PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE MSUKALIGWA LOCAL MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER

MAQHAWE KUNENE

AND

MFELANI SAMUEL LUKHELE

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 1 JULY 2026 - 30 JUNE 2027

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Msukaligwa local Municipality herein represented by **Maqhawe Kunene** in his capacity as the Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

and

Mfelani Samuel Lukhele, Employee of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".

1.2 Section 57(1)(b)(ii) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement within one (1) month after the beginning of each financial year of the municipality.

1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.

1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;

2.2 specify objectives and targets defined and agreed with the employee and to communicate to 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 performance plan, which forms an annexure to 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 Agreement will commence on the **01st of July 2026** and will remain in force until **30th of June 2027** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than 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 Performance Plan (Annexure A) sets out-

4.1.1 the performance objectives and targets that must be met by the **Employee**; and

4.1.2 the time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, 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.

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.

M K.J.
MIS. BP

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 on 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 Competency Requirements (CRs) 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 CRs will account for 20% of the final assessment.

5.5.4 The total score must determined using the rating calculator.

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

Key Performance Areas (KPA's)	**Weighting**
Municipal Institutional Development and Transformation	5%
Basic Service Delivery	65%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	0%
Good Governance and Public Participation	30%
Spatial Planning and Rationale	0%
Total	**100%**

5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.

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

COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)		
CORE MANAGERIAL AND OCCUPATIONAL COMPETENCIES	**√ (indicate Choice)**	**WEIGHT**
CORE MANAGERIAL COMPETENCIES		
1. Strategic Capability and Leadership	√	5.56%
2. Programme and Project Management	√	5.56%
3. Financial Management	Compulsory	5.56%
4. Change Management	√	5.56%
5. Knowledge and Information Management	√	5.56%
6. Service Delivery Innovation		5.56%
7. Problem Solving and Analysis	√	5.56%
8. People Management and Empowerment	Compulsory	5.56%
9. Client Orientation and Customer Focus	Compulsory	5.56%
10. Communication	√	5.56%
11. Honesty and Integrity	√	5.56%
CORE OCCUPATIONAL COMPETENCIES		
12. Accounting and Ethical Conduct	√	5.56%
13. Policy Conceptualization and Implementation	√	5.56%
14. Mediation Skills	√	5.56%
15. Advanced Negotiation Skills	√	5.56%
16. Advanced Influencing Skills	√	5.56%
17. Partnership and Stakeholder Relations	√	5.56%
18. Supply Chain Management	√	5.48%
TOTAL PERCENTAGE		**100%**

6. EVALUATING PERFORMANCE

6.1 The Performance Plan (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 IDP.

BP K.J. M M.S.

6.5 The annual performance appraisal will involve:

6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

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

(c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 **Assessment of the CRs**

(a) Each CR should be assessed according to the extent to which the specified standards have been met.

(b) An indicative rating on the five-point scale should be provided for each CR.

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

(d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CR score.

6.5.3 **Overall rating**

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

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

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.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
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.					

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

6.7.1 Executive Mayor or Mayor;
6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
6.7.4 Mayor and/or municipal manager from another municipality; and
6.7.5 Member of a ward committee as nominated by the Executive Mayor or Mayor.

6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

6.8.1 Municipal Manager;
6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and

6.8.4 Municipal manager from another municipality.

6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 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	:	1 July 2026 – 30 September 2026
Second quarter	:	1 October 2026 – 31 December 2026
Third quarter	:	1 January 2027 – 31 March 2027
Fourth quarter	:	1 April 2027 – 30 June 2027

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

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

7.5 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.

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

9.1.1 create an enabling environment to facilitate effective performance by the employee;

9.1.2 provide access to skills development and capacity building opportunities;

9.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

9.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 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.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

10.1.1 a direct effect on the performance of any of the Employee's functions;

10.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 a substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the total remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

Score	Awarded %
130 – 133	5%
134 – 137	6%
138 – 141	7%
142 – 145	8%
146 – 149	9%

11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

Score	Awarded %
150 – 153	10%
154 – 157	11%
158 – 161	12%
162 – 165	13%
166 – Above	14%

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

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

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

BP
M K.J.
MIS-

12. DISPUTE RESOLUTION

12.1 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 –

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

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal 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.

