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O.R. TAMBO
DISTRICT MUNICIPALITY

ANNUAL PERFORMANCE AGREEMENT

Prepared for and entered into by:

Mr. P.B. Mase

the Municipal Manager of the

O.R. TAMBO DISTRICT MUNICIPALITY

("the Municipal Manager")

and

Mr. L. Madzidzela

the Director: Community Services

O.R. TAMBO DISTRICT MUNICIPALITY

("the Director")

for the financial year:

1 July 2025 to 30 June 2026

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WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

1.1 The O.R. Tambo District Municipality ("the employer") has, in terms of Section 57(1) (a) of the Local Government: Municipal Systems Act, No. 32 of 2000 ("the Systems Act") entered into a contract of employment with the Director commencing on **07 August 2023**.

1.2 Section 57(1) (b) of the Systems Act, read with the contract of employment concluded between the Parties, require 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 Director 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), (4B) and (5) of the Systems Act.

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

"This Agreement" - means the performance agreement between the Municipality and the Director and the annexures thereto.

"The Executive Authority" - means the Mayoral Committee of the Municipality constituted in terms of Section 55 of the Local Government: Municipal Structures Act as represented by its chairperson, the Executive Mayor.

"The Director" – means the Director who is directly accountable to the Municipal Manager in terms of Section 56(a) of the Systems Act.

"The employee" - means the Director who is directly accountable to the Municipal Manager in terms of Section 56(a) of the Systems Act.

"The Municipal Manager" – means the Municipal Manager appointed in terms of Section 82 of the Local Government: Municipal Structures Act, No. 117 of 1998.

"The Municipality" – means the O.R. TAMBO DISTRICT MUNICIPALITY.

"The employer" - means the O.R. TAMBO DISTRICT MUNICIPALITY

"The Parties" - means the Municipal Manager and the Director.

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2. PURPOSE OF THIS AGREEMENT

2.1 The Parties agree that the purposes of this Agreement is to:

2.1.1. Comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the contract of employment entered into between the Parties;
2.1.2. Specify objectives and targets established for the Director and to communicate to the Director the Municipality's expectations of the Director's performance and accountability;
2.1.3. Specify accountabilities as set out in Annexure A;
2.1.4. Monitor and measure performance against targeted outputs and outcomes;
2.1.5. Use Annexures A, B and C, as a basis for assessing the Director for permanent employment and/or to assess whether the Director has met the performance expectations applicable to his job;
2.1.6. Appropriately reward the Director in accordance with the Municipality's performance management policy in the event of outstanding performance;
2.1.7. Establish a transparent and accountable working relationship; and
2.1.8. Give effect to the Municipality's commitment to a performance-orientated relationship with its Director in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

3.1 Notwithstanding the date of signature this Agreement will commence on **1 July 2025** and will remain in force until a new performance agreement including a Performance Plan and Personal Development Plan is concluded between the Parties as contemplated in Clause 3.2

3.2 The Parties will review the provisions of this Agreement during June each year. The Parties will conclude a new performance agreement including a Performance Plan and Personal Development Plan that replaces this Agreement at least once a year by not later than the 31 July each year.

3.3 The payment of the performance bonus is determined by the performance score obtained during the annual performance assessment as informed by the quarterly performance assessments. Should the Director be entitled to a bonus, this will be paid out after approval by Council and not later than sixty (60) days thereafter in the Director's salary for a month that shall be applicable.

3.4 The payment of a performance bonus for the year in which the Director's contract of employment expires will be done as set out in clause 3.3 and the bonus so determined will be paid to the Director on the last day of his employment or not later than 30 days thereafter.

3.5 In the event of the Director commencing or terminating his services with the Municipality during the validity period of this Agreement, the Director's performance for the portion of the period referred to in clause 3.1 during which he was employed, will be evaluated and he will be entitled to a pro rata performance bonus based on his evaluated performance and the period of actual service.

3.6 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon by the Parties.

3.7 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.

