

PERFORMANCE AGREEMENT



Fezile Dabi
District Municipality

Made and entered into by and between:

Mr. Gcinumuzi Abram Mgcina (Acting Municipal Manager)

AND

Mrs Grace Paulina Makgotso Phoofolo (Director: Environmental Health & Emergency Services)

For the period – 01 July 2026 to 30 June 2027

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PERFORMANCE AGREEMENT ENTERED INTO BY AND BETWEEN:

Fezile Dabi District Municipality herein represented by **Mr Gcinumuzi Abram Mgcina** in his capacity as the Acting Municipal Manager (hereinafter referred to as the Employer or Supervisor), and

Mrs Grace Paulina Makgotso Phoofofo, the Director: Environmental Health & Emergency Services of the Fezile Dabi District 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 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) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 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;

- 1.5 Comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as the Contract of Employment entered into between the parties;
- 1.6 Specify objectives and targets established for the Employee and to communicate to the Employer's expectations of the Employee's performance expectations and accountabilities;
- 1.7 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 1.8 Monitor and measure performance against set targeted outputs;
- 1.9 Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her job;

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- 1.10 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 1.11 Give effect to the Employee's commitment to a performance-orientated relationship with the Employer in attaining equitable and improved service delivery.

3. Commencement and duration 7

- 3.1. This Agreement will commence on the **1st July 2026** and will remain in force until **30th June 2027** where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next quarter or any portion thereof, if applicable.
- 3.2. The parties will review the provisions of this Agreement at the end of each quarter. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least every quarter (if applicable) by not later than the beginning of each successive quarter.
- 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
- 4.2.2 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 and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

4.2 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.3 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.

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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 agrees to participate in the performance management and development system that the Employer adopts.
- 5.5 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.
- 5.6 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.
- a) The employee must be assessed against both components with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.
 - b) Each area of assessment will be weighted and will contribute a specific part to the total score.
 - c) KPAs covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.
- 5.7 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 weights agreed to between the Employer and the Employee:

Key Performance Areas (80% of Total)	Weighting
Municipal Transformation and Organizational Development	10
Infrastructure Development and Basic Service Delivery	70
Local Economic Development (LED)	0
Municipal Financial Viability and Management	10
Good Governance and Public Participation	10
Total	100%

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- 5.8 The CMCs will make up the other 20% of the Employee's assessment score. CMCs 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:

No.	LEADING COMPETENCIES		
	Competency Description	Driving Competencies	Weighting
1	Strategic Direction and Leadership	- Impact and influence - Institutional Performance Management - Strategic Planning and Management (inclusive of Annual Procurement Plan Identification and management of strategic risks - Organisational Awareness - Co-ordination of DDM One Plan Implementation	20
2	People Management	- Human Capital Planning and Development - Diversity Management - Employee Relations Management - Negotiation and Dispute Management	5
3	Program and Project Management	- Program and Project Planning and Implementation - Service Delivery Management - Program and Project Monitoring and Evaluation 100% implementation of SDBIP for the District and Department	5
4	Financial Management	- Budget Planning and Execution (IDP and risk management inputs within stipulated time frames and in line with quality requirements) - Financial Strategy and Delivery - Financial Reporting and Monitoring	10
5	Change Leadership	- Change and Vision and Strategy - Process Design and Improvement - Change Impact Monitoring and Evaluation	10
6	Governance Leadership	- Policy Formulation - Risk and Compliance Management - Cooperative Governance - Implementation of post-audit action plan related to the departments - implementation of internal controls, procedures and systems for good governance, - Nil / Zero amount of unauthorized, irregular and fruitless & wasteful expenditure incurred due to non-	10

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No.	LEADING COMPETENCIES		
	Competency Description	Driving Competencies	Weighting
		compliance by all departments to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2027	

No	LEADING COMPETENCIES		Weighting
	Competency Description		
1	Moral Competence		5
2	Planning and Organising		5
3	Analysis and Innovation		10
4	Knowledge and Information Management		5
5	Communication		5
6	Resulting and Quality Focus		10
TOTAL			100
(NB: the sum total of weighted Leading and Core Competencies must always be equals to 100)			

6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure A) to this Agreement sets out;

- a) The standards and procedures for evaluating the Employee's performance; and
- b) 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 timeframes.

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

6.5 The annual performance appraisal will involve:

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

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- a) Each KPA shall 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 KPA
- b) An indicative rating on the five-point scale shall be provided for each KPA.
- c) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of CMCs:

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

6.5.3 Overall rating

- a) An overall rating is calculated using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.
- b) The assessment of the performance of the employee will be based on the following five-point rating scale for both KPAs and Leading and CMCs:

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 key 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.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
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	Performance 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.					

