

### <u>PERFORMANCE</u> <u>AGREEMENT</u>

Chief Financial Officer

Sello J More (City
Manager) on behalf of
the Municipality and

**Zuziwe ZL Thekisho** 

(Chief Financial Officer)

Employee of the

Municipality

01 July 2025 - 30 June 2026

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### PERFORMANCE AGREEMENT

### **ENTERED INTO BY AND BETWEEN:**

The Mangaung Metropolitan Municipality herein represented by **Sello J More** (full name) in his capacity as City Manager. (Hereinafter referred to as the **Employer** or Supervisor)

and

Zuziwe ZL Thekisho (full name) Employee of the Municipality (hereinafter referred to as the Employee).

### WHEREBY IT IS AGREED AS FOLLOWS:

### 1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 54A of the Local Government: Municipal Systems Act 32 of 2000 and as amended ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 communicate the employer's performance expectations and accountabilities to the employee, by specifying objectives and targets as defined in the Integrated Development Plan and the Service Delivery and Budget Implementation Plan (SDBIP).

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- 2.3 specify accountabilities as set out in a performance plan, which must be in a format substantially compliant to Appendix "A";
- 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 the position; and
- 2.6 appropriately reward the Employee in accordance with the Employer's performance management policy in the event of performance,

### 3 COMMENCEMENT AND DURATION

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- 3.1 This Agreement will commence on the **01 July 2025** and will remain in force until **30 June 2026** where after a new Performance Agreement, Performance Plan and Personal Development Plan must I be concluded between the parties for each of the following financial years or any portion thereof for the duration of the Agreement of Employment.
- 3.2 This Agreement will terminate on the termination of the **Employee's** employment for any reason whatsoever.
- 3.3 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.
- 3.4 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 must immediately be revised.
- 3.5 Any significant amendments or deviations must take cognizance of the requirements of section 34 and 42 of the Systems Act, and regulation 4(5) of the Regulations.

### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) must sets out-
  - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
  - 4.1.2 the time frames within which those performance objectives and targets must be met.

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- 4.2 The performance objectives and targets reflected in Performance Plan must:
  - a) Be set by the Employer in consultation with the Employee;
  - b) Be based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and
  - c) Include key objectives; key performance indicators; target dates and weightings.
- 4.3 It is agreed that
  - i. The key objectives describe the main tasks that need to be done.
  - ii. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
  - iii. The target dates describe the timeframe in which the work must be achieved.
  - iv. The weightings show the relative importance of the key objectives to each other.
- 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 to the Municipality and accepts that the purpose of the performance management system is to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.2 The **Employer** must consult the **Employee** about the specific performance standards that are included in the performance management system as applicable to the **Employee**.
- 5.3 The Employee must be assessed on his or her performance in terms of the performance indicators identified in the attached Performance Plan and include =
  - a) The Key Performance Areas; and
  - b) Core Managerial Competencies
- The Key Performance Areas will make up 80% of the Employee's assessment score, and will contain the following:

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Key Performance Areas (80% of Total)	Weighting
Basic Service Delivery	15
Municipal Institutional Development and transformation	10
Local Economic Development (LED)	10
Municipal Financial Viability and Management	50
Good Governance and Public Participation	15
Total	100%

The Core Management Criteria (CMC) will make up the other 20% of the Employee's assessment 5.5 score, and are deemed to be most critical for the Employee's specific job should be selected form the list below as agreed between the Employer and Employee

CORE MANAGERIAL COMPETENCIES (CMC)	V	WEIGHT
Strategic Direction and Leadership		5
Programme and Project Management		5
Financial Management	compulsory	10
Change Management		5
Knowledge Management		5
Service Delivery Innovation		5
Problem Solving and Analysis		5
People Management and Empowerment	compulsory	5
Client Orientation and Customer Focus	compulsory	10
Communication		5
Accountability and Ethical Conduct		5
Policy Conceptualisation and implementation		5
Mediation Skills		5
Advanced Negotiation Skills		5
Advanced influencing skills		5
Partnership and Stakeholder Relations		5
Supply Chain Management		10
Total percentage		100%

