

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 MESHACK MAHLAGAUME KGWALE

AND

DIRECTOR: PLANNING & ECONOMIC DEVELOPMENT

MS. SHONGWE FUNEKA KATLEHO

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR 2024-2025

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Sekhukhune District Municipality herein represented by **Mr Kgware M.M.** in her 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 2024 until 30 June 2025. 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:

- 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.
- An indicative rating on the five-point scale should be provided for each KPA.
- 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

- Each CCR should be assessed according to the extent to which the specified standards have been met.
- An indicative rating on the five-point scale should be provided for each CCR.
- This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

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- (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.

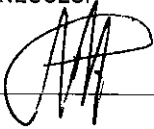
14. GENERAL

- 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.

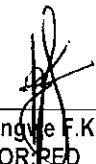
14.3 The performance assessment results of the section 56 manager must be submitted to the municipal manager as the responsible person, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Groblersdal on this the 18 day of July 2024.

AS WITNESSES:

1. 

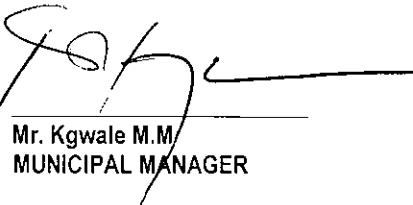
2. _____


Ms. Shongwe F.K
DIRECTOR: RED

AS WITNESSES:

1. _____

2. _____


Mr. Kgware M.M
MUNICIPAL MANAGER

SCORE CARD

2024/2025 SCORECARD												
WEIGH TING	SUB-WEIGH TING	OBJECTIVE	PROJECT	BASELINE 2023/2024	INDICATOR	ANNUAL TARGET 2024/2025	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	POE	Budget 2024/2025
SPATIAL RATIONALE												
80%	2	To facilitate Joint District Municipal Planning Tribunal (JDMPT) sittings by June 2025	Joint District Municipal Planning Tribunal sittings	4 JDMPT sittings facilitated	Number of JDMPT sittings facilitated	4 JDMPT sittings facilitated	1 JDMPT sitting facilitated	1 JDMPT sitting facilitated	1 JDMPT sitting facilitated	1 JDMPT sitting facilitated	*Signed Reports *Attendance registers	R800 000.00
	2	To facilitate township establishment process for district municipal offices by June 2025	Township establishment process for district municipal offices	Appointed Land Surveyor	Number of engagements for land development of District Municipal Offices facilitated	4 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 engagement for land development of District Municipal Offices facilitated	1 engagement for land development of District Municipal Offices facilitated	*Signed Reports	R562 400.00
	1	To participate in the district wide Land Development and building IGR forums by June 2025	Participate in District wide land development and Building IGR forum.	6 meetings attended	Number of sessions with local municipalities 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.	*Attendance registers	R100 000.00
	1	To provide support to local municipalities on the implementation of SPLUMA compliant spatial planning programmes by June 2025	Participate in the local municipalities' SPLUMA compliant spatial planning programmes.	12 meetings	Number of meetings to support to Local Municipalities on Land Development planning provided	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	*Signed Reports *Attendance registers	R0.00
	2	To facilitate workshop for Municipal councilors on land use, land allocation and running of tribunal in terms of SPLUMA by June 2025	Workshop for Municipal councilors	Two meeting facilitated	Number of Workshops for Municipal councilors on land use, land allocation and running of Tribunal in terms of SPLUMA facilitated	2 Workshops for Municipal councilors on land use, land allocation and running of Tribunal in terms of SPLUMA facilitated	No activity	1 Workshops for Municipal councilors on land use, land allocation and running of Tribunal in terms of SPLUMA facilitated	No activity	1 Workshops for Municipal councilors on land use, land allocation and running of Tribunal in terms of SPLUMA facilitated	*Attendance register	R62 400.00

