

PERFORMANCE AGREEMENTS



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 2026-2027

KS

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 The Sekhukhune District Municipality (SDM) 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 (Mayor) and the Employee (Municipal Manager) are herein referred to as "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. The Parties hereby conclude the Performance Agreement for the period **01 July 2026 to 30 June 2027**.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Employee (Municipal Manager) reporting to the Employer (Mayor), to a set of actions that will secure local government policy goals.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b), s57 (4)(a), s57(4)(b) and s57(5) 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 establish a transparent and accountable working relationship between the Parties;
- 2.6 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.
- 2.7 use the Performance Agreement as the basis for assessing whether the Employee has

met the performance expectations applicable to his job; and

2.8 In the event of outstanding performance, to appropriately reward the employee; and

3 COMMENCEMENT AND DURATION

- 3.1 This Performance Agreement commenced on the 1st July 2026 and will remain in force until the 30th June 2027. 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 Annexure "A", the Performance Plan sets out:
 - 4.1.1 the performance indicators and targets that must be met by the Employee; and
 - 4.1.2 the time frames within which those performance indicators and targets must be met.
- 4.2 The performance indicators and targets reflected in Annexure "A" are set by the Employer in consultation with the Employee, and include key objectives; key performance indicators; target dates 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 in 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 Municipality's IDP.
- 4.5 The Municipality will make available to the Employee such subordinate employees as the Employee may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement; provided that it will at all times remain the responsibility of the Employee to ensure that she complies with those performance obligations and targets.
- 4.6 The Employee will at his request be delegated such powers by the Employer as may in the discretion of the Municipality be reasonably required from time to time to enable him to meet the performance objectives and targets established in terms of this Agreement.

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		

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	\	WEIGHT
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		
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 and, where possible, actions agreed.
- 6.4 The annual performance appraisals must involve:
 - (a) Assessment of the achievement of results as outlined in the performance plan:

- (i) 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.
 - (ii) An indicative rating on the five-point scale should be provided for each KPA
 - (iii) The applicable assessment rating calculator must then be used to add the scores and calculate a final score.
- (b) Assessment of the CCRs
- (i) Each CCR should be assessed according to the extent to which the specified standards have been met.
 - (ii) An indicative rating on the five-point scale should be provided for each CCR
 - (iii) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
 - (iv) The applicable assessment rating calculator must then be used to add the scores and calculate a final CCR score.

Overall Rating

- (i) An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisals.
- (ii) The assessment of the performance of the employee will be based on the following rating scale for KPA's and CCR's (i.e the following table will be used in determining the payment of the reward):

PERFORMANCE APPRAISAL OF KPAs AND CCRs				
LEVEL	DESCRIPTION	RATING	TOTAL ASSESSMENT SCORE	PERFORMANCE BONUS RATIOS
Level 5: Outstanding Performance	Performance far exceeds the standard expected for the job in all areas of the manager. The manager has achieved exceptional results against all performance criteria and indicators specified in the Performance Plan and maintained this in all areas of responsibility throughout the year.	5	150% and above	<u>10-14%</u>
			150-153.4	<u>10%</u>
			153.5-156.8	<u>11%</u>
			156.9-160.2	<u>12%</u>
			160.2-163.6	<u>13%</u>
			163.6-166	<u>14%</u>

PERFORMANCE APPRAISAL OF KPAs AND CCRs				
LEVEL	DESCRIPTION	RATING	TOTAL ASSESSMENT SCORE	PERFORMANCE BONUS RATIOS
Level 4: Performance significantly above expectations	Performance is significantly higher than the standard expected for the job in all areas. The manager has achieved above fully effective results against more than half of the performance criteria and indicators specified in the Performance Plan and fully achieved all others throughout the year.	4	130%-149% 130-133.8 133.9-137.6 137.7-141.4 141.5-145.2 145.3-149	<u>5-9%</u> <u>5%</u> <u>6%</u> <u>7%</u> <u>8%</u> <u>9%</u>
Level 3: Fully effective	Performance fully meets the standard expected for the job in all areas. The manager has achieved effective results against all significant performance criteria and indicators specified in the Performance Plan and may have achieved results significantly above expectations in one or two less significant areas throughout the year.	3	100-129%	No bonus
Level 2: Performance not fully satisfactory	Performance is below the standard required for the job in key areas. The manager has achieved adequate results against many key performance criteria and indicators specified in the Performance Plan but did not fully achieved adequate results against others during the course of the year. Improvement in these areas is necessary to bring performance up to the standard expected.	2	67-99%	No bonus

