



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**

**THEMBA MAROTHOLI  
DIRECTOR TECHNICAL 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

**THEMBA MAROTHOLI  
DIRECTOR TECHNICAL 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 31 June 2026 whereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next period in the current financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during the period of each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at whenever to employee is appointed on and not later than the beginning of each successive capacity in the current 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 on 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	60%
Local Economic Development	30%
Institutional Capacity	10%
<b>Total Percentage</b>	<b>100%</b>

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
1. Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Impact and influence</li> <li>• Institutional Performance Management and Development System</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>	Compulsory	10%
2. People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul>	Compulsory	5%
3. Programme and Project Management	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Program and Project Monitoring and Evaluation</li> </ul>	Compulsory	10%
4. Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>	Compulsory	10%

<b>CORE MANAGERIAL COMPETENCIES</b>		<b>REQUIREMENT</b>	<b>WEIGHT</b>
5. Change Leadership	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and Improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>	Compulsory	5%
6. Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Co-operative Governance</li> </ul>		10%
<b>CORE OCCUPATIONAL COMPETENCIES</b>			<b>WEIGHT</b>
7. Moral Competence			5%
8. Planning and Organising			5%
9. Analysis and Innovation			15%
10. Knowledge and Information Management			10%
11. Communication			10%
12. Results and Quality Focus			5%
<b>Total Percentage</b>			<b>100%</b>

## **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.

### **6.5.2 ASSESSMENT OF THE CORE MANAGERIAL COMPETENCIES**

- (a) Each Core Managerial Competency should be assessed according to the extent the specified standards have been met.
- (b) An indicative rating on a five-point scale should be provided for each Core Managerial Competency.
- (c) 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.

## Performance Levels



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 than 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 criteria and indicators as specified in the Performance Agreement and Performance Plan.

LEVEL	TERMINOLOGY	DESCRIPTION
1	Unacceptable 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.

### 6.5.3 ASSESSMENT OF THE CORE MANAGERIAL COMPETENCIES

- (a) Each Core Managerial Competency should be assessed according to the extent the specified standards have been met.
- (b) An indicative rating on a five-point scale should be provided for each Core Managerial Competency.
- (c) 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.



### 6.5.4 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:

<b>ACHIEVEMENT LEVEL</b>	<b>DESCRIPTION</b>
Poor	Do not apply the basic concepts and methods to proof a basic understanding of local government operations and requires extensive supervision and development interventions.
Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
Superior	Has comprehensive understanding of local government operations, critical in strategic shaping strategic direction and change, develops and applies comprehensive concepts and methods.

## 6.7 THE EVALUATION PANE 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:

<b>Quarter</b>	<b>Period</b>	<b>Date for Performance Review</b>
First Quarter	July-September	3 <sup>rd</sup> Wednesday of October
Second Quarter	October-December	3 <sup>rd</sup> Wednesday of January
Third Quarter	January-March	3 <sup>rd</sup> Wednesday of April
Fourth and Annual	April-June	3 <sup>rd</sup> 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. REWARD

- 10.1 The evaluation of the Employee’s performance will form the basis for acknowledging outstanding performance or correcting unacceptable performance.
- 10.2 the payment of performance bonus is determined by the performance score obtained during the fourth quarter.
- 10.3 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

Score	Bonus %
150-153	10
154-157	11
158-161	12
162-165	13
166+	14

10.4 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.

10.5 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.

## 11. CONSULTATION

11.1 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.

11.2 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.

## 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:

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

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

- 13.1.1 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
- 13.1.2 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**

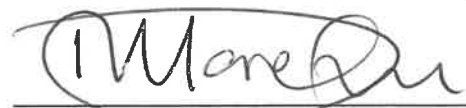
- 15.1 The contents of this Agreement and the Outcome of any review conducted in terms of Annexure “A “may be made available to public by the Employer.
- 15.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Employee in terms of her Contract of Employment, or the effects of existing or new regulations, circulars, directives or other instruments.

Thus, done and signed at Ficksburg on this 02<sup>nd</sup> day of MARCH 2026

**AS WITNESSES:**

1. 

2. 



**THEMBA-MAROTHOLI  
DIRECTOR TECHNICAL SERVICES**



**NOMVULA MALATJIE  
MUNICIPAL MANAGER**



## **PERFORMANCE PLAN**

**ENTERED INTO AND BETWEEN:**

**SETSOTO LOCAL MUNICIPALITY**

**AS REPRESENTED BY THE MUNICIPAL MANAGER**

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

**And**

**THEMBA MAROTHOLI  
DIRECTOR TECHNICAL SERVICES  
["THE EMPLOYEE"]**

**FOR THE FINANCIAL YEAR 01 JULY 2025-30 JUNE 2026**

## **1. Purpose**

The Performance Plan defines the council's expectations of the Director Technical Services' 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
- 2.3. Building institutional resilience and administrative capability

## **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 TECHNICAL SERVICES' TOP-LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2025/2026

##### 4.1. BASIC SERVICES

<b>Indicator Assignment</b>		<b>EE1.11</b>	
<b>A1-Indicator Short Description</b>		<b>Percentage of households with access to electricity</b>	
A2-Alignment		Improved access to electricity	
A3-Result-chain level		Output	
A4-Back to Basic Pillar		Service delivery	
A5-Unit of measurement		Percentage of households	
<b>A6-Frequency</b>		<b>Annual</b>	
A7-Rationale		<ul style="list-style-type: none"> <li>It is important in order to understand whether the principles of the Constitution are being fulfilled by providing social equity and development in terms of access to a basic electricity service</li> <li>Meeting Sustainable Development Goals. ‘</li> <li>Identifying the percentage of households enabled through the benefits of a regular energy source.</li> </ul>	
<b>A8-Definition</b>		<b>Percentage of households that have access to electricity services within the municipal area.</b>	
<b>A9-Indicator Formula</b>		<ul style="list-style-type: none"> <li><b>(1) Number of households having access to electricity / (2) Total number of households within the municipal area) *100</b></li> </ul>	
A10-Indicator origin		<ul style="list-style-type: none"> <li>United Nations Sustainable Development Goal SDG 7.11</li> <li>Proportion of population with access to electricity</li> <li>Similar to ISO 37120 Energy indicator 7.2</li> </ul>	
<b>A11-Notes on calculation</b>		<ul style="list-style-type: none"> <li><b>There will be a one-year lag in this data on account of delays between collection and dissemination of the data.</b></li> <li><b>Use of Municipal Valuation Roll 2023 to 2028 figures as per municipal billing</b></li> </ul>	
A12-Additional notes		<ul style="list-style-type: none"> <li>This will only look at those having access to electricity in the conventional sense.</li> <li>In the future, this may be expanded to look at other forms of access (access to off-grid, access to other forms of energy, etc.).</li> </ul>	
Reporting Responsibility		Manager Electricity Services and Manager Revenue Management	
Applies to Municipal Category		Local Municipality	
Readiness		Tier1	
Weight	10%	Baseline Indicator	95%
		Annual Target	95%
		Adjusted Target	94%
		Quarter 1	N/A
		Quarter 2	N/A
		Quarter 3	N/A
		Quarter 4	94%
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"> <li><b>Electricity: 94%</b></li> </ul> <p>These percentages reflect the current actual service coverage as per the audited records.</p>	

