCE	% BONUS																						
130 - 133	5%																						
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146 – 149	9%																						
150 – 153	10%																						
154 – 157	11%																						
158 – 161	12%																						
162 – 165	13%																						
166 – 167	14%																						
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.
15. SIGNATURES	DONE AND SIGNED AT DIKGATLONG ON THIS 02 DAY OF JULY 2026. AS WITNESSES: 1. _____ 2. _____ AS WITNESSES: 1. _____ 2. _____  _____ CHIEF FINANCIAL OFFICER  _____ MUNICIPAL MANAGER

DIKGATLONG LOCAL MUNICIPALITY



PERSONAL DEVELOPMENT PLAN

FINANCIAL YEAR 1 JULY 2026 – 30 JUNE 2027

**CHRISTIAN MOKENG
CHIEF FINANCIAL OFFICER**

PARTIES 	PERSONAL DEVELOPMENT PLAN MADE AND ENTERED INTO BY AND BETWEEN DIKGATLONG LOCAL MUNICIPALITY herein represented by BAAKANYANG HEMINAH TSINYANE, in his capacity as THE MUNICIPAL MANAGER (<i>hereinafter referred to as the EMPLOYER and SUPERVISOR</i>) and CHRISTIAN MOKENG, an employee of the Municipality and the CHIEF FINANCIAL OFFICER (<i>hereinafter referred as the EMPLOYEE</i>). (<i>hereinafter referred as the EMPLOYEE</i>).
INTRODUCTION	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 competent employees for current and possible future positions. It there for <i>identifies, prioritise and implement</i> training needs. 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.
COMPETENCE MODELLING	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? 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'. 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. 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

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

2026/2027 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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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.

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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/understandi ng 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 2026-June 2027	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
Municipal Financial Management Programme (MFMP) TRAINING	Knowledge/understandi ng of Financial and Non financial Management.	Recognised and accredited formal NQF6 diploma with combined theoretical and practical teaching methodologies.	Training offered recognised tertiary institution conducted in line with requirements of National Qualifications Framework (SAQA).	July 2026-June 2027	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:.....				

2026/2027 PERSONAL DEVELOPMENT PLAN FOR THE CHIEF FINANCIAL OFFICER

DATE: 02/07/2026	DATE: 02/07/2026
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DIKGATLONG LOCAL MUNICIPALITY



PERFORMANCE PLAN

FINANCIAL YEAR 1 JULY 2026 – 30 JUNE 2027

**CHRISTIAN MOKENG
CHIEF FINANCIAL OFFICER**

2026/2027 PERFORMANCE PLAN FOR THE ACTING CHIEF FINANCIAL OFFICER

The Performance Plan sets out:

- 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
- The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

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 #	IDP OBJECTIVES	NATIONAL OUTCOMES	KEY PERFORMANCE INDICATORS (KPI)	WEIGHTING	UNIT OF MEASURE	WARD	DEPARTMENT	BUDGET	SOURCE OF FUNDING	BASE LINE	PERFORMANCE TARGET					PORTFOLIO OF EVIDENCE
											QUARTERLY	ANNUAL 2026/2027				
MTOD 02	To develop and retain skills	NO 09/ Output 6	Number of critical vacant positions identified in the approved Financial Recovery Plan filled. (Financial Accountant Income)	1/2	#	All	MM	Opex	Own	0	1	1	One (1) critical positions filled by 30 June 2027 in accordance with the approved Financial Recovery Plan.			Appointment letters
											2	-				
											3	-				
											4	-				
MTOD 03	To develop and retain skills/To provide Human Resources Management	NO 09/ Output 6	Percentage of the approved Workplace Skills Plan (WSP) training budget spent on approved training interventions.	1/2	%	All	CSD	R520 687	Own	76%	1	-	100% of the approved Workplace Skills Plan training budget spent on approved training interventions by 30 June 2027.			Expenditure report
											2	-				
											3	-				
											4	100%				
MTOD 08	To provide Human Resources Management	NO 09/ Output 6	Municipal organisational structure reviewed and submitted to Council for approval.	1	#	All	CSD	Opex	Own	1	1	-	One (1) revised municipal organogram reviewed and submitted to Council for approval by 31 December 2026.			Revised organogram and Council resolution
											2	1				
											3	-				
											4	-				
BSDID 02	Maintain and provide compliant waste disposal sites according to permit conditions	NO 09/ Output 2	Refuse compactor truck procured and operational	1	#	All	TD	R00	Own	New	1	-	1 refuse compactor truck procured, registered and placed into operation by 30 June 2027.			Vehicle Ownership Certificate
											2	-				
											3	-				
											4	1				
BSDID 12	To provide potable water	NO 09/ Output 5&7	Water tanker truck procured, registered and commissioned for municipal operations.	1	#	All	TD	Opex	Own	New	1	-	One (1) water tanker truck procured and operational by 30 June 2027.			Vehicle Registration Certificate
											2	-				
											3	-				
											4	1				
BSDID 13	To provide potable	NO 09/	TLB procured, registered and		#	All	TD	Opex	Own		1	-	One (1) TLB procured and			Vehicle Registration