PERFORMANCE APPRAISAL OF KPAs AND CCRs				
LEVEL	DESCRIPTION	RATING	TOTAL ASSESSMENT SCORE	PERFORMANCE BONUS RATIOS
Level 1: Unacceptable performance	Performance does not meet the standard required for the job. The manager has not met one or more fundamental requirements and/or is achieving results that are well below the performance criteria and indicators in a number of significant areas of responsibility. The manager has failed to demonstrate the commitment or ability to bring performance up to the level expected despite efforts to encourage improvement.	1	0-66%	No bonus

6.5 Reward for Performance

6.5.1 The performance bonus will be determined by the Municipal Council based on affordability and the stipulations of the Performance Agreement.

6.5.2 A merit reward for performance in addition to the annual remuneration reviewed will be considered by the Council not later than September under the following conditions:

- a) The payment of the reward will be based on the period under review and result of the performance score;
- b) The amount of the reward will not exceed 14% of the Employee's total remuneration, but will be subjected to affordability to the Municipality; and
- c) The performance score will be obtained by using the performance plan.
- d) Where external factors have a negative influence on the result of the performance as scrutinized and recommended by the Performance Audit Committee, the Municipality may grant a reward (see Regulation Number 29089 of 01 August 2006);
- e) The reward if granted, will be paid annually after the compilation of the financial statements and after finalisation of the performance appraisal;
- f) The final outcome of the performance appraisal will determine the reward;

For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established –

- (i) Executive Mayor or Mayor;
- (ii) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;

(iii) Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;

(iv) Mayor and/or municipal manager from another municipality; and

6.6 For purpose of evaluating the annual performance of the Manager Directly Accountable to the Municipal Manager, an Evaluation Panel constituted of the following persons may be established –

- (i) Municipal Manager;
- (ii) Chairperson or the relevant member of the Audit Committee;
- (iii) The Member of the Executive Committee; and
- (iv) Municipal Manager from another Municipality.

6.7 The manager responsible for performance management of the municipality or delegated assignee must provide secretariat services to the Evaluation Panel referred to above.

Schedule for Performance Reviews

6.8 The performance of the Employee in relation to his or her performance agreement may be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

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

First quarter: July — September;
Second quarter: October – December ;
Third quarter : January — March;
Fourth quarter: April – June

6.10 Performance feedback must be based on the Employer's assessment of the Employee's performance.

6.11 The Employer will be entitled to review and make reasonable changes to the provisions of

6.12 the performance plan from time to time for operational reasons on agreement between both parties.

6.13 The Employer may amend the provisions of the performance plan whenever the performance management system is adopted, implemented or amended as the case may be on agreement between both parties.

7. OBLIGATIONS OF THE EMPLOYER

The Employer must –

- (1) Create an enabling environment to facilitate effective performance by the employee;
- (2) Provide access to skills development and capacity building opportunities;
- (3) Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- (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
- (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.

8. CONSULTATION

- 8.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
 - 8.1.1 A direct effect on the performance of any of the **Employee**'s functions;
 - 8.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
 - 8.1.3 A substantial financial effect on the **Employer**.
- 8.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 8.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

9. MANAGEMENT OF EVALUATION OUTCOMES

- 1.4 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 1.5 A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on an overall rating, calculated by using the applicable assessment rating calculator; provided that:
 - a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
- 1.6 In the case of unacceptable performance, the Employer shall:
 - Provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

- After appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance, and performance does not improve, the Employer may, subject to compliance with applicable labour legislation, be entitled by notice in writing to the Employee to terminate the Employee's employment in accordance with the notice period set out in the Employee's contract of employment.

10. DISPUTE RESOLUTION

- 10.1 Any disputes about the nature of the Employee's Performance Agreement whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement, must be mediated by the Mayor within thirty days (30) of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.
- 10.2 Any disputes about the outcome of the Employee's performance evaluation must be mediated by a member of the municipal council, provided that such member was not part of the Evaluation Panel provided for in sub-regulation 27(4), within thirty (30) days of receipt of a formal dispute from the employee.
- 10.3 Nothing contained in this Agreement in any way limits the right of the Employer to terminate the Employee's Contract of Employment with or without notice for any other breach by the Employee of his obligations to the Municipality or for any other valid reason in law.