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2	To review District Spatial Development Framework by June 2025	Review of District Spatial Development Framework (SDF)	2018 District Spatial Development Framework (SDF)	Number of District Spatial Development Framework (SDF) reviewed	1 District Spatial Development Framework (SDF) reviewed	Engagement with project steering committee and appointed service provider	Engagement on draft District Spatial Development Framework (SDF)	1 District Spatial Development Framework (SDF) reviewed	Approval of reviewed District Spatial Development Framework (SDF) by Council	District Spatial Development Framework and council resolution	R700 000.00
2	To review GIS Strategy by June 2025	Review of GIS Strategy	2009 GIS Strategy in place	Number of GIS strategy reviewed	1 GIS strategy reviewed	Preparations of TOR for the appointment of service provider.	Appointment of service provider for Review of GIS Strategy facilitated	Review of GIS strategy facilitated	Approval of reviewed GIS Strategy by Council	Reviewed strategy and council resolution	R400 000.00
1	To spatially reference the Integrated Development Plan (IDP) and District Development Plan (DDP) capital projects by June 2025	Spatial referencing of IDP and DDP Capital Projects	100% IDP Capital Projects spatially referenced	Percentage of IDP and DDP capital projects spatially referenced	100% IDP and DDP capital projects spatially referenced	Identify all IDP capital projects spatially referenced	50% IDP capital projects spatially referenced	50% IDP capital projects spatially referenced	No activity	Signed Reports	R300 000.00
2	To Procure Integrated Municipal Geographic Information System (GIS) June 2025	Integrated Municipal Geographic Information System	GIS Strategy in place	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	1 Integrated Municipal Geographic Information System (GIS) - procured	No activity	Delivery Note, order and invoice	R2 000 000.00
2	To Procure GIS Equipment by June 2025	GIS Equipment	Non-Functional GIS Equipment	Number of procurement of GIS Equipment Facilitated	1 procurement of GIS Equipment facilitated	Preparations of TOR for the appointment of service provider.	Appointment of service provider for GIS Equipment	1 procurement of GIS Equipment facilitated	No activity	Delivery Note, order and invoice	R360 000.00
2	To Acquire land for satellite offices by June 2025	Land Acquisition for satellite offices	None	Percentage of land acquired for satellite offices	100% of land acquired for satellite offices	100% of land acquired for satellite offices	100% of land acquired for satellite offices	100% of land acquired for satellite offices	100% of land acquired for satellite offices	MOU for Land acquired for satellite offices	R1 200 000.00
LOCAL ECONOMIC DEVELOPMENT											
2	To create 2 788 job opportunities through EPWP by 30 June 2025	Implementation of EPWP	2559 job opportunities created through EPWP	Number of jobs opportunities created through EPWP	2788 jobs created through EPWP (Infrastructure 2564, Environment and Culture 36 and Social Sector 188)	301 jobs opportunities created through EPWP	829 jobs opportunities created through EPWP	829 jobs opportunities created through EPWP	829 jobs opportunities created through EPWP	EPWP Reporting System generated report	R10 876 000.00 DPWP R3 500 000.00 SDM
2	To Provide support to SMMEs and co-operatives by 30 June 2025	Support to SMMEs and Co-operatives	41 SMMEs and Co-operatives supported	Number of SMMEs / Co-operative support provided	42 SMMEs / Co-operatives support provided	Advertise call for applications	Selection of qualifying SMME and Co-operatives	21 SMMEs / Co-operatives support provided	21 SMMEs / Co-operatives support provided	Signed Close out report	R2 000 000.00

6.4.

1	To organise training programmes for emerging SMEs and Cooperatives by June 2025	Skills Development for emerging SMEs and Cooperatives	None	Number of trainings conducted	4 trainings conducted	1 trainings conducted	1 trainings conducted	1 trainings conducted	1 trainings conducted	*Signed Reports *Attendance Register	R600 000.00
2	To facilitate support to farmers by 30 June 2025	Farmers support	3 Farmers supported	Number of farmers supported with production equipment and inputs	3 farmers supported with production equipment and inputs	*Develop Terms of Reference *Advertise Tender	Appoint Service Provider	1 farmers supported with production equipment and inputs	2 farmers supported with production equipment and inputs	Signed Report	R1 000 000.00
2	To facilitate support to Organised Business activities by June 2025	Support to Organised Business activities	Sekhukhune District Tourism Association establishment facilitated	Number of Organised Business supported	2 Organised Business activities supported	No activity	1 Organised Business activities supported	1 Organised Business activities supported	No activity	Signed Reports	R600 000.00
2	To facilitate Sekhukhune District Tourism Indaba by June 2025	Sekhukhune District Tourism Indaba	None	Number of Sekhukhune District Tourism Indaba facilitated	1 Sekhukhune District Tourism Indaba facilitated	1 Sekhukhune District Tourism Indaba facilitated	No activity	No activity	No activity	Signed Reports	R1 000 000.00
2	To facilitate development of Industrial Development Master Plan for the Special Economic Zone (SEZ) by 30 June 2025	Facilitate development of Industrial Development Master Plan for the Special Economic Zone (SEZ) (PED)	SEZ Business Plan in place	Number of Regional Industrial Development Master Plan developed	1 Regional Industrial Development Master Plan developed	No activity	No activity	Develop terms of reference and Appoint Service Provider	1 Regional Industrial Development Master Plan developed	Report on Industrial Development Master Plan	R1 000 000.00
1	To monitor implementation of SLP projects by June 2025	Monitoring implementation of SLPs	None	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	*Signed Reports *Attendance Register	R100 000.00
1	To facilitate Economic Development Forums (Mining, Tourism, LED & Agric.) by 30 June 2025	Economic Development Forums (Mining, Tourism, LED & Agric.)	4 Economic Development Forums (Mining, Tourism, LED & Agric.) facilitated	Number of Economic Development Forums (Mining, Tourism, LED & Agric.) facilitated	4 Economic Development Forums (Mining, Tourism, LED & Agric.) facilitated	1 Economic Development Forum facilitated	1 Economic Development Forum facilitated	1 Economic Development Forum facilitated	1 Economic Development Forum facilitated	Signed reports and attendance register	R100 000.00
2	To facilitate Fencing of Tjate Heritage Site by 30 June 2025	Tjate Heritage Site	Tjate Heritage Site in place	Number of Tjate Heritage Site fenced	1 Tjate Heritage Site fenced	No activity	Develop Terms of Reference and appoint Service Provider	1 Tjate Heritage Site fenced	No activity	Signed report	R1 000 000.00