6.6 For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established:–

- 6.1.1 The Municipal Manager
- 6.1.2 Chairperson of the Audit and Performance Committee
- 6.1.3 Member of the Mayoral Committee
- 6.1.4 Municipal Manager or Senior Manager from another municipality

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 **second and third quarter may be verbal** if performance is satisfactory:

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Period	Time Frames	Performance Review time lines
1 st Quarter	1 July to 30 September 2026	Not later than 30 October 2026
2 nd Quarter	1 October to 31 December 2026	Not later than 28 February 2027
3 rd Quarter	1 January 2027 to 31 March 2027	Not later than 30 April 2027
4 th Quarter	1 April 2027 to 30 June 2027	Not later than 30 September 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 part of the attached **Annexure A**.

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.

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10. Consultation

10.1 The Employer agree 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.

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 between 5% and 14% of all-inclusive annual remuneration package may be paid to the employee in recognition of outstanding performance to be constituted as follows:

11.2.1 The second performance bonus (cash rewards) payment band ranges between 10% and 14% of the all-inclusive remuneration package, as follows:

- (i) A score of 130% -138% to qualify for 5% bonus;
- (ii) A score of above 138%-148% to qualify for 7% bonus;
- (iii) A score of above 148%-149% to qualify for 9%.

11.2.2 The second performance bonus (cash rewards) payment band ranges between 10% and 14% of the all-inclusive remuneration package, as follows:

- (i) A score of 150% - 155% to qualify for 10% bonus;
- (ii) A score of above 155% - 160% to qualify for 13% bonus;
- (iii) A score of above 160% to qualify for 14% bonus.

11.3 The performance achievement ranging between 100% and 129% shall be regarded as performance that 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. This will imply that the employee has failed to demonstrate the commitment or ability to bring performance up to

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the level expected in the job despite management efforts to encourage improvement. **This category of performance shall not be rewarded.**

11.4 In the case of unacceptable performance, the Employer shall;

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

11.4.2 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.

12. Consequences of substandard performance

12.2 A level of performance achievement of below 60% shall warrant the employer to execute corrective measures that may include disciplinary measures due to incapacity.

12.3 Should the employee score below 130%, the employer, together with the employee shall develop a Remedial and Developmental Support Plan within 30 days of the Mid-Year Performance Review to assist the employee to improve performance. The design of the plan will be such that there should be performance improvement within 6 months of its implementation.

12.4 The plan will clearly specify that there should be performance improvement within 6 months of its implementation, and will also outline the responsibilities of the employer as well as the responsibilities of the employee with regard to its implementation.

12.5 If after 6 months, during the end-year performance review, the employee concerned still achieves a score of less than 60% and the employer has evidence or proof that it met its responsibilities in terms of implementing the remedial and developmental support plan, the employer will consider steps to terminate the contract of the employee on the grounds of poor performance or operational incapacity.

13. Dispute resolution

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

13.1.2 Any person appointed by the MEC;

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

14. GENERAL

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

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

(Signature Page)

Thus done and signed at Sasolburg this 23 day of July 2026

Employee:

Signature: [Signature] Name Print: Grace Paulina Mkgotso Phofelo

Witnesses:

1. Signature: [Signature] Name Print: AS van Zyl

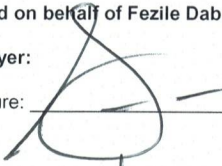
2. Signature: [Signature] Name Print: Mammy Adeline Mangweni

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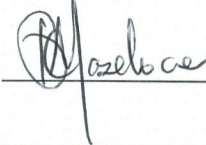
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For and on behalf of Fezile Dabi District Municipality:

Employer:

Signature:  Name Print: G. D. Mga

Witnesses:

1. Signature:  Name Print: Kadiro Maselwane

2. Signature: _____ Name Print: _____

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Annexure A:

Performance Plan of the Director: Environmental Health & Emergency Services of Fezile Dabi District Municipality

1. Purpose

The performance plan defines the Council's expectations of the Employee's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. Key responsibilities

The following objects of local government will inform Employee's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

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 in the table below:

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Infrastructure Development and Service Delivery.
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

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This plan consists of the following 4 parts:

- 1) Key Performance Areas (KPAs) schedule, detailing key objectives and their related performance indicators, weightings and target dates
- 2) A Competency Requirements (CR) schedule, setting out Leading and Core Competencies
- 3) Personal Development Plan (PDP), for addressing developmental gaps
- 4) Record of assessment meetings (Control Sheet)