<b>Indicator Assignment</b>		<b>EE3.11</b>	
<b>A1-Indicator Short Description</b>		<b>Percentage of unplanned outages that are restored to supply within industry standard timeframes</b>	
A2-Alignment		Improved reliability of electricity service	
A3-Result-chain level		Output	
A4-Back to Basic Pillar		Service delivery	
A5-Unit of measurement		Percentage of outages	
<b>A6-Frequency</b>		<b>Quarterly</b>	
A7-Rationale		<ul style="list-style-type: none"> <li>Once an unplanned outage has occurred, the municipality should strive to restore power to the affected groups as soon as possible.</li> <li>Quick turnaround implies greater reliability of the municipal electricity service.</li> <li>This indicator is a distribution of MTTR (Mean Time to Restore), which is the average time it takes to restore supply once an interruption takes place.</li> </ul>	
<b>A8-Definition</b>		<ul style="list-style-type: none"> <li><b>The proportion of MTTRs that are within industry standards where MTTR is the average time it takes to restore unplanned outages.</b></li> <li><b>The following five categories of restoration time are applied as industry standards NSR 047: X=1.5, 3.5, 7.5, 24 and 168</b></li> </ul>	
<b>A9-Indicator Formula</b>		<ul style="list-style-type: none"> <li><b>((1) Number of unplanned outages restored within x hours / (2) Total number of unplanned outages) x 100, where x is based on industry standards (x=1.5, 3.5, 7.5, 24 and 168) and as per NRS 047.</b></li> </ul>	
A10-Indicator origin		IEEE Electric Power Distribution Reliability Indices: MTTR	
<b>A11-Notes on calculation</b>		<b>Cumulative indicator, i.e. the reported figure in a given quarter should be a year-to-date figure for the financial year.</b>	
A12-Additional notes		<ul style="list-style-type: none"> <li>Originally, this indicator was set using the parameters determined by Eskom (x= 0.5, 1.5, 3.5, 3.5, 3.5, 24 or less).</li> <li>Municipal feedback has since shifted this to the following NSR 047 standards where x=1.5, 3.5, 7.5, 24 and 168 or less.</li> <li>There may be some discrepancies between municipalities as some municipalities do not have automated systems.</li> <li>Thus, their turn around timeframes will begin from the time the customer reported an outage.</li> <li>However, we should start with what is available for now and work towards uniformity.</li> <li>The 0.5 hr. mark will only be possible to report in municipalities where SCADA systems are in place.</li> </ul>	
Reporting Responsibility		Manager Electricity Services	
Applies to Municipal Category		Local Municipality	
Readiness		Tier1	
Weight	5%	Baseline Indicator	98%
		Annual Target	98%
		Adjusted Target	96%
		Quarter 1	96%
		Quarter 2	96%
		Quarter 3	96%
		Quarter 4	96%
Motivation for the adjustment		Due to winter season	

<b>Indicator Assignment</b>		<b>HS1.12</b>	
A1-Indicator Short Description		Number of formal sites serviced	
<b>A2-Alignment</b>		<b>Improved access to adequate housing</b>	
A3-Result-chain level		Output	
A4-Back to Basic Pillar		Service delivery	
A5-Unit of measurement		Number of serviced sites	
<b>A6-Frequency</b>		<b>Annual</b>	
A7-Rationale		<ul style="list-style-type: none"> <li>• A basic level service for the core services of water, electricity and sanitation is a prerequisite for 'adequate housing'.</li> <li>• This indicator tracks the number of new sites to which the municipality has provided a minimum service level for the three basic services in terms of infrastructure provision (e.g. water, sanitation and electricity).</li> <li>• Waste removal is a recurring service that is not based on infrastructure provision to a site and is therefore excluded.</li> </ul>	
<b>A8-Definition</b>		<ul style="list-style-type: none"> <li>• <b>A site refers to a pre-determined area where basic services can be provided</b></li> <li>• <b>There is some degree of security of tenure and to which a household can be situated or relocated and/or upgraded.</b></li> <li>• <b>This refers to the number of all sites serviced with new connections for all three services of electricity, water and sanitation, to a basic level within the municipality in the financial year.</b></li> <li>• <b>These sites do not include the construction of top structures.</b></li> <li>• <b>A basic level of service is defined as an individual service to each site (not shared) meeting the national minimum standard (the Regulations in terms of the Water Services Act in the case of water and sanitation and the Policy Guidelines for the Integrated National Electrification Programme (INEP) 2016/17 in the case of electricity), or the minimum standards defined by the municipality, whichever is higher.</b></li> </ul>	
<b>A9-Indicator Formula</b>		• <b>A simple count of all (1) sites serviced with all three of the basic services.</b>	
A10-Indicator origin		<ul style="list-style-type: none"> <li>• The indicator originates with Outcome 8: Sub-outcome 1- Adequate housing and improved quality living environments.</li> <li>• There is also an Urban Settlements Development Grant indicator- Number of sites currently serviced with electricity, water (house connection) sewerage removal service and solid waste removal service (622) which corresponds to this indicator.</li> </ul>	
<b>A11-Notes on calculation</b>		<ul style="list-style-type: none"> <li>• <b>Sites lacking any one of the services, or below the minimum standard for that service, should be excluded.</b></li> <li>• <b>Communal servicing of informal settlements should be excluded.</b></li> </ul>	
A12-Additional notes		<ul style="list-style-type: none"> <li>• This indicator is also intended to support the realisation of improving access to adequate housing by tracking the three core service connections/provisions as a prerequisite.</li> <li>• Serviced sites will be provided as part of the national housing programme but may also be provided by the municipality using the USDG or other funding.</li> </ul>	
Reporting Responsibility		Manager Urban Planning and Property Management	
Applies to Municipal Category		Local Municipality	
Readiness		Tier1	
Weight	5%	Baseline Indicator	300
		Annual Target	100
		Adjusted Target	0
		Quarter 1	N/A
		Quarter 2	N/A
		Quarter 3	N/A
		Quarter 4	0
Motivation for the adjustment		The Electrical, Water and Sanitation start dates have been moved forward, therefore we will not have any project completion letters in the current financial year.	