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	To facilitate installation of District Tourism Signage for Tourism Establishments and Products by 30 June 2025	Installation of District Tourism Signage for Tourism Establishments and Products	9 tourism signage installed	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	Signed report	R150 000.00
INTEGRATED DEVELOPMENTAL PLAN											
1	By developing IDP Framework/ Process Plan by August 2023	Develop 2024/2025 IDP Framework/ Process Plan	2023/2024 IDP Framework/ Process Plan in place	Number of IDP Frameworks/ Process Plans developed	01 IDP Framework/ Process Plan developed for 2024/2025	01 2024/2025 IDP Framework/ Process Plan developed	No activity	No activity	No activity	*IDP Framework/ Process Plan document for 2024/2025 *Council resolution	R20 000.00
2	Review Integrated Development Plan (IDP) by June 2024	Integrated Development Plan (IDP) Review	2023/2024 Integrated Development Plan (IDP) developed	Number of Integrated Development Plan (IDP) 2025/2026 reviewed	01 Integrated Development Plan (IDP) 2025/2026 reviewed	Internal and sector departments consulted on the level of development within the district	Status Quo Analysis completed	2025/2026 Draft reviewed IDP in place	01 Integrated Development Plan (IDP) 2025/2026 reviewed	*Final IDP 2025/2026 *Council Resolution	R100 000.00
2	Facilitate the IDP Rep Forums by June 2024	IDP Rep Forums	2 IDP Rep Forums Facilitated	Number of IDP Rep Forums facilitated	02 IDP Rep Forums facilitated	No activity	1 IDP Rep Forum facilitated	No activity	1 IDP Rep Forum facilitated	*Signed Minutes *attendance register	R100 000.00
2	By facilitating review District Development Plan by June 2025	District Development Plan review	District Development Plan in place	Number of District Development Plan in reviewed	01 2025/2026 District Development Plan in reviewed	No activity	Review of DDP inline with Cognsta DDP analysis report	Reviewed DDP send to Cognsta and OTP for inputs	01 2025/2026 District Development Plan in reviewed	*Final DDP 2025/2026 *Council Resolution	R0.00
PERFORMANCE MANAGEMENT SYSTEM											
3	To facilitate Performance Makgola Sessions by June 2025	Performance Makgola	4 Performance Makgola Sessions held	Number of Performance Makgola Sessions held	4 Performance Makgola Sessions facilitated	01 Performance Lekgola session facilitated	01 Performance Lekgola session facilitated	01 Performance Lekgola session facilitated	01 Performance Lekgola session facilitated	Attendance Registers, Makgola Resolutions	R250 000.00
3	To develop Institutional SDBIP by June 2025	Institutional SDBIP	1 2024/2025 Institutional SDBIP in place	Number of Institutional SDBIP reviewed and developed	01 2024/2025 Institutional SDBIP reviewed, 01 2025/2026 draft Institutional SDBIP developed	No Activity	No Activity	01 2024/2025 draft Institutional SDBIP reviewed	01 2025/2026 final Institutional SDBIP developed	Signed 2024/2025 Institutional SDBIP	R0.00
4	To compile Institutional Annual Report and oversight report by January 2025	2023/2024 Annual Report Oversight report compiled	1 2022/2023 Institutional Annual Report in place and 01 oversight report compiled	Number of Institutional Annual Report and Number of oversight report compiled	1 2023/2024 Institutional Annual Report and 01 oversight report compiled	Data collection	Data Collection	01 2023/24 Institutional Annual and 1 oversight report developed	No activity	Final 2023/2024 Annual Report and Oversight Report.	R0.00

