

BA-PHALABORWA MUNICIPALITY



PERFORMANCE AGREEMENT

2025/2026

SENIOR MANAGER: TECHNICAL SERVICES

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

ME

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE BA-PHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

(herein and after referred to as the Employer)

AND

SENIOR MANAGER: TECHNICAL SERVICES

MPHACHOE MOTLALEPULA ELIZABETH

(herein and after referred to as the Employee)

FOR THE

FINANCIAL YEAR:

01 JULY 2025 – 30 JUNE 2026

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1. INTRODUCTION

1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties";

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement;

1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals;

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

1.5 In this Agreement, the following terms will have the meaning ascribed thereto:

1.5.1 "this Agreement" – means the performance Agreement between the Employer and the Employee and the Annexures thereto;

1.5.2 "the Executive Committee" – means the Executive Committee of council constituted in terms of the Structures Act (Local Government: Municipal Structures Act 117 of 1998) as represented by its chairperson, the Mayor;

1.5.3 "the Employee" means the **Senior Manager Technical Services** appointed in terms of Section 56 of the Systems Act;

1.5.4 "the Employer" = means Ba-Phalaborwa Municipality; and

1.5.5 "the parties" means the Employer and the Employee.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to:

- 2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 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 the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 In the event of outstanding performance, to appropriately reward the employee;
- 2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 July 2025** and will remain in force until **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;

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- 3.2 The parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon;
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 The performance objectives, key performance indicators and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and.
 - 4.1.3 The core competency requirements (Annexure C – definitions) as the management skills regarded as critical to the position held by the Employee
- 4.2 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:
 - 4.2.1 key objectives that describe the main tasks that need to be done;
 - 4.2.2 key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 target dates that describe the time frame in which the targets must be achieved; and

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- 4.2.4 weightings showing the relative importance of the key objectives to each other;
- 4.3 The Personal Development Plan (Annexure B) sets out the employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required;
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee;
- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Operational Performance (in the form of key performance indicators (KPIs) under specific Key Performance Areas (KPAs)) and Core Competency Requirements (CCRs), both of which shall be contained in the Performance Agreement.
 - 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

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

5.6 The Employee's assessment will be based on his / her performance in terms of the key performance indicator outputs / 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:

KPA No.	Key Performance Areas	100%
1	Spatial Rationale	4%
2	Basic Service Delivery	45%
3	Municipal Financial Viability and Management	2%
4	Local Economic Development (LED)	4%
5	Municipal Transformation and Institutional Development	15%
6	Good Governance and Public Participation	13%
7	Capital projects	17%
		Converted to 80%

5.7 Manager's responsibilities are also directed in terms of the abovementioned 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 municipal manager and the relevant manager

5.8 The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job should be selected (v) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers:

CORE MANAGERIAL COMPETENCIES ¹	V ²	WEIGHTING %	LEVEL ³
Strategic Capability and Leadership		10	
Programme and Project Management		10	

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Financial Management	√	5	
Change Management		5	
Knowledge Management		15	
Service Delivery Innovation		25	
Problem Solving and Analysis		15	
People Management and Empowerment	√	10	
Client Orientation and Customer Focus	√	25	
Communication		15	
Accountability and Ethical Conduct		10	
TOTAL PERCENTAGE		100%	
Converted to 20%			

¹As published and defined within the Draft Competency Guidelines,
Government Gazette 23, March 2007

²√ Compulsory for municipal manager

³Proficiency level (1, 2 or 3) as stipulated in the Draft Competency
Guidelines, Government Gazette 23, March 2007

6. PERFORMANCE ASSESSMENT

6.1 The Performance Plan (Annexure A) to this Agreement sets out:

6.1.1 The standards and procedures for evaluating the Employee's performance; and

6.1.2 The intervals for the evaluation of the Employee's performance;

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

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6.4 The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP

6.5 The Annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the Performance Plan

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to *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 Employee will submit his self-evaluation to the Employer prior to the formal assessment; and
- (d) An overall score will be calculated based on the total of the individual scores calculated above.