2026/2027 PERFORMANCE PLAN FOR THE ACTING CHIEF FINANCIAL OFFICER

PROJECT #	IDP OBJECTIVES	NATIONAL OUTCOMES	KEY PERFORMANCE INDICATORS (KPI)	WEIGHTING	U O M	W O A R D	DEPA RTME NT	BUDGET	SOURCE OF FUNDING	BASE LINE	PERFORMANCE TARGET		PORTFOLIO OF EVIDENCE
											QUARTERLY	ANNUAL 2026/2027	
											2	3	
	water	Output 5&7	commissioned for municipal operations.	1						New	-	operational by 30 June 2027.	Certificate
											3	-	
											4	1	
BSDID 14	To provide potable water	NO 09/ Output 5&7	Vacuum sewerage tanker truck procured, registered and commissioned for municipal operations.	1	#	All	TD	Opex	Own	New	1	-	Vehicle Registration Certificate
											2	-	
											3	-	
											4	1	
MFV 01	Provide and Maintain Municipal Infrastructure	NO 09/ Output 2	Percentage of allocated conditional grant funding spent in accordance with approved business plans and grant conditions.	1	%	All	TD	R26,96 3,000.	MIG,FMG EPWP, Library	100 %	1	15%	100% of allocated conditional grant funding spent by 30 June 2027.
											2	40%	
											3	65%	
											4	100%	
MFV 02	Provide and Maintain Municipal Infrastructure	NO 09/ Output 2	Percentage of the approved capital budget spent on approved capital projects contained in the IDP and MTREF.	1	%	All	MM/ TD	R31,34 9,000	MIG, INEP, WSIG, RBIG (only MIG)	100 %	1	15%	100% of the approved capital budget spent on approved capital projects by 30 June 2027.
											2	40%	
											3	65%	
											4	100%	
MFV 03	To Enhance Revenue and asset base of the municipality	NO 09/ Output 1&6	Percentage of current and outstanding service debt collected against total billings	1	%	All	FD	Opex	Own	55%	1	60%	95% collection rate achieved by 30 June 2027.
											2	70%	
											3	80%	
											4	95%	
MFV 04	To promote accountability and transparency	NO 09/ Output 1&6	Post-audit Action Plan developed, approved and implemented to address Auditor-General findings.	1	#	All	FD	Opex	Own	1	1	-	One (1) Post-Audit Action Plan approved by 31 March 2027.
											2	-	
											3	1	
											4	-	
MFV 05	Improve Asset Management	NO 09/ Output 1&6	Municipal Asset Register updated in accordance with GRAP and MFMA requirements.	1	#	All	FD	R608,8 136.00	Own	1	1	1	One (1) updated Asset Register completed by 31 August 2026.
											2	-	
											3	-	
											4	-	
MFV 06	To promote accountability and transparency	NO 09/ Output 1&6	Annual Financial Statements (AFS) prepared and submitted to the Auditor-General within the legislative timeframe.	1	#	All	FD	R1,969, 864.00	Own	1	1	1	One (1) Annual Financial Statements submitted to the Auditor-General by 31 August 2026.
											2	-	
											3	-	
											4	-	
MFV 07	To promote accountability and transparency	NO 09/ Output 1&6	Adjustment Budget adopted by Council within the timeframe prescribed by the MFMA.	1	#	All	FD	Opex	Own	1	1	1	One (1) Adjustment Budget adopted by Council by 28 February 2027.
											2	-	
											3	1	
											4	-	
MFV 08	To promote accountability and transparency	NO 09/ Output 1&6	Draft Annual Budget tabled before Council in accordance with the MFMA budget	1	#	All	FD	Opex	Own	1	1	1	One (1) Draft Annual Budget tabled before Council by 31 March 2027.
											2	-	
											3	-	