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

13. GENERAL

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

13.2 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.

13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus **done** and **signed** at Emelo on this the 31st day of July 2026

AS WITNESSES:

1. _____

2. _____

_____
EMPLOYEE

AS WITNESSES:

1. _____

2. _____

_____
MUNICIPAL MANAGER

Annexure A

Performance Plan

Msukaligwa Local Municipality

Name:	**Lukhele, Mfelani Samuel**
Position:	**Director Community Services**
Accountable to:	**Municipal Manager**
Plan Period:	**01 July 2026 – 30 June 2027**

Table of Contents

1. Performance Plan Overview 2
   1.1. Purpose 2
   1.2. Object of Local Government 2
   1.3. Key Performance Areas 2
   1.4. Strategic Objectives 2
2. Position Goal and Purpose 3
3. Competencies 4
4. Summery Scorecard 12
5. Performance Scorecard 13
6. Rating Scale 17
7. Performance Assessment Process 18
   7.1. Performance Assessment: 18
   7.2. The processes for determining employee rating 18
8. Approval of the personal performance plan 19

M L.J. M.S.

1. Performance Plan Overview

1.1. Purpose

The performance plan defines the Council's expectations of the **Director for Community Services'** performance agreement to which this document is attached. Section 57 (4) of the Municipal Systems Act, 2000, provides that The performance agreement must include performance objectives and targets that must be met, and the time frames within which those performance objectives and targets must be met while Section 57 (5) provides that the performance objectives and targets referred to in subsection (4)(a) must be practical, measurable and based on the key performance indicators set out from time to time in the municipality's integrated development plan

1.2. Object of Local Government

The following are object of Local Government as contained in Section 152 of the Constitution of the Republic of South Africa, 1996 from which the **Director for Community Services'** performance indicators shall be based on:

1.2.1. Provide democratic and accountable government for local communities;
1.2.2. Ensure the provision of services to communities in a sustainable manner;
1.2.3. Promote social and economic development;
1.2.4. Promote a safe and healthy environment; and
1.2.5. Encourage the involvement of communities and community organisations in the matters of local government.

1.3. Key Performance Areas

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations, 2001, inform the Strategic Objectives listed below:

1.3.1. Municipal Transformation and Organizational Development;
1.3.2. Basic Service Delivery and Infrastructure Development;
1.3.3. Local Economic Development;
1.3.4. Municipal Financial Viability and Management;
1.3.5. Good Governance and Public Participation; and
1.3.6. Spatial Planning.

1.4. Strategic Objectives

The municipality has developed Key Performance Indicators based on the Institutional Strategic Objectives as set out in the municipal IDP. The following are therefore the municipal strategic objectives to be achieved:

1.4.1. To build a capable workforce to deliver services and strengthen the fight against fraud and corruption.
1.4.2. To provide sustainable and reliable services to communities.
1.4.3. To coordinate efforts to address unemployment and poverty.
1.4.4. To improve the viability and management of municipal finances.
1.4.5. To strengthen public participation, corporate governance and accountability.
1.4.6. To ensure long term planning that provides for social cohesion and spatial transformation.

M K.J. M.S.