6.5.2 Assessment of the CCRs:

- (a) Each CCR 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 CCR
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score
- (d) An overall score will be calculated based on the total of the individual scores calculated above.

6.5.3 Overall rating

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Level	% score	Terminology	Description
			demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.7 For purpose of evaluating the performance of the Employee for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established:

6.7.1 Municipal Manager

6.7.2 Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a performance audit committee

6.7.3 The Portfolio Councillor as Chairperson and a member of the executive committee (Exco);

6.7.4 A Municipal Manager from another municipality; and

6.7.5 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

Quarter	Review Period	Review to be completed by
1	July – September 2025	October 2025
2	October – December 2025	February 2026
3	January – March 2026	April 2026
4	April – June 2026	August 2026

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

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

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

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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall:

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

9.1.2 Provide access to skills development and capacity building opportunities;

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

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

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

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

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

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

10.1.3 A substantial financial effect on the Employer

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay

11. MANAGEMENT OF EVALUATION OUTCOMES

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

11.2 A performance bonus of 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:

11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

11.3 In the case of unacceptable performance, the Employer shall:

11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance;

11.3.2 After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

12.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The employer will record the outcome of the meeting in writing;

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12.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

12.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer;

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

13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Phalaborwa on this the.....day of2025

1. Ephacho

SENIOR MANAGER: TECHNICAL SERVICES

2. [Signature]

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MUNICIPAL MANAGER

3. AS WITNESSES:

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Annexure A

PERFORMANCE PLAN

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

[“the Employer”]

AND

MPHACHOE MOTLALEPULA ELIZABETH

SENIOR MANAGER TECHNICAL SERVICES

[“the Employee”]

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TECHNICAL SERVICES

TECHNICAL SERVICES SCORECARD 2025 – 2026

VISION: “Provision of quality services for community well-being and tourism development”

MISSION: “To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance”.

VALUES: Efficiency and effectiveness; Accountability; Innovation and creativity; Professionalism and hospitality; Transparency and fairness; Continuous learning; and Conservation conscious.

FUNCTIONAL AREA: TECHNICAL SERVICES

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KPA 1: SPATIAL RATIONALE

KPA 1: Spatial Rationale 5%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2026	Budget 5%	2025/2026 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
1.1 Buildings												
1.1.1	Technical infrastructure	Provision of sustainable Integrate Infrastructure and services	Number of notices issued after inspection of illegal buildings by 30/06/2026	Senior Manager Technical Services	35	40	Opex	10	10	10	10	Notices issued with proof of receipt.
1.1.2	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Turnaround time for approving buildings plans after submission by 30/06/2026	Senior Manager Technical Services	Within 30 days	Within 30 days	Opex	Within 30 days	Within 30 days	Within 30 days	Within 30 days	Building plans approval report and submission register

ME

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KPA 2: BASIC SERVICE DELIVERY

KPA 2: Basic Service Delivery 54%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2026	Budget	2025/2026 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter 1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
2.1 Water Services												
2.1.1	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Turnaround time for connecting water after receiving application by 30/06/2026	Senior Manager Technical Services	Within 15 working days	Within 15 working days	OPEX	Within 15 working days	Within 15 working days	Within 15 working days	Within 15 working days	Job card/ submission of application register
2.1.2	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Percentage of water related complains resolved per quarter (Reduction of water losses) by 30/06/2026	Senior Manager Technical Services	New	70%	OPEX	70%	70%	70%	70%	Report Water Complaints register
2.1.3	Technical Infrastructure	Provision of sustainable integrate infrastructure and services	Number of old water meter replacement per quarter (Replacement of water meter) by 30/06/2026	Senior Manager Technical Services	350	350	OPEX	100	200	300	350	Report Application register of replacement
2.1.4	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of Reviewed water maintenance plan by 30/06/2026	Senior Manager Technical Services	1	1	OPEX	n/a	n/a	n/a	1	Reviewed maintenance plan
2.1.5	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of Local Water Forum meeting attended by 30/06/2026	Senior Manager Technical Services	1	2	OPEX	n/a	1	n/a	2	Minutes of the meeting, attendance register
2.2 Electricity												
2.2.1	Technical infrastructure	Provision of sustainable integrate	Expenditure on electricity capital funding	Senior Manager Technical	R15 792 642.00	R5 855 000	INEP	R1 463 750	R2 342 000	R4 098 500	R5 855 000	Payment Certificates and Expenditure