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### 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement must sets out
  - a) the standards and procedures for evaluating the Employee's performance; and
  - b) 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 during the validity of the agreement of Employment
- 6.3 Personal growth and development needs identified during any performance review discussion, as well as the actions and timeframes agreed to, must be documented in a Personal Development Plan which must be in a format substantially compliant to Annexure "B"
- 6.4 The **Employee**'s performance will be measured in terms of contributions to the goals and strategies set out in the **Employer**'s IDP.
- 6.5 The annual performance appraisal will involve:
  - i. An assessment of the achievement of results as outlined in the performance plan:
  - ii. An assessment of 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
  - iii. A rating on the five-point scale for each Key Performance Area; and
  - iv. The use of the applicable assessment rating calculator to add the scores and calculate a final core.
- 6.6. The Core Management Criteria must be assessed -
- (a) according to the extent to which the specified standards have been met.
- (b) with an indicative rating on the five-point scale for each Criteria; and
- (d) using the applicable assessment rating calculator to add the scores and calculate a final score.

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An overall rating is calculated by using the applicable assessment-rating calculator, which represents the outcome of the performance appraisal, provided that the performance assessment of the Employee will be used on the following rating scale for both Key Performance Indicators and Core Management Criteria

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Level	Terminology	Description	Ra	ting			
		·	1	2	3	4	5
5	Outstanding	Performance far exceeds the standard expected of an employee at			-	h	
	performance	this level. The appraisal indicates that the Employee has achieved					
		above fully effective results against all performance criteria and					
		indicators as specified in the PA and Performance plan and					
		maintained this in all areas of responsibility throughout the year.					
4	Performance	Performance is significantly higher than the standard expected in					
	significantly	the job. The appraisal indicates that the Employee has achieved					
	above	above fully effective results against more than half of the					
	expectations	performance criteria and indicators and fully achieved all others					
		throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the					
		job. The appraisal indicates that the Employee has fully achieved					
		effective results against all significant performance criteria and					
		indicators as specified in the PA and Performance Plan.					
2	Not fully	Performance is below the standard required for the job in key					
	effective	areas. Performance meets some of the standards expected for the					
		job. The review/assessment indicates that the employee has					
		achieved below fully effective results against more than half the					
		key performance criteria and indicators as specified in the PA and					
		Performance Plan.					
1	Unacceptable	Performance does not meet the standard expected for the job. The					
	performance	review/assessment indicates that the employee has achieved					
		below fully effective results against almost all of the performance					
		criteria and indicators as specified in the PA and Performance					
		Plan. The employee has failed to demonstrate the commitment or					
		ability to bring performance up to the level expected in the job					
		despite management efforts to encourage improvement.					

The performance of the Employee must be evaluated by an evaluation panel constituted in terms of regulation 27 (4)(e) and (f) of the Regulations.

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### 7. SCHEDULE FOR PERFORMANCE REVIEWS

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

Evaluation	Period	Review Date
First quarter	July - September	October – December
Second quarter	October – December	January – March
Third quarter	January – March	April – June
Fourth quarter	April – June	July - September
Annual Performance Review	July June	July – September

### Provided that reviews in the first and third quarter may be verbal if performance is satisfactory

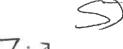
- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings *and* feedback must I be based on the **Employer**'s assessment of the **Employee**'s performance.
- 7.3 The **Employer** may amend the provisions of Performance Plan whenever the performance management system 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. OBLIGATIONS OF THE EMPLOYER

- 8.1 The Employer must -
  - 8.1.1 create an enabling environment to facilitate effective performance by the employee;
  - 8.1.2 provide access to skills development and capacity building opportunities;
  - 8.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
  - 8.1.4 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
  - 8.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

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### CONSULTATION

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- The Employer agrees to consult the Employee timeously where the exercising of the powers will-9.1
  - have a direct effect on the performance of any of the Employee's functions;
  - commit the Employee to implement or to give effect to a decision made by the Employer; and
  - have a substantial financial effect on the Employer.
- The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the 9.2 exercise of powers contemplated in sub-clause (1) above as soon as is practicable to enable the Employee to take any necessary action without delay.

### 10. MANAGEMENT OF EVALUATION OUTCOMES

- The evaluation of the Employee's performance will form the basis for rewarding outstanding 10.1 performance or correcting unacceptable performance.
- A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be 10.2 paid to the Employee in recognition of outstanding performance, as per regulation 32(2) of the Regulations
- in the case of unacceptable performance, the Employer shall -10.3
  - must provide systematic remedial or developmental support to assist the Employee to 10.3.1 improve his or her performance; and
  - may after appropriate performance counselling and having provided the necessary guidance 10.3.2 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.

