

PERFORMANCE AGREEMENT



PERFORMANCE AGREEMENT

(Managers directly accountable to the Municipal Manager)

MADE AND ENTERED INTO BY AND BETWEEN:

SEKHUKHUNE DISTRICT MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER:

MR MISHACK MAHLAGAUME KGWALE

AND

DIRECTOR: PLANNING & ECONOMIC DEVELOPMENT

MS. SHONGWE FUNEKA KATLEHO

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR 2025-2026

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Sekhukhune District Municipality herein represented by **Mr Kgware M.M.** in his capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

And

Ms Shongwe F.K.,

Employee of the Municipality (hereinafter referred to as the Director: Planning & Economic Development)

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1. Chapter 6, Section 38 (b) of the Systems Act, requires the municipality to promote a culture of performance among its political structures, political office bearers and councilors and in its administration.
- 1.2. The resolutions by Council 27 August 2013 (OC27/08/13), recommended that a culture of performance be inculcated in the municipality by ensuring that all employees sign performance agreements and performance commitments.
- 1.3. When assessing the institutional performance of SDM, the Audit Committee also made a recommendation that all officials other than section 56 must enter into performance agreements and commitments in order to promote a culture of performance

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 Comply with the provisions of Section 38 (b) of the Systems Act;
- 2.2 Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 Specify accountabilities as set out in a scorecard, which forms an Annexure B of the performance agreement;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 In the event of outstanding performance, to appropriately reward the employee; and
- 2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Performance Agreement commenced on the 1st July 2025 until 30 June 2026. Thereafter a new Performance Agreement, scorecard, Personal Development Plan and Financial Disclosure shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and scorecard that replaces this Agreement at least once a year by not later than 30 days after the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The scorecard (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.
- 4.2 The performance objectives and targets reflected in Annexure B are set by the **Employer** in consultation with the **Employee** and are based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings, as follows:
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 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 (IDP).

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**.

- 5.4 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.
- 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 (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his or her performance in terms of the outputs / outcomes (performance indicators) identified as per attached scorecard (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	
Municipal Institutional Development and Transformation	
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Spatial Rationale	
Total	100%

- 5.7 The CCRs will make up the other 20% of the **Employee's** assessment score. CCR's which 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**. Three of the CCRs are compulsory for all section 56 managers and additional two shall be selected from the core occupational competencies.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership		
Programme and Project Management		
Financial Management(Compulsory)	compulsory	
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis(Compulsory)	compulsory	
People Management and Empowerment(Compulsory)	compulsory	
Client Orientation and Customer Focus		
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Performance Management and Reporting		

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 6.1 The scorecard (Annexure A) to this Agreement sets out -
- 6.1.1 The standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 The intervals for the 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 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 (IDP).

7. PERFORMANCE APPRAISALS

The Annual Performance Appraisals will involve:

7.1 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 ad 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 must then be used to add the scores and calculate a final KPA score.

7.2 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) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

- (d) 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.

7.3 Overall rating

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

7.4. Rating Scale

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

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

7.5. EVALUATION PANEL

For the purpose of evaluating the annual performance of Managers directly accountable to the Municipal Manager an evaluation panel constituted of the following persons must be established-

- a. Municipal Manager;
- b. Chairperson of the Performance Audit Committee and/or the Audit Committee Member;
- c. Member of the Mayoral or Executive Committee;
- d. Municipal Manager from another municipality;
- e. PMS (as Secretariat)

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1. The performance of each **Employee** in relation to his / 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:

First quarter : July – September (review by October)
Second quarter : October –December (review by January)
Third quarter : January – March (review by April)
Fourth quarter : April – June (review by July)

- 8.2 The **Employer** shall keep a record of 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 "B" 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 C.

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 generate solutions to common problems that may impact on the performance of the **Employee**;
 - 10.1.4 On the request of the **Employee**, delegate 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 In the case of unacceptable performance, the **Employer** shall –
- 12.1.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 12.1.2 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 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 provided for, shall be mediated by –
- 13.1.1 The Executive Mayor within thirty (30) days of receipt of a formal dispute from the **Employee**; or
 - 13.1.2 Any other person appointed by the Executive Mayor.
 - 13.1.3 In the case of Managers directly accountable to the Municipal Manager, a Member of the Mayoral Council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

Whose decision shall be final and binding on both parties.