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Performance Areas schedule, details key objective and their related performance indicators, weightings and target dates

Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target		Assessment Score Level 5 - 1	Motivation for exceptional performance	Corrective action for under performance
						Time frames	Quality			
: Principal formation isational oppment	10	1.3(a)	Improve administrative and financial capability of the municipality.	Percentage increase in the number of Auditor-General's findings relating to financial management, leadership, predetermined objectives and other matters addressed	Audit Report for 2025/2026	1 July 2026 – 30 June 2027	80% of Auditor-General's findings relating to financial management, leadership, predetermined objectives and other matters addressed by 30 June 2027.	3=80% of AGs findings. 4=90% of AGs findings 5=100% of AGs findings		
		1.3 (d)				1 July 2026 – 30 June 2027	20 reviewed Job descriptions and job evaluated positions by 30 June 2027.	3=20 reviewed Job descriptions and 20 job evaluated positions by 30 June 2027. 4=20 reviewed Job descriptions and 20 job evaluated positions by 31 March 2027		
Basic e ry and	70	1.4(a)	Ensure that the district's approach to integrated development planning and policy formulation is informed by relevant, up to	Number of the following Sector Plans that support the IDP developed, annually reviewed and submitted to council for approval by 31 May 2026:	APR 2025/2026 FY	1 July 2026 – 30 June 2027	Five Sector Plans that support the IDP developed, annually reviewed and submitted to council for approval by 31 May 2026.	3 = 5 sector plans 4=>5 sector plans		

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Performance	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target		Assessment Score Level 5 - 1	Motivation for exceptional performance	Corrective action for under performance
						Time frames	Quality			
Infrastructure development			date and timely sector plans.	Performance Management Development System, and Human Resource Strategy (HRS);			1) Disaster Management Plan (DMP); 2) Integrated Waste Management Plan (IWMP); 3) Air Quality Management Plan (AQMP); 4) Climate Change Strategy (CCS); 5) Fire Management Plan			
		2.2	To ensure effective and efficient Fire & Rescue Services in Mafube LM	Number of quarterly Fire & Rescue Services reports indicating work done in various areas across Mafube Local Municipality	APR 2025/2026	1 July 2026 – 30 June 2027	Four quarterly Fire & Rescue Services reports indicating work done in various areas across Mafube Local Municipality by 30 June 2027	3= Four quarterly fire services reports indicating work done in various areas across Mafube Local Municipality by 30 June 2027		
		2.3 (a)	To provide Environmental Health & Emergency Services effectively & equitably in the District	Number of quarterly Municipal Health Services Reports	APR 2025/2026	1 July 2026 – 30 June 2027	Four quarterly Municipal Health Services reports indicating services rendered in various towns across the four (4) local municipalities in the district prepared by 30 June 2027.	3=Four quarterly Municipal Health Services reports indicating services rendered in various towns across the four (4) local municipalities in the district prepared by 30 June 2027.		

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Performance	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target		Assessment Score Level 5 - 1	Motivation for exceptional performance	Corrective action for under performance
						Time frames	Quality			
		2.3 (b)	To establish a water testing laboratory within the District	Number of quarterly progress reports on the establishment of water testing laboratory	New KPI	1 July 2026 – 30 June 2027	Four quarterly progress reports on the establishment of water testing laboratory by 30 th of June 2027	3=Four quarterly progress reports on the establishment of water testing laboratory by 30 th of June 2027		
		2.3 ©	To provide Municipal Health Services effectively and equitably in the District.	Number of quarterly Municipal Health Services reports indicating work done in various areas across the four (4) local municipalities in the district	APR 2025/2026	1 July 2026 – 30 June 2027	Four quarterly Municipal Health Services reports indicating services rendered in various towns across the four (4) local municipalities in the district prepared by 30 June 2027	3=Four quarterly Municipal Health Services reports indicating services rendered in various towns across the four (4) local municipalities in the district prepared by 30 June 2027		
		2.4	To provide Environmental Management Services effectively and equitably in the District.	Number of quarterly Environmental Management Services reports indicating work done in various areas across the four (4) local municipalities in the district	APR 2025/2026.	1 July 2026 – 30 June 2027	Four quarterly Environmental Management Services reports indicating services rendered in various towns across the four (4) local municipalities in the district prepared by 30 June 2027.	3=Four quarterly Environmental Management Services reports indicating services rendered in various towns across the four (4) local municipalities in the district prepared by 30 June 2027.		