<b>Indicator Assignment</b>		<b>HS1.31</b>	
<b>A1-Indicator Short Description</b>		<b>Number of informal settlements enumerated and classified (in terms of NUSP or equivalent classification)</b>	
A2-Alignment		Increased security of tenure	
A3-Result-chain level		Output	
A4-Back to Basic Pillar		Service delivery	
A5-Unit of measurement		Number of informal settlements	
<b>A6-Frequency</b>		<b>Annual</b>	
A7-Rationale		<ul style="list-style-type: none"> <li>• Providing security of tenure to inhabitants of informal settlements is integral to the upliftment of communities.</li> <li>• By classifying informal settlements according to the UISP the settlements are comprehensively appraised, enumerated and marked for intervention in the form of upgrade or relocation.</li> <li>• This classification is an important pre-requisite for incremental security of tenure on a tenure spectrum.</li> </ul>	
<b>A8-Definition</b>		<ul style="list-style-type: none"> <li>• <b>The number of designated informal settlements within the municipal area enumerated and classified according to the NUSP categorisation, or equivalent.</b></li> <li>• <b>Enumeration includes the collection of household level data of informal settlement residents, as well as the levels and status of services in the settlement.</b></li> </ul>	
<b>A9-Indicator Formula</b>		<ul style="list-style-type: none"> <li>• <b>Simple count of the (1) number of informal settlements enumerated and classified according to the UISP categorisation, or equivalent, in the period under assessment.</b></li> </ul>	
A10-Indicator origin		<ul style="list-style-type: none"> <li>• The indicator originates with Outcome 8: Sub-outcome 1- Adequate housing and improved quality living environments.</li> <li>• There is an Outcome 8 indicator labelled 'Number of existing informal settlements assessed' and this is a pre-requisite to informal settlement upgrading.</li> </ul>	
<b>A11-Notes on calculation</b>		<ul style="list-style-type: none"> <li>• <b>Settlements for which only a dwelling count is available should not be included. Settlements need to have been enumerated and classified according to the NUSP classification, or equivalent, in the financial year in order to be counted.</b></li> </ul>	
A12-Additional notes		<ul style="list-style-type: none"> <li>• The indicator does not currently distinguish between the size of an informal settlement.</li> <li>• It treats all designated informal settlements equally, regardless of size.</li> </ul>	
Reporting Responsibility		Manager Urban Planning and Property Management	
Applies to Municipal Category		Local Municipality	
Readiness		Tier 1	
Weight	10%	Baseline Indicator	3
		Annual Target	2
		Adjusted Target	2
		Quarter 1	N/A
		Quarter 2	N/A
		Quarter 3	N/A
		Quarter 4	2
Motivation for adjustment		N/A	

<b>Indicator Assignment</b>	<b>HS2.22</b>		
<b>A1-Indicator Short Description</b>	<b>Average number of days taken to process residential building plan applications</b>		
A2-Alignment	Improved functionality of the property market		
A3-Result-chain level	Output		
A4-Back to Basic Pillar	Service delivery		
A5-Unit of measurement	Number of days: Applications		
<b>A6-Frequency</b>	<b>Quarterly</b>		
A7-Rationale	<ul style="list-style-type: none"> <li>• This is an efficiency measure of the average processing time of the residential building plan applications submitted to the municipality.</li> <li>• Delays in the processing of building plan applications affect the time taken to build new housing within the municipal area and may become a deterrent to property development.</li> <li>• Removing unnecessary delays or uncertainties related to the efficiency of building plan application processes supports a functional property market within the municipality.</li> </ul>		
<b>A8-Definition</b>	<ul style="list-style-type: none"> <li>• <b>The indicator measures the number of days a residential building plan application to the municipality takes to be processed, from the date of submission of all required information to the date of communication of the initial adjudication results of that application, on average, per application.</b></li> <li>• <b>Excludes time taken to process appeals of the initial decision.</b></li> <li>• <b>Residential building plans are defined as all residential building plan applications less than 500 square meters.</b></li> </ul>		
<b>A9-Indicator Formula</b>	<ul style="list-style-type: none"> <li>• <b>(1) Sum of the number of days between the date of submission of a complete residential building plan application to the municipality and the communication of the adjudication result of the application, for all residential applications in the period of assessment / (2) Number of residential building plan applications adjudicated in the financial year to date</b></li> </ul>		
A10-Indicator origin	<ul style="list-style-type: none"> <li>• The indicator's origin rests with municipalities already tracking this measure of efficiency as it relates to building plan applications.</li> </ul>		
<b>A11-Notes on calculation</b>	<ul style="list-style-type: none"> <li>• <b>Calculations should be made and tracked on a quarterly basis.</b></li> <li>• <b>The quarterly calculation should be cumulative for the year so that the 4th quarter calculation is a measure of the average processing time for the entire municipal financial year.</b></li> <li>• <b>If a building plan application has not been adjudicated at the time of reporting it should be excluded from the total number of building plan applications.</b></li> <li>• <b>The numerator and denominator should cover the same period and the same type of applications (i.e. residential only, or all applications).</b></li> </ul>		
A12-Additional notes	<ul style="list-style-type: none"> <li>• This indicator should ideally be calculated for residential building plans only of 500 square meters or less, insofar as possible.</li> <li>• If the available data relates to all building plan applications, or building applications of a size most often associated with residential building plans</li> <li>• This is an adequate proxy and should be clarified in the Standard Operating Procedure of the municipality.</li> </ul>		
Reporting Responsibility	Manager Urban Planning and Property Management		
Applies to Municipal Category	Local Municipality		
Readiness	Tier 2		
Weight	5%	Baseline Indicator	30
		Annual Target	30
		Adjusted Target	20
		Quarter 1	N/A
		Quarter 2	N/A
		Quarter 3	10
		Quarter 4	10
Motivation for the adjustment	The Target is too high, and the number of plans submitted depends solely on the residents.		

<b>Indicator Assignment</b>	<b>TR6.11</b>		
<b>A1-Indicator Short Description</b>	<b>Percentage of gravel road graded</b>		
A2-Alignment	Improved quality of municipal road network		
A3-Result-chain level	Output		
A4-Back to Basic Pillar	Service delivery		
A5-Unit of measurement	Percentage of gravel road network, by length		
<b>A6-Frequency</b>	<b>Annual</b>		
A7-Rationale	<ul style="list-style-type: none"> <li>Regular grading of gravel roads increases the safety of municipal roads</li> </ul>		
<b>A8-Definition</b>	<ul style="list-style-type: none"> <li><b>The length of gravel road which has been graded as a percentage of overall gravel road network.</b></li> </ul>		
<b>A9-Indicator Formula</b>	<ul style="list-style-type: none"> <li><b><math>((1) \text{ Kilometres of municipal road graded} / (2) \text{ Kilometers of ungraded gravel road}) * 100</math></b></li> </ul>		
A10-Indicator origin	<ul style="list-style-type: none"> <li>SDG 11.2 Provide access to safe, affordable and sustainable public transport for all, improving road safety, notably by expanding public transport</li> </ul>		
<b>A11-Notes on calculation</b>	<ul style="list-style-type: none"> <li><b>The graded road is measured at the end of the financial reporting period, cumulative for the entire financial year.</b></li> <li><b>However, the ungraded gravel road is measured at the start of the financial year.</b></li> </ul>		
A12-Additional notes	<ul style="list-style-type: none"> <li>None</li> </ul>		
Reporting Responsibility	Manager Roads and Stormwater		
Applies to Municipal Category	Local Municipality		
Readiness	Tier 1		
Weight	10%	Baseline Indicator	30%
		Annual Target	40%
		Adjusted Target	30%
		Quarter 1	N/A
		Quarter 2	N/A
		Quarter 3	N/A
		Quarter 4	30%
Motivation for the adjustment	The grader is Marquard has been out of service for the most part of the year. The maintenance regime is substandard, and we are in the process of improving the maintenance plan.		