- 13.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

14. GENERAL

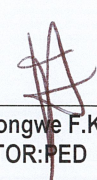
- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure B may be made available to the public by the **Employer**.
- 14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

- 14.3 The performance assessment results of the section 56 manager must be submitted to the municipal manager as the responsible person, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Gaborone on this the 30 day of June 2025.

AS WITNESSES:

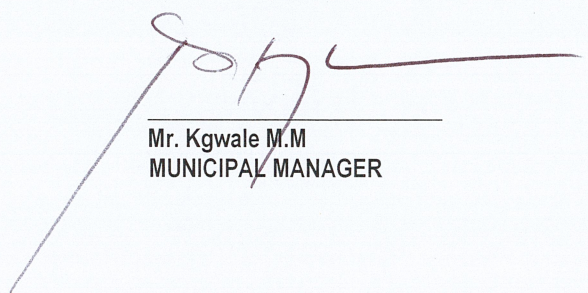
1. _____


Ms. Shongwe F.K
DIRECTOR: PED

2. _____

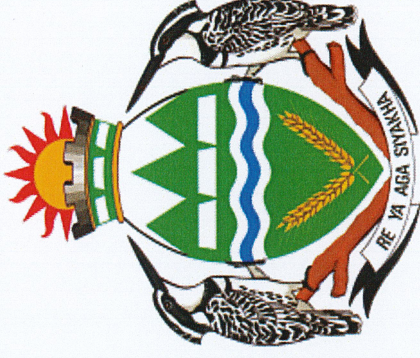
AS WITNESSES:

1. _____


Mr. Kgware M.M
MUNICIPAL MANAGER

2. _____

CORE COMPETENCIES REQUIREMENTS



Sekhukhune District Municipality

CORE COMPETENCIES REQUIREMENTS FOR MANAGERS REPORTING DIRECTLY TO THE MUNICIPAL MANAGER

NAME OF INCUMBENT: SHONGWE F.K

POSITION HELD: DIRECTOR; PED

DATE 30/06/2025

SIGNATURE

NAME OF SUPERVISOR: MR KGWALE M.M

POSITION HELD: MUNICIPAL MANAGER

DATE 30/06/2025

SIGNATURE

CORE MANAGERIAL AND OCCUPATIONAL COMPETENCIES			CHOICE	WEIGHT
Core Managerial Competencies				
Strategic Capability and leadership				
Programme and Project Management				
Financial Management(Compulsory)			X	3
Change Management				3
Knowledge Management				
Service Delivery Innovation			✓	3
Problem Solving and Analysis				
People Management and Empowerment(Compulsory)			X	2
Client Orientation and Customer Focus(Compulsory)			X	2
Communication				
Honesty and Integrity				
Core Occupational Competencies				
Competence in Self-Management				
Interpretation of and implementation within the legislative and national policy frameworks				
Knowledge of Performance Management and Reporting			✓	3
Knowledge of global and South African specific political, social and economic contexts				
Competence in policy conceptualisation, analysis and implementation			✓	4
Knowledge of more than one functional municipal field/discipline				
Skills in Mediation				
Skills in Governance				
Competence as required by other national line sector departments				
Exceptional and dynamic creativity to improve the functioning of the municipality				
TOTAL				20

PERFORMANCE DEVELOPMENT PLAN



PERSONAL DEVELOPMENT PLAN (PDP)

ENTERED INTO BY AND BETWEEN

MR. KGWALE MISHACK MAHLAGAUME

(MUNICIPAL MANAGER)

AND

**MS. SHONGWE FUNEKA KATLEHO
DIRECTOR: PLANNING & ECONOMIC
DEVELOPMENT**

1. **Personal Development Plan**

1.1.1 A Municipality should be committed 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.

1.1.2 A Municipality should follow an integrated approach to Human Resource Management, that is:

- (a) Human resource development 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 (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals and career pathing.
- (c) To ensure the necessary linkage with performance management, the Performance Management and Development System 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 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 them for 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 them in compiling Personal Development Plans in consultation with their managers.
- (e) Personal Development Plans are compiled for individual employees and the data collated from all 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.