3.8 This Agreement will terminate on the termination of the Director's contract of employment for any reason.

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan in **Annexure A** sets out:

4.1.1 The performance objectives and targets which must be met by the Director; and
4.1.2 The time frames within which those performance objectives and targets must be met.

4.2 The Personal Development Plan in **Annexure B** sets out the Director's personal developmental requirements in line with the objectives and targets of the Municipality.

4.3 The Core Management Competencies reflected in **Annexure C** set out those management skills regarded as critical to the position held by the Director.

4.4 The Statement on Purpose of Position has been included as **Annexure D.**

4.5 The Assessment sheets to be utilised during quarterly and annual assessments have been included in **Annexure E.**

4.6 The performance objectives and targets reflected in **Annexure A** are set by the Municipality in consultation with the Director and based on the Integrated Development Plan and the budget of the Municipality, and include key objectives, key performance areas, target dates and weightings.

4.7 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the time frame in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.8 The Director's performance will, in addition, be measured in terms of contributions to the development objectives and strategies set out in the Municipality's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Director agrees to participate in the performance management system that the Municipality adopts or introduces for the municipal management and municipal staff of the Municipality.

5.2 The Director accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the municipal management and municipal staff to perform to the standards required.

5.3 The Executive Authority and/or Municipal Manager will consult the Director about the specific performance standards that will be included in the performance management system as applicable to the Director.

5.4 The Manager undertakes to actively focus towards the promotion and implementation of his Key Performance Areas as set out in **Annexure A** including special projects relevant to the Director's responsibilities within the local government framework.

6. EVALUATING PERFORMANCE

6.1 The performance of the Director will be assessed against the outputs and outcomes achieved in terms of his Key Performance Areas (KPAs) as fully described in Annexure A and his Core Management Competencies (CMCs) determined at the commencement of this Agreement with a weighting of 80:20 allocated to the KPAs and CMCs respectively. Therefore, the KPAs that refer to the main tasks of the Director account for 80% of his assessment while the CMCs make up the other 20% of the Director's assessment score.

6.2 The weightings agreed to in respect of the Director's KPAs attached as Annexure A are set out in the table below:

KEY PERFORMANCE AREAS (KPA'S)	WEIGHT
Key Performance Area (KPA) 1: Basic Service Delivery & Infrastructure (BSDI)	65
Key Performance Area (KPA) 3: Financial Viability and Management (FVM)	16
Key Performance Area (KPA) 4:Good Governance and Public Participation (GGPP)	15
Key Performance Area (KPA) 5: Municipal Transformation and Institutional Development (MTID)	4
Total	**100%**

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6.3 The weightings agreed to in respect of the CMCs considered most critical for the Director's position and further defined in Annexure C are set out in the table below:

LEADING COMPETENCIES	
SECTION	**COMPETENCIES**
Strategic Direction and Leadership	• Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute management
Program and Project Management	• Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation
Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring
Change Leadership	• Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation
Governance Leadership	• Policy Formulation • Risk and Compliance Management • Cooperative Governance
CORE COMPETENCIES	
Moral Competencies	
Planning and Organising	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Results and Quality Focus	

6.4 The assessment of the performance of the Director will be based on the following rating scale for KPAs and CMCs:

LEVEL	TERMINOLOGY	DESCRIPTION
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully Effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee

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LEVEL	TERMINOLOGY	DESCRIPTION
		has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Not Fully Effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable Performance	Performance does not meet the standard expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.5 To determine which rating on the five-point scale did the Director achieve for each KPA the following criteria should be used:

Duration of task	- Was the target achieved within the projected time frame?
Level of Complexity	- Required problem solving - Reconciling different perceptions - Innovative alternatives used

6.6 Annexure "B" may be used as the basis for progress discussions by the Municipality.

7. PANEL AND SCHEDULE FOR PERFORMANCE EVALUATIONS

7.1 An assessment panel consisting of the following persons will be established:

7.1.1 The Municipal Manager
7.1.2 Chairperson of the Audit Committee
7.1.3 Member of the Mayoral Committee
7.1.4 Municipal Manager from another Municipality