<b>Indicator Assignment</b>	<b>TR6.12</b>		
<b>A1-Indicator Short Description</b>	<b>Percentage of surfaced municipal road lanes which have been resurfaced and resealed</b>		
A2-Alignment	Improved quality of municipal road network		
A3-Result-chain level	Output		
A4-Back to Basic Pillar	Service delivery		
A5-Unit of measurement	Percentage of surfaced road lanes		
<b>A6-Frequency</b>	<b>Annual</b>		
A7-Rationale	<ul style="list-style-type: none"> <li>Regular maintenance of municipal roads increases the safety of roads</li> </ul>		
<b>A8-Definition</b>	<ul style="list-style-type: none"> <li><b>The distance of surfaced municipal road lanes (class 3-5) in kilometres which has been resurfaced and resealed in terms of the total network length.</b></li> <li><b>Total network length is measured on a per lane basis, so a road that is four-lanes wide for 1 km has a total network length of 4kms for the purpose of this indicator.</b></li> </ul>		
<b>A9-Indicator Formula</b>	<ul style="list-style-type: none"> <li><b>((1) Kilometers of municipal road lanes resurfaced and resealed / (2) Kilometers of surfaced municipal road lanes) * 100</b></li> </ul>		
A10-Indicator origin	<ul style="list-style-type: none"> <li>SDG 11.2 Provide access to safe, affordable and sustainable public transport for all, improving road safety, notably by expanding public transport</li> </ul>		
<b>A11-Notes on calculation</b>	<ul style="list-style-type: none"> <li><b>The resurfaced and resealed road is measured at the end of financial reporting period, cumulative for the financial year.</b></li> <li><b>The surfaced road length is measured as the network length at the start of the financial year.</b></li> </ul>		
A12-Additional notes	<ul style="list-style-type: none"> <li>None</li> </ul>		
Reporting Responsibility	Manager Roads and Stormwater		
Applies to Municipal Category	Local Municipality		
Readiness	Tier 1		
Weight	10%	Baseline Indicator	40%
		Annual Target	46%
		Adjusted Target	20%
		Quarter 1	N/A
		Quarter 2	N/A
		Quarter 3	N/A
		Quarter 4	20%
Motivation for the adjustment	The roads that were selected will not be completed on time in the current financial year.		

<b>Indicator Assignment</b>		<b>TR6.13</b>	
<b>A1-Indicator Short Description</b>		<b>KMs of new municipal road network</b>	
A2-Alignment		Improved quality of municipal road network	
A3-Result-chain level		Output	
A4-Back to Basic Pillar		Service delivery	
A5-Unit of measurement		KMs of road network	
<b>A6-Frequency</b>		<b>Quarterly</b>	
A7-Rationale		<ul style="list-style-type: none"> <li>• Municipal road networks are enhanced as they are expanded and new connections are created, with the potential of contributing to commuting efficiencies.</li> <li>• Measuring the creation of new municipal road network is one measure of expanding municipal service indicative of improvements to the municipal road network.</li> </ul>	
<b>A8-Definition</b>		<ul style="list-style-type: none"> <li>• <b>The distance of municipal road network built in kilometers within the municipal area, by the municipality (inclusive of all its departments and implementing agents).</b></li> <li>• <b>This is inclusive of both surfaced and unsurfaced roads built by the municipality.</b></li> <li>• <b>A surfaced road refers to road installed with a durable surface material intended to sustain traffic, usually pavement or concrete.</b></li> <li>• <b>Total municipal road network length is measured irrespective of the road lanes for this indicator.</b></li> </ul>	
<b>A9-Indicator Formula</b>		<b>(1) Number of kilometres of surfaced road network built + (2) Number of kilometres unsurfaced road network built</b>	
A10-Indicator origin		<ul style="list-style-type: none"> <li>• This relates to MTSF Priority 2: Economic transformation and job creation and advances the Outcome- Increase access to affordable and reliable transport systems. It is similar to the indicator "KM of roads upgraded, refurbished and maintained".</li> <li>• SDG 11.2 Provide access to safe, affordable and sustainable public transport for all, improving road safety, notably by expanding public transport</li> </ul>	
<b>A11-Notes on calculation</b>		<ul style="list-style-type: none"> <li>• <b>Cumulative, year to date.</b></li> <li>• <b>The new municipal road built is measured as at the end of the reporting period.</b></li> </ul>	
A12-Additional notes		<ul style="list-style-type: none"> <li>• In cases where new road lanes have been added to existing road network (e.g. a 2-lane road has been expanded to 4-lanes), these are not considered expansions to the road network because the length of the network does not change.</li> <li>• Where an existing road is 'upgraded' from gravel to a surfaced road, this also does not expand the length of the network. Resurfacing and resealing an existing surfaced road is also excluded.</li> </ul>	
Reporting Responsibility		Manager Roads and Stormwater	
Applies to Municipal Category		Local Municipality	
Readiness		Tier 2	
Weight	10%	Baseline Indicator	7.0km
		Annual Target	7.7km
		Adjusted Target	5.5km
		Quarter 1	2km
		Quarter 2	N/A
		Quarter 3	N/A
		Quarter 4	3.5km
Motivation for the adjustment		The roads that were selected will not be completed on time in the current financial year.	

