



Office of the Municipal Manager
Annex Building
Municipal Building
27 Voortrekker Street
Ficksburg
9730

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO AND BETWEEN:

SETSOTO LOCAL MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

**NOMVULA MALATJIE
MUNICIPAL MANAGER**

AND

**ANGELA MOSIMA
DIRECTOR COMMUNITY SERVICES**

FOR THE FINANCIAL YEAR 01 JULY 2025-30 JUNE 2026

PERFORMANCE AGREEMENT

ENTERED INTO BETWEEN:

**SETSOTO LOCAL MUNICIPALITY
(FS191)**

Herein represented by councillor **Nomvula Malatjie** in her capacity as the **Municipal Manager** herein after referred to as the Employer or Supervisor

and

**ANGELA MOSIMA
DIRECTOR COMMUNITY SERVICES**

Employee of the Setsoto Local Municipality-herein 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 57(1)(a) of the Local Government: Municipal System Act, 32 of 2000-"the Systems Act". The Employer and the Employee are herein referred to as the "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 Section 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 provision 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.
- 2.2 specify objectives and targets established for Employee and communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities.
- 2.3 specify accountabilities as set out in the Performance Agreement-Annexure A.
- 2.4 monitor and measure performance against set targeted outputs.
- 2.5 use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to her job; and
- 2.6 give effect to the Employer's commitment to a performance-oriented relationship with the Employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 01 July 2025 and will remain in force until 30 June 2026 whereafter 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.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 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-as set 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.
- 4.2 the performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer and shall include:
 - 1. Key Performance Objectives.
 - 2. Predetermined Objectives.
 - 3. Key Performance Indicators
 - 4. Focus Area.
 - 5. Targets.
 - 6. Target Dates; and
 - 7. Weightings.
- 4.3 They key performance areas describe the main tasks to be done, the predetermined objectives describe the standard to be achieved, the key performance indicators provide the details of the evidence that must be provided to show that the predetermined objective has been achieved. The focus area describes the type of services provided, the target describes the qualitative and quantitative measure of the service provided and the target dates describe the timeframes in which the work must be achieved. The weightings show the relative importance of the predetermined objectives to each other.
- 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 AND DEVELOPMENT SYSTEM

- 5.1 The Employee agrees to participate in the Performance Management and Development System that the Employer adopts or introduce for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the Performance Management and Development System will be to provide a comprehensive system with specific 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 standards that will be included in the Performance Management and Development Systems as applicable to the Employee.
- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance

Areas-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, 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 and Core Managerial Competencies respectively.

5.5.2 Each area of assessment will be weighted and will contribute a specific part of the total score.

5.5.3 Key Performance Areas covering the main areas of work will account to 80% and the Core Managerial Competencies will account for 20% of the final assessment.

5.6 The Employee's assessment will be based on her performance in terms of outcomes and performance indicators as identified as per attached Performance Plan-Annexure A, which are linked to the Key Performance Areas, and will constitute 80% of the overall assessment results as per weightings agreed to between the Employer and Employee.

KEY PERFORMANCE AREA	WEIGHTING
Basic Services	80%
Local Economic Development	20%
Total Percentage	100%

5.7 The Core Managerial Competencies will make up the other 20% of the Employee's assessment score. The Core Managerial Competencies that are deemed to be the most critical for the Employee's specific job should be selected from the list below as agree between the Employer and Employee.

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES			
CORE MANAGERIAL COMPETENCIES		REQUIREMENT	WEIGHT
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management and Development System • Strategic Planning and Management • Organisational Awareness 	Compulsory	15%
People Development	<ul style="list-style-type: none"> • Human Capital and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management 	Compulsory	15%
Programme and Project Management	<ul style="list-style-type: none"> • Programme and Project Planning Implementation • Service Delivery Management • Programme and Project Monitoring and Evaluation 	Compulsory	5%
Financial Management	<ul style="list-style-type: none"> • Budgeting Planning and Execution • Financial Strategy and Execution • Financial Reporting and Monitoring 	Compulsory	5%
Change Management	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation 	Compulsory	5%