7.2 In addition, an assessment may also be done by:

7.2.1 The Municipal Manager
7.2.2 The Director (own assessment)
7.2.3 Fellow Section 57 Directors

7.3 The performance of the Director will be assessed in relation to his achievement of:

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7.3.1 The targets indicated for each KPA in Annexure A;
7.3.2 The CCRs as defined in clause 6.3 of this agreement on a date to be determined for each of the following quarterly periods:

1st Quarter - July to September
2nd Quarter - October to December
3rd Quarter - January to March
4th Quarter - April to June

7.4 Performance evaluations in the first and third quarter may be verbal if the Director's performance is satisfactory.

7.5 The Municipality will keep a record of the mid-year and annual evaluation meetings.

7.6 The Municipality may appoint an external facilitator to assist with the annual assessment.

8. EVALUATING PERFORMANCE AND THE MANAGEMENT OF EVALUATION OUTCOMES

8.1 The Director will submit quarterly performance reports and a comprehensive annual performance report prior to the performance assessment meetings to the Municipal Manager.

8.2 The Municipal Manager will give performance feedback to the Director after each quarterly and the annual assessment meetings.

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

8.4 At the end of the 4th quarter, the Executive Authority will determine if the Director is eligible for a performance bonus as envisaged in his contract of employment based on the bonus allocation set out in clause 8.11 of this agreement.

8.5 The results of the annual assessment and the scoring report of the Director for the purposes of bonus allocation, if applicable, will be submitted to the Executive Authority for a recommendation to the Council.

8.6 Personal growth and development needs identified during any performance assessment discussion, must be documented in the Director's Personal Development Plan as well as the action steps and set time frames agreed to.

8.7 Despite the establishment of agreed intervals for assessment, the Municipal Manager may, in addition, review the Director's performance at any stage while his contract of employment remains in force.

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8.8 The Municipal Director will be entitled to review and make reasonable changes to the provisions of **Annexure "A"** from time to time for operational reasons. The Director will be fully consulted before any such change is made.

8.9 The provisions of **Annexure "A"** may be amended by the Executive Authority when the Municipality's performance management system is adopted, implemented and/or amended as the case may be subject to clause 5.3.

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

8.11 A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that:

Performance Calculator Score	Bonus %
166% and above	14%
162% - 165%	13%
158% - 161%	12%
154% - 157%	11%
150% - 153%	10%
146% - 149%	9%
142% - 145%	8%
138% - 141%	7%
134% - 137%	6%
130% - 133%	5%
129% and below	None

9. OBLIGATIONS OF THE MUNICIPALITY

9.1 The Municipality will create an enabling environment to facilitate effective performance by the Director.

9.2 The Director will be provided with access to skills development and capacity building opportunities.

9.3 The Municipality will work collaboratively with the Director to solve problems and generate solutions to common problems that may impact on the performance of the Director.

9.4 The Municipality will make available to the Director such resources including employees as the Director 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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provided that it will at all times remain the responsibility of the Director to ensure that he/she complies with those performance obligations and targets.

9.5 The Director will be delegated such powers by the Municipality as may in the discretion of the Municipality be reasonably required from time to time to enable him/her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Executive Authority and / or Municipal Manager agrees to consult the Director within a reasonable time where the exercising of the Executive Authority's and / or Municipal Manager's powers will –

10.1.1 Have a direct effect on the performance of any of the Director's functions;
10.1.2 Commit the Director to implement or to give effect to a decision made by the Executive Authority and/or Municipal Manager; and
10.1.3 Have a substantial financial effect on the Municipality.

10.2 The Municipal Manager agrees to inform the Director 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 Director to take any necessary action without delay.

11. CONSEQUENCE OF UNACCEPTABLE OR POOR PERFORMANCE

11.1 Where the Municipal Manager is, at any time during the Director's employment, not satisfied with the Director's performance with respect to any matter dealt with in this Agreement, the Municipal Manager will give notice to the Director to attend a meeting with the Municipal Manager.