<b>Indicator Assignment</b>		<b>TR6.21</b>	
<b>A1-Indicator Short Description</b>		<b>Percentage of reported pothole complaints resolved within standard municipal response time</b>	
A2-Alignment		Improved quality of municipal road network	
A3-Result-chain level		Output	
A4-Back to Basic Pillar		Service delivery	
A5-Unit of measurement		Potholes	
<b>A6-Frequency</b>		<b>Quarterly</b>	
A7-Rationale		<ul style="list-style-type: none"> <li>Fixing of potholes should occur within a reasonable time after the municipality becomes aware of them - not only in order to be responsive to public complaints, but also to limit the period that the pothole poses a risk to road users and vehicles.</li> <li>The indicator demonstrates whether the municipality is efficient and consistent in undertaking this type of maintenance, at least insofar as pothole complaints reported by the public are concerned.</li> </ul>	
<b>A8-Definition</b>		<ul style="list-style-type: none"> <li><b>The percentage of reported pothole complaints resolved within the standard time, as a percentage of all potholes reported.</b></li> <li><b>A reported pothole complaint refers to the report as the incidence, not the number of potholes that may be referred to in a given report.</b></li> <li><b>Municipal standard response times and operating procedures for service providers who may undertake this work for the municipality are confirmed at the municipal level in terms of the municipality's standard operating procedure for measuring the indicator.</b></li> </ul>	
<b>A9-Indicator Formula</b>		<b>((1) Number of pothole complaints resolved within the standard time after being reported / Number of potholes reported)</b>	
A10-Indicator origin		<ul style="list-style-type: none"> <li>This relates to MTSF Priority 2: Economic transformation and job creation and advances the Outcome- Increase access to affordable and reliable transport systems. Ministerial inputs</li> </ul>	
<b>A11-Notes on calculation</b>		<ul style="list-style-type: none"> <li><b>The indicator is cumulative, year to date. It should not include 'active' reports as at the end of the reporting period if they are still within the window of standard response time and have not yet been resolved.</b></li> <li><b>To avoid a gap between reporting periods, this means that any active reports that precede the start of the reporting period but are resolved (or exceed standard municipal response time) within that reporting period, should feature in the calculation.</b></li> </ul>	
A12-Additional notes		<ul style="list-style-type: none"> <li>Note that this indicator refers to potholes reported to the municipality, regardless of who does the reporting.</li> <li>Pothole complaints raised at the end of the reporting period which have not been resolved or for which the municipality is still within the standard time allocation at the time of reporting should be excluded from the indicator.</li> <li>Pothole complaints that fall into this category should be incorporated into the next reporting period.</li> </ul>	
Reporting Responsibility		Manager Roads and Stormwater	
Applies to Municipal Category		Local Municipality	
Readiness		Tier 2	
Weight	5%	Baseline Indicator	40%
		Annual Target	40%
		Adjusted Target	15%
		Quarter 1	N/A
		Quarter 2	N/A
		Quarter 3	5%
		Quarter 4	10%
Motivation for the adjustment		Due to unavailability of road repair material, especially the SS60.	

<b>Indicator Assignment</b>		<b>WS1.1</b>	
<b>A1-Indicator Short Description</b>		<b>Percentage of households with access to basic sanitation</b>	
A2-Alignment		Improved access to sanitation	
A3-Result-chain level		Output	
A4-Back to Basic Pillar		Service delivery	
A5-Unit of measurement		Percentage of households	
<b>A6-Frequency</b>		<b>Annual</b>	
A7-Rationale		<ul style="list-style-type: none"> <li>• South Africa comes from a history of separate development which has resulted in many areas not having access to basic sanitation services.</li> <li>• A dedicated basic services development programme was initiated in 1994 to eradicate the historic backlogs.</li> <li>• The target was for all people in South Africa to have access to a functioning basic sanitation facility by 2014.</li> <li>• This target was however not met, and a new target date of 2019 has been set, as per the 2014 Medium Term Strategic Framework, which needs to be reviewed as per the Medium-Term Development Plan 2024-2029.</li> </ul>	
<b>A8-Definition</b>		<ul style="list-style-type: none"> <li>• <b>Percentage of households accessing ("using") a toilet facility that meets minimum standards for basic sanitation out of all households within the municipality.</b></li> <li>• <b>Minimum standards are currently defined as a either a flush toilet (sewerage system) and/or flush toilet (septic tank), and/or a pit toilet connected to ventilation (VIP).</b></li> </ul>	
<b>A9-Indicator Formula</b>		<ul style="list-style-type: none"> <li>• <b>((1) Number of households using a flush toilet (connected to sewerage system) + (2) Number of households using a flush toilet (with septic tank) + (3) Number of households using pit toilets with ventilation (VIP) / (4) Total number of households in the municipality) * 100.</b></li> </ul>	
A10-Indicator origin		<ul style="list-style-type: none"> <li>• MTSF Outcome 9- Sub-outcome members of society have sustainable and reliable access to basic services MBI indicator</li> </ul>	
<b>A11-Notes on calculation</b>		<ul style="list-style-type: none"> <li>• <b>Basic sanitation (meeting minimum requirements) includes access to either of the following:</b> <ol style="list-style-type: none"> <li>(1) Flush toilet (sewerage system)</li> <li>(2) Flush toilet (septic tank), and/or</li> <li>(3) VIP.</li> </ol> </li> <li>• <b>In order to calculate, will need to obtain data for all individual service levels.</b></li> <li>• <b>It is therefore assumed that: Total number of households with access to sanitation is the sum of:</b> <ol style="list-style-type: none"> <li>(1) Access to sanitation: Flush toilet (connected to sewerage system)</li> <li>(2) Access to sanitation: Flush toilet (with septic tank) (</li> <li>3) Access to sanitation: Pit toilet with ventilation (VIP) Total number of households without access to sanitation is the sum of:</li> <li>(4) Access to sanitation: Chemical toilet</li> <li>(5) Access to sanitation: Pit toilet without ventilation</li> <li>(6) Access to sanitation: Bucket toilet</li> <li>(7) Access to sanitation: Other (8) Access to sanitation: No sanitation</li> </ol> </li> <li>• <b>Use of Municipal Valuation Roll 2023 to 2028 figures as per municipal billing</b></li> </ul>	
A12-Additional notes		<ul style="list-style-type: none"> <li>• The MBI code for this performance indicator is SD127.</li> </ul>	
Reporting Responsibility		Manager Water and Sanitation and Manager Revenue Management	
Applies to Municipal Category		Local Municipality	
Readiness		Tier 1	
Weight	10%	Baseline Indicator	73%
		Annual Target	73%
		Adjusted Target	75%
		Quarter 1	N/A
		Quarter 2	N/A
		Quarter 3	N/A
		Quarter 4	75%
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"> <li>• <b>Sanitation: 94%</b></li> </ul>	

These percentages reflect the current actual service coverage as per the audited records.