CORE MANAGERIAL COMPETENCIES		REQUIREMENT	WEIGHT
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk Compliance Management • Co-operative Governance 	Compulsory	5%
CORE OCCUPATIONAL COMPETENCIES			
7. Moral Competence			5%
8. Planning and Organising			10%
9. Analysis and Innovation			10%
10. Knowledge and Information Management			10%
11. Communication			10%
12. Results and Quality Focus			5%
Total Percentage			100%

6. EVALUATING PERFORMANCE

6.1 The Performance Plan-Annexure A-to this Agreement set out:

- 6.1.1 the standards and procedures for evaluating the Employee's performance; and
- 6.1.2 the intervals for 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 the set time frames.

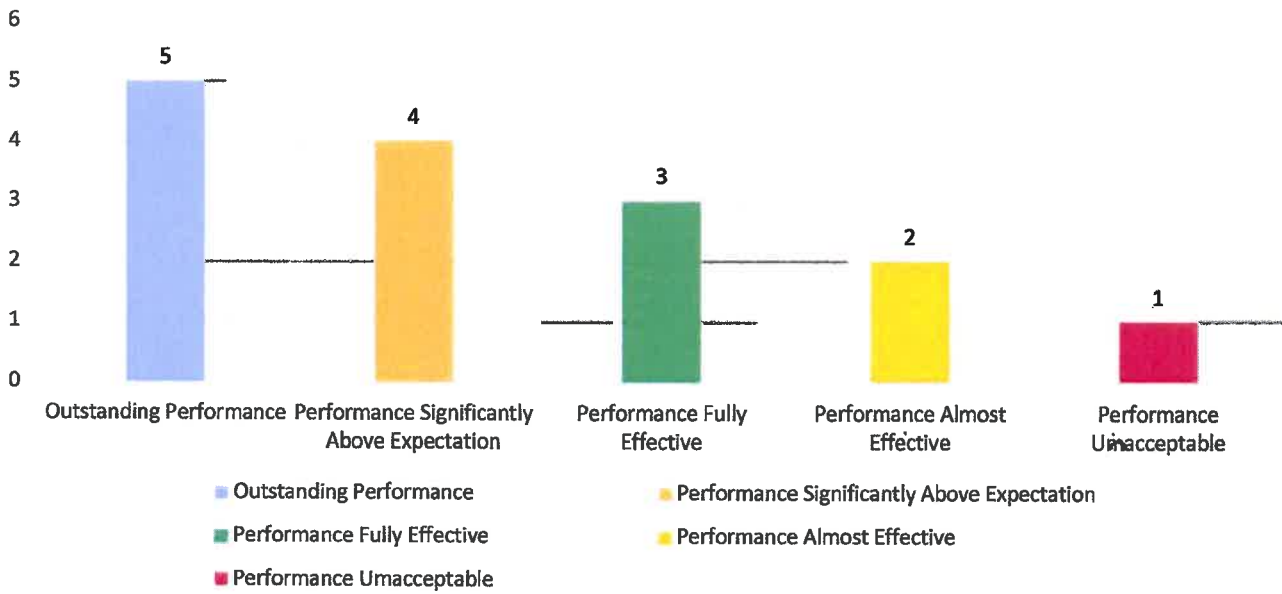
6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

7.5 The annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each Key Performance Area should be assessed according to the extent to which the specific standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the Key Performance Area.
- (b) An indicative rating on the five-point scale should be provided for each Key Performance Area.
- (c) The applicable assessment rating calculator-refer to paragraph 6.5.3 below-must be used to add the scores and calculate a final Key Performance Area score.

Performance Levels



6.5.2 ASSESSMENT OF THE CORE MANAGERIAL COMPETENCIES

- Each Core Managerial Competency should be assessed according to the extent the specified standards have been met.
- An indicative rating on a five-point scale should be provided for each Core Managerial Competency.
- The applicable assessment rating calculator-refer to paragraph 6.5.1 above-must then be used to add the scores and calculate a final Core Managerial Competency score.