11.2 The Director will have the opportunity at the meeting to satisfy the Municipal Manager of the measures being taken to ensure that the Director's performance becomes satisfactory in accordance with a documented programme, including any dates, for implementing these measures.

11.3 The Municipality will provide systematic remedial or developmental support to assist the Director to improve his performance.

11.4 If, after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Municipal Manager holds the view that the performance of the Director is not satisfactory, the Municipal Council will, as per the advice of the Municipal Manager and subject to compliance with applicable labour legislation, be entitled to, by notice in writing to the Director, take steps to terminate the Director's employment in accordance with the notice period set out in the Director's contract of employment.

11.5 Where there is a dispute or difference as to the performance of the Director under this Agreement, the Parties will confer with a view to resolving the dispute or difference.

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9.5 Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the Director's contract of employment with or without notice for any other breach by the Director of his obligations to the Municipality or for any other valid reason in law.

12. DISPUTES

12.1 In the event that the Director is dissatisfied with any decision or action of the Executive Authority and/or Municipal Manager in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Director has achieved the performance objectives and targets established in terms of this Agreement, the Director may meet with the Municipal Manager with a view to resolving the issue. At the Director's request the Municipal Manager will record the outcome of the meeting in writing.

12.2 In the event that the Director remains dissatisfied with the outcome of that meeting, he/she may raise the issue in writing to the Executive Mayor. The Executive Mayor will determine a process within 4 (four) weeks for resolving the issue, which will involve at least providing the Director with an opportunity to state his case orally or in writing before the Executive Mayor. At the Director's request, the Executive Mayor will record the outcome of the meeting in writing. The final decision of the Executive Mayor on the issue will be made within 6 (six) weeks of the issue being raised with the latter and will, subject to common law and applicable labour law, be final.

12.3 If any dispute about the nature of the Director's performance agreement whether it relates to key responsibilities, priorities, methods of assessment or any other matter provided for cannot be resolved through an internal mechanism as contemplated above, the dispute will be mediated by the MEC for local government in the province or any other person appointed by the MEC within 30 days of receipt of a formal dispute from the Director.

12.4 In the event that the mediation process contemplated above fails, the relevant arbitration clause of the contract of employment will apply.

13. GENERAL

13.1 The contents of this Agreement and the outcome of any review conducted in terms of Annexure "A" will not be confidential, and may be made available to the public by the Municipality, where appropriate.

13.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Director in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Signed at ORTDM **on this** 30 **day of** July

2025.

.....

Director of the O.R TAMBO DISTRICT MUNICIPALITY

As Witnesses:

1. Y. Ndlela .....

2. T. Mag. .....

Signed at Mthatha **on this** 30 **day of** July

2025.

.....

Municipal Manager of the O.R. TAMBO DISTRICT MUNICIPALITY

As Witnesses:

1. .....

2. .....

ANNEXURE A: PERFORMANCE PLAN

NAME	Liyanda	**SURNAME**	Madzidzela
POST NAME	Director: Community Services		
DEPARTMENT	Community Services	**SECTION**	N/A

INDIVIDUAL KEY PERFORMANCE AREAS [80%]

KPA 1: BASIC SERVICE DELIVERY & INFRASTRUCTURE (BSDI) (75%)

REF	KEY PERFORMANCE INDICATOR	WEIGHTING	TARGET
1_2_1_P028	1. Number of safety & crime prevention initiatives supported	10	24
1_2_3_P030	3. Number of safety and security equipment purchased and or installed	5	4
1_2_4_P031	4. Number of programmes implemented as per National Environmental Health Scope of Practice and National Environmental Health Norms and Standards	5	11
1_2_5_P032	6. Percentage of destitute households supported due to disaster	5	100%
1_2_6_P033	7. Percentage compliance with the required attendance time for firefighting incidents	5	100%
1_2_7_P034	Number of disaster management and fire & rescue service awareness sessions conducted	10	134
1_2_8_P035	Number of Disaster Advisory Forum meetings held	10	4
1_2_9_P036	8. Number of support initiatives conducted to recycling cooperatives for waste diversion from landfilling to recycling programme	10	10
1_2_10_P037	9. Number of Environmental management programmes implemented	10	20
1_2_11_P038	10. Number of monitoring and evaluations conducted on MIG projects in compliance with Environmental Impact Assessment (EIA) implementation	5	80