### 11. DISPUTE RESOLUTION

- Any disputes about the nature of the Employee's performance agreement, must be mediated by -11.1
  - the Member of the Executive Council responsible for local government in the province, in case of the Municipal Manager, or any other person appointed by the said Member of the Executive Council: and

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- b. the Mayor, in the case of Managers directly accountable to the Municipal Manager within thirty days or receipt of a formal dispute from the employee
- 11.2 Any disputes about the outcome of the Employee's performance evaluation, must be mediated by -
  - a. the Member of the Executive Council responsible for local government in the province, or any other person appointed by the MEC, in the case of the Municipal Manager, and
  - b. a Municipal Councilor, in the case of Managers directly accountable to the Municipal Manager, provided such a Councilor was not part of the evaluation panel contemplated in regulation 27(4)(e) of the Regulations, within thirty days or receipt of a formal dispute from the employee

### 12. GENERAL

- 12.1 The employer must make the contents of this agreement and the outcome of any review conducted in terms of the Performance Plan available to the public as contemplated in section 46 of the Systems Act.
- 12.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her Agreement of Employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 12.3 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 Bloemfontein on the 1 of July 2025

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### **ANNEXURE A**

## PERFORMANCE PLAN

PERFORMANCE SCOR	PERFORMANCE SCORECARD - SECTION 56 EMPLOYEE		
Employee Name:	Zuziwe ZL Thekisho	Employee Number	181181
Job Title:	Chief Financial Officer	Department:	Finance
Manager:	City Manager	Date (Financial Year):	01 July 2025 – 30 June 2026
Position Purpose:	To carry out the functions as accounting officer and head of administration in the Municipality	n the Municipality	
The period of this Perf	The period of this Performance Plan is from 01 July 2025 - 30 June 2026		
Signed and accepted by the Head of Department: Zuziwe ZL Thekisho	d by the Head of Thekisho	Date: 18. 67.02.5	
Signed by the City Manager: Sello J More	nager: Selto J More	Date: 189/07/2025	
By signing this perform employee both acknowle	By signing this performance scorecard the manager and employee hereby indicate their full understanding of, employee both acknowledge that this is in full compliance with the Municipality's Performance Management Policy.	erstanding of, and agreement with the lement Policy.	hereby indicate their full understanding of, and agreement with the contents of the scorecard. The manager and the icipality's Performance Management Policy.

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### 1. **Purpose**

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

### 2. Key responsibilities

The following objects of local government will inform the Head of Department's performance against set performance indicators:

- Provide democratic and accountable government for local communities. 2.1
- Ensure the provision of services to communities in a sustainable manner 2.2
- 2.3 Promote social and economic development
- Promote a safe and healthy environment 2.4
- Encourage the involvement of communities and community organisation in the matters of local 2.5 government

### 3. **Key Performance Area**

The following Key Performance Area (KPAs) as outline in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006), inform the strategic objective listed in the table below:

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

### Key Performance Objectives and Indicators, for the Municipal Manager and Managers Directly 4. accountable to Municipal Manager

The provision and statutory time frames contained in the following legislation are required to be reported on and measured:

- Section 157 of the Constitution of the Republic of South Africa, 1996 4.1
- Local Government Municipal performance Regulations for Municipal Managers and Managers Directly 4.2 (Regulation No. R805, dated 1 August 2006)

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- 4.3 Regulations No.796 (Local Government: Municipal Planning and Performance Management Regulation, 2001) dated 24 August 2001
- 4.4 Municipal Finance Management Act, 2003, in particular, but not limited to Chapter 8. (must include, inter alia, tariff policy, rates policy, credit control and debt collection policy, supply chain management policy and an unqualified Auditor General's report)
- 4.5 Property Rates Act, 2004

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- 4.6 Municipal Structures Act, 1998, in particular, but not limited to, Chapter 5 (Powers and functions as determined by legislation or agreement)
- 4.7 Municipal System Act 2000, in particular, but not limited to sections 55 to 57
- 4.8 Any other applicable legislation specific to the Municipal Manager or Managers accountable to Municipal Manager