6.5.3 OVERALL RATING

An overall rating is calculated by using the applicable assessment rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the Employee will be based on the following rating scale for Key Performance Areas and Core Managerial Competencies:

LEVEL	TERMINOLOGY	DESCRIPTION
5	Outstanding performance	Performance far exceeds the standard expected of an employee at the level . the appraisal indicates the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Agreement and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher that 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	Performance fully effective	Performance fully meets the standard expected in all areas of the job. The appraisal results indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement and Performance Plan.
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The appraisal indicates that the Employee has achieved below fully effective results against more than half the key performance criterial and indicators as specified in the Performance Agreement and Performance Plan.
1	Unsatisfactory performance	Performance does not meet the standard expected for the job. The appraisal results indicates that the Employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Agreement 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.

6.7 THE EVALUATION PANEL FOR REVIEWING PERFORMANCE

According to the Municipal Performance Regulation of 2006, Regulation 27(4)(d) stipulates that:

For evaluating the Manager directly accountable to the Municipal Manager:

- 6.7.1 The Municipal Manager.
- 6.7.2 Chairperson or delegated Member of the Audit and Performance Audit Committee.
- 6.7.3 Relevant Members of the Mayoral Committee.
- 6.7.4 Municipal Manager from another municipality, and/or external specialist nominated by the Executive Mayor and/or Municipal Manager.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of Employee in relation to her 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 satisfactorily:

7.2 Quarterly performance reviews will be scheduled as follows:

Quarter	Period	Date for Performance Review
First Quarter	July-September	3 rd Wednesday of October
Second Quarter	October-December	3 rd Wednesday of January
Third Quarter	January-March	3 rd Wednesday of April
Fourth and Annual	April-June	3 rd Wednesday of July

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

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

7.5 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.

7.6 The Employer may amend the provision of Annexure "A" whenever the Performance Management and Development system is adopted, implemented and/or amended as the case may be. In that case the Employee will be fully consulted before such change is made.

7.7 With reference to Section 3.6 of the Employment Contract entered into with the Employee, the particulars of Section 8 and 32 of Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers of 2006, will be applicable as follows:

"32. (1) The evaluation of employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

(2) A performance bonus ranging from 5% to 14% of 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 calculator; provided that:

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

(b) a score of 150% and above is awarded a performance bonus ranging from 10% to 14%."

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan for addressing developmental gaps is attached as Annexure B.

9. OBLIGATION 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 collaborately 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 her to meet the performance objectives and targets to established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as Employee may reasonably require from time to time to assist her to meet the performance objectives and targets 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.
- 10.1.2 Commit the Employee to implement or give effect to a decision by the Employer; and
- 10.1.3 A substantial financial effect on the Employer.

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

11. REWARD

- 11.1 The evaluation of the Employee's performance will form the basis for acknowledging outstanding performance or correcting unacceptable performance.
- 11.2 the payment of performance bonus is determined by the performance score obtained during the fourth quarter.
- 11.3 The performance bonus will be awarded pro-rata according to the period of this agreement based on the following scheme:

Score	Bonus %
101-114	1%
115-119	2%
120-124	3%
125-129	4%
130-133	5%
134-137	6%
138-141	7%
142-145	8%
146-149	9%
150-153	10%
154-157	11%
158-161	12%
162-165	13%
166+	14%

- 11.4 In the event of the Employee terminating her services during the validity period of this Agreement, but after months after the start of this agreement's inception date, The Employee's performance will be evaluated for the period during which she was employed, and she will be entitled to a pro-rata performance bonus on her evaluated performance for the period of actual service.
- 11.5 The Employer will submit the total score of the annual assessment and of the Employee to the full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 The evaluation of the Employee's performance will form part the basis for rewarding performance or correcting unacceptable performance.
- 12.2 The Employee will be subject to an annual performance appraisal-quarterly assessments in terms of performance regulations. Provided that the employee shall be entitled to a performance bonus as

contemplated in the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers of 2006 and particularly Regulation 8 and 32 thereof. The performance contract entered between the Employee and the Employer will serve as a job description for the Employee.

12.3 In case of unacceptable performance. The Employer shall:

12.3.1 Provide systematic remedial or developmental support to assist the Employee to improve her performance; and

12.3.2 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 her duties.