<b>Indicator Assignment</b>		<b>WS2.1</b>	
<b>A1-Indicator Short Description</b>		<b>Percentage of households with access to basic water supply</b>	
A2-Alignment		Improved access to water	
A3-Result-chain level		Outcome	
A4-Back to Basic Pillar		Service delivery	
A5-Unit of measurement		Percentage of households	
<b>A6-Frequency</b>		<b>Annual</b>	
A7-Rationale		<ul style="list-style-type: none"> <li>• South Africa comes from a history of separate development which has resulted in many rural areas not having access to basic water supply.</li> <li>• A dedicated basic services development programme was initiated in 1994 to eradicate the historic backlogs.</li> <li>• The target was for all people in South Africa to have access to a functioning basic water supply by 2014.</li> <li>• This target was however not met, and a new target date of 2019 has been set, as per the 2014 Medium Term Strategic Framework, and as per Medium-term Development Plan 2024 to 2029</li> </ul>	
<b>A8-Definition</b>		<ul style="list-style-type: none"> <li>• <b>Percentage of households with access to basic water supply, defined as the household's main source of drinking water is piped (tap) water inside dwelling/house, piped (tap) water inside yard, and/or piped water to a community stand: &lt;200 m.</b></li> </ul>	
<b>A9-Indicator Formula</b>		<ul style="list-style-type: none"> <li>• <b>Number of households with the main source of drinking water</b>  <b>(1) piped (tap) water inside dwelling/institution</b>  <b>(2) Number of households with the main source of drinking water piped (tap) water inside yard</b>  <b>(3) Number of households with the main source of drinking water piped (tap) water on community stand: distance less than 200m from dwelling/institution / (4) Total number of households in the municipality * 100</b></li> </ul>	
A10-Indicator origin		<ul style="list-style-type: none"> <li>• MTSF Outcome 9- Sub-outcome Members of society have sustainable and reliable access to basic services MBI indicator</li> </ul>	
<b>A11-Notes on calculation</b>		<ul style="list-style-type: none"> <li>• <b>Basic water supply (meeting minimum requirements) includes access to either of the following:</b>  <b>(1) Piped (tap) water inside dwelling/house</b>  <b>(2) Piped (tap) water inside yard, and/or</b>  <b>(3) Community stand: &lt;200 m. In order to calculate, will need to obtain data for all individual service levels. It is therefore assumed that: Total number of households with access to water is the sum of:</b>  <b>(1) Access to water: Piped (tap) water inside dwelling/house</b>  <b>(2) Access to water: Piped (tap) water inside yard</b>  <b>(3) Access to water: Piped (tap) water on community stand: distance less than 200m from dwelling/institution Total number of households without access to water is the sum of:</b>  <b>(4) Access to water: Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution</b>  <b>(5) Access to water: Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling /institution</b>  <b>(6) Access to water: Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution</b>  <b>(7) Access to water: No access to piped (tap) water</b></li> <li>• <b>Use of Municipal Valuation Roll 2023 to 2028 figures as per municipal billing</b></li> </ul>	
A12-Additional notes		<ul style="list-style-type: none"> <li>• The MBI code for this performance indicator is SD126.</li> </ul>	
Reporting Responsibility		Manager Water and Sanitation and Manager Revenue Management	
Applies to Municipal Category		Local Municipality	
Readiness		Tier 1	
Weight	10%	Baseline Indicator	100%
		Annual Target	100%
		Adjusted Target	95%
		Quarter 1	N/A
		Quarter 2	N/A
		Quarter 3	N/A
		Quarter 4	95%
Motivation for the adjustment		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:	

- **Water: 95%**

These percentages reflect the current actual service coverage as per the audited records.

<b>Indicator Assignment</b>		<b>WS3.1</b>	
<b>A1-Indicator Short Description</b>		<b>Frequency of sewer blockages</b>	
A2-Alignment		Improved quality of water and sanitation services	
A3-Result-chain level		Outcome	
A4-Back to Basic Pillar		Service delivery	
A5-Unit of measurement		Percentage	
<b>A6-Frequency</b>		<b>Annual</b>	
A7-Rationale		<ul style="list-style-type: none"> <li>• Operations and maintenance typically include the day-to-day activities necessary for the water services system infrastructure and equipment to perform their intended function.</li> <li>• To accomplish this, the municipality must operate the systems and equipment responsibly and maintain them properly.</li> <li>• Maintaining infrastructure in sound condition is a key element of providing sustainable municipal services.</li> <li>• If a poor maintenance regime is followed, an asset may not reach its design life and will have to be replaced early.</li> <li>• Since 1994 the focus of Government has been on the provision of basic water and sanitation infrastructure.</li> <li>• The effective operation and maintenance of this infrastructure is an essential part of service delivery that has been much neglected.</li> <li>• An assessment of 1689 water schemes found that at least 10% were dysfunctional, while a further 20 to 24% were experiencing serious water security problems, and 48% needed urgent refurbishment.</li> <li>• Functionality issues can mostly be ascribed to poor management. In order to ensure long term effective water services delivery, an asset management approach must be followed.</li> </ul>	
<b>A8-Definition</b>		<ul style="list-style-type: none"> <li>• <b>Number of blockages in sewers per 100km of sewer length per year.</b></li> <li>• <b>Blockages are defined as reported or logged blockages that result in an obstruction of system flow which may be caused by roots, obstructive items or other pipeline disruption.</b></li> </ul>	
<b>A9-Indicator Formula</b>		<ul style="list-style-type: none"> <li>• <b>(1) Number of blockages in sewers that occurred during the assessment period / [(2) Total sewer length at the reference date/100]</b></li> </ul>	
A10-Indicator origin		<ul style="list-style-type: none"> <li>• IWA indicator MBI indicator</li> </ul>	
<b>A11-Notes on calculation</b>		<ul style="list-style-type: none"> <li>• <b>Pumping station blockages shall not be included.</b></li> <li>• <b>Include blockages only where these are the responsibility of the wastewater undertaking entity.</b></li> <li>• <b>This PI may be assessed for periods shorter than one year, but it is recommended that it be used only where data for the variables have been collected for at least a year.</b></li> <li>• <b>Where it has been used for shorter time periods, special consideration is required when used for comparisons, either internal or external to the undertaking.</b></li> </ul>	
A12-Additional notes		<ul style="list-style-type: none"> <li>• The IWA code for this performance indicator is wOp34. The MBI code for this performance indicator is OM5. MBI formula: <math>OM5 (\%) = wD38 / (wC1/100)</math></li> </ul>	
Reporting Responsibility		Manager Water and Sanitation	
Applies to Municipal Category		Local Municipality	
Readiness		Tier 1	
Weight	10%	Baseline Indicator	100%
		Annual Target	100%
		Adjusted Target	80%
		Quarter 1	N/A
		Quarter 2	N/A
		Quarter 3	N/A
		Quarter 4	80%
Motivation for the adjustment		Some of the blockages occur due to nonavailability of the outfall network therefore they cannot be attended fully.	