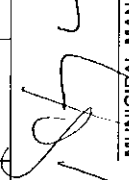
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1	To develop Performance Agreements for Senior Managers by June 2024	2024/2025 Performance Agreements for Senior Managers developed	7 2024/25 Performance Agreements for Senior Managers developed	7 2024/25 Performance Agreements for Senior Managers developed	Number of 2024/25 Performance Agreements for Senior Managers developed	7 2024/25 Performance Agreements for Senior Managers developed	7 2024/25 Performance Agreements for Senior Managers developed	No Activity	No Activity	No Activity	No Activity	Signed Performance Agreements of Senior Managers	R0 00
2	To facilitate Individual Performance assessments for Senior Managers (2023/2024 Annual and 2024/2025 Midterm) by June 2025	Individual Performance assessments for Senior Managers	6 Signed Performance agreement for senior managers in place	Number of Individual Performance assessments for Senior Managers (2023/2024 Annual and 2024/2025 Midterm) facilitated	2 Individual Performance assessments for Senior Managers (2023/2024 Annual and 2024/2025 Midterm) facilitated	No Activity	No Activity	No Activity	02 performance assessments for senior managers conducted (2023/24 Annual & 2024/25 Mid-term)	No Activity	No Activity	Signed Performance Agreements of Senior Managers	R0 00
2	To review PMS Policy and Framework reviewed by June 2025	PMS Policy and Framework	2023/2024 PMS Policy and Framework in place	Number of PMS Policy and Framework reviewed	1 2024/2025 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	Reviewed PMS Policy and Framework	R0 00		
1	To coordinate Back to Basics (B2B) quarterly reports by June 2025	Back to Basics (B2B) reports	2023/2024 B2B reports in place	Number of B2B quarterly reports coordinated	4 2024/2025 B2B Quarterly reports coordinated	1 2024/2025 B2B Quarterly reports coordinated	1 2024/2025 B2B Quarterly reports coordinated	1 2024/2025 B2B Quarterly reports coordinated	1 2024/2025 B2B Quarterly reports coordinated	4 2024/2025 B2B signed Quarterly reports	R0 00		
1	To Implement Performance Management System by June 2025	Implementation of Performance Management System	Performance Management System in place	Percentage implementation of Performance Management System	100% implementation of Performance Management System	100% implementation of Performance Management System	100% implementation of Performance Management System	100% implementation of Performance Management System	100% implementation of Performance Management System	PMS system in place and operational	R1 530 311 88		
INTERGOVERNMENTAL RELATIONS													
1	To ensure effective functionality of IGR structures between the district and the local municipalities by June 2024	Establishment of Institutional IGR Clusters	9 IGR clusters functional	Number of Functional Institutional IGR Structures coordinated (4 CFO, 4 technical, 4 economic, 4 social, 4 MM, 4, Mayor's Forum)	24 Functional Institutional IGR Structures coordinated (4 CFO, 4 technical, 4 economic, 4 social, 4 MM, 4, Mayor's Forum)	6 Functional Institutional IGR Structures coordinated (4 CFO, 4 Technical, 4 Economic, 4 Social, 4 Mayor's Forum)	6 Functional Institutional IGR Structures coordinated (4 CFO, 4 Technical, 4 Economic, 4 Social, 4 Mayor's Forum)	6 Functional Institutional IGR Structures coordinated (4 CFO, 4 Technical, 4 Economic, 4 Social, 4 Mayor's Forum)	6 Functional Institutional IGR Structures coordinated (4 CFO, 4 Technical, 4 Economic, 4 Social, 4 Mayor's Forum)	6 Functional Institutional IGR Structures coordinated (4 CFO, 4 Technical, 4 Economic, 4 Social, 4 Mayor's Forum)	Minutes of meetings and attendance registers.	R0 00	
GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
2	To address AG findings by June 2025	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	Reports	R 0	