13 CONSEQUENCE MANAGEMENT FOR NON-PERFORMANCE

Poor work performance must be dealt with accordance with item 9 of Schedule 8 of the Labour Relations Act, 66 of 1995. The guidelines in terms of Item 9 determines cases of dismissal for poor work performance:

Any person determining whether a dismissal for poor work performance is unfair should consider-

- (a) whether or not the Employee failed to meet a performance standard; and
- (b) if the Employee did not meet a required performance standard whether or not-

- (i) the Employee was aware, or could reasonably be expected to have been aware, of her required performance standard.

- (ii) the Employee was given a fair opportunity to meet the required performance standard; and

- (iii) dismissal was an appropriate sanction for not meeting the required performance standard.

14. DISPUTE RESOLUTION

14.1 Any dispute about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by:

14.1.1 The Member of the Executive Council for Local Government in Free State Province within thirty days of receipt of a formal dispute from the Employee; or

14.1.2 Any other person appointed by the Member of the Executive Council

14.2 In the event that the mediation process contemplated above fails, Clause 19.3 of the Contract of Employment shall apply.

15. GENERAL

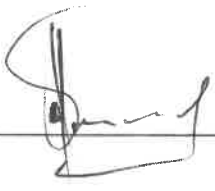
15.1 The contents of this Agreement and the Outcome of any review conducted in terms of Annexure "A." may be made available to public by the Employer.

15.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Employee in terms of her Contract of Employment, or the effects of existing or new regulations, circulars, directives or other instruments.

Thus, done and signed at Ficksburg on this 7th day of April 2026

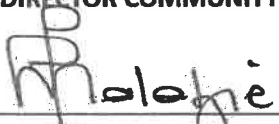
AS WITNESSES:

1.  _____

2.  _____



ANGELA MOSIMA
DIRECTOR COMMUNITY SERVICES



NOMVULA MALATIE
MUNICIPAL MANAGER

1. Purpose

The Performance Plan defines the council's expectations of the Municipal Manager's Performance Agreement to which this document is attached and Section 57(5) of the Municipal Systems Act, 32 of 2000, 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 predetermined objectives of the Setsoto Local Municipality will inform the Municipal Manager's performance against set performance indicators:

- 2.1. Supporting the delivery of municipal services to the right quality and standard
- 2.2. Creating a conducive environment for economic development

3. Key Performance Areas

The following Key Performance Areas as outlined in the Back to Basic Principles inform the predetermined objectives listed above:

- 3.1 Basic Services
- 3.2 Local Economic Development
- 3.3 Institutional Capacity

4. DIRECTOR COMMUNITY SERVICES' SCORECARD 2024/2025

4.1 BASIC SERVICES

Indicator Assignment		ENV3.1	
A1-Indicator Short Description		Percentage of households with basic refuse removal services or better	
A2-Alignment		Increased access to refuse removal	
A3-Result-chain level		Outcome	
A4-Back to Basic Pillar		Service delivery	
A5-Unit of measurement		Percentage of households	
A6-Frequency		Annual	
A7-Rationale		<ul style="list-style-type: none"> The percentage of households served by regular solid waste collection is an indicator of municipal health, cleanliness and quality of life, and is recognised as 	
A8-Definition		Households with basic refuse removal services or better (defined as a minimum of once weekly collection as defined in the Back-to-Basics framework) as a percentage of total municipal households	
A9-Indicator Formula		<ul style="list-style-type: none"> (1) Number of households receiving at least once-weekly refuse removal services / (2) Total number of households 	
A10-Indicator origin		<ul style="list-style-type: none"> CoGTA Back to Basics ISO 6.1 is similar but reports on a population basis Stats SA GHS info reports on a household basis. 	
A11-Notes on calculation		Use of Municipal Valuation Roll 2023 to 2028 figures as per municipal billing	
A12-Additional notes		The wording of both the GHS and Back to Basics is ambiguous about the technical definition of "once weekly collection", which provides discretion for the method of collection from households based on the context.	
Reporting Responsibility		Manager Waste Management and Manager Revenue Management	
Applies to Municipal Category		Local Municipality	
Readiness		Tier1	
Weight	30%	Baseline Indicator	90%
		Annual Target	95%
		Adjusted Target	95%
		Quarter 1	N/A
		Quarter 2	N/A
		Quarter 3	N/A
		Quarter 4	95%
Motivation for the adjustment		<p>Based on the audited households data from the Valuation Roll 2023–2028, the adjusted targets for basic services have been set to align with actual coverage levels. The revised targets are as follows:</p> <ul style="list-style-type: none"> Refuse Removal: 95% <p>These percentages reflect the current actual service coverage as per the audited records.</p>	

