

# Mogale City

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## Local Municipality

### PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN:

MOGALE CITY LOCAL MUNICIPALITY

AS REPRESENTED BY THE

EXECUTIVE MAYOR:

COUNCILLOR M. HOLENSTEIN

AND

MUNICIPAL MANAGER:

MAANDA PRINGLE RAEDANI

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

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## FINANCIAL YEAR: 01 JULY 2016 TO 30 JUNE 2017

### PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN

**MOGALE CITY LOCAL MUNICIPALITY** herein represented by **CLLR. M. HOLENSTEIN** as the Executive Mayor (hereinafter referred to as the Employer or Supervisor)

And

**MAANDA PRINGLE RAEDANI** as the **MUNICIPAL MANAGER** of **MOGALE CITY LOCAL MUNICIPALITY** (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

#### 1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in Terms of Section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as the "the Parties".
- 1.2 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.
- 1.3 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

#### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

- 2.1 Comply with the provisions of Section 58(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 the Employee and to 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 Plan (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 whether the employee has met the performance expectations applicable to his job;
- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 13 **FEBRUARY 2017** and will remain in force until **30 JUNE 2017**; where after 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.
- 3.3 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) sets out-
  - 4.1.1 The performance objectives and targets that must be met by the Employee; and
  - 4.1.2 The time frames within which those performance objectives and targets must be met.

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- 4.2 The performance objectives and targets reflected in 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 key objectives; key performance indicators; target and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe within which the work must be achieved. The weightings show the relative importance of the key 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 SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

## 6 The Employee agrees to participate in the performance management and developments System that the Employer adopts:

- 6.1 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2 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.
- 6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs)/ Core Managerial Competencies (CMC) respectively.
- 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

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

6.3 The Employee's assessment will be based on his/her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80 weighting of the overall assessment result as per the weightings agreed to between the employer and Employee:

KEY PERFORMANCE AREAS (KPA'S)	WEIGHTING
Infrastructure Development and Service Delivery	25
Municipal Transformation and Organizational Development	25
Local Economic Development (LED)	10
Municipal Financial Viability and Management	25
Good Governance and Public Participation	15
<b>Total</b>	<b>100</b>

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

CORE COMPETENCY REQUIREMENTS		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHTS
Strategic Capability	✓	15
Programme and Project Management	✓	10
Financial Management	✓	10
People and Diversity Management	✓	15
Accountability and Ethical Conduct	✓	10
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analytical Thinking	✓	10
Client Orientation and Customer Focus	✓	10
Communication	✓	
Policy conceptualization and implementation		
Mediation skills		
Advanced negotiations skills		
Partnership and Stakeholder Relations		
Supply Chain Management	✓	10
<b>TOTAL</b>		<b>100</b>

## 7 EVALUATING PERFORMANCE

7.1 The Performance Plan (Annexure A) to this Agreement sets out-

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

7.1.2 The intervals for the evaluation of the Employee's performance.

7.2 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.

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

7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

7.5 The annual performance appraisal will involve:

7.5.1 Assessment of the achievement of results as outlined in the performance Plan:

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

7.5.2 Assessment of the CCRs

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

## 7.5.3 Overall rating

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

7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:

OVERALL PERFORMANCE	RATING	PERFORMANCE SCORE
<b>Unacceptable Performance</b> Performance does not meet the standard expected for the job. The employee has failed to demonstrate the commitment level expected in the job despite management efforts to encourage improvement.	1	59% and below
<b>Performance Not Fully Effective</b> Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job.	2	60 – 69 %
<b>Performance Fully Effective</b> Performance fully meets the standards expected in all areas of the job	3	70 – 79 %
<b>Performance Significantly Above Expectations/ Exceptional Performance</b> Performance is significantly higher than the standard expected in the job.	4	80 – 89 %
<b>Outstanding Performance</b> Performance far exceeds the standard expected of an employee at this level.	5	90 – 100 %

7.7 For purposes of evaluating the performance of the Municipal Manager, an evaluation panel constituted by the following persons must be established –

- i. Executive Mayor;
- ii. Chairperson of the Performance Audit Committee or Audit Committee in the absence of a Performance Audit Committee;

- iii. Member of the Mayoral Committee;
- iv. Mayor and/or Municipal Manager from another Municipality; and
- v. Member of a ward committee as nominated by the Executive Mayor.