11. GENERAL

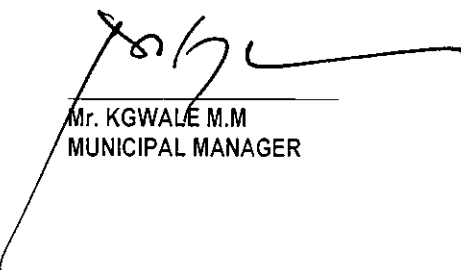
- 11.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure B may be made available to the public by the **Employer**.
- 11.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 11.3 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.

Signed at Groblersdal, Sekhukhune District Municipality, on this 20th day of July 2026.


Ms. SHONQWE F.K.
DIRECTOR: PLANNING & ECON.DEV.

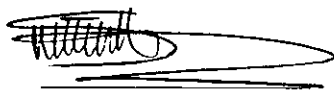
AS WITNESSES:

Signed at Groblersdal, Sekhukhune District Municipality, on this 20th day of July 2026.



Mr. KGWALE M.M
MUNICIPAL MANAGER

AS WITNESSES:



CCR



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 20/07/2026

SIGNATURE

NAME OF SUPERVISOR: MR KGWALE M.M

POSITION HELD: MUNICIPAL MANAGER

DATE 20/07/2026

SIGNATURE

CORE MANAGERIAL AND OCCUPATIONAL COMPETENCIES			CHOICE	WEIGHT
Core Managerial Competencies				
Strategic Capability and leadership				
Programme and Project Management				
Financial Management(Compulsory)			X	
Change Management				
Knowledge Management				
Service Delivery Innovation				
Problem Solving and Analysis				
People Management and Empowerment(Compulsory)			X	
Client Orientation and Customer Focus(Compulsory)			X	
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				
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				

1.5.

SCORE CARD

PERFORMANCE PLAN

KEY PERFORMANCE AREA (KPA)		SPATIAL RATIONAL LOCAL ECONOMIC DEVELOPMENT										
DEPARTMENT		PLANNING AND ECONOMIC DEVELOPMENT										
CIRCULAR 88 REPORTING REFORMS		SPATIAL AND DEVELOPMENTAL TRANSFORMATION LOCAL ECONOMIC DEVELOPMENT										
SEKHUKHUNE STRATEGIC IDP DEVELOPMENT OBJECTIVES		TO ENSURE SUSTAINABLE SPATIAL AND LAND USE DEVELOPMENT WITHIN SEKHUKHUNE DM BY JUNE 2027 TO EMPOWER AND DEVELOP SMME'S AND COOPERATIVES BY JUNE 2027 TO PROMOTE JOB CREATION OPPORTUNITIES THROUGH EPWP BY JUNE 2027										
WEIGHT H	SUB- WEIGHT T	OBJECTIVES	IDP/ID NUMBER	PROJECT	BASELINE 2025/2026	INDICATORS	ANNUAL TARGET 2026/2027	Q1	Q2	Q3	Q4	POE

SPATIAL RATIONALE												
80%		To develop Jane Furse Master Plan by June 2027	SP06	Development of Jane Furse Master Plan	Local Municipal precinct plan	Number of Jane Furse Master Plans Development facilitated	1 Jane Furse Master Plan Development facilitated	Preparations of TOR for the appointment of service provider.	No Activity	Appointment of service provider for Jane Furse Master Plan Development facilitated	Setting up PSC and presentation of inception report	Appointment Letter
		GIS Initial set-up, data clean up and standardization by June 2027	SP07	GIS Initial set-up, data clean up and standardization	Reviewed GIS Strategy	Percentage of municipal GIS Initial set-up, data clean up and standardization	100% of municipal GIS Initial set-up, data clean up and standardization	Preparations of TOR for the appointment of service provider.	No Activity	Appointment of service provider for data clean up and standardization facilitated	Data cleansing and standardisation of GIS facilitated	*Signed Reports *Appointment letter