2026/2027 PERFORMANCE PLAN FOR THE ACTING CHIEF FINANCIAL OFFICER

PROJECT #	IDP OBJECTIVES	NATIONAL OUTCOMES	KEY PERFORMANCE INDICATORS (KPI)	WEIGHTING	UNIT	W O R D	DEPT	BUDGET	SOURCE OF FUNDING	BASE LINE	PERFORMANCE TARGET		PORTFOLIO OF EVIDENCE
											QUARTERLY	ANNUAL 2026/2027	
MFV 09	To promote accountability and transparency	NO 09/ Output 1&6	Annual Budget approved and adopted by Council within the legislative timeframe.	1	#	All	FD	Opex	Own	1	4	-	Municipal annual budget and Council resolution
											1	-	
											2	-	
											3	-	
MFV 10	To promote accountability and transparency	NO 09/ Output 1&6	Number of budget-related policies and by-laws reviewed and tabled before Council.	1	#	All	FD	Opex	Own	16	4	1	Draft Budget policies and Bylaws /Council resolution
											1	-	
											2	-	
											3	10	
MFV 11	Enhance revenue and asset base	NO 09/ Output 1&6	Number of Section 71 Budget Statements submitted to the Mayor and Provincial Treasury within ten (10) working days after month-end..	1	#	All	FD	Opex	Own	12	4	-	Sect 71 Reports or Acknowledgement of receipt
											1	3	
											2	3	
											3	3	
MFV 12	Enhance revenue and asset base	NO 09/ Output 1&6	Percentage of unauthorised operating expenditure incurred against the approved operating budget.	1	%	All	ALL	Opex	Own	0%	4	0%	Expenditure report
											1	0%	
											2	0%	
											3	0%	
MFV 13	Enhance revenue and asset base	NO 09/ Output 1&6	Number of quarterly reports on unauthorised, irregular, fruitless and wasteful expenditure submitted to Council.	1	%	All	FD	Opex	Own	4	4	0%	Unauthorized, irregular, fruitless & wasteful expenditure reports and Council resolution
											1	1	
											2	1	
											3	1	
MFV 14	To promote accountability and transparency	NO 09/ Output 1&6	Number of mSCOA data strings submitted to National Treasury within prescribed reporting timeframes.	1	#	All	FD	Opex	Own	New	4	1	Miscoa data string proof of submission
											1	3	
											2	3	
											3	3	
GGPP 01	Promote governance and accountability	NO 09/ Output 1&6	Mid-Year Budget and Performance Assessment Report prepared and submitted in terms of Section 72 of the MFMA by 25 January 2027.	1	#	All	MM	Opex	Own	1	4	-	Mid-Year Budget and Performance assessment report
											1	-	
											2	-	
											3	1	
GGPP 07	To promote accountability and transparency	NO 09/ Output 5&7	Number of Performance Agreements signed with Managers directly accountable to the Municipal Manager within one (1) month after the commencement of the financial year.	1	#	All	MM	Opex	Own	3	4	-	Signed copies of the performance agreements
											1	1	
											2	-	
											3	-	
GGPP 08	To promote	NO 09/	Number of Quarterly Financial		#	All	MM	Opex	Own	4	1	1	Quarterly
											4	-	