## 8 SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to his or 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 satisfactory:

Quarter	Timeline	Date of the Review
First Quarter	July – September 2016	N/a
Second Quarter	October – December 2016	N/A
Third Quarter	January – March 2017	N/A
Fourth Quarter	April – June 2017	May 2017

- 8.2 The Employer shall keep a record of all formal and informal reviews, including the mid-year review and annual assessment meetings.
- 8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 8.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 8.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

## 9 DEVELOPMENTAL REQUIREMENTS

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



## 10. OBLIGATIONS OF THE EMPLOYER

### 10.1 The Employer shall –

- 10.1.1 create an enabling environment to facilitate effective performance by the Employee;
- 10.1.2 provide access to skills development and capacity building opportunities;
- 10.1.3 work collaboratively with the Employee to solve problems and solutions to common problems that my impact on the performance of the Employee;
- 10.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him/ her to meet the performance objectives and targets established in terms of this Agreement; and
- 10.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this agreement.

## 11 CONSULTATION

- 11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –
  - 11.1.1 a direct effect on the performance of any of the Employee's functions;
  - 11.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and
  - 11.1.3 a substantial financial effect on the Employer.
- 11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

## 12 MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 12.2 A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.

12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective assessment.

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

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

### 13 DISPUTE RESOLUTION

13.1 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provide for, shall be mediated by –

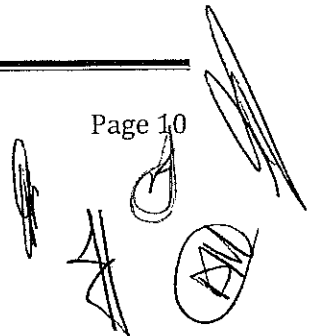
13.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or

13.1.2 any other person appointed by the MEC.

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

### 14 GENERAL


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




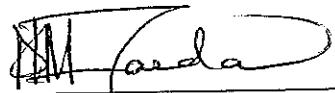
14.2 Nothing in this agreement diminished the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at KRUGERSDORP on this the 10<sup>th</sup> day of APRIL.....2017

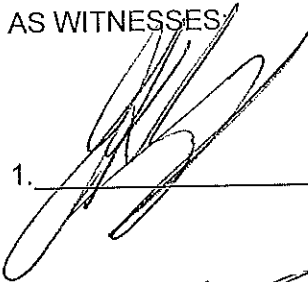
AS WITNESSES:

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

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

  
\_\_\_\_\_  
EMPLOYEE  
(Municipal Manager)

AS WITNESSES:

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

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

  
\_\_\_\_\_  
EMPLOYER  
(Executive Mayor)

# ANNEXURE A

MOGALE CITY LOCAL MUNICIPALITY PERFORMANCE PLAN 2016/2017 (February - June 2017)									
INCUMBENT: PRINGLE RAEDANI									
POST TITLE: MUNICIPAL MANAGER									
Key performance area	Weighting	Performance indicator	Performance measurements	Baseline information	Target			Evidence	SCORE
					Time frame	Quality	Quantity		
1. Municipal Transformation and Organisational Development	15	Co-ordination of Mogale City's 2017-2021 Strategic Plan	1=Strategic Plan co-ordinated by June 2017	Strategic Plan 2015-2018	30/4/2017			Strategic Plan signed off by Municipal Manager.	
			2=Strategic Plan co-ordinated by May 2017						
			3=Strategic Plan co-ordinated by 30 April 2017						
			4=Strategic Plan co-ordinated by 1 April 2017						
			5=Strategic Plan co-ordinated by 15 March 2017						
10	Implementation of a functional Financial System	1= Financial system 60 % functional versus implementation plan.	IFMS system 56 % functional	100%			IA report on the functionality of the financial system.		
		2= Financial system 70 % functional versus implementation plan.							
		3= Financial system 80 % functional versus implementation plan.							
		4= Financial system 85 % functional versus implementation plan.							
		5= Financial system 91 % functional versus implementation plan.							

2016/2017 Performance Management Agreement entered into by and between Executive Mayor: Cllr. M. Hostenstein and Municipal Manager: M.P. Raedani

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MOGALE CITY LOCAL MUNICIPALITY PERFORMANCE PLAN 2016/2017 (February - June 2017)

INCUMBENT: PRINGLE RAEDANI

POST TITLE: MUNICIPAL MANAGER

Key performance area	Weighting	Performance indicator	Performance measurements	Baseline information	Target			Evidence	SCORE
					Time frame	Quality	Quantity		
2. Infrastructure Development and Service Delivery	25	% of Adjusted SDBIP 2016/2017 projects implemented within projected timeframes and budget.	1=49% and Below projects implementation	69%					
			2=50-59% projects implementation						
			3=60-69% projects implementation						
			4=70-79% projects implementation						
			5=80-100% projects implementation						
3. Local Economic Development (LED)	10	Review of the SCM Policy to incorporate the amended BBBEE law (timeframe)	1=Submission by 30 June 2017	New Target	30-Jun-17			1. Council Agenda reflecting the approval of the Budget 2017/2018. 2. Budget book 2017/2018.	
			2=Submission by 15 June 2017						
			3=Submission by 31 May 2017						
			4=Submission by 25 May 2017						
			5=Submission by 20 May 2017						