PERFORMANCE MANAGEMENT SYSTEMS AND MONITORING (PMS)												
	To develop 2026/2027 Performance Agreements for Senior Managers by June 2027	IDOT30	2026/2027 Performance Agreements for Senior Managers	6 Performance agreements for Senior Managers and in place	6 Performance agreements for Senior Managers and in place	Number of 2025/2027 Performance Agreements for Senior Managers developed	6 2026/2027 Performance Agreements for Senior Managers developed	6 2026/2027 Performance Agreements for Senior Managers developed	No Activity	No Activity	No Activity	Signed Performance Agreements of Senior Managers
	To facilitate Individual Performance assessments for Senior Managers (2025/2026) Annual and 2026/2027 Midterm) by June 2027	IDOT31	Individual Performance assessments for Senior Managers in place	6 Signed Performance agreement for senior managers in place	6 Signed Performance agreement for senior managers in place	Number of Individual Performance assessments for Senior Managers (2025/2026) Annual and 2026/2027 Midterm) facilitated	2 Individual Performance assessments for Senior Managers (2025/2026) Annual and 2026/2027 Midterm) facilitated	No Activity	No Activity	01 performance assessments for senior managers conducted, (2025/2027 Mid-term)	01 performance assessments for senior managers conducted, (2025/2026 Annual	02 signed performance assessments for senior managers reports, (2025/2026 Annual & 2026/2027 Mid-term)
	To compile Institutional Annual Report and oversight report by January 2027	IDOT29	Institutional Annual Report and oversight report	1 2024/2025 Institutional Annual Report in place and 01 oversight report completed	1 2024/2025 Institutional Annual Report in place and 01 oversight report completed	Number of Institutional Annual Report and oversight report compiled	1 2025/2026 Institutional Annual Report and 01 oversight report compiled	Data collection	Data collection	1 2025/2026 Institutional Annual Report and 01 oversight report compiled	No activity	Final 2025/2026 Annual Report and Oversight Report.

INTEGRATED DEVELOPMENT PLAN

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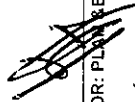
	To develop Integrated Development Plan (IDP) by June 2027	IDOT37	Integrated Development Plan (IDP) 2027/2028	2026/2027 Integrated Development Plan (IDP) reviewed	Number of Integrated Development Plans (IDP) for 2027/2028 reviewed	1 Integrated Development Plan (IDP) for 2027/2028 reviewed	No activity	Status Quo Analysis completed	Strategic and Project phase completed	1 Integrated Development Plan (IDP) for 2027/2028 reviewed	*Final IDP 2026/2027 *Council Resolution
	To facilitate review of District Development Plan by June 2027	IDOT38	Institutional Strategic Planning Session	1 Institutional Strategic Planning Session held	Number of Institutional Strategic Planning Sessions facilitated	1 Institutional Strategic Planning Session facilitated	No activity	No activity	Strategic and Project phase completed	No activity	*Signed Minutes *attendance register
DISTRICT DEVELOPMENT PLAN/ONE PLAN (DDM)											
	To facilitate review of District Development Plan by June 2027	IDOT 41	District Development Plan review	District Development Plan in place	Number of District Development Plans reviewed	01 District Development Plan reviewed	No activity	Status Quo Analysis completed	Strategic and Project phase completed	01 2027/2028 Reviewed District Development Plan in place	*Final DDP 2026/2027 *Council Resolution
LOCAL ECONOMIC DEVELOPMENT											
	To facilitate economic development forum (Tourism, 2xLED & Agric) by 30 June 2027	LED01	Implementation of EPWP	2559 job opportunities created through EPWP	Number of jobs opportunities created through EPWP	1 900 jobs opportunities created through EPWP	No activity	600 jobs opportunities created through EPWP	600 jobs opportunities created through EPWP	700 jobs opportunities created through EPWP	EPWP Reporting System generated report
	To facilitate development of Manchi Masemola Heritage Site by 30 June 2027	LED13	Flea-market feasibility study	1 feasibility study developed	Number of feasibility study developed	1 feasibility study developed	No activity	Appoint Service Provider	Draft Feasibility Study Report	1 Feasibility study developed	Signed Reports
	Sekhukhune District Municipality feasibility study for establishment of Fresh Produce Market conducted within the district by 30 June 2027	LED17	Fresh Produce Market feasibility study	New	Number of feasibility studies on Fresh Produce Market developed	1 feasibility studies on Fresh Produce Market developed	No activity	Appoint Service Provider	Draft Feasibility Study Report	1 feasibility studies on Manula Fruit Beneficiation developed	Signed Reports
	To facilitate development of Manchi Masemola Heritage Site by 30 June 2027	LED19	Development of Manchi Masemola Heritage site	New	Number of Manchi Masemola Heritage site developed	1 Manchi Masemola Heritage site developed	1 Manchi Masemola Heritage site Supported	No activity	No activity	No activity	Signed Reports
KPA 2 : MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT Objective: "To strengthen institutional efficiency and governance"											