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MMM PERFORMANCE OBJECTIVES PER DEPARTMENT AS PER THE SDBIP

### Finance

NATI	ONAL KEY	NATIONAL KEY PERFORMANCE AREA (NKPA)	REA (NKPA)	FINANCIAL VIABILITY						
MEDI	IUM TERM	MEDIUM TERM DEVELOPMENT PLAN (MTDP)	AN (MTDP)	STRATEGIC PRIORITY 3: A	CAPABLE, ETHIC	3: A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE.	PMENTAL STATE	ut		
INTEG (IUDF)	GRATED U	INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)	ENT FRAMEWORK	01 - SPATIAL INTEGRATION	Z					
FREE ST (FSGDS)	E STATE G	ROWTH AND DEVE	FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)	INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION	OWTH AND SUST	FAINABLE JOB CF	REATION			
CIRC	CULAR 88 F	CIRCULAR 88 REPORTING REFORMS	RMS	FINANCIAL MANAGEMENT						
SUST	TAINABLE	SUSTAINABLE DEVELOPMENT GOAL (SDG)	DAL (SDG)	GOAL 11 - MAKE CITIES AI	ND HUMAN SETT	LEMENT INCLUS	VE, SAFE, RESIL	ES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE	NABLE	
MAN	MANGAUNG ST OBJECTIVES	MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES	ELOPMENT	FINANCIAL HEALTH IMPROVEMENTS	VEMENTS					
¥	KPI No	Strategic Intent	2024/2025 Past Year Performance (Q1 -	Output Indicators (SDBIP)	Annual Target (SDBIP)		SDBIP Qua	SDBIP Quarterly Targets		Portfolio of Evidence
14			03)	11年1日日		δ	05	03	90	to be submitted
됸		GG3. Improved municipal administration		GG 3.11 Number of repeat audit findings	0 repeat audit findings			0 repeat audit findings	1	Management Letter and Audit Action Plan
F2		FM1. Enhanced municipal budgeting and budget implementation	58.1%	FM1.12 Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	%56	25%	50%	75%	95%	Section 71 report
F3		· ·	51.7%	FM1.13 Total Operating Revenue as a percentage of Total Operating Revenue Budget	100%	25%	%05	75%	100%	Section 71 report
F4			58.5%	FM1.14 Service Charges and Property Rates Revenue as a percentage of Service Charges and	95%	25%	20%	75%	95%	Section 71 report

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NATIONAL KE	NATIONAL KEY PERFORMANCE AREA (NKPA)	REA (NKPA)	FINANCIAL VIABILITY						
MEDIUM TERM	MEDIUM TERM DEVELOPMENT PLAN (MTDP)	AN (MTDP)	STRATEGIC PRIORITY 3: A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE	CAPABLE, ETHIC	CAL AND DEVELOR	MENTAL STATE.			
INTEGRATED (IUDF)	INTEGRATED URBAN DEVELOPMENT FRAMEWORK (UDF)	ENT FRAMEWORK	01 - SPATIAL INTEGRATION	z					
FREE STATE G (FSGDS)	SROWTH AND DEVE	FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)	INCLUSIVE ECONOMIC GRO	OWTH AND SUST	GROWTH AND SUSTAINABLE JOB CREATION	EATION			
CIRCULAR 88	CIRCULAR 88 REPORTING REFORMS	MS	FINANCIAL MANAGEMENT						
SUSTAINABLE	SUSTAINABLE DEVELOPMENT GOAL (SDG)	)AL (SDG)	GOAL 11 - MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE	ND HUMAN SETT	LEMENT INCLUSIV	E, SAFE, RESILIE	ENT AND SUSTAIN	ABLE	
MANGAUNG S' OBJECTIVES	MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES	ELOPMENT	FINANCIAL HEALTH IMPROVEMENTS	VEMENTS					
KPI No	Strategic Intent	2024/2025 Past Year Performance (Q1 -	Output Indicators (SDBIP)	Annual Target (SDBIP)		SDBIP Quarterly Targets	erly Targets		Portfolio of Evidence
		Q3)			64	02	03	04	to be submitted
F10	FM4. Improved expenditure	40 days	FM4.31 Creditors payment period	15 days to process and	15 days to process and pay	15 days to process and	15 days to process and	15 days to process and	Payment report
	management			pay upon receiving all	upon receiving all documents from	pay upon receiving all	pay upon receiving all	pay upon receiving all	
				documents	user departments	documents	documents	documents from	
				from user departments		rrom user departments	rrom user departments	user departments	
F1	FM5. Improved asset management	7%	FM5.11 Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)	25%	25%	25%	25%	25%	Section 71 report
F12		16%	FM5.12 Percentage of total capital expenditure funded from capital conditional grants	75%	75%	75%	75%	75%	Section 71 report
F13		35%	FM5.21 Percentage of total capital expenditure on renewal/upgrading of existing assets	2.5%	0.5%	1%	1.5%	2.5%	Section 71 report