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KPA 2: Basic Service Delivery 54%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2026	Budget	2025/2026 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
		Infrastructure and services	spent per quarter by 30/06/2026	Services								Reports
2.2.2	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of Reviewed electricity maintenance plan by 30/06/2026	Senior Manager Technical Services	1	1	OPEX	n/a	n/a	n/a	1	Reviewed maintenance plan
2.2.3	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of assessment per quarter of electricity infrastructure in all municipal building by 30/06/2026	Senior Manager Technical Services	2	4	OPEX	1	1	1	1	Assessment Report and Implementation report on the findings of assessment
2.2.4	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of quarterly planned cleaning and inspections of sub-stations (1.5) by 30/06/2026	Senior Manager Technical Services	6	4	OPEX	1	1	1	1	Inspection Report
2.2.5	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of quarterly Local Energy Forum meeting attended by 30/06/2026	Senior Manager Technical Services	11	4	OPEX	1	1	1	1	Minutes of the meeting, attendance register
2.2.6	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of HH with access to electricity in Municipal Licenced area (Phalaborwa	Senior Manager Technical Services	3060	3060	OPEX	3060	3060	3060	3060	Household, Number of HH list on conventional and pre-paid.

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KPA 2: Basic Service Delivery 54%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2026	Budget	2025/2026 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
			Town) by 30/06/2025									
2.3 Fitting Mechanical												
2.3.1	Technical infrastructure	Provision of sustainable Integrated infrastructure and services	Number of quarterly inspection conducted of Mechanical infrastructure at Lulekani, Namakgale & Phalaborwa Purification plants by 30/06/2026	Senior Manager Technical Services	4	4	OPEX	1	1	1	1	Assessment Report
2.3.2	Technical infrastructure	Provision of sustainable Integrated infrastructure and services	Number of monthly assessment conducted on the condition of sewer pump station by 30/06/2026	Senior Manager Technical Services	12	12	OPEX	3	3	3	3	Monthly Report
2.4 Roads & Storm Water												
2.4.1	Technical infrastructure	Provision of sustainable Integrated infrastructure and services	Number of kilometres of roads rehabilitated (Namakgale, Lulekani & Phalaborwa) by 30/06/2026.	Senior Manager Technical Services	New	5.9km	CAPEX	Construction of with the following deliverables -site establishment -box cutting -roadbed preparation	Construction with the following deliverables - Roadbed -Selected layer construction	Construction with the following deliverables - Stormwater structures -Sub base construction	Completion of the 5.9km	Completion Certificate

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KPA 2: Basic Service Delivery 54%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2026	Budget	2025/2026 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
2.4.2	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Expenditure on roads and storm water capital funding spent per quarter by 30/06/2026	Senior Manager Technical Services	R25 931 468.05	R34 704 325.24	MIG	R6 950 000.00	R17 750 000.00	R24 293 028	R34 704 325.24	Payment Certificates and Expenditure Reports
2.4.3	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of reviewed Roads and storm water maintenance plan by 30/06/2026	Senior Manager Technical Services	2	1	OPEX	n/a	1	n/a	n/a	Reviewed Maintenance plan
2.4.4	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of Total m2 of patched road per quarter by 30/06/2026	Senior Manager Technical Services	5000 m ²	5 000 m ²	OPEX	1250 m ²	1250 m ²	1250 m ²	1250 m ²	Maintenance Reports
2.4.5	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of km of gravel roads graded per quarter by 30/06/2026	Senior Manager Technical Services	500km	500km	OPEX	125km	125km	125km	125km	Maintenance Reports
2.4.6	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of quarterly Road maintenance forum attended by 30/06/2026	Senior Manager Technical Services	11	4	OPEX	1	1	1	1	Minutes of the meeting and attendance register
2.5 Implementation of MIG Projects												
2.5.1	Technical infrastructure	Provision of sustainable integrate infrastructure	Expenditure spent quarterly on MIG by 30/06/2026	Senior Manager Technical Services	R35 156 000.00	R39 035 000	MIG	R 7 445 925.03	R15 614 000	R25 372 750	R39 035 000.00	MIG monitoring report/payment certificates/Grant reconciliation