1.1.3 The aim of the compilation of Personal Development Plans is to identify, prioritize and implement training needs.

1.1.4 Compiling the Personal Development Plan attached at Appendix.

- (a) Competency assessment instruments, which are dealt with more specifically in Appendix 1 and 2, should be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.
- (b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his / 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 such a process:

- (i) Organisational needs, which include the following:
 - o Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
 - o 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.
 - o 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 [1 to ...] 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 prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the 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 had can be measured against relevant output indicators.
- (d) An appropriate intervention should be identified to address training needs / skills gaps 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 Qualifications Framework, which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.
- (e) Guidelines regarding the number of training days per employee and the 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.
- (f) 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. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (g) The suggested time frames (column 5 of Appendix 1) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (h) Work opportunity created to practice skill / development areas, in column 6 of Appendix 1, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).
- (i) The final column, column 7 of Appendix 1, provides the employee with a support

person that could act as coach or mentor with regard to the area of learning

Personal Development Plan for: Ms Shongwe (Director: Planning & Economic Development)

Compiled on : 24 June 2019

1. Skills/Perform ance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
* Project Management (Infrastructure Projects) * Contract Management Performance	- Improved monitoring of PEO projects included in the district IDP & performance of all grants projects in district IDP	- Development	- In-contact (clusters-based)	4- 6 months or 12 months		HED District Corporate Services Municipal Manager
Advanced Regional Resel- Microsoft	- Project Management Systems - Data Analysis proficiency	- Development		4- 3-6 months		HED District Corporate Services Municipal Manager

9/17

Supervisor's Signature

~~Signature~~

Employee Signature

SCORE CARD

2025/2026 SCORECARD												
SPATIAL RATIONALE												
TARGETS FOR 2025/26 SDBIP PER QUARTER												
WEIGH TING	SUB-WEIGH TING	OBJECTIVES	PROJECT	BASELINE 2024/2025	INDICATORS	ANNUAL TARGET 2025/2026	Q1	Q2	Q3	Q4	TOTAL BUDGET 2025-2026	POE
							SPATIAL RATIONALE					
	2	To facilitate Joint District Municipal Planning Tribunal (JDMP T) sittings by June 2026	Joint District Municipal Planning Tribunal sittings	4 JDMP T sittings facilitated	Number of JDMP T sittings facilitated	4 JDMP T sittings facilitated	1 JDMP T sitting facilitated	1 JDMP T sitting facilitated	1 JDMP T sitting facilitated	1 JDMP T sitting facilitated	R600 000.00	*Signed Reports *Attendance registers
	2	To +A7:A9facilitate township establishment process for district municipal offices by June 2026	Land Acquisition for District Municipal Offices	Appointed Land Surveyor	Number of title deeds acquired for District Municipal Offices	1 title deed for District Municipal Offices acquired	1 engagement for land development of District Municipal Offices facilitated	1 engagement for land development of District Municipal Offices facilitated	1 engagement for land development of District Municipal Offices facilitated	1 title deed for District Municipal Offices acquired	R400 000.00	*Signed Reports
	1		Acquisition of regional offices	Deed of sale and deed of agreements	Percentage of title deeds acquired for regional offices	100% of Deeds of sale and agreements services acquired for satellite offices	100% of Deeds of sale and agreements services acquired for satellite offices	100% of Deeds of sale and agreements services acquired for satellite offices	100% of Deeds of sale and agreements services acquired for satellite offices	100% of Deeds of sale and agreements services acquired for satellite offices	R700 000.00	Concluded land transfer and registration processes
	1		Land Purchase for Regional Offices		Percentage of land acquired for satellite offices	100% of land acquired for satellite offices	No activity	No activity	100% of land acquired for satellite offices	No activity	R1 500 000.00	Signed MOU and Title Deeds
	1	To facilitate the district-wide Land Development and building IGR forums by June 2026	Facilitate District wide land development and building IGR forum.	4 meetings attended	Number of District -wide and envelopment Building IGR forum facilitated	4 sessions with local municipalities facilitated.	1 sessions with local municipalities facilitated.	1 sessions with local municipalities facilitated.	1 sessions with local municipalities facilitated.	1 sessions with local municipalities facilitated.	R100 000.00	*Attendance registers