KPA 3: FINANCIAL VIABILITY AND MANAGEMENT (FVM) (5%)

REF	KEY PERFORMANCE INDICATOR	WEIGHTING	TARGET
3_1_03	1. Percentage of departmental payments processed within 30 days of receipt of valid invoice	5	100%

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP) (10%)

REF	KEY PERFORMANCE INDICATOR	WEIGHTING	TARGET
4_1_7_P066_01	1. Percentage of departmental quarterly risk actions addressed	5	100%
4_1_23_P082_01	1. Percentage of external and internal quarterly audit queries resolved	5	100%

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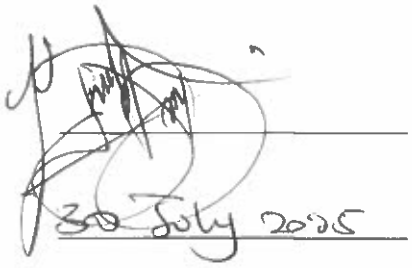
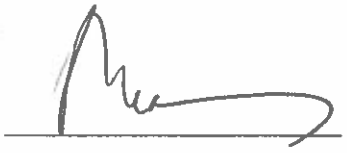
KPA 5: MUNICIPAL TRANSFRORMATION & INSTITUTIONAL DEVELOPMENT (MTID) (10%)

REF	KEY PERFORMANCE INDICATOR	WEIGHTING	TARGET
5_1_14_P100_01	1. Percentage of middle managers with signed Accountability Plans	5	100%
5_1_01	Number of departmental performance assessments conducted	5	4

Director's Signature: 

Date: 30 July 2025

MM's Signature: 

Date: 30 July 2025

ANNEXURE B: PERSONAL DEVELOPMENT PLAN

1) What are the competencies required for this job
• NQF Level 7 Qualification
• Minimum of 7 years at senior and middle management level with at least 2 years at senior management level
• Strategic Direction and Leadership
• People Management
• Program and Project Management
• Financial Management
• Change Leadership
• Governance Leadership
• Moral Competencies
• Planning and Organising
• Analysis and Innovation
• Knowledge and Information Management
• Communication
• Results and Quality Focus

2) What competencies, from the above list, does the job holder already possess?
All of the above

3) What, then, are the competency gaps? (If the job holder possesses all the necessary competencies, complete No's 5 and 6)
None

4) Actions/Training interventions to address the gaps/needs
N/A
5) Indicate the competencies required for future career progression/development
PhD in Development Studies

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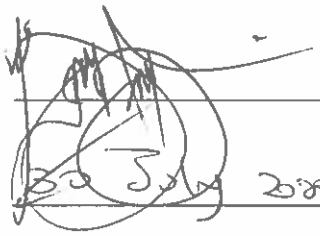
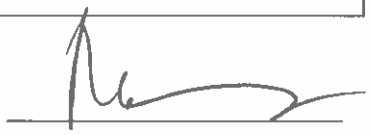
6) Actions/Training interventions to address future progression
Register for PhD in Development Studies

7) Comments/Remarks of the Incumbent

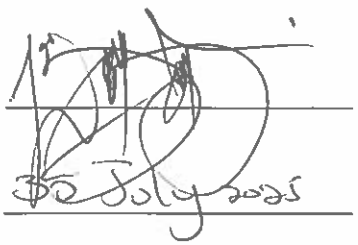
8) Comments/Remarks of the Supervisor

Director's Signature:		**MM's Signature:**	
Date:	30 July 2025	**Date:**	30 July 2025