6-11

1	To monitor internal controls by June 2025	Internal control	100% internal control 2023/2024 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	Reports
1	To monitor timeous submission of municipal reports/documents by June 2025	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 (IDP & Annual Report information, Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (IDP & Annual Report information, Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (IDP & Annual Report information, Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (IDP & Annual Report information, Quarterly reports & Council resolution register)	Central Submission register
2	To have functional portfolio committees by June 2025	Functional Portfolio Committee	6 portfolio committee meetings held	Number of portfolio committee meetings held as per council schedule of activities	3 portfolio committee meetings held as per council schedule of activities	2 portfolio committee meetings held as per council schedule of activities	3 portfolio committee meetings held as per council schedule of activities	3 portfolio committee meetings held as per council schedule of activities	3 portfolio committee meetings held as per council schedule of activities	Agenda, minutes and attendance registers
2	To address risk management issues	RISK MANAGEMENT	70% risk issues resolved	Percentage risk management issues resolved	20% risk management issues resolved	40% risk management issues resolved	60% risk management issues resolved	80% risk management issues resolved	80% risk management issues resolved	Risk reports
2	To address internal audit issues	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	reports
2	To implement Council resolutions	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	reports
INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT										
3	To monitor the performance of managers and lower level employees	Performance agreements for managers and commitments	30% Performance agreements for managers and commitments signed	Percentage performance agreements for managers and commitments for other staff signed	100% performance agreements for managers and commitments for level 4 & 5 officials signed	100% performance agreements for managers and commitments for level 4 & 5 officials signed	100% performance agreements for managers and commitments for level 4 & 5 officials signed	100% performance agreements for managers and commitments for level 4 & 5 officials signed	100% performance agreements for managers and commitments for level 4 & 5 officials signed	Signed performance agreements/commitment

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2	To coordinate Quarterly Reports by June 2025	Quarterly Reports	2023/2024 Quarterly Reports in place	Number of quarterly reports coordinated	4 quarterly reports coordinated	1 quarterly reports coordinated	1 quarterly reports coordinated	1 quarterly reports coordinated	Quarterly reports
FINANCIAL VIABILITY									
2	To curb expenditure variance at 10%	EXPENDITURE MANAGEMENT	10% variance 2023/2024 achieved	Percentage variance achieved	10% variance achieved	25% variance achieved	10% variance achieved	10% variance achieved	Expenditure reports
2	To monitor the implementation of Mscoc by June 2025	Implementation of Mscoc	Council resolution 2023/2024 & Treasury circular	Percentage participation in mSCOA compliance during budget process	100% participation in mSCOA compliance during budget process	No activity	100% participation in mSCOA compliance during budget process	100% participation in mSCOA compliance during budget process	Draft and final budget Attendance register
 DIRECTOR OF PLAN & ECON.DEV 18/7/24 DATE  MUNICIPAL MANAGER 23/07/2024 DATE									

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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 18/07/24

SIGNATURE

NAME OF SUPERVISOR: MR KGWALE M.M

POSITION HELD: MUNICIPAL MANAGER

DATE 23/07/2024

SIGNATURE

CORE MANAGERIAL AND OCCUPATIONAL COMPETENCIES			CHOICE	WEIGHT
Core Managerial Competencies				
Strategic Capability and leadership				
Programme and Project Management				
Financial Management(Compulsory)			X	2
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			✓	4
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

K. V.

PERFORMANCE DEVELOPMENT PLAN

K. V.



PERSONAL DEVELOPMENT PLAN (PDP)

ENTERED INTO BY AND BETWEEN

MR. KGWALE MESHACK MAHLAGAUME

(MUNICIPAL MANAGER)

AND

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

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1. Personal Development Plan

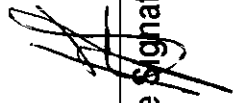
- 1.1.1 A Municipality should be committed to –
- (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
 - (b) managing training and development within the ambit of relevant national policies and legislation.
- 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:
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- (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

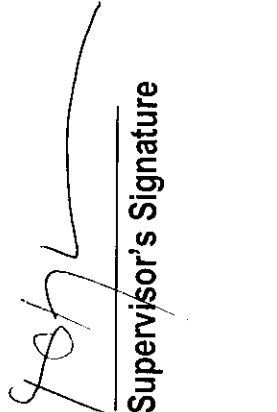
Personal Development Plan for: Ms Shongwe (Director: Planning & Economic Development)

Compiled on : July 2024

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
Project Management (Introduce Projects) + Contract Management Performance	- Improved Monitoring of projects included in the municipal IDP and performance of projects	- Development	- In-contact (classes-based)	1 1/2 years		HRD Director Corporate Services Municipal Manager
Advanced Excel Advanced Microsoft course	- Project Management systems - Data Analysis proficient	- Development		+/- 3/6 months		HRD Director Corporate Services Municipal Manager



Employee Signature



Supervisor's Signature