1	To provide support to local municipalities on the implementation of SPLUMA compliant spatial planning programmes by June 2026	Provide District Wide Development Support to Local Municipality	12 Project Steering Committee meetings (PSC) attended	Number of meetings attended	10 meetings for support to Local Municipalities on Land Development planning provided	2 meetings for support to Local Municipalities on Land Development planning provided	3 meetings for support to Local Municipalities on Land Development planning provided	2 meetings for support to Local Municipalities on Land Development planning provided	3 meetings for support to Local Municipalities on Land Development planning provided	R0	*Signed Reports *Attendance registers
1	To facilitate workshop for Municipal councillors on land use, land allocation and running of Tribunal in terms of SPLUMA by June 2026	Workshop for Municipal councillors	1 Workshop for Municipal Councillors facilitated	Number of Workshops for Municipal councillors facilitated	2 Workshops for Municipal councillors facilitated (on land use, land allocation and running of Tribunal in terms of SPLUMA facilitated)	No activity	No activity	No activity	1 Workshops for Municipal councillors on land use, land allocation and running of Tribunal in terms of SPLUMA facilitated	R100 000.00	*Attendance register
2	To review the District Spatial Development Framework by June 2026	Review of District Spatial Development Framework (SDF)	Completion of Phase 1 (Project Execution & Inception Report), Phase 2(Policy Content and Vision Directives) and Phase 3 (Spatial Challenges and opportunities	Percentage completion of District Spatial Development Framework (SDF) review process	100% completion of District Spatial Development Framework (SDF) review process and approved by the Council	Engagement on draft District Spatial Development Framework (SDF)	100% completion of District Spatial Development Framework (SDF) review process and approved by the Council	No activity	No activity	R700 000.00	Completed Monitoring, Implementation, and Evaluation Framework phase Finalization, Approval, Closeout Report on District Spatial Development Framework and Reviewed strategy and council resolution
2	To review GIS strategy by June 2026	Review of GIS Strategy	Inception report conducted	Percentage completion of Geographic Information System Strategy (GIS) review process	100% completion of Geographic Information System Strategy (GIS) review process and Approval of by Council	Review of GIS strategy facilitated	Review of GIS strategy facilitated	Review of GIS strategy facilitated	100% completion of Geographic Information System Strategy (GIS) review process and Approval of by Council	R300 000.00	Signed Reports
2	To Procure Integrate Municipal Geographic Information System (GIS) June 2026	Integrated Municipal Geographic Information System	Service Provider appointed	Number of Integration of Municipal Geographic Information System (GIS) - procured	1 Integrated Municipal Geographic Information System (GIS) - procured	Preparations of TOR for the appointment of service provider.	Appointment of service provider for Integrate Municipal Geographic Information System facilitated	Integration of Municipal Geographic Information System (GIS) - with internal systems	1 Integrated Municipal Geographic Information System (GIS) - procured and functional	R0	Signed Reports