2026/2027 PERFORMANCE PLAN FOR THE ACTING CHIEF FINANCIAL OFFICER

PROJECT #	IDP OBJECTIVES	NATIONAL OUTCOMES	KEY PERFORMANCE INDICATORS (KPI)	WEIGHTING	U O M D	W A R D	DEPA RTMENT	BUDGET	SOURCE OF FUNDING	BASE LINE	PERFORMANCE TARGET		PORTFOLIO OF EVIDENCE
											QUARTERLY	ANNUAL 2026/2027	
	accountability and transparency	Output 5&7	and Non-Financial Performance Reports submitted to Council in accordance with Section 52(d) of the MFMA.	1							1	and Non-Financial Performance Reports submitted to Council by 30 June 2027 in compliance with Section 52(d) of the MFMA.	performance reports and Council resolutions
											2		
											3		
											4		
											4		
GGPP 12	To promote accountability and transparency	NO 09/ Output 5&7	IDP, Budget and PMS 2027/2028 Process Plan reviewed, approved and adopted by Council within the legislative timeframe.	1/2	#	All	FD/ MM	Opex	Own	1	1	One (1) Process Plan adopted by Council by 31 August 2026 in accordance with the Municipal Systems Act.	Budget Key Deadlines, IDP Process Plan and Council resolution
											2		
											3		
											4		
GGPP 18	To promote accountability and transparency	NO 09/ Output 5&7	Number of new municipal policies developed, approved and adopted by Council.	1	#	All	CD/T D	Opex	Own	3	1	Eight (8) new municipal policies developed and adopted by Council by 30 June 2027.	Copies of policies and Council resolutions
											2		
											3		
											4		
GGPP 19	To promote accountability and transparency	NO 09/ Output 5&7	Number of existing municipal policies reviewed, updated and adopted by Council.	1	#	All	CD/T D	Opex	Own	2	3	Six (6) municipal policies reviewed, updated and adopted by Council by 30 June 2027.	Copies of policies and Council resolutions
											1		
											2		
											3		
											4		
GGPP 20	To promote accountability and transparency	NO 09/ Output 5&7	Number of approved IDP Representative Forum meetings held in accordance with the IDP Process Plan.	1	#	All	MM	Opex	Own	1	1	Two (2) IDP Representative Forum meetings held by 30 June 2027.	Programme and the attendance register
											2		
											3		
											4		
GGPP 21	To promote accountability and transparency	NO 09/ Output 5&7	Percentage of Council resolutions implemented within approved timeframes or target dates.	1	%	All	All	Opex	Own	75%	100%	100% of Council resolutions implemented within approved timeframes by 30 June 2027.	Database of resolutions and Council resolution
											2		
											3		
											4		

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.

2026/2027 PERFORMANCE PLAN FOR THE ACTING CHIEF FINANCIAL OFFICER

Competency	Definition	Weight
LEADING COPEENCIES		
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness	10%
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management	6%
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	5%
Financial management	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: • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery	10%
Change leadership	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: • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation	8%
Governance leadership	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:	5%

2026/2027 PERFORMANCE PLAN FOR THE ACTING CHIEF FINANCIAL OFFICER

Competency	Definition	Weight
	• Policy formulation • Risk and compliance management • Cooperative governance	
Managing Communications	• Marketing Municipal Brand & Identity. • Public Participation/Stakeholder Relations. • Implement Communication Strategy. • Establish Customer Care Centre.	6%
Problem Solving and Analysis	• Diagnostic al Approach to Problems. • Conflict Management/Dispute Resolution.	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%
Knowledge and Information Management		%
Interpretation of and Implementation within the Legislative and National Policy Framework		5%
TOTAL WEIGHTING:		100%

CHRISTIAN MOKENG SIGNATURE:.....

DATE: 02/07/2026.....

MUNICIPAL MANAGER SIGNATURE:.....

DATE: 02/07/2026.....