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Indicator Assignment		ENV3.11	
A1-Indicator Short Description		Percentage of known informal settlements receiving integrated waste handling services	
A2-Alignment		Increased access to refuse removal	
A3-Result-chain level		Output	
A4-Back to Basic Pillar		Service delivery	
A5-Unit of measurement		Percentage of informal settlements	
A6-Frequency		Annual	
A7-Rationale		<ul style="list-style-type: none"> • Solid waste collection is one of the core services that local government provides and is a key element in both creating decent living conditions and maintaining a healthy environment. • It is not possible to provide formal services to all informal dwellings, as this may encourage the development of illegal settlements. • This indicator only reports on the presence of services provided to "recognised" informal settlements. 	
A8-Definition		<ul style="list-style-type: none"> • The proportion of recognised informal settlements within the municipal area which are receiving integrated refuse collection and cleaning services 	
A9-Indicator Formula		<ul style="list-style-type: none"> • (1) Number of informal settlements receiving integrated waste services / (2) Total number of recognised informal settlements 	
A10-Indicator origin		New	
A11-Notes on calculation		End of the reporting period	
A12-Additional notes		None	
Reporting Responsibility		Manager Waste Management	
Applies to Municipal Category		Local Municipality	
Readiness		Tier1	
Weight	20%	Baseline Indicator	90%
		Annual Target	90%
		Adjusted Target	100%
		Quarter 1	N/A
		Quarter 2	N/A
		Quarter 3	N/A
		Quarter 4	100%
Motivation for the adjustment		The Auditor-General of South Africa (AGSA) has verified that, during the 2024/2025 regulatory audit period, the municipality ensured that all recognized informal settlements received integrated and professional waste management services.	

Indicator Assignment		ENV2.1	
A1-Indicator Short Description		Tons of municipal solid waste sent to landfill per capita	
A2-Alignment		Minimised solid waste	
A3-Result-chain level		Outcome	
A4-Back to Basic Pillar		Service delivery	
A5-Unit of measurement		Tons	
A6-Frequency		Annual	
A7-Rationale		<ul style="list-style-type: none"> • Many cities generate more solid waste than they can dispose of. • Even when municipal budgets are adequate for collection, the safe disposal of collected waste often remains a problem. • Open dumping and unsanitary landfills are sometimes the main disposal methods, particularly in lower income cities. • Sanitary landfills are only the norm in a limited number of cities worldwide. 	
A8-Definition		The percentage of the city's solid waste that is disposed of in licensed (sanitary) landfills	
A9-Indicator Formula		<ul style="list-style-type: none"> • (1)Tons of waste disposed of in a licensed landfill / (2) total population 	
A10-Indicator origin		<ul style="list-style-type: none"> • ISO 16.4 	
A11-Notes on calculation		None	
A12-Additional notes		None	
Reporting Responsibility		Director Community Services	
Applies to Municipal Category		Local Municipality	
Readiness		Tier1	
Weight	20%	Baseline Indicator	30 000
		Annual Target	30 000
		Adjusted Target	30 000
		Quarter 1	N/A
		Quarter 2	N/A
		Quarter 3	N/A
		Quarter 4	30 000
Motivation for the adjustment		N/A	