2	Procure GIS Equipment by June 2026	GIS Equipment	Non-Functional GIS Equipment	Number of GIS Equipment procured	Nine (9) GIS Equipment procured	Preparations of TOR for the appointment of service provider.	Appointment of service provider for GIS Equipment	9 GIS Equipment procured	No activity	R2 000 000.00	Signed delivery note
LOCAL ECONOMIC DEVELOPMENT											
2	To create 2 747 job opportunities through EPWP within Sekhukhune	Implementation of EPWP	2104 job opportunities created through EPWP	Number of jobs opportunities created through EPWP	2 613 jobs created through EPWP (Infrastructure)	No activity	871 jobs opportunities created through EPWP	871 jobs opportunities created through EPWP	871 jobs opportunities created through EPWP	R8 403 000.00 DPWI R5 794 250.00 (Own Funding)	Quarterly reports to Council Structures
1	Sekhukhune District Municipality trainings for EPWP participants by 30 June 2026	Training for EPWP participants	None	#Number of trainings conducted for EPWP participants	1 trainings conducted for EPWP participants	No activity	No activity	1 trainings conducted for EPWP participants	No activity	R300 000.00	*Signed Reports *Attendance Register
2	Sekhukhune District Municipality SMMes support with production equipment and inputs by 30 June 2026	Support to SMMes with production equipment and inputs	42 SMMes supported with production equipment and inputs	Number of SMMes supported with production equipment and inputs	42 SMMes/Co-operatives supported with production equipment and inputs	Selection of qualifying SMME and Co-operatives with production equipment and inputs	Appoint Service Provider	21 SMMes / Co-operatives support provided with production equipment and inputs	21 SMMes / Co-operatives support provided with production equipment and inputs	R 750 000.00	Signed Close out report
1	Sekhukhune District Municipality trainings for emerging SMMes by 30 June 2026	Trainings for emerging SMMes	4 Trainings conducted for emerging SMMes	#Number of trainings conducted for emerging SMMes	4 trainings conducted for emerging SMMes	1 training conducted for emerging SMMes	1 training conducted for emerging SMMes	1 training conducted for emerging SMMes	1 training conducted for emerging SMMes	R300 000.00	*Signed Reports *Attendance Register
2	Facilitate support to Organized Business activities by June 2026	Support to Organized Business activities	2 Organized Business activities supported	#Number of Organized Business activities supported	2 Organized Business activities supported	No activity	1 Organized Business activities supported	1 Organized Business activities supported	No activity	R300 000.00	Signed report

1	To facilitate Installation of District Tourism Signage for Tourism Establishments and Products by 30 June 2026	Installation of District Tourism signage for Tourism Establishments and Products	9 signage installed at existing District Tourism Establishments and Products	#Number of District Tourism Signage for Tourism Establishments and Products installation facilitated	9 District Tourism Signage for Tourism Establishments and products installation facilitated	No activity	3 District Tourism Signage for Tourism Establishments and Products installation facilitated	3 District Tourism Signage for Tourism Establishments and Products installation facilitated	3 District Tourism Signage for Tourism Establishments and Products installation facilitated	R200 000.00	Signed report
1	To facilitate economic development forum (Tourism, 2xLED & Agric) by 30 June 2026	Facilitate economic development forums	4 economic development forums facilitated	#Number of economic development forums facilitated	4 economic development forums facilitated	1 Economic Development Forum facilitated	1 Economic Development Forum facilitated	1 Economic Development Forum facilitated	1 Economic Development Forum facilitated	R100 000.00	Signed reports and attendance register
2	To facilitate Fencing of Tjate Heritage Site by 30 June 2026	Facilitate fencing off of Tjate Heritage Site	1 Tjate Heritage Site fenced off	#Number of Tjate Heritage Site fenced off	1 Tjate Heritage Site fenced off	1 Tjate Heritage Site fenced off	No activity	No activity	No activity	R150 000.00	Signed Reports
1	To facilitate participation of SMMES to 2025 Africa Travel Indaba	Facilitate participation of SMMES to 2025 Africa Travel Indaba	10 SMMES participated at 2024 Africa Travel Indaba	#Number of SMMES participation at Africa Travel Indaba facilitated	10 SMMES and Cooperative participation at Africa Travel Indaba facilitated	No activity	No activity	*Source quotations *Identify SMMES and Cooperatives for participation at Africa Travel Indaba	10 SMMES and Cooperative participating at Africa Travel Indaba	R500 000.00	Signed Reports
2	To facilitated Sekhukhune District Tourism Summit	Sekhukhune District Tourism Summit	None	#Number of Sekhukhune District Tourism Summit facilitated	1 Sekhukhune District Tourism Summit facilitated	No activity	No activity	Issue out invitations	1 Sekhukhune District Tourism Summit facilitated	R500 000.00	Signed report
1	To facilitate monitoring of SLP projects implementation by 30 June 2026	Monitoring of SLP Projects implementation	10 SLP projects implementation monitored.	#Number of SLP projects implementation monitored	10 SLP projects implementation monitored.	No activity	IDP Representative Forum (Mining Sector Consultation)	5 SLP projects implementation monitored	5 SLP projects implementation monitored	R100 000.00	*Signed Reports *Attendance Register