2. Position Goal and Purpose

Position Goal

To provide community and social services within the municipality

Position Purpose

2.1.1. To ensure provision of provision of solid waste removal and environmental managment.

2.1.2. To ensure social and community development.

2.1.3. To ensure provision of fire and emergency services.

2.1.4. To ensure provision of disaster management

2.1.5. To provide provision of traffic services and law enforcement.

3. Competencies

Leading Managerial Competencies (LMCs) (20%)				
No.	**Leading Competencies**	**Scoring Matrix**	**Maximum Score**	**Weighting**
1.	Strategic Capability and Leadership	• Approved Sector Plans: Officially signed plans = **1 point** (e.g., Spatial Development Framework, Water Services Development Plan, or Corporate Services Master Plan) formally adopted by Council. • SDBIP Reports = **1 point** (Verified quarterly and mid-year Service Delivery and Budget Implementation Plan reports showing targets achieved or exceeded) • Risk Register Updates = **1 point** (Departmental risk registers proving proactive threat identification and successful mitigation strategies) • Council & Portfolio Committee Items =**1 point** (Comprehensive, analytical items submitted to Council proving data-driven leadership on complex issues) • Intergovernmental (IGR) Records = **1 point** (Memorandums, minutes, or agreements demonstrating collaborative resource mobilization with provincial or national departments)	**5**	**5.56%**
2.	Programme and project management	• Approved Project Charters = **1 point** (Signed project plans, scope definitions, and cash flow projections) • SLA & Contractor Assessments = **1 point** (Documented performance reviews, warning letters, or close-out certificates for service providers) • Risk and Issue Logs = **1 point** (Active departmental project risk registers showing successful mitigation steps taken). • Auditor-General (AG) Findings = **2 point** (Evidence of zero project-related compliance findings or material misstatements)	**5**	**5.56%**
3.	Financial management	• UIFW Register = **1 point** (Official municipal register proving zero instances of irregular or wasteful expenditure within their directorate)	**5**	**5.56%**

		• AGSA Audit Report = **2 point** (The latest Auditor-General South Africa report showing zero material findings for their specific department. i.e.: Departmental AG findings resolved). • Procurement Plans = **1 point** (Approved departmental procurement plans aligned with the SDBIP and signed SCM compliance checklists). • Virement Requisitions = **1 point** (Properly motivated and approved budget adjustments (if any), proving disciplined financial management).		
4.	Change management	• Labor Forum Attendance and ad hoc labour related engagements = **1 point** (Records of Local Labour Forum (LLF) or union engagements demonstrating proactive consultation and dispute resolution) • Training & Alignment Records = **2point** (Workshop attendance registers, change-readiness survey results, or revised job profiles showing staff alignment to new mandates) • SDBIP Consistency Reports = **2 point** (Evidence showing that service delivery targets were consistently met or exceeded during a major transitional or restructuring phase)	**5**	**5.56%**
5.	Knowledge management	• Departmental SOP Registry = **1 point** (A comprehensive, updated database of signed and approved Standard Operating Procedures for all units). • PAIA Compliance Reports = **1 point** (Records demonstrating timely, compliant responses to information and data requests) • Succession & Mentorship Frameworks = **1 point** (Documented knowledge-transfer plans, coaching logs, or handover reports for critical technical roles) • Research and Case Studies = **1 point** (Approved policy inputs or sector papers detailing how external insights were used to solve local service bottlenecks) • Digital Repositories = **1 point** (Proof of active use and maintenance of shared network drives, document management systems, or compliance dashboards).	**5**	**5.56%**

6.	Service delivery innovation	• Business Case & Project Plans = **1 point** (Signed proposals detailing the cost-benefit analysis, technology architecture, or process mapping of the new system) • Turnaround & Impact Statistics = **1 point** (Verified analytics showing measurable improvements (e.g., turnaround times dropped from 14 days to 48 hours, or a 30% reduction in operational expenditure). • Citizen Feedback Data = **1 point** (Complaints-to-resolution logs) • Council Resolutions = **1 point** (Implementation of Council Resolutions) • Standard Operating Procedures (SOPs) = **1 point** (Updated, approved departmental guidelines reflecting the newly optimized, modernized workflows)	**5**	**5.56%**
7.	Problem solving and analysis	• Root Cause Analysis Reports = **1 point** (Documented use of analytical tools (e.g., Ishikawa/Fishbone diagrams, 5 Whys, SWOT, or Pareto analyses) used to dissect departmental failures). • Crisis Management Intervention Approach Implemented = **1 point** (Report on detailing how crisis intervention cases and service delivery failures were resolved) • Council & Committee Items = **2 point** (Comprehensive, analytical items submitted to Council or Portfolio Committees detailing data-driven options for critical decisions) • Financial Impact Statements = **1 point** (Verified calculations showing how an analytical intervention saved municipal funds or redirected resource waste i.e. **income recovery intervention from processed applications- building and land use**)	**5**	**5.56%**
8.	People management and empowerment	• Cascaded Performance Agreements = **1 point** (Signed performance agreements and quarterly evaluation reviews for all sub-directors and managers) • Workplace Skills Plan (WSP) Proof = **1 point** (Approved departmental training schedules, training attendance registers, and certificates achieved by staff) • Disciplinary & Grievance Logs = **1 point** (Records of localized labour consultations, Local Labour Forum (LLF) inputs, and formalized dispute resolution tracking)	**5**	**5.56%**