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NATIO	NAL KEY	NATIONAL KEY PERFORMANCE AREA (NKPA)	IREA (NKPA)	FINANCIAL VIABILITY						
MEDIU	M TERM	MEDIUM TERM DEVELOPMENT PLAN (MTDP)	AN (MTDP)	STRATEGIC PRIORITY 3: A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE.	CAPABLE, ETHIC	CAL AND DEVELOR	PMENTAL STATE.			
INTEGE (IUDF)	RATED U	RBAN DEVELOPM	INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)	01 - SPATIAL INTEGRATION	7				# 194 ABO - 198 AB	
FREE ST (FSGDS)	STATE GI S)	ROWTH AND DEVE	FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)	INCLUSIVE ECONOMIC GRO	OWTH AND SUST	GROWTH AND SUSTAINABLE JOB CREATION	EATION			
CIRCU	LAR 88 R	CIRCULAR 88 REPORTING REFORMS	RMS	FINANCIAL MANAGEMENT						The state of the s
SUSTA	INABLE	SUSTAINABLE DEVELOPMENT GOAL (SDG)	OAL (SDG)	GOAL 11 - MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE	ND HUMAN SETT	LEMENT INCLUSIV	/E, SAFE, RESILI	ENT AND SUSTAIN	MABLE	
MANG, OBJEC	AUNG ST	MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES	ELOPMENT	FINANCIAL HEALTH IMPROVEMENTS	VEMENTS					
KP	KPI No	Strategic Intent	2024/2025 Past Year Performance (Q1 -	Output Indicators (SDBIP)	Annual Target (SDBIP)		SDBIP Quar	SDBIP Quarterly Targets		Portfolio of Evidence
	75	-	ලි			8	02	03	20	to be submitted
F14			27%	FM5.22 Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset	100%	15%	40%	70%	100%	Section 71 report
7 1			2%	FM5.31 Repairs and Maintenance as a percentage of property, plant, equipment and investment property	3%	0.5%	1%	2%	3%	Section 71 report
F16		FM6. Improved supply chain management	100%	FM6.12 Percentage of awarded tenders [over R200k], published on the municipality's website	100%	100%	100%	100%	100%	SCM report
F17			10.1%	FM6.13 Percentage of tender cancellations	%0	%0	%0	%0	%0	SCM report
F18		FM7. Improved revenue and	542 days	FM7.11 Debtors payment period	500 days	500 days	500 days	500 days	500 days	Section 71 report

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NATIONAL KE	NATIONAL KEY PERFORMANCE AREA (NKPA)	REA (NKPA)	FINANCIAL VIABILITY						
MEDIUM TERN	MEDIUM TERM DEVELOPMENT PLAN (MTDP)	AN (MTDP)	STRATEGIC PRIORITY 3: A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE.	CAPABLE, ETHIC	CAL AND DEVELO	PMENTAL STATE			
INTEGRATED (IUDF)	INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)	ENT FRAMEWORK	01 - SPATIAL INTEGRATION	z					
FREE STATE (FSGDS)	GROWTH AND DEVE	FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)	INCLUSIVE ECONOMIC GR	DWTH AND SUST	GROWTH AND SUSTAINABLE JOB CREATION	EATION			a data esta esta esta esta esta esta esta e
CIRCULAR 88	CIRCULAR 88 REPORTING REFORMS	SWS	FINANCIAL MANAGEMENT						
SUSTAINABLE	SUSTAINABLE DEVELOPMENT GOAL (SDG)	JAL (SDG)	GOAL 11 - MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE	ND HUMAN SETT	LEMENT INCLUSIV	VE, SAFE, RESILI	ENT AND SUSTAI	NABLE	
MANGAUNG S OBJECTIVES	MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES	ELOPMENT	FINANCIAL HEALTH IMPRO	PROVEMENTS					
KPI No	Strategic Intent	2024/2025 Past Year Performance (Q1 -	Output Indicators (SDBIP)	Annual Target (SDBIP)		SDBIP Qua	SDBIP Quarterly Targets		Portfolio of Evidence
1		03)			Б	02	03	04	to be submitted
F19	debtors management	98.4%	FM7.12 Collection rate ratio	85%	85%	85%	85%	85%	Section 71 report
F20		0	FM7.31 Net Surplus /Deficit Margin for Electricity	%0	%0	%0	%0	%0	Section 71 report
F21	LED2. Improved levels of economic	33.3%	LED2.11 Percentage of budgeted rates revenue collected	%08	%08	%08	%08	%08	
F22	activity in	1.1%	LED 2.12 Percentage of the municipality's operating budget spent on indigent relief for free basic services	2.5%	2.5%	2.5%	2.5%	2.5%	Section 71 report
F23	LED3. Improved ease of doing business within the municipal area	16.4%	LED3.21 Percentage of revenue clearance certificates issued within 10 working days from the time of completed application received	100%	,100%	100%	100%	100%	Clearance report
F24		162.19 days	LED3.31 Average number of days from the point of	150 days	150 days	150 days	150 days	150 days	SCM report