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ME

KPA 2: Basic Service Delivery 54%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2026	Budget	2025/2026 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
		and services										
2.6 Sanitation												
2.6.1	Technical Infrastructure	Provision of sustainable integrate infrastructure and services	Number of reviewed of sanitation maintenance plan by 30/06/2026	Senior Manager Technical Services	2	1	OPEX	n/a	n/a	n/a	1	Reviewed maintenance plan
2.6.2	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Percentage Sewer related complaints attended to within 24 hours of reporting per quarter by 30/06/2026	Senior Manager Technical Services		75%	OPEX	75%	75%	75%	75%	Inspection sheet Complain register on reported sewer blockage
2.7 Municipal Buildings and Other Facilities												
2.7.1	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of approved maintenance schedules of municipal buildings by 30/06/2026	Senior Manager Technical Services	1	2	OPEX	n/a	1	n/a	1	Maintenance Report
2.7.2	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of replacement of stolen manholes per quarter by 30/06/2026	Senior Manager Technical Services	110	60	OPEX	15	30	45	60	Maintenance Report

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KPA 3: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

KPA 3: Municipal Financial Viability and Management 2%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline	Annual Target 30/06/2026	Budget	2025/2026 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
3.1. Financial Management												
3.1.1	Governance and administration	Improve financial viability	R-value and % of Budget spent per quarter by 30/06/2026	Senior Manager Technical Services	100%	100%	OPEX	25%	50%	75%	100%	Financial report

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

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KPA 4: LOCAL ECONOMIC DEVELOPMENT

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

KPA 4: Local Economic Development 5%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/26	Budget	2025/2026 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
4.1 Job Creation												
4.1.1	Economic	Promotion of local economy	Number of jobs created through capital Projects by 30/06/2026 (Temporary jobs)	Senior Manager Technical Services	70	70	CAPEX	15	15	30	10	Certified ID copies, payment registers and employment contracts
4.1.2	Economic	Promotion of local economy	Number of full-time equivalent jobs created through EPWP by 30/09/2025	Senior Manager Technical Services	63	63	OPEX	n/a	63	n/a	n/a	Certified ID copies, payment registers and employment contracts

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

KPA: 5

MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

KPA 5: Municipal Transformation and Institutional Development 18%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2026	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
5.1 Organizational Design & Human Resource												
5.1.1	Good governance and administration	Attract, develop and retain best human capital	Number of reviewed departmental Organizational structure by 30/06/2026	Senior Manager Technical Services	1	1	OPEX	n/a	n/a	n/a	1	Copy of Reviewed departmental organizational structure
5.1.2	Good governance and administration	Attract, develop and retain best human capital	Number of Submitted monthly departmental attendance registers by the 6 th of each month BY 30/06/2026	Senior Manager Technical Services	by the 6 th day of each month	by the 6 th day of each month	OPEX	by the 6 th day of each month	by the 6 th day of each month	by the 6 th day of each month	by the 6 th day of each month	Dated proof of submission
5.1.3	Good governance and administration	Attract, develop and retain best human capital	Submission of monthly overtime by the 06 th of each month by 30/06/2026	Senior Manager Technical Services	By the 6 th of each month	By the 6 th of each month	OPEX	By the 6 th of each month	By the 6 th of each month	By the 6 th of each month	By the 6 th of each month	Dated proof of submission
5.1.4	Good governance and administration	Attract, develop and retain best human capital	Number of monthly Departmental Safety meetings held by 30/06/2026	Senior Manager Technical Services	11	11	OPEX	3	5	8	11	Minutes of Safety meetings and attendance register
5.2 Skills Development												
5.2.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed departmental Skills Development Plan by 30/04/2026	Senior Manager Technical Services	1	1	OPEX	n/a	n/a	n/a	1	Copy of reviewed departmental skills plan
5.3 Performance Management System												