Indicator Assignment	HS3.2		
A1-Indicator Short Description	Number of community halls per 100 000 population		
A2-Alignment	Increased access to and utilisation of social and community facilities		
A3-Result-chain level	Outcome		
A4-Back to Basic Pillar	Service delivery		
A5-Unit of measurement	Ratio: Count of community halls per 100 000 population		
A6-Frequency	Annual		
A7-Rationale	<ul style="list-style-type: none"> The number of community halls in a municipality is directly indicative of the level of this particular service provided to the community. 		
A8-Definition	<ul style="list-style-type: none"> The number of community halls per 100 000 population. A community hall is defined by the CSIR Guidelines for the Provision of Social Facilities in South African Settlements (2012) as a "Centre or hall for holding public meetings, training, entertainment and other functions and having a variety of facilities such as a kitchen, toilets, storage space, etc. which should be provided at nominal rates for hire, with rentals tied to socio-economic status of area to provide affordable service." 		
A9-Indicator Formula	<ul style="list-style-type: none"> ((1) Count of community halls/ (2) Municipal population) X 100 000 		
A10-Indicator origin	<ul style="list-style-type: none"> The indicator originates with Outcome 8: Sub-outcome 1- Adequate housing and improved quality living environments. 		
A11-Notes on calculation	Includes grade A-E community halls.		
A12-Additional notes	<ul style="list-style-type: none"> None 		
Reporting Responsibility	Director Community Services		
Applies to Municipal Category	Local Municipality		
Readiness	Tier 1		
Weight	15%	Baseline Indicator	5
		Annual Target	5
		Adjusted Target	5
		Quarter 1	N/A
		Quarter 2	N/A
		Quarter 3	N/A
		Quarter 4	5
Motivation for the adjustment	N/A		

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Indicator Assignment	FE1.11		
A1-Indicator Short Description	Percentage compliance with the required attendance time for structural firefighting incidents		
A2-Alignment	Mitigated effects of emergencies		
A3-Result-chain level	Output		
A4-Back to Basic Pillar	Service delivery		
A5-Unit of measurement	Percentage of incidents		
A6-Frequency	Quarterly		
A7-Rationale	<ul style="list-style-type: none"> This indicator measures the overall compliance of the municipality to meet the average attendance time of 14 minutes for structural fire incidents in urban areas from time of call to time of attendance at least 75% or more of the time as required for a Category 1 Fire Brigade Service as stipulated in SANS 10090. The average response time (in minutes and seconds) it takes a fire department to respond to an initial distress call is an indicator of how protected a municipality's residents are from fires and related emergencies. 		
A8-Definition	<ul style="list-style-type: none"> Structural fire incidents are defined as incidents of fire outbreaks in habitable formal structures (buildings that have approved building plans) and habitable informal structures (informal residential dwellings where no approved building plans exist). The indicator measures the percentage of times that these incidents receive a response within the 14-minute standard. This measure of the attendance time is the difference between the time of call (the time an official call or notice is received at the official call or reporting centre) and the arrival time (refers to the time captured for the first arriving firefighting response unit regardless of where dispatched or regardless of order of dispatch). The indicator therefore measures the number of structural firefighting incidents where the attendance time was 14 minutes or less as a percentage of all structural firefighting incidents. Attendance time is the difference between the time of call and the time of arrival of the first arriving firefighting response unit at the given address of the incident, (i.e.) Attendance Time = Time of arrival at given address –s- Time Call Received by ECC personnel and equipment in minutes and seconds for the year (numerator) divided by the number of fire department responses in the same year (denominator). 		
A9-Indicator Formula	<ul style="list-style-type: none"> (1) Number of structural fire incidents where the attendance time was less than 14 minutes / (2) Total number of calls for structural fire incidents received *100 		
A10-Indicator origin	ISO 10.6		
A11-Notes on calculation	<ul style="list-style-type: none"> The indicator should be reported as a cumulative average value for a quarter. Annually, all incidents over the four quarters should be aggregated to reflect an annual average value. 		
A12-Additional notes	SANS 10090 refers to the South African National Standard on Community Protection against Fire		
Reporting Responsibility	Disaster Coordinator		
Applies to Municipal Category	Local Municipality		
Readiness	Tier1		
Weight	5%	Baseline Indicator	100%
		Annual Target	100%
		Adjusted Target	100%
		Quarter 1	100%
		Quarter 2	100%
		Quarter 3	100%
		Quarter 4	100%
Motivation for the adjustment	N/A		