		• Employment Equity (EE) Reports = **1 point** (Departmental workforce data proving proactive alignment with municipal Employment Equity targets) • Staff Attendance & Wellness Data = **1 point** (Leave management audits and proof of cascading employee wellness programs into the directorate)		
9.	Client orientation and customer focus	• Approved Service Delivery Charter = **1 point** (A formal document detailing published service standards, response times, and escalation paths for the department) • CRM & Hotline Analytics = **1 point** (Verified reports from the municipal Customer Relationship Management (CRM) system or Presidential Hotline showing excellent complaint resolution rates) • Public Participation Records = **1 point** (Attendance registers, minutes, and feedback reports from IDP forums, ward committee engagements, or stakeholder imbizos) • Customer Satisfaction Audits = **1 point** (Results from independent or internal community surveys showing positive trends in public perception) • Frontline SOPs = **1 point** (Signed Standard Operating Procedures detailing customer service protocols for departmental walk-in centres or digital helpdesks).	**5**	**5.56%**
10.	Communication	• Approved Council Items & Reports = **1 point** (Examples of highly analytical, clearly structured, and error-free reports submitted to portfolio committees) • Stakeholder Briefings & Memorandums = **1 point** (Copies of sign-offs, formal communiqués, or directives issued to staff, communities, or sector departments) • Crisis Communication Records = **1 point** (Documented media statements, speech notes, or public notice templates drafted to manage operational breakdowns or unexpected crises) • Public Engagement Materials = **1 point** (Content generated for IDP/Budget public consultations, ward committee feedback sessions, or local media engagements) • Internal Alignment Protocols = **1 point** (Records of regular, minuted departmental management meetings and staff briefing schedules)	**5**	**5.56%**

11.	Honesty and integrity	• Signed Declaration of Interest = **1 point** (Official, dated municipal registry copy submitted within the required legislative window) • SCM Clearance Certificates = **1 point** (Signed Bid Evaluation Committee (BEC) or Bid Adjudication Committee (BAC) declaration forms proving zero conflict of interest on awarded tenders) • Whistleblowing & Resolution Logs = **1 point** (Records of formal referrals made to internal audit, risk management, or forensic units regarding suspected departmental fraud) • Auditor-General South Africa (AGSA) Report = **1 point** (The latest audit review showing zero material irregularities resulting in financial losses or non-compliance) • Gifts & Hospitality Register = **1 point** (An updated, signed departmental log confirming zero or fully declared institutional hospitality)	**5**	**5.56%**
12.	Accounting and Ethical Conduct	• Taking accountability for own development = **1 point** (evidence of trainings attended or further studies) • Developing own Personal Development Plan = **1 point** (Practical PDP is included in the performance agreement and implemented at the end of the year) • PDP of departmental staff = **1 point** (Ensuring all departmental staff personal development plans in place) • Code of Conduct workshop or awareness = **1 point** (Evidence of facilitating a workshop or awareness to departmental staff member on the current municipal code of conduct) • Code of conduct acknowledgement = **1 point** (Ensuring all departmental staff members acknowledges the municipal code of conduct through signing)	**5**	**5.56%**
13.	Policy conceptualisation and implementation	• Council-Approved Policy Documents = **1 point** (Signed items and official council resolutions adopting the policy, framework, or bylaw of the department) • Regular review of policies = **1 point** (All existing policies are reviewed and approved by Council on time and there are no findings on policies by the internal and external audits)	**5**	**5.56%**