<b>Indicator Assignment</b>		<b>WS3.11</b>	
<b>A1-Indicator Short Description</b>		<b>Percentage of complaints/callouts responded to within 24 hours (sanitation/wastewater)</b>	
A2-Alignment		Improved quality of water and sanitation services	
A3-Result-chain level		Output	
A4-Back to Basic Pillar		Service delivery	
A5-Unit of measurement		Percentage of outages	
<b>A6-Frequency</b>		<b>Annual</b>	
A7-Rationale		<ul style="list-style-type: none"> <li>• Service quality or customer satisfaction is measured through customer surveys and the monitoring of complaints/ protests, continuity of supply, affordability and service level indicators.</li> <li>• Municipalities face significant challenges as they strive to increase the quality and manage the costs of services to their customers.</li> <li>• Service delivery protests have become a regular feature of South African life. Poor services can therefore make it difficult to attract business or industry to an area and will limit job opportunities for residents.</li> <li>• Protest and unrest is bad for the local economy, leading to perceptions of instability.</li> <li>• Without income from services, the municipality will either be running a bankrupt business or be highly reliant on grants.</li> <li>• Resolving these challenges thus brings direct economic benefits to a municipality.</li> </ul>	
<b>A8-Definition</b>		<ul style="list-style-type: none"> <li>• <b>Percentage complaints/callouts (outages logged with the municipality) responded to within 24 hours (sanitation/wastewater).</b></li> <li>• <b>Responded to means that someone is on site and has initiated a process of resolving the matter within 24 hours.</b></li> <li>• <b>This does not mean the complaint/callout was resolved, only that the matter was logged, appraised and responded to within 24 hours of notification.</b></li> </ul>	
<b>A9-Indicator Formula</b>		<ul style="list-style-type: none"> <li>• <b>(1) Number of complaints/callouts (outages logged on the municipal system) responded to within 24 hours (sanitation/wastewater)/ (2) Total wastewater/sanitation complaints/callouts received * 100</b></li> </ul>	
A10-Indicator origin		<ul style="list-style-type: none"> <li>• MBI indicator IWA aligned indicator</li> </ul>	
<b>A11-Notes on calculation</b>		<ul style="list-style-type: none"> <li>• <b>Measured at the end of each year. Some municipalities have manual systems and measurements, but it may be difficult to verify initially.</b></li> <li>• <b>There are aspirations to progress this indicator to a measure of 'resolution' rather than 'response' in the future.</b></li> </ul>	
A12-Additional notes		<ul style="list-style-type: none"> <li>• The IWA code for this performance indicator is wQS27. Formula: <math>wQS27 (\%) = wF20 / wF12 \times 100</math>.</li> <li>• The MBI code for this performance indicator is SD124.</li> <li>• Formula: <math>SD124 (\%) = wF20 / wF12 \times 100</math>.</li> <li>• A suggestion was made to include a measure of interruptions.</li> </ul>	
Reporting Responsibility		Manager Water and Sanitation	
Applies to Municipal Category		Local Municipality	
Readiness		Tier 2	
Weight	5%	Baseline Indicator	100%
		Annual Target	100%
		Adjusted Target	80%
		Quarter 1	N/A
		Quarter 2	N/A
		Quarter 3	N/A
		Quarter 4	80%
Motivation for the adjustment		Some team leaders and supervisors take time to respond to complaints reported at the customer care. therefore, cannot be attended to with 24hrs. We are in the process of amending the maintenance regimen.	

<b>Indicator Assignment</b>		<b>WS3.21</b>	
<b>A1-Indicator Short Description</b>		<b>Percentage of complaints/callouts responded to within 24 hours (water)</b>	
A2-Alignment		Improved quality of water and sanitation services	
A3-Result-chain level		Output	
A4-Back to Basic Pillar		Service delivery	
A5-Unit of measurement		Percentage of outages	
<b>A6-Frequency</b>		<b>Annual</b>	
A7-Rationale		<ul style="list-style-type: none"> <li>• Service quality or customer satisfaction is measured through customer surveys and the monitoring of complaints/ protests, continuity of supply, affordability and service level indicators.</li> <li>• Municipalities face significant challenges as they strive to increase the quality and manage the costs of services to their customers.</li> <li>• Service delivery protests have become a regular feature of South African life.</li> <li>• Poor services can therefore make it difficult to attract business or industry to an area and will limit job opportunities for residents.</li> <li>• Protest and unrest are bad for the local economy, leading to perceptions of instability. Without income from services, the municipality will either be running a bankrupt business or be highly reliant on grants.</li> <li>• Resolving these challenges thus brings direct economic benefits to a municipality.</li> </ul>	
<b>A8-Definition</b>		<ul style="list-style-type: none"> <li>• <b>Percentage complaints/callouts (outages) responded to within 24 hours (water). Responded to means that someone is on site and has initiated a process of resolving the matter within 24 hours.</b></li> <li>• <b>This does not mean the complaint/callout was resolved, only that the matter was logged, appraised and responded to within 24 hours of notification.</b></li> </ul>	
<b>A9-Indicator Formula</b>		<ul style="list-style-type: none"> <li>• <b>(1) Number of complaints/callouts (outages) responded to within 24 hours (water)/ (2) Total water service complaints/callouts received * 100</b></li> </ul>	
A10-Indicator origin		<ul style="list-style-type: none"> <li>• MBI indicator IWA aligned indicator</li> </ul>	
<b>A11-Notes on calculation</b>		<ul style="list-style-type: none"> <li>• <b>Measured at the end of each year. Some municipalities have manual systems and measurements, but it may be difficult to verify initially.</b></li> <li>• <b>There are aspirations to progress this indicator to a measure of 'resolution' rather than 'response' in the future.</b></li> </ul>	
A12-Additional notes		<ul style="list-style-type: none"> <li>• The MBI code for this performance indicator is SD123. Formula: <math>SD123 (\%) = F137 / F15 \times 100</math>.</li> <li>• A suggestion was made to include a measure of interruptions.</li> </ul>	
Reporting Responsibility		Manager Water and Sanitation	
Applies to Municipal Category		Local Municipality	
Readiness		Tier 2	
Weight	5%	Baseline Indicator	100%
		Annual Target	100%
		Adjusted Target	80%
		Quarter 1	N/A
		Quarter 2	N/A
		Quarter 3	N/A
		Quarter 4	80%
Motivation for the adjustment		Some team leaders and supervisors take time to respond to complaints reported at the customer care. therefore, cannot be attended to with 24hrs. We are in the process of amending the maintenance regimen.	

## 4.2. LOCAL ECONOMIC DEVELOPMENT

<b>Indicator Assignment</b>	<b>HS2.22</b>
<b>A1-Indicator Short Description</b>	<b>Average number of days taken to process building plan applications of less than 500 square meters</b>
A2-Alignment	Improved functionality of the residential property market
A3-Result-chain level	Output
A4-Back to Basic Pillar	Service delivery
A5-Unit of measurement	Number of days: Applications
<b>A6-Frequency</b>	<b>Quarterly</b>
A7-Rationale	<p>This is an efficiency measure of the average processing time of the building plan applications submitted to the municipality.</p> <p>Delays in the processing of building plan applications affect the time taken to build new housing and other buildings within the municipal area and may become a deterrent to property development.</p> <p>Removing unnecessary delays or uncertainties related to the efficiency of building plan application processes supports a functional property market within the municipality.</p> <p>This indicator is also a useful efficiency measure as it relates to the municipality's ability to create an enabling environment for businesses.</p> <p>The National Building Regulations and Building Standards Act legislates the less than 500 square meters distinction and sets a processing standard for building plan applications within a period of 30 days.</p>
A8-Definition	<p><b>The indicator measures the number of days a building plan application to the municipality takes to be processed, from the date of submission of all required information to the date of communication of the initial adjudication results of that application, on average, per application.</b></p> <p><b>Measures of the time taken to process appeals of the initial decision, sometimes expressed in relation to “amendment letters” or in terms of a “date of first refusal” are not included within the measurement.</b></p> <p><b>Each submission of a complete building plan application starts a new processing cycle for the purpose of the indicator.</b></p>
A9-Indicator Formula	<b>(1) Sum of the number of days between the date of submission of a complete building plan application to the municipality and the communication of the adjudication result of the application, for all applications less than 500 square meters / (2) Number of building plan applications less than 500 square meters adjudicated</b>
A10-Indicator origin	<p>The indicator originates with MTSF: Priority 5: Spatial integration, Human settlements and local government.</p> <p>It is aligned in terms of the Outcome- Adequate housing and improved quality living environments. It originates with municipalities already tacking this measure and has implications for creating an enabling environment for home-owners and businesses to operate.</p>
A11-Notes on calculation	<p><b>Cumulative over the financial year. Calculations should be made and tracked on aggregate, on a quarter-by-quarter basis.</b></p> <p><b>The quarterly calculation should be cumulative so that 2nd quarter measures the cumulative average for half of the financial year and the 4th quarter calculation is a measure of the average processing time for the entire municipal financial year.</b></p>