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NATIONAL KE	NATIONAL KEY PERFORMANCE AREA (NKPA)	AREA (NKPA)	FINANCIAL VIABILITY						
MEDIUM TERM	MEDIUM TERM DEVELOPMENT PLAN (MTDP)	AN (MTDP)	STRATEGIC PRIORITY 3: A	CAPABLE, ETHIC	3 : A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE.	PMENTAL STATE			The second second
INTEGRATED (	INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)	ENT FRAMEWORK	01 - SPATIAL INTEGRATION	Z					
FREE STATE G (FSGDS)	GROWTH AND DEVE	FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)	INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION	OWTH AND SUST	FAINABLE JOB CR	EATION			
CIRCULAR 88	CIRCULAR 88 REPORTING REFORMS	RMS	FINANCIAL MANAGEMENT						
SUSTAINABLE	SUSTAINABLE DEVELOPMENT GOAL (SDG)	OAL (SDG)	GOAL 11 - MAKE CITIES A	ND HUMAN SETT	ES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE	VE, SAFE, RESILI	ENT AND SUSTAII	NABLE	
MANGAUNG S' OBJECTIVES	MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES	FLOPMENT	FINANCIAL HEALTH IMPROVEMENTS	VEMENTS					
KPI No	Strategic Intent	2024/2025 Past Year Performance (Q1 -	Output Indicators (SDBIP)	Annual Target (SDBIP)		SDBIP Quar	SDBIP Quarterly Targets		Portfolio of Evidence
		03)			Б	02	03	90	to be submitted
			advertising to the letter of award per 80/20 procurement process						
F25		96.85%	LED3.32 Percentage of municipal payments made to service providers who	100%	100%	100%	100%	100%	Section 71 report
			submitted complete forms within 30-days of invoice submission						