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

KPA 5: Municipal Transformation and Institutional Development 18%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2026	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
5.3.1	Good governance and administration	Advance good corporate governance	Number of scheduled monthly departmental meetings successfully held 30/06/2026	Senior Manager Technical Services	11	11	OPEX	3	5	8	11	Minutes of Departmental meetings and attendance register
5.3.2	Good governance and administration	Advance good corporate governance	Number of scheduled monthly portfolio committee meetings successfully held 30/06/2026	Senior Manager Technical Services	11	11	OPEX	3	5	8	11	Minutes of Portfolio meetings and attendance register
5.3.3	Good governance and administration	Advance good corporate governance	Number of Signed performance agreements by 30/07/2025 (one month after the start of each financial year	Senior Manager Technical Services	1	1	OPEX	1	n/a	n/a	n/a	Copy of signed Performance Agreements

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

KPA 6:

GOOD GOVERNANCE & PUBLIC PARTICIPATION

KPA 6: Good Governance and Public Participation 16%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2026	Budget	2025/2026 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
6.1 Public Participation and Ward Committees												
6.1.1	Good governance and administration	Enhance stakeholder management	Deadline of submission of responses to batho pele report within due date as issued by Office of the MM 30/06/2026	Senior Manager Technical Services	Within 7 days of issue of Batho Pele Report	By the due date as issued by Office of the MM	OPEX	by due date as issued by Office of the MM	by due date as issued by Office of the MM	by due date as issued by Office of the MM	Dated proof of submission to office of the MM	
6.1.2	Good governance and administration	Enhance stakeholder management	Number of quarterly Mayoral Imbizo and public participation attended by 30/06/2026	Senior Manager Technical Services	4	4	Opex	1	1	1	Public notices, attendance register and Community Inputs report.	
6.1.3	Good governance and administration	Enhance stakeholder involvement	% of complaints resolved quarterly by 30/06/2026	Senior Manager Technical Services	74%	75%	OPEX	75%	75%	75%	Complaints Register.	
6.2 Internal Audit												
6.2.1	Good governance and administration	Advance good corporate governance	% implementation of Audit Committee Resolutions	Municipal Manager	98%	100%	OPEX	100%	100%	100%	Audited Audit Committee Institutional Resolution Register	
6.2.2	Good governance and administration	Advance good corporate governance	% implementation of Audit recommendations by 30/06/2026	Senior Manager Technical Services	50%	100%	OPEX	50%	75%	90%	Internal Audit Follow-up report	
6.2.3	Good governance and administration	Good corporate governance and public participation	% of audit queries addressed (2024/25 Audit Report)	Senior Manager Technical Services	75%	100%	OPEX	100%	100%	n/a	Audited AG Action Plan	
6.3 Risk Management												
6.3.1	Good governance and administration	Good corporate governance and public participation	% on implementation Risk Management action plans per quarter by	Municipal Manager	New	100%	OPEX	25%	50%	75%	Quarterly implementation report	

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KPA 6: Good Governance and Public Participation 16%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2026	Budget	2025/2026 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
			30/06/2026									