		• Development of SOPs = **1 point** (all policies have SOPs developed) • Socio-Economic Impact Assessments = **1 point** (Documented research, benchmarking studies, financial feasibility models, and risk analyses) • Implementation Plans & Scorecards = **1 point** (Roll-out schedules, updated departmental SOP registries, and SDBIP compliance tracking reports)		
14.	Mediation skills	• LLF & Bargaining Council Minutes = **1 point** (Official records of consultations proving the director's role in breaking deadlocks or resolving labour disputes) • Signed Settlement Agreements = **1 point** (Certified copies of mediated agreements, project recovery accords, or service level agreement (SLA) dispute resolutions) – Mining SLP. • Public/Community Engagement Logs = **1 point** (Minutes, attendance registers, and close-out statements from emergency public participation or ward committee interventions) • Grievance Registers & Turnaround Tracking = **1 point** (Verified departmental logs demonstrating that internal grievances were mediated within the mandated collective agreement timelines) • Risk Mitigation Briefs = **1 point** (Strategic memos detailing how an impending dispute or protest action was identified and neutralized before disrupting the SDBIP)	**5**	**5.56%**
15.	Advanced negotiation skills	• Signed Service Level Agreements (SLAs) & MOUs = **1 point** (Finalized contracts showing negotiated cost reductions, optimized delivery timelines, or enhanced accountability clauses) • LLF & SALGBC Agreements = **1 point** (Certified copies of minuted collective resolutions or local labour accords successfully negotiated by the director) • Funding & Grant Approval Letters = **1 point** (Official correspondences from National/Provincial Treasury, international donors, or private partners confirming secured extra-budgetary resources)	**5**	**5.56%**

		• Negotiation Strategy Briefs = **1 point** (Pre-negotiation mandate documents, risk-benefit matrices, and alignment checks submitted to the Municipal Manager or Council) • Litigation Out-of-Court Settlements = **1 point** (Legal sign-offs proving successful mediation and commercial compromise that averted costly court processes)		
16.	Advanced influencing skills	• Council Resolutions on Complex Items = **1 point** (Minutes and official approvals showing that contentious departmental policies, bylaws, or budgets were successfully passed) • Intergovernmental Relations (IGR) Outcomes = **1 point** (Written correspondence proving that provincial or national departments adjusted allocations or unblocked resources based on the director's advocacy) • Stakeholder Coalition Compacts = **1 point** (Signed MoUs, terms of reference, or joint steering committee minutes proving collaborative buy-in from external entities (e.g., business chambers, ratepayer associations - SLP Steering committee) • Change-Readiness & Adoption Analytics = **1 point** (Internal project close-out dashboards showing high staff compliance and minimal disruption during major workflow transitions) • SALGA or Sector Forum Submissions = **1 point** (Documented policy inputs, presentations, or working paper contributions that successfully influenced broader local government practices)	**5**	**5.56%**
17.	Partnership and stakeholder relations	• Signed Service Level Agreements (SLAs) & MoUs (Documented partnerships with external entities (e.g., Business Chambers, Universities, SOEs) that directly enhanced service delivery or funded local projects = **2 point** • IGR Forum & Technical Minutes = **1 point** (Official records of active participation in District, Provincial, or National intergovernmental structures proving resource mobilization). • Joint Project Steering Committee Reports = **1 point** (Proof of functional oversight committees established with external development partners or community-based organizations)	**5**	**5.56%**

		• Public Participation Compliance Registers = **1 point** (Formal logs proving that all regulatory notices, feedback periods, and stakeholder review milestones were legally met).		
18.	Supply chain management	• Approved Departmental Procurement Plan = **1 point** (Official, signed plan demonstrating strict alignment with budget votes and SDBIP milestones). • AGSA Audit Dashboard = **1 point** (no material non-compliance findings from AGSA on SCM). • Contract Performance Review = **1 point** (Minuted monthly SLA reviews, formal non-performance warning letters, or close-out certificates issued to suppliers). • Signed Committee Declarations = **1 point** (Certified copies of MBD 4, 8, and 9 forms proving absolute impartiality and declaration of interests during bid processes). • UIFW Register Extract (Official data proving zero instances of irregular = **1 point** (expenditure logged against the director's departmental budget code)	**5**	**5.48%**
	Sectional Total:			**100%**