1	To facilitate Youth Economic Empowerment Project	1 Youth Economic Empowerment Project facilitated	#Number of Youth Economic Empowerment Project facilitated	1 Youth Economic Empowerment Project facilitated	No activity	Identify and facilitate acquisition of 500 hectares of land	*Identify 20 youth beneficiaries *Register cooperatives for the 20 beneficiaries	1 Youth Economic Empowerment Project facilitated	R0.00	Permission to Occupy, List of Beneficiaries and Cooperative Registration Certificate
PERFORMANCE MANAGEMENT SYSTEM (PMS)										
2	To facilitate Performance Makgotla Sessions by June 2026	Performance Makgotla	4 Performance Makgotla Sessions held	4 Performance Makgotla Sessions facilitated	01 Performance Makgotla session facilitated	01 Performance Makgotla session facilitated	01 Performance Makgotla session facilitated	01 Performance Makgotla session facilitated	R547 578.00	Attendance Registers, Makgotla Resolutions
2	To develop Institutional SDBIP by June 2026	Institutional SDBIP	1 2024/2025 Institutional SDBIP approved	1 2026/2027 draft Institutional SDBIP 1 2025/2026 SDBIP reviewed	No Activity	No Activity	*01 2026/2027 draft Institutional SDBIP developed. *01 2025/2026 Institutional SDBIP reviewed	01 2026/2027 final Institutional SDBIP approved.	R0.00	*Signed 2026/2027 Institutional SDBIP, *Council resolution
2	To compile Institutional Annual Report and oversight report by January 2026	Report and Oversight report compiled	1 2023/24 Institutional Annual Report in place and 01 oversight report compiled	1 2024/2025 Institutional Annual Report and 01 oversight report compiled	Data collection	Data collection	01 2024/25 Institutional Annual Report and 1 oversight report developed	No activity	R0.00	Final 2024/2025 Annual Report and Oversight Report.
2	To develop 2025/2026 Performance Agreements for Senior Managers by June 2026	2025/26 Performance Agreements for Senior Managers	6 Performance agreements for Senior Managers and in place	6 2025/26 Performance Agreements for Senior Managers developed	6 2025/26 Performance Agreements for Senior Managers developed	No Activity	No Activity	No Activity	R0.00	Signed Performance Agreements of Senior Managers
2	To facilitate Individual Performance assessments for Senior Managers (2024/2025 Annual and 2025/2026 Midterm) by June 2026	Individual Performance assessments for Senior Managers	6 Signed Performance agreement for senior managers in place	2 Individual Performance assessments for Senior Managers (2024/2025 Annual and 2025/2026 Midterm) facilitated	No Activity	No Activity	02 performance assessments for senior managers conducted (2024/25 Annual & 2025/26 Mid-term)	No Activity	R0.00	02 signed performance assessments for senior managers reports. (2024/25 Annual & 2025/26 Mid-term)
2	To review PMS Policy and Framework reviewed by June 2026	PMS Policy and Framework	2024/2025 PMS Policy and Framework in place	1 2025/2026 PMS Policy and Framework reviewed	No Activity	Circulation of the policy for inputs	Presentation of the policy to management and council committees	01 PMS Policy and Framework reviewed and adopted by Council	R0.00	*Reviewed PMS Policy and Framework. *Resolution approved by Council
1	To coordinate Back to Basics (B2B) quarterly reports by June 2026	Back to Basics (B2B) reports	2024/2025 B2B reports in place	4 B2B reports in place	1 2025/2026 B2B Quarterly reports coordinated	1 2025/2026 B2B Quarterly reports coordinated	1 2025/2026 B2B Quarterly reports coordinated	1 2025/2026 B2B Quarterly reports coordinated	R0.00	4 2025/2026 B2B signed Quarterly reports