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CAPITAL PROJECTS PER RESPONSIBLE MANAGER

Responsible Manager	Project Name	Total Capital Budget	Planned Start Date	Planned Completion Date	Ward No.	Quarterly Outputs 2025/26				Evidence required
						1 st Quarter 01 Jul - 30 Sept 2025	2 nd Quarter 01 Oct - 31 Dec 2025	3 rd Quarter 01 Jan - 31 Mar 2026	4 th Quarter 01 Apr - 30 Jun 2026	
Internally funded										
Senior Manager Technical	Upgrade of road from gravel to Tarr Tambo Phase 2	R6 720 000.00	01/07/25	30/06/26	58,6	Completion	n/a	n/a	n/a	Completion certificate
Senior Manager Technical	Refurbishment of Namakgale stadium	R10 400 000.00	01/07/25	30/06/26	4,5	Construction with the following deliverables - Reconditioning of combo courts -grassing of the pitch -Sewer line construction -Main water line construction -widening of road	Construction with the following deliverables Tiling -Glazing -Paving around the changeroom -Electrical works -Running track	Construction with the following deliverables - Painting -Door installation -Paintwork -Finalizing perimeter fence	Completion	Completion certificate
Senior Manager Technical	Upgrading of Honeyville to Dinoko Sebera from gravel to tar	R7 523 000.00	01/07/25	30/06/26	8,9	Construction with the following deliverables -site establishment -box cutting -roadbed preparation	Construction with the following deliverables - Roadbed -Selected layer construction	Construction with the following deliverables - Stormwater structures -Sub base construction	Completion	Progress Reports, Expenditure report, Completion certificate for Quarter 4

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act

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Senior Manager Technical	Upgrading of gravel to asphalt from Aubrey carwash via cemetery to Kanana	R3 052 000.00	01/07/25	30/06/26	2	Construction with the following deliverables -site establishment -box cutting -roadbed preparation	Construction with the following deliverables - Roadbed -Selected layer construction	Construction with the following deliverables - Stormwater structures -Sub base construction	Completion	Progress Reports, Expenditure report, Completion certificate for Quarter 4
Waste										
Senior Manager Technical Services	Construction of a Trapezoidal concrete lined stormwater channel, in ward 5 Namakgale	R1 500 000.00	01/07/25	30/06/26	5	Evaluation, Adjudication,	Appointment of contractor and Handover of the site	Construction	Construction & Close out	Progress Reports, Completion certificate (only in 4th Quarter), Expenditure report
Integrated National Electrification Projects (INEP)										
Senior Manager Technical	Electrification of 150 household in Majeje phase 03	R3 855 000.00	01/07/25	30/06/26	All	Appointment of the Service Provider	Approval of Designs, Site Establishment and Pegging of Works	Completion MV structures for 150 connections	Project Completed	Progress Reports, Completion certificate (only in 4th Quarter), Expenditure report
Senior Manager Technical	Construction of New Substation	R2 000 000.00	01/07/25	30/06/26		Appointment of the Service Provider	Scoping report	Preliminary designs	N/A	Progress Reports, Expenditure report
Municipal Infrastructure Grant (MIG)										
Senior Manager Technical	Upgrading of gravel to asphalt street paving from clinic via ZCC ward 2	R6,400,000.00	01/07/25	30/07/26	2	Appointment of Consulting Engineer	Design approval	Appointment of contractor	Construction with the following deliverables - Site handover to contractor -site establishment -box cutting -sub base construction -base construction	Appointment letters, detail design report, Progress Reports, expenditure report, completion certificate (only at 4th quarter) BEC and BAC minutes

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

ME

**PERSONAL DEVELOPMENT PLAN
(PDP)**

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

["the Employer"]

AND

MPHACHOE MOTLALEPULA ELIZABETH

SENIOR MANAGER TECHNICAL SERVICES

["the Employee"]

1. 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 Agreement as prescribed by legislation. Successful career-path planning ensures competent employees of current and possible future positions. It therefore identifies, prioritises and implements training needs.

Legislative needs taken into account 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 to be taken into consideration during the PDP process.