4. Summery Scorecard

Key Performance Areas	IDP Objective	KPA Weighting (%)	Assessment Weighting	1st Assessment	2nd Assessment	Total Score
Performance Areas						
Municipal Transformation and Organisational Development	To develop institutional capacity and improve effective management of resources	5%	80%			
Basic Service Deliver	To ensure long term planning and provision of sustainable services delivery and maintenance of infrastructure	65%				
LED	To encourage shared economic growth and development	0%				
Financial Viability	To ensure development of institutional capacity and efficient financial management geared towards efficient service delivery	0%				
Good Governance and Public Participation	To practice good governance and promote a culture of community participation in the affairs of the municipality	30%				
Spatial Planning	To ensure integrated long-term planning	0%				
Total		100%				
Core Competency Requirements			20%			

5. Performance Scorecard

The following is a performance scorecard containing Key Performance Areas (KPAs), Strategic Objectives, Key Performance Indicators (KPIs), quarterly targets and evidence required. This includes quarterly deliverables on planned projects.

STRATEGIC OBJECTIVE: TO PROVIDE SUSTAINABLE AND RELIABLE SERVICES TO COMMUNITIES

No	Performance Objective	Key Performance Indicator	Weight	Department	Baseline 2024/2025	Quarterly Targets 2026-2027				Annual Target 2026/2027	Means of Verification
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
KEY PERFORMANCE AREA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT			**65%**								-
Functional Area: Solid Waste Disposal and Environmental Management											-
036/1	To ensure that households are provided with the minimum solid waste removal services	Number of areas receiving basic solid waste removal	5.9%	Community & Social Services	**62** areas provided with waste collection	52	52	52	52	**52**	- List of Waste Collection Areas, - Waste Collection Registers and - Quarterly Reports
038	To promote environmental management awareness to communities	Number of environmental Management educational campaigns held	5.9%	Community & Social Services	**21** Waste Management educational campaigns held	5	5	5	5	**20**	- Educational campaigns/ Awareness Report and Attendance Registers
040	To ensure that all waste disposal sites are maintained	Number of waste disposal sites maintained quarterly.	5.9%	Community & Social Services	**2** waste disposal sites	2	2	2	2	**2**	- Land fill sites maintenance reports

	regularly in accordance with NEMA				maintained						
Functional Area: Social and Community Development											
046	To promote a culture of reading and learning for learners at schools	Number of library events and educational campaigns rolled out	5.9%	Community & Social Services	**14** library events held	3	3	3	3	**12**	- Attendance Registers and Quarterly reports
Functional Area: Fire and Emergency Services											-
055	To ensure that fire and emergency incidents are attended to within the prescribed timeframe	Percentage of fire and emergency incidents attended within the pre-determined timeframe in accordance with SANS 10090	5.9%	Community & Social Services	**85%** of fire and emergency incidents attended	85%	85%	85%	85%	**85%**	- Fire incident response report - Incident report forms
056	To ensure that fire inspections are conducted in buildings as prescribe by law	Number of fire safety inspections conducted	5.9%	Community & Social Services	**1004** Fire safety inspections conducted	270	270	270	270	**1080**	- Fire Safety Inspections report, Onsite inspection form and Building Plan Assessment form
057	To ensure that pupils and communities are educated of the dangers and prevention of fires	Number of fire awareness campaigns conducted	5.9%	Community & Social Services	**66** Fire awareness conducted	18	18	18	18	**72**	- Attendance Registers and Quarterly reports
Functional Area: Disaster Management											-
058	To ensure that pupils and communities are	Number of disaster awareness campaigns	5.9%	Community & Social Services	**12** disaster awareness campaigns	3	3	3	3	**12**	- Attendance Registers/ Awareness