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	To address AG findings by June 2026	OPERATION CLEAN AUDIT	100% external audit findings 2023/2024 addressed	Percentage external audit findings addressed	100% external audit findings addressed	No activity	No activity	100% external audit findings addressed	100% external audit findings addressed	100% external audit findings addressed	R0.00	Reports
2	To monitor Internal controls by June 2026	Internal control	100% internal control 2024/2025 addressed	Percentage management of time register and leaves	100% management of time register and leaves	100% management of time register and leaves	100% management of time register and leaves	100% management of time register and leaves	100% management of time register and leaves	100% external audit findings addressed	R0.00	Time register
1	To monitor timeous submission of municipal reports/documents by June 2026	Timeous submission of municipal reports/documents	*Quarterly & monthly reports submitted. *IDP, Council resolution register & Annual report information updated	Percentage timeous submission of municipal documents done	100% timeous submission of municipal documents done (Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (Quarterly reports & Council resolution register)	100% external audit findings addressed	R0.00	Central Submission register
1	To have functional portfolio committees by June 2026	Functional Portfolio Committee	6 portfolio committee meetings held	Number of portfolio committee meetings held as per council schedule of activities	11 portfolio committee meetings held as per council schedule of activities	5 portfolio committee meetings held as per council schedule of activities	2 portfolio committee meetings held as per council schedule of activities	2 portfolio committee meetings held as per council schedule of activities	2 portfolio committee meetings held as per council schedule of activities	100% external audit findings addressed	R0.00	Agenda, minutes and attendance registers
2	To address risk management issues by June 2026	RISK MANAGEMENT	70% risk issues resolved	Percentage risk management issues resolved	80% risk management issues resolved	60% risk management issues resolved	60% risk management issues resolved	60% risk management issues resolved	60% risk management issues resolved	100% external audit findings addressed	R0.00	Risk reports
2	To address internal audit issues by June 2025	INTERNAL AUDIT	100% internal audit issues resolved	Percentage internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved	100% external audit findings addressed	R0.00	reports
1	To implement Council resolutions by June 2026	COUNCIL RESOLUTIONS	100% council resolution implemented 2023/2024	Percentage implementation of council resolutions	100% implementation of council resolutions	100% implementation of council resolutions	100% implementation of council resolutions	100% implementation of council resolutions	100% implementation of council resolutions	100% external audit findings addressed	R0.00	Resolution Register

INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

2	To cascade the Individual PMS to middle managers by June 2026	Cascading of individual PMS	PMS policy	Percentage of middle managers individual performance evaluated	100% of appointed middle managers individual performance evaluated (Level 2 and 3 Managers)	100% of appointed middle managers individual performance agreements signed (Level 2 and 3 Managers)	No Activity	100% of appointed middle managers individual performance evaluated (Level 2 and 3 Managers)	No Activity	R0.00	*Signed Individual Performance Agreements for Q1 POE *Evaluation Report for Q3 POE
1	To coordinate Quarterly Reports by June 2026	Quarterly Reports	2024/2025 Quarterly Reports in place	Number of quarterly reports coordinated	4 quarterly reports coordinated	2 quarterly reports coordinated	1 quarterly report coordinated	1 quarterly report coordinated	No Activity		quarterly report
FINANCIAL VIABILITY											
2	To curb expenditure variance at 10% by June 2026	EXPENDITURE MANAGEMENT	10% variance 2024/2025 achieved	Percentage variance achieved	10% variance achieved	10% variance achieved	10% variance achieved	10% variance achieved	10% variance achieved	R0.00	Expenditure Report
1	To monitor the implementation of Mscosa by June 2026	Implementation of Mscosa	Council resolution 2024/2025 & Treasury circular	Percentage participation in mSCOA compliance during budget process	100% participation in mSCOA compliance during budget process	No activity	No activity	100% participation in mSCOA compliance during budget process	100% participation in mSCOA compliance during budget process	R0.00	Draft and final budget. Attendance Register
1	To adhere to procurement schedule by June 2026	Procurement Plan	2024/25 completed SCM processes plan(BTO)	Percentage of PED procurement plan implemented	100% of PED procurement plan implemented	100% of PED procurement plan implemented	100% of PED procurement plan implemented	100% of PED procurement plan implemented	No activity	R0.00	PED Procurement plan

DIRECTOR PLANNING & ECON.

MUNICIPAL MANAGER

30/06/2025
DATE

30/06/2025
DATE