2. COMPETENCE MODELLING

The Department of CoGTA has decided that a competency development model will consist of both managerial and occupational competencies:

Managerial competencies should express those competencies which are generic for all management positions

Occupational competence refers to competencies which are job/function specific.

3. COMPILING THE PERSONAL DEVELOPMENT PLAN

A manager, in consultation with his/her subordinate is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached.

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 R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

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

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 prioritised for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

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
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 R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

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

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

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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.

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 or external training provision; coaching and / or mentoring and exchange programmes. Training must be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine within the municipality whether unit standards have been developed with regard to a specific outcome (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency.

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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	<i>and time frames)</i>					
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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.

Column 6: Work Opportunity Created to Practice Skills / Development Area

1. Skills/Performance Gap (<i>In order of priority</i>)	2. Outcomes Expected (<i>measurable indicators : quantity, quality and time frames</i>)	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 internalization 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).

Column 7: Support Person

1. Skills/Performance Gap (<i>In order of priority</i>)	2. Outcomes Expected (<i>measurable indicators: quantity, quality and time frames</i>)	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.

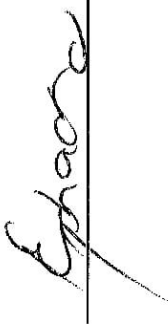
Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

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Personal Development Action Plan

Skills Performance Gap	Outcomes Expected	Suggested Training / Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work Opportunity Created to Practice Skill / Development	Support Person
Industry Norms in Service Delivery	Improvement in Service delivery	Institute Of Municipal Engineering South Africa	Workshop	June 2026		N/A
Industry Norms in Service Delivery	Improvement in Service delivery	Water Institute of South Africa	Workshop	June 2026		N/A

Employee's Signature:



Municipal Manager's Signature:

Date:

Date:

Annexure C

CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

["the Employer"]

AND

MPHACHOE MOTLALEPULA ELIZABETH

SENIOR MANAGER TECHNICAL SERVICES

["the Employee"]

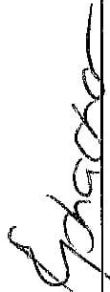
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CORE COMPETENCY FRAMEWORK: SENIOR MANAGER TECHNICAL SERVICES

Core Managerial Skills	Definitions
Strategic Leadership and Management	Skills to be able to provide a vision, set the direction for the Municipality or department and inspire others in order to deliver on the Municipality's mandate
Programme and Project Management	Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that local government objectives are achieved
Financial Management	Skills required in managing projects and/or departmental work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling expenditure throughout the year by allocating resources efficiently and understanding and anticipating the impact of other departments on won budget
Change Management	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments
Knowledge Management	Skills to enable individuals, teams and entire organisation to collectively create, share and apply knowledge, to better achieve institutional objectives
Problem Solving and Analytical Thinking	Skills to be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner.
People and Diversity Management	Skills to manage and encourage people, optimize their outputs, and effectively manage relationships. This includes holding regular information sharing sessions to ensure that team members are made aware of decisions that may affect them. It also involves distribution of workloads to ensure that individual skills are used appropriately and so that the work is evenly spread,, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately those of the Municipality.
Client Orientation and Customer Focus	The Skill to seek to understand the needs of the customer and meeting the needs. At a minimum, employees are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without arguments. Ideally, managers are required to be proactive by trying to understand the needs of the customer and providing an appropriate service based on those underlying needs.
Service Delivery Innovation	The Skill to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something, but are encouraged to use their initiative to make sure things get done accurately and efficiently.
Communication	Skills to be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.
Accountability and Ethical Conduct	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.

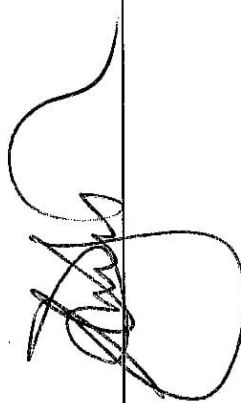
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1. Employee's Signature:



Date:

2. Municipal Manager



Date

25/7/2025

3. Witness