Indicator Assignment		FE1.1	
A1-Indicator Short Description		Number of fire related deaths per 1000 population	
A2-Alignment		Mitigated effects of emergencies	
A3-Result-chain level		Outcome	
A4-Back to Basic Pillar		Service delivery	
A5-Unit of measurement		Ratio of deaths to population	
A6-Frequency		Annual	
A7-Rationale		<ul style="list-style-type: none"> One of the many measures used to demonstrate the effectiveness of a municipality's fire services is the number of fire related deaths that occur on an annual basis. 	
A8-Definition		Incidence of reported deaths attributed to fire or fire-related causes (e.g. smoke inhalation) normalised per population.	
A9-Indicator Formula		<ul style="list-style-type: none"> (1) Number of reported deaths attributed to fire or fire-related causes / (2) Total population of the municipality * 1000 	
A10-Indicator origin		<ul style="list-style-type: none"> ISO 10.2 	
A11-Notes on calculation		None	
A12-Additional notes		None	
Reporting Responsibility		Director Community Services	
Applies to Municipal Category		Local Municipality	
Readiness		Tier1	
Weight	10%	Baseline Indicator	0
		Annual Target	0
		Adjusted Target	0
		Quarter 1	N/A
		Quarter 2	N/A
		Quarter 3	N/A
		Quarter 4	0
Motivation for the adjustment		N/A	

4.2 LOCAL ECONOMIC DEVELOPMENT

Indicator Assignment		LED3.11	
A1-Indicator Short Description		Average time taken to finalise business license applications	
A2-Alignment		Improved ease of doing business within the municipal area	
A3-Result-chain level		Output	
A4-Back to Basic Pillar		Service delivery	
A5-Unit of measurement		Days	
A6-Frequency		Quarterly	
A7-Rationale		<ul style="list-style-type: none"> Processing business applications is a basic function of local government, and one that, if not done efficiently, can delay or even dissuade business operators from undertaking economic activities in the municipality. The time taken to process business licence applications gives an indication of processing efficiency as it relates to creating enabling conditions for doing business. 	
A8-Definition		<ul style="list-style-type: none"> The indicator measures the average number of working days a business owner can expect to wait from the date of submission of a complete business license application to the date of outcome of licensing decision from the municipality. Business license applications refer to those businesses applying in terms of the Businesses Act of 1991. A 'complete application' refers to the point at which all of the required administrative information has been supplied, allowing the municipality to proceed with the processing. A 'finalised' application refers to an application where the municipality has taken a decision to approve or deny the application. An application is considered finalised at the point of the decision, regardless of the time between the decision and the communication of the application outcome. 	
A9-Indicator Formula		(1) Sum of the total working days per business application finalised/ (2) Number of business applications finalised	
A10-Indicator origin		<ul style="list-style-type: none"> The indicator relates to MTSF Priority 2: Economic Transformation and Job Creation. It aligns in terms of the Outcome- Reduced concentration and monopolies and expanded small business sector. 	
A11-Notes on calculation		<ul style="list-style-type: none"> Cumulative for the year to date. Only refers to business license applications for which a decision has been taken. License applications in process are excluded from the denominator of the calculation. 	
A12-Additional notes		Each quarter should track the processing time for applications for the financial year to date.	
Reporting Responsibility		Local Economic Development, Tourism, Agriculture, Sport, Arts and Culture Services	
Applies to Municipal Category		Local Municipality	
Readiness		Tier 2	
Weight	100%	Baseline Indicator	5
		Annual Target	20
		Adjusted Target	20
		Quarter 1	5
		Quarter 2	5
		Quarter 3	5
		Quarter 4	5
Motivation for the adjustment		N/A	

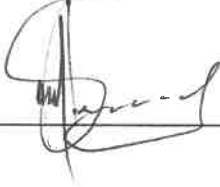
Thus, done and signed at Ficksburg on this 7th day of April 2026

AS WITNESSES:

1. _____



2. _____



ANGELA MOSIMA
DIRECTOR COMMUNITY SERVICES



NOMVULA MALATJIE
MUNICIPAL MANAGER



PERSONAL DEVELOPMENT PLAN

ENTERED INTO AND BETWEEN:

SETSOTO LOCAL MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

**NOMVULA MALATJIE
MUNICIPAL MANAGER
["THE EMPLOYER"]**

And

**ANGELA MOSIMA
DIRECTOR COMMUNITY SERVICES
["THE EMPLOYEE"]**

FOR THE FINANCIAL YEAR 01 JULY 2025-30 JUNE 2026

MP *AME* *MAD*

1. A municipality should commit to:

- (a) the continuous training and development of its employees to achieve its vision, mission and strategic Objectives and empower employees; and
- (b) managing training and development within the ambit of relevant national policies and legislation

2. A municipality should follow an integrated approach to human resource management that:

- (a) is a human resource development that forms an integral part of human resource planning and management.
- (b) in order for training and development strategy and plans to be successful, it should be based on sound human resource practices, such as the Strategic Human resource Plan, Job Descriptions, the result of regular performance appraisals and career pathing
- (c) ensure the necessary linkage with performance management and development that provides for the personal development plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and development and appraisal.
- (d) career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development, they can acquire the necessary competencies to prepare for the future positions. A comprehensive competency framework and profile for municipal managers are attached and these should be linked to relevant registered unit standards to specifically assist in compiling Personal Development Plans with their managers.
- (e) Personal Development Plans are compiled for individual employees and the data collated from employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority.

3. The aims of the compilation of Personal Development Plans to identify, prioritise and implement training needs

4. Compiling the Personal Development Plan attached as Appendix

- (a) Competency assessment instruments, which are dealt with more specifically in Appendix 1 and 2, should be established against their job specific competency profile and managerial competencies at a given period in time with the purpose of identifying training needs or skills gap.
- (b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with her employee, to compile a Personal Development Plan. The identified training needs should be entered into column 1 of Appendix 1, entitled Skills/Performance Gap.

The following should be carefully determined during this process:

(i) organisational needs, which include the following:

- 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.

(ii) individual training needs that are job/career related.

- (c) Next, the prioritisation of the training needs should be listed 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 Strategic Human Resource Plan, Personal Development Plans and Workplace Skills Plan.

- (d) Consideration must then be given to the expected outcomes, to be listed in Column 2 of Appendix 1, so that once the intervention is completed the impact it has can be measured against relevant output indicator.
- (e) An appropriate intervention should be identified to address training needs/skills gap and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in Column 3 of Appendix 1, entitled: Suggested training and/or development activity in line with the National Qualification Framework, which could enable the trainee to obtain recognition towards a qualification for training undertaken.

It is important to determine through the Human Resource Development Division within the municipality whether unit standards have been developed and registered with the South African Qualification Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.

- (f) guidelines regarding the number of training days per employee and nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (g) Column 4 of Appendix 1: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills training or development activity should impact on service delivery back in the workplace. Mode of delivery consists of amongst others:
- self-study-the official takes it upon herself to read e.g. legislation.
 - internal or external training provision.
 - coaching and/or mentoring; and
 - exchange programmes.
- (h) the suggested timeframes-Column 5 of Appendix 1-enable managers to effectively plan for the annum so that not all their employees are away from work within the same period and ensuring that the Personal Development Plan is implemented systematically.
- (j) The final column, Column 7 of Appendix 7, provides the employee with support person that could act as coach or mentor regarding the area of learning.

5. Personal Development Planning

Personal Development Planning Initiative	Competency Development Area	Description	Evidence
Acquisition of further training and skills development in the field of Financial Management, Change Management and Service Delivery Innovation as well as registering for a master's degree in public administration.	Strategic Capability and Leadership	Competency Based Assessment	Competent
	Financial Management		
	People Management and Empowerment		
	Client Orientation and Customer Focus		
	Change Management		
	Service Delivery Innovation		
Problem Solving and Analysis			

Thus, done and signed at Ficksburg on this 7th day of April 2026

AS WITNESSES:

1. 

2. 



**ANGELA MOSIMA
DIRECTOR COMMUNITY SERVICES**



**NOMVULA MALATJE
MUNICIPAL MANAGER**