ANNEXURE C: CORE MANAGEMENT COMPETENCIES

CORE COMPETENCY REQUIREMENTS [20%]

LEADING COMPETENCIES		
SECTION	**COMPETENCIES**	**WEIGHTING**
Strategic Direction and Leadership	• Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness	10
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute management	10
Program and Project Management	• Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation	15
Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring	5
Change Leadership	• Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation	10
Governance Leadership	• Policy Formulation • Risk and Compliance Management • Cooperative Governance	10
CORE COMPETENCIES		
Moral Competencies		5
Planning and Organising		10
Analysis and Innovation		5
Knowledge and Information Management		5
Communication		10
Results and Quality Focus		5

Director's Signature: 

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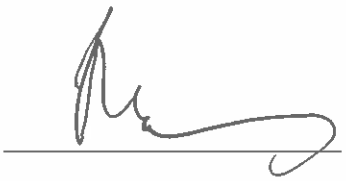
MM's Signature: 

Date: 30 July 2025

ANNEXURE D: STATEMENT ON PURPOSE OF POSITION

Director: Community Services

The Director must ensure the core functional areas of the Department are carried as contained in the Council approved macro structure.

The Director is required to control and manage the day-to-day administrative affairs of the department and to ensure that Council policies are implemented, monitored & complied with at regular intervals, promptly, efficiently, and within the parameters of all relevant legislation.

The Director as the responsible officer of the institution must have a thorough knowledge of all relevant legislation and institute a robust system of delegation that provides section heads with a clear understanding of their obligations.

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ANNEXURE E: ASSESSMENT SHEETS

ASSESSING KEY PERFORMANCE INDICATORS

REF	KPI	Weighting	Director's Rating	MM's rating	Final Score	Reason for Final Score
TOTAL KPA 1						
TOTAL KPA 3						
TOTAL KPA 4						
TOTAL KPA 5						
OVERALL TOTAL		100%				

Director's Signature: _____ **MM's Signature:** _____

Date: 30 July 2025 **Date:** 30 July 2025

ASSESSING CORE COMPETENCY RESPONSIBILITIES

The ratings attached to this section will constitute 20% of the final performance score and will also assist in identifying areas of development for inclusion in the individual learning plan.

Leading Competency Requirement	Weighting	Own Rating	Reason for Rating	Rating by the MM
Strategic Direction and Leadership				
People Management				
Program and Project Management				
Financial Management				
Change Leadership				
Governance Leadership				
Moral Competencies				
Planning and Organising				
Analysis and Innovation				
Knowledge and Information Management				
Communication				
Results and Quality Focus				
Total	**100%**			

Director's Signature: _____ **MM's Signature:** _____

Date: 30 July 2025 **Date:** 30 July 2025

Assessed Component	Weighting	Director	Performance Assessment Panel's Rating	Final / Consolidated Score	Reason for Final Score
Key Performance Areas	80%				
Core Competency Requirements	20%				
Total	100%				

Director's Signature: _____ **MM's Signature:** _____

Date: 30 July 2025 **Date:** 30 July 2025

Individual Learning Plan

Name: _____ **Employee Number:** _____

Job Title: _____ **Department:** _____

Municipal Manager _____ **Date:** _____

Skills / Performance Gap	Outcomes Expected	Suggested training and / or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill / development area	Support Person

Director's Signature: _____ **MM's Signature:** _____

Date: 30 July 2025 **Date:** 30 July 2025

Control Sheet

PLANNING PHASE	
Date of 1st Planning Meeting:	Date of 2nd Planning Meeting (if applicable): .....
Date of copy of Performance Plan handed to employee:	**Director's** name: .....
COACHING PHASE *(Keep a record of meetings held to give feedback to the Head of department on performance related issues)*	
REVIEWING PHASE	
Date of Formal half year review:	Date of 1st review meeting: .....
Date the **Director** notified of formal review meeting:	Date of 2nd Review Meeting (if applicable): ..... **Director's** name: .....

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Signed at: _____

Employee: _____

Supervisor: _____

Date: _____