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# MMM GENERIC GOVERNANCE PERFOMANCE OBJECTIVES

Propertion   Propertion   Propertion   Propertion   Properties   Pro	good % Annual procurement plan and concluded and implemented as it relates to the city with the city's policy, procedure and/or generally accepted good practices of managing procedure and or generally accepted good practices of managing processes (IDP and risk management) within stipulated and risk management and strategic risks % Compliance with the city's Splanning processes (IDP and risk management and strategic risks % Compliance with the city's Splanning of imputition of the city's system of delegation policy policy within stipulated and risk management and strategic risks % Compliance with the city's Splanning of inputition of the city's system of delegation policy policy within stipulated and risk management and strategic risks % Compliance with the city's system of delegation of equity targets set for OCM in the employment in the city's city's compliance with the city's city's system of delegation of city's compliance with the city's city's system of delegation of city's compliance with the city's city's system of delegation of city's compliance with the city's city's system of delegation of city's city's system of delegation of city's system of delegation of city's compliance with the city's city's system of delegation of city's city's city city's city	COOD COALINIANCE	NEAD IN CITE INC. INC. INC. INC. INC. INC. INC. INC.
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J	GOVERNANCE											
	LEGISLATIVE KPAS	BASIC SERVICE DELIVERY AND GOOD GOVERNANCE AND PUBLIC PARTICIPATION	OD GOVERNANCE AND PUBLIC	IDP KPA	GOOD GOVERNANCE			KPA No	(No in	KPA No (No in the IDP e.g.3	e.g.3	
	DP OBJECTIVE	KPI	TARGET	1st BIANNUAL REPORT	ANNUAL REPORT FINAL	MOTIVATION FOR PERFORMANCE EXCEPTIONAL PERFORMANCE	UNDER	Assessment Score	ment S		4	rs.
			city's' employment equity plan	employment	city's' employment equity plan							
		% adherence to targets set by the city on the subnational	100% adherence to targets set by the city on the	50% adherence to targets set by the city on the subnational	100% adherence to targets set by the city on the							
		programme of doing business for the department	subnational programmes	programmes doing business for the department	subnational programmes				_			
			department		department							
		% compliance with the provision	100% compliance on a	100% compliance on a	100% compliance on a							
		of the Occupational Health and	quarterly basis with the	_	quarterly basis with the							
		Safety Act (Act 85 of 1993)	Occupational Health and	Occupational Health and	Occupational Health and							
		(COLO)	Calcty cicinalis.	Calcity cicinicins,	Calety elements.				+	1	1	
	racinitate enective implementation of the	annoach to the implementation	Provided advise and support	Provided advise and support	Provided advise and support							
	approved Financial	of FRP activities to optimize the	implementation of FRP	implementation of FRP	implementation of FRP							
`	Recovery Plan (FRP)	reduction of operational	activities to optimize the		activities to optimize the							
-	financial recovery and	expenditure and increase of	reduction of operational	reduction of operational	reduction of operational							
	provision of reliable	revenue for the municipality	expenditure and increase of	expenditure and increase of	expenditure and increase of							
_	basic services	To recommend and ensure	100% compliance with	100% compliance with	100% compliance with				H	T	T	
		implementation of internal	statutory prescripts	statutory prescripts	statutory prescripts							
-		controls, procedures and systems										
		for good governance, prudent										
· ·		financial management and										
-		effective service delivery in										
		compliance with statutory										
		prescripts									Ī	

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Reason for Final Score Final / Consolidated Score Head of Department's Rating Signed by the City Manager on behalf of the Mangaung Metropolitan Municipality's Council. City Manager's rating Consolidated Score Sheet Weighting Date: 17/07/028 Key Performance Area

and accepted by: 2 Inches ho

Date:

Final Score

9

Total:

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### 7. CONTROL SHEET

### TO BE UPDATED BY CITY MANAGER

PLANNING PHASE	
Date of 1st planning meeting	Date of 2 <sup>nd</sup> planning meeting
Date copy of performance plan handed to Acting Head of Department	City Manager

### COACHING PHASE

(Keep a record of meetings held to give feedback to the Head of Departments on performance related issues)		
Date of Feedback Meeting	Performance issue discussed a	nd corrective action to be taken
Date of formal half year review		
REVIEWING PHASE		
Date Head of Department notified		
of formal review meeting		
Date of 1st review meeting		
Date of 2 <sup>nd</sup> Review meeting		
Date of 3rd Review meeting		
Date of 4th Review meeting		
City Manager	Signa	iture

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### PERSONAL DEVELOPMENT PLAN

MUNICIPALITY:

**INCUBENT:** 

JOB TITTLE:

SALARY:

MANGAUNG METROPOLITAN

**CHIEF FINANCIAL OFFICER** 

**ZL THEKISHO** 

PER UPPER LIMITS

REPOR	RT TO: CITY MANAGER
1.	What are the competencies required for this job (refer to competency profile of job description)?  NQF LEVEL 8
2.	What are competencies from the above list, does the job holder already possess?
	NQF LEVEL 8
3.	What then are the competency gaps? (if the job holder possesses all the necessary competencies, complete No's 5 and 6).
	Soft skills/professional development courses
4.	Actions/Training interventions to address the gaps/needs
	ENROL WITH NATIONAL SCHOOL OF GOVERNMENT
5.	Indicate the competencies required for future career progression/development
	Leadership, adaptability, business modelling, professional membership registration (SAICA, SAIPA, IIA)
6.	Action/Training interventions to address future progression
	7 (C.) (C.) (A.)
	Membership fees, seminars with CPD points, short courses (online/physical)
7.	Comments/Remarks of the Incumbent  Business modelling/valuation/going concern assessment is urgent to ensure that city has expertise internally to support the trading reforms introduced by National
	Treasury
8.	Comments/Remarks of the supervisor
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Agreed upon

Signature:

Supervisor:

Date:

Sella More

Signature:

Incumbent:

Date:

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1.07.02

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