	educated on disasters and preventions thereof	conducted			conducted						forms and Quarterly report
059	To ensure that all disaster incidents are attended to within the prescribed time-frames.	Percentage of disaster incidents attended within 24 hours	5.9%	Community & Social Services	**100%** Disaster incidents attended timeously	100%	100%	100%	100%	**100%**	- Disaster assessment forms, Quarterly report and listing
Functional Area: Traffic Services and Law Enforcement											-
061	To ensure that pupils are educated on road safety and accidents prevention measures	Number of road-safety awareness campaigns conducted at schools	5.9%	Community & Social Services	**17** road-safety awareness campaigns conducted at schools	5	5	5	5	**20**	- Quarterly reports and attendance registers
062	To ensure motorists compliance to road safety rules and regulations	Number of roadblocks conducted	5.9%	Community & Social Services	**19** roadblocks conducted	4	4	4	4	**16**	- Roadblock register - Quarterly report
KEY PERFORMANCE AREA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT			**5%**								-
Functional Area: Human Resource Management and Development											
002/2	To ensure that performance management is cascaded to all occupational levels	% PMS cascaded to lower levels of employees	2.5%	Community & Social Services	**New Indicator**	100%	100%	100%	0	**100%**	- Signed performance agreements and Assessment reports
G03/4	To ensure that overtime worked by each individual employee is limited to 40 hours per	Average number of overtime hours worked	2.5%	Technical Services	**New indicator**	40	40	40	40	**40**	- Quarterly overtime Report

	month.										
KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION			**30%**								
Functional Area: Good Governance											-
G03/1	To improve the municipality's audit outcome	Percentage Internal Audit findings addressed	5%	Community & Social Services	**No** Audit conducted	0	0	100%	100%	**100%**	- Updated Internal Audit Action Plan
G03/2	To improve the municipality's audit outcome	Percentage of audit findings addressed	5%	Community & Social Services	**2** Audit findings and **100%** addressed	0	0	100%	100%	**100%**	- Updated AG Audit Action Plan
G03/3	To mitigate and address identified strategic and operational risks	Percentage of action plan implemented to address strategic and operational risks identified per quarter	5%	Community & Social Services	**10** risks identified with **20** action plans and **79%** actions plans addressed	100%	100%	100%	100%	**100%**	- Quarterly Reports
G03/5	To ensure that resolutions of the Council are implemented	Percentage of Council resolutions implemented	5%	Community & Social Services	**95%** of Council resolutions implemented	100%	100%	100%	100%	**100%**	- Listing Council Resolutions - Resolutions implementation Report
S013	To ensure recommendations made in the Section 47 report are monitored and implemented.	Number of quarterly reports on the implementation of COGHSTA recommendations on legislative compliance relating to financial management matters submitted	5%	Community & Social Services	**New Indicator**	1	1	1	1	**4**	- Proof of Submission to Office of the MM
S014	To ensure that all strategic lekgotla resolutions are implemented	Percentage of 2025/2026 strategic lekgotla resolution implemented per	5%	Community & Social Services	**New Indicator**	0	0	100%	100%	**100%**	- Quarterly progress report on implementatio

		quarter								n of strategic lekgotla resolution

6. Rating Scale

The assessment of the performance of the Employee will be based on the following rating scale for KPA;s and CMCs:				
5	4	3	2	1
Outstanding Performance	**Performance Significantly Above Expectation**	**Fully Effective**	**Not Fully Effective**	**Unacceptable Performance**
Performance far exceeding 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 KPA and Performance Plan and maintained this in all areas of responsibility throughout the year	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.	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.	Performance is below the standard required for the job in key areas. Performance meets some the standards expected for the job. The review/ assessment indicates that the employee has achieved below fully effective results against more than half of the key performance criteria and indicators as specified in the PA and Performance Plan.	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. Performance Assessment Process

The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

7.1. Performance Assessment:

7.1.1. Formal assessment between employee and employer will take place twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly reviews respectively.
7.1.2. Progress against the KPA's and Targets will be captured in preparation for the review.
7.1.3. Score of 1-5 will be calculated based upon the progress against targets.
7.1.4. KPI's and activities are audited and copied to the Performance Plans before assessment date.
7.1.5. The employer must keep a record of the mid-year review and annual assessment meetings.
7.1.6. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an observer

7.2. The processes for determining employee rating

7.2.1. The employee to motivate for the higher ratings where applicable.
7.2.2. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.
7.2.3. The panel to rate the employee's core competency requirements (CCR) on the 5point scale. Decimal places can be used.
7.2.4. The panel scores are averaged to derive at a total score per KPI/Activity/CCR. Overall scores are calculated by taking weightings in to account where applicable.
7.2.5. The final KPI's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.
7.2.6. The 5 point rating scale referred to in regulation 805 correspond as follows:

Rating:	1	2	3	4	5
Score:	0-66	67-99	100-132	133-166	167

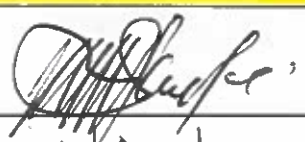
7.2.7. The assessment rating calculator is used to calculate the overall %score for performance.
7.2.8. The half-year review rating can be used in combination with the annual Performance Assessments to arrive at a final Annual rating score.
7.2.9. The performance bonus percentage described in the performance agreement will be calculated on a sliding scale of the all-inclusive remuneration package as indicated in the table below:

% Rating Over Performance	% Bonus
130-149%	5-9%
150% and above	10-14%

7.2.10. The personal development plan (PDP) can be reviewed after the performance review has been finalized in case more clarity has been established on what the essential development needs for the relevant person will be.
7.2.11. The results of the performance and development review (PDR) will be submitted to the performance Audit committee for approval of the assessment/s.
7.2.12. The performance assessment results of the municipal Manager will also be submitted to the MEC responsible for local government in the relevant province.

8. Approval of the personal performance plan

The process followed ensures individual alignment to the strategic intent of the institution and give clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, build sound relationships, develop human capital and to strengthen the organization through excellent performance. This plan has been derived from intense workshops to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employer /superior	**Undertaking of the employee**
On behalf of my organization, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained, as such, I undertake to lead to the best of my ability, communicate comprehensively and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this performance plan.	I herewith confirm that I understand the strategic importance of my position within the broader organization. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to the expectations and to serve the organization, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.
Signed and accepted by the Municipal Manager /Supervisor on behalf of Council:	**Signed and accepted by the Employee:**
Signature: 	**Signature:** 
Date: 31 July 26	**Date:** 31/07/2026

Annexure B

PERSONAL DEVELOPMENT PLAN (PDP)

Entered into by and between:

Msukaligwa Local Municipality as represented by the Municipal Manager:

MAQHAWE KUNENE

And

MFELANI SAMUEL LUKHELE

Director Community & Social Services

Period: 1st July 2026 to 30th June 2027

1. PERSONAL DEVELOPMENT PLAN

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.

1.2. 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 necessary linkage with performance management, the performance management and development system provides for the Personal Development Plan 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 appraisals.

(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 necessary competencies to prepare them for future positions. A comprehensive competency framework and profile 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 collected from all employees in the municipality form the basis for prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all trainings 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.

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

1.4. Compiling the Personal Development Plan attached as Appendixes provides for:-

(a) Competency assessment instruments, which are dealt with more specifically in Appendix 1 and 2, should be established to assist with the objectives assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period I 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 processes:

(i) Organisational needs including the following:

- Strategic development priorities and competency requirements in line with the municipality's strategic objectives.
- The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
- Specific competence 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 prioritization of the training needs should be listed since it may not be possible to address all identified training needs in specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritised for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plan and Workplace Skills Plan.

(d) Consideration must then be given to the expected outcome 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.

(e) 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 titled: Suggested Training / Development Activity 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 gaps and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.

(f) Guidelines regarding the number of training days per employee and the nomination of employees should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training intervention.

(g) Column 4 of Appendix 1, the suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of amongst others, self-study [The official takes upon him / her to read e.g. legislation; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.

(h) The suggested timeframes (column 5 of Appendix1) enable managers to effectively plan for the year 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.

(i) Work opportunities created to practice skills / development areas in column 6 of Appendix 1, further ensures internalization of information gained as well as return on investment (not just nice to have skill but a necessary to have skill that is used in the workplace).

(j) The final column, column 7 of Appendix 1, provides the employee with a support person that could act as a coach or mentor with regard to the area of learning.

Appendix 1

PERSONAL DEVELOPMENT PLAN

Name of Employee: Lukhele, Mfelani Samuel

1. Skills / performance Gap (in order of priority)	2. Outcome Expected (measurable indicators: quantity, quality and timeframes)	3. Suggested training and / or Development activity	4. Suggested mode of Delivery	5. Suggested Timeframes	6. Work Opportunity created to practice skill / development area	7. Support Personnel

Thus, done and signed at Ermelo on this the 31 day of July 2026

Employee

Municipal Manager

M K.J. M.