2016/2017 Performance Management Agreement entered into by and between  
 Executive Mayor: Cllr. M. Holenstein and Municipal Manager: M.P. Raedani

MOGALE CITY LOCAL MUNICIPALITY PERFORMANCE PLAN 2016/2017 (February - June 2017)

INCUMBENT: PRINGLE RAEDANI

POST TITLE: MUNICIPAL MANAGER

Key performance area	Weighting	Performance indicator	Performance measurements	Baseline information	Target			Evidence	SCORE
					Time frame	Quality	Quantity		
4. Municipal Financial Viability And Management	5	% of Revenue Collection Rate	1=59% and Below	94%			90%	In year monitoring report 1 July 2016 - 30 June 2017	
			2=60-95%						
			3=93%						
			4=94%						
			5=95%						
	5	Draft Budget 2017/2018 presented to the Executive Mayor/MAYCO for consideration	1=Draft Budget 2017/2018 presented by 30 March 2017	20-Mar-17				Mayoral committee minutes.	
			2=Draft Budget 2017/2018 presented by 25 March 2017						
			3=Draft Budget 2017/2018 presented by 20 March 2017						
			4=Draft Budget 2017/2018 presented by 15 March 2017						
			5=Draft Budget 2017/2018 presented by 10 March 2017						
	5	Final Budget 2017/2018 presented to the Executive Mayor/MAYCO for consideration.	1=Submission by 30 June 2017	31-May-17			2017-05-31	1. Final Budget 2017/2018 submitted to Executive Mayor/MAYCO. 2. Agenda of Mayoral Committee.	
			2=Submission by 15 June 2017						
			3=Submission by 31 May 2017						
			4=Submission by 25 May 2017						

2016/2017 Performance Management Agreement entered into by and between Executive Mayor: Cllr. M. Hostenstein and Municipal Manager: M.P. Raedani

MOGALE CITY LOCAL MUNICIPALITY PERFORMANCE PLAN 2016/2017 (February - June 2017)

INCUMBENT: PRINGLE RAEDANI

POST TITLE: MUNICIPAL MANAGER

Key performance area	Weighting	Performance indicator	Performance measurements	Baseline information	Target			Evidence	SCORE
					Time frame	Quality	Quantity		
	5	% unauthorized expenditure	1=6% unauthorized expenditure	New Target					
			2=5 % unauthorized expenditure						
			3=3% unauthorized expenditure						
			4=2% unauthorized expenditure						
			5=0 % unauthorized expenditure						
	5	Submission of the Adjustment budget to the Executive Mayor/Mayoral Committee for consideration (timeframe)	1=Submitted 30 March 2017	New Target		2017-03-15	1. Council Agenda reflecting the approval of the Adjustment Budget 2016/2017. 2. Mayoral minutes.		
			2=Submitted by 20March 2017						
			3=Submitted by 15 March 2017						
			4=Submitted by the 9 March 2017						
			5=Submitted by the 28 February 2017						

2016/2017 Performance Management Agreement entered into by and between Executive Mayor: Cllr. M. Holenstein and Municipal Manager: M.P. Raedani

MOGALE CITY LOCAL MUNICIPALITY PERFORMANCE PLAN 2016/2017 (February - June 2017)									
INCUMBENT: PRINGLE RAEDANI									
POST TITLE: MUNICIPAL MANAGER									
Key performance area	Weighting	Performance indicator	Performance measurements	Baseline information	Time frame	Target		Evidence	SCORE
						Quality	Quantity		
5. Good Governance and Public Participation	5	Submission of the Draft IDP 2017/2018 to the Executive Mayor/Mayoral Committee for consideration (timeframe)	1=Submission by 30 April 2017	25-Mar-17	31-Mar-17			1. Agenda of Mayoral Committee. 2. Mayoral committee minutes.	
			2=Submission by 15 April 2017						
			3=Submission by 31 March 2017						
			4=Submission by 25 March 2017						
			5=Submission by 20 March 2017						
	5	Submission of the Final IDP 2017/2018 to the Mayor/Mayoral Committee for consideration (timeframe)	1=Submission by 30 June 2017	Mar-17	31-May-17			1. Final IDP 2017/2018 submitted to Executive Mayor/MAYCO. 2. Agenda of Mayoral Committee.	
			2=Submission by 15 June 2017						
			3=Submission by 31 May 2017						
			4=Submission by 25 May 2017						
			5=Submission by 15 May 2017						