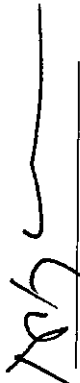
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	To undertake additional activities that support the achievement of the municipality's strategic objectives beyond the core departmental functions.		Organisational Support and Strategic Initiatives	New	% of strategic organisational initiatives and special assignments successfully completed beyond the departmental mandate.	100% of strategic organisational initiatives and special assignments successfully completed beyond the departmental mandate.	100% of strategic organisational initiatives and special assignments successfully completed beyond the departmental mandate.	100% of strategic organisational initiatives and special assignments successfully completed beyond the departmental mandate.	100% of strategic organisational initiatives and special assignments successfully completed beyond the departmental mandate.	100% of strategic organisational initiatives and special assignments successfully completed beyond the departmental mandate.	Audited 2026/2027 SDBIP Quarterly Reports *Assignment letter or instruction from the Municipal Manager/Executive Authority. *Approved project or implementation plan. *Terms of Reference (ToR), where applicable. *Meeting agendas and attendance registers. *Signed minutes of meetings. *Progress reports submitted. *Presentations made to management, Council, or committees. *Correspondence (emails, memoranda, letters) confirming participation or completion. *Final project/assignment report. *Municipal Manager's acknowledgement or approval of the completed assignment. *Committee resolutions or Council resolutions
KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION Objective: "To strengthen institutional efficiency and promote good governance"											
	To improve governance with requirements by facilitating the timely implementation and reporting of Performance Audit Committee resolutions by June 2027		Implementation of performance Audit committee resolutions	100% implementation of Finance/performance Audit committee resolutions	100% implementation of Finance/performance Audit committee resolutions	100% implementation of Finance/performance Audit committee resolutions	100% implementation of Finance/performance Audit committee resolutions	100% implementation of Finance/performance Audit committee resolutions	100% implementation of Finance/performance Audit committee resolutions	100% implementation of Finance/performance Audit committee resolutions	Performance Audit committee progress report, agendas, signed minutes, resolution register, action plan,
	To address AG findings by June 2027		OPERATION CLEAN AUDIT	100% progress in addressing/ implementing 2025/26 AG action plan on issue affecting PED	100% progress in addressing/ implementing 2025/26 AG action plan on issue affecting PED	100% progress in addressing/ implementing 2025/26 AG action plan on issue affecting PED	100% progress in addressing/ implementing 2025/26 AG action plan on issue affecting PED	100% progress in addressing/ implementing 2025/26 AG action plan on issue affecting PED	100% progress in addressing/ implementing 2025/26 AG action plan on issue affecting PED	100% progress in addressing/ implementing 2025/26 AG action plan on issue affecting PED	Audited AG progress report
	To address risk management issues by June 2027		Strategic Risks mitigation	100% of Departmental Strategic Risks mitigated	100% of Departmental Strategic Risks mitigated	100% of Departmental Strategic Risks mitigated	100% of Departmental Strategic Risks mitigated	100% of Departmental Strategic Risks mitigated	100% of Departmental Strategic Risks mitigated	100% of Departmental Strategic Risks mitigated	Audited Strategic Risk Management report
	To improve procurement efficiency through proactive planning, monitoring, and reporting of departmental procurement activities by June 2027		Departmental Strategic Procurement Plan	100% Progress of Departmental Strategic Procurement Plan	100% Progress of Departmental Strategic Procurement Plan	100% Progress of Departmental Strategic Procurement Plan	100% Progress of Departmental Strategic Procurement Plan	100% Progress of Departmental Strategic Procurement Plan	100% Progress of Departmental Strategic Procurement Plan	100% Progress of Departmental Strategic Procurement Plan	Institutional Departmental Performance Strategic Procurement Report

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	To implement Council resolutions by June 2027	Council resolutions	100% of council resolutions relevant to PED department implemented	100% of council resolutions relevant to PED department implemented	100% of council resolutions relevant to PED department implemented	100% of council resolutions relevant to PED department implemented	100% of council resolutions relevant to PED department implemented	100% of council resolutions relevant to PED department implemented	100% of council resolutions relevant to PED department implemented	Audited Council resolutions implementation report
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 DIRECTOR: PLANNING & ECON.DEV
20/07/2028
 DATE


 MUNICIPAL MANAGER
20/07/2028
 DATE

PERFORMANCE DEVELOPMENT PLAN



PERSONAL DEVELOPMENT PLAN (PDP)

ENTERED INTO BY AND BETWEEN

MR. KGWALE MESHACK MAHLAGAUME

(MUNICIPAL MANAGER)

AND

**MS KATLEHO SHONGWE
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, prioritise 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 :

1. Skills/Performance 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

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Employee Signature



Supervisor's Signature