	<p><b>If a residential building plan application has not been adjudicated at the time of reporting it should be excluded from the total number of building plan applications.</b></p> <p><b>The numerator and denominator should cover the same period and the same type of applications.</b></p>		
A12-Additional notes	<p>This indicator should ideally be calculated for building plans applications of less than 500 square meters, excluding minor work applications.</p> <p>This indicator should be considered in conjunction with LED 3.13, C83, C84 and C98 as it relates to overall building plan processing efficiencies in the municipality.</p> <p>Municipal Standard Operating Procedures should be used to clarify any municipality specific processing norms and standards.</p> <p>Applications that are in process, still awaiting adjudication, should not be included.</p>		
Reporting Responsibility	Urban Planning and Property Management Division		
Applies to Municipal Category	Local Municipality		
Readiness	Tier 2		
Weight	100%	Baseline Indicator	30
		Annual Target	30
		Adjusted Target	30
		Quarter 1	30
		Quarter 2	30
		Quarter 3	30
		Quarter 4	30
Motivation for the adjustment	N/A		

**4.3. INSTITUTIONAL CAPACITY**

<b>Indicator Assignment</b>		<b>GG6.12</b>	
<b>A1-Indicator Short Description</b>		<b>Number of work opportunities through EPWP, CWP and other related infrastructure programmes</b>	
A2-Alignment		More effective poverty alleviation	
A3-Result-chain level		Output	
A4-Back to Basic Pillar		Building capable local government institutions	
A5-Unit of measurement		Number of work opportunities	
<b>A6-Frequency</b>		<b>Quarterly</b>	
A7-Rationale		<ul style="list-style-type: none"> <li>Work opportunities created through state funded infrastructure programmes are an important means of poverty alleviation delivered by municipalities and other state organs within the municipal area.</li> </ul>	
<b>A8-Definition</b>		<ul style="list-style-type: none"> <li><b>The indicator measures the number of work opportunities created through state funded infrastructure programmes such as the Expanded Public Works Programme (administered by the municipality)</b></li> <li><b>Community Works Programme (CWP) (administered by the Department of Cooperative Governance)</b></li> <li><b>And any other infrastructure-related work opportunities delivered by state organs within the municipal area.</b></li> </ul>	
<b>A9-Indicator Formula</b>		<ul style="list-style-type: none"> <li><b>(1) Number of short-term work opportunities through the municipality for Expanded Public Works Programme + (2) the Number of short-term work opportunities through the Community Works Programme and other related infrastructure initiatives.</b></li> </ul>	
A10-Indicator origin		<ul style="list-style-type: none"> <li>CoGTA Back 2 Basics</li> </ul>	
<b>A11-Notes on calculation</b>		<b>None</b>	
A12-Additional notes		<ul style="list-style-type: none"> <li>The indicator is a shared reporting responsibility because the work opportunities provided by the CWP, and other infrastructure-related programmes delivered by state organs are the reporting responsibilities of non-municipal actors.</li> <li>Municipalities can report on EPWP work opportunities and make use of unverified data for the purposes of quarterly reporting even in the absence of the supply of the CWP work opportunities.</li> </ul>	
Reporting Responsibility		EPWP Coordinator and PMU Manager	
Applies to Municipal Category		Local Municipality	
Readiness		Tier 2	
Weight	100%	Baseline Indicator	1 463
		Annual Target	100
		Adjusted Target	100
		Quarter 1	100
		Quarter 2	100
		Quarter 3	100
		Quarter 4	100
Motivation for the adjustment		N/A	


Thus, done and signed at Ficksburg on this 02nd day of MARCH 2026

**AS WITNESSES:**

1. 

2. \_\_\_\_\_

  
**THEMBA MAROTHOLI**  
 DIRECTOR TECHNICAL 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**

**THEMBA MAROTHOLI  
DIRECTOR TECHNICAL SERVICES  
["THE EMPLOYEE"]**

**FOR THE FINANCIAL YEAR 01 JULY 2025-30 JUNE 2026**

**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 also 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 with regard to the area of learning.

## 5. Personal Development Planning


Personal Development Planning Initiative	Competency Development Area	Description	Evidence
Project Management Institute: Programme Management	Programming and Project Management	As a program manager, you're a senior level-practitioner on the forefront of advancing your organization's strategic goals. You manage multiple, related projects in a coordinated way, achieving benefits that could not occur	PMI-PgMP-Certificate


Professional (PMI - PgMP)		if the projects were handled separately. PgMP gives one a distinct advantage in employment and promotion	
ECSA Professional Registration	Strategic Orientation, Analytical skills	As a program manager, you're a senior level-practitioner on the forefront of advancing your organization's strategic goals.	Pr. Technologist
Master of Development Studies	Strategic Direction and Leadership, Moral Competency, Knowledge and Information Management, Analysis and Innovation, and Communication	<p>It is a structured course.</p> <p><b>1st year compulsory modules:</b> (20 credits per module) EDSA7905 Development, Underdevelopment and Poverty EDSB7905 Governance and Development EDSC7905 Development and the Environment EDSD7905 Applied Development Research</p> <p><b>2nd year compulsory modules:</b> A dissertation (100 credits EDSA7900) without the elective modules in the second year</p>	<p>Master of Development Studies Report (Y1 of 2)</p> <p><i>Master Development Studies is not funded through SLM Policy.</i></p>

Thus, done and signed at Ficksburg on this 02nd day of MARCH 2026

**AS WITNESSES:**

1.  \_\_\_\_\_
2.  \_\_\_\_\_

  
 \_\_\_\_\_  
**THEMBA MAROTHOLI**  
 DIRECTOR TECHNICAL SERVICES

  
 \_\_\_\_\_  
**NOMVULA MALATJIE**  
 MUNICIPAL MANAGER