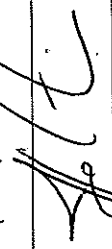


MOGALE CITY LOCAL MUNICIPALITY PERFORMANCE PLAN 2016/2017 (February - June 2017)									
INCUMBENT: PRINGLE RAEDANI									
POST TITLE: MUNICIPAL MANAGER									
Key performance area	Weighting	Performance indicator	Performance measurements	Baseline information	Target			Evidence	SCORE
					Time frame	Quality	Quantity		
5		Report submitted to Council on the Implementation of the Council Resolutions (timeframe).	1=n/a	New Target					
			2=n/a						
			3=Report submitted by 28 June 2017						
			4=Report submitted by 31 May 2017						
			5=Report submitted by 26 April 2017.						
TOTAL = 100									

2016/2017 Performance Management Agreement entered into by and between  
 Executive Mayor Cdr. M. Hostenstein and Municipal Manager: M.P. Raedani

Core Managerial Competencies (CMD)	Weighting	KPI	Performance measurement	Evidence	Total Score	
Strategic Capability and Leadership	15	1. Process to review the Corporate strategic plan facilitated. 2. Convening of EXCO meeting.	1. Report submitted for appointment of the facilitator. 2. Attendance registers for the strategic planning session. 3. Scheduling of the EXCO meetings.	1. Approved report to appoint facilitator for the review corporate strategic plan. 2. Attendance registers. 3. Minutes of the EXCO meeting (one per month).		
		% of a negative variance on operational budget spent	1=8% unauthorized expenditure		AFS 2016/2017	
			2=6% unauthorized expenditure			
			3=4% unauthorized expenditure			
			4=2% unauthorized expenditure			
5=0% unauthorized expenditure						
Financial Management	5	% Capital budget spent	1=92% spend	AFS 2016/2017		
			2=94% spend			
			3=96% spend			
			4=98% spend			
			5=100 % spend			
People and Diversity Management	5	Filling of executive management positions.	Process to be completed by 30 June 2017	1. Council agenda. 2. Report submitted to the Executive Mayor on the recruitment outcome.		
		Grievance and Disciplinary cases attended to.	100 % of requests adhered to.	Minutes of meetings with the Unions.		
		Functional Local Labour Forum structure.	Number of meetings attended by Executives	Agenda of meetings and Attendance registers for the meetings and/ or Cancellation of meetings by Organised Labour		
Client Orientation and Customer Focus	10	Internal and External information requests responded to within 10 working days from date of receipt.	No specific performance measurement criteria.	Quarterly reports		

2016/2017 Performance Management Agreement entered into by and between  
Executive Mayor: Cllr. M. Holenstein and Municipal Manager: M.P. Raedani

Program and Project Management	10	Implementation of mSCOA by 30 June 2017	Implementation date.	Budget 2017/2018 loaded as per mSCOA requirement in the financial system.
Communication	10	Process to streamline external and internal communication	Issued Communication Protocol Directive by 30 April 2017	Minutes of the EXCO meeting.
SCM	10	Process to streamline SCM processes.	Process streamlined by end June 2017.	SOP and Bid Committee TOR.
Accountability and Ethical Conduct	10	1. Disclosure and Declaration of Interest Register 2. Disciplinary cases related to ethics. 3. Implementation of Anti-Fraud and Corruption Policy.	1. Disclosure and Declaration forms. 2. Reports on cases referred to Ethics. 3. Annual report on the implementation Anti-Fraud and Corruption Policy.	1. Disclosure and Declaration of Interest Register 2. Disciplinary cases related to ethics 3. Quarterly progress reports from IA on implementation of Anti-Fraud and Corruption Policy.
Problem solving and analytical thinking	10	1. Facilitation of getting the strategic planning process back on track.	No specific performance measurement criteria.	Approved Revised IDP/Budget Process Plan. Roadshow schedules.
<b>Total: 100</b>	<b>100</b>			
 Signed and accepted by:				
Municipal Manager: Maanda Pringle Raedani				
Date: 10/04/2017				
 Signed by the:				
Executive Mayor: Michael Holenstein				
Date: 10/04/2017				



APPENDIX B: PERSONAL DEVELOPMENT PLAN

Competency to be addressed	Proposed actions	Responsibility	Time - Frame	Expected outcome
Strategic Capability and Leadership	Preparatory training through the Khaedu Service Delivery Challenge - DBSA	Municipal Manager	2017	Strengthened focus Batho Pele
Service Innovation	Training on Public Private Partnerships – World Bank Institute	Municipal Manager	2017	Financial Mobilization Expertise Resources

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