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Performance	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target		Assessment Score Level 5 - 1	Motivation for exceptional performance	Corrective action for under performance
						Time frames	Quality			
								district prepared by 30 June 2027		
		2.5(a)	To ensure effective & efficient disaster management & emergency services in the district.	Number of quarterly Disaster Management reports indicating work done in various towns across the four (4) local municipalities in the district prepared by 30 June 2027.	APR 2025/2026	1 July 2026 – 30 June 2027	Four quarterly Disaster Management reports indicating work done in various towns across the four (4) local municipalities in the district prepared by 30 June 2027.	3=Four quarterly Disaster Management reports indicating work done in various towns across the four (4) local municipalities in the district prepared by 30 June 2027.		
		2.5(b)	To ensure effective and efficient Disaster Management Services in the District.	Number of quarterly progress reports developed on the establishment of Disaster Management Centre	New KPI	1 July 2026 – 30 June 2027	Four quarterly progress reports on the establishment of Disaster Management Centre by 30 th of June 2027	3=Four of quarterly progress reports developed on the establishment of Disaster Management Centre by 30 th of June 2027		
Financial Management & Accountability	10	4.1(g)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA	Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	New KPI	1 July 2026 – 30 June 2027	100% Total Operating Expenditure as a percentage of Total Operating Expenditure Budget by June 2027	5 =100% Total Operating Expenditure as a percentage of Total Operating Expenditure Budget by June 2027		

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Performance	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target		Assessment Score Level 5 - 1	Motivation for exceptional performance	Corrective action for under performance
						Time frames	Quality			
			& other relevant legislation					4 =90% Total Operating Expenditure as a percentage of Total Operating Expenditure Budget by June 2027 5 =80% Total Operating Expenditure as a percentage of Total Operating Expenditure Budget by June 2027		
		4.1 (i)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	% reduction in audit findings	Audit Report for 2025/2026	1 July 2026 – 30 June 2027	80% reduction in repeat audit findings by June 2027	3=80% reduction in repeat audit findings by June 2027 4=90% reduction in repeat audit findings by June 2027 5=100% reduction in repeat audit findings by June 2027		

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Performance	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target		Assessment Score Level 5 - 1	Motivation for exceptional performance	Corrective action for under performance
						Time frames	Quality			
		4.1(p)		Amount of unauthorised, irregular and fruitless & wasteful expenditure incurred due to non-compliance by EH&ES to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA	New KPI	1 July 2026 – 30 June 2027	Nil / Zero amount of unauthorised, irregular and fruitless & wasteful expenditure incurred due to non-compliance by EH&ES Department to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2027	3=Nil / Zero amount of unauthorised, irregular and fruitless & wasteful expenditure incurred		
5: Good performance & participation	10	5.4(n)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Number of Disaster Management Forum meetings convened	APR 2025/2026	1 July 2026 – 30 June 2027	Four Disaster Management Forum meetings convened by 30 June 2027.	3=Four Disaster Management Forum meetings convened by 30 June 2027.		

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Learning and Core Competencies	Weighting	Description/Definition	Comments/Observations	Assessment Score / Rating				
Learning Competencies (All compulsory)								
Strategic Direction and Leadership	20	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		1	2	3	4	5
Human Resource Management	5	Effectively manage, inspire and encourage people, respect and diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives						
Program and Project Management		Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives						
Financial Management	5	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner						
Operational Leadership	10	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community						
Finance Leadership	10	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualism of relevant policies and enhance cooperative governance relationships						
Competencies (All Compulsory)								
Competence	5	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence		1	2	3	4	5

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Planning and Organising	5	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency to plans to manage risk							
Analysis and Innovation	10	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives							
Knowledge and Information Management	5	Able to promote the generation and sharing of knowledge and information through various process and media, in order to enhance the collective knowledge base of local government							
Communication	5	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively							
Planning and Quality Focus	10	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.							

Signed and accepted by Employee:  Date: 23 July 2026

Signed and accepted by (Acting Municipal Manager) on behalf of Council:  Date: 28 July 2026

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Signed and accepted by Employee:  Date: 28/07/2026

Signed and accepted by (Municipal Manager) on behalf of Council:  Date: 28/07/2026

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A.M. SM

PERSONAL DEVELOPMENT PLAN

Employee's Name:	Grace Paulina Makgotso Phoofofo	Employee Number:	
Job Title:	Director Environmental Health & Emergency Services	Department:	EH&ES
Manager:	Gcinumuzi Abram Mgcina	Date:	28 July 2026

Development need	Activity	When	Learning Outcome	Impact
Financial management for Financial Managers	Attend an accredited workshop or online course on "Financial Management for Non-Financial Managers" (e.g., offered by a reputable business school or professional body).	2026/2027 Financial Year	- Gain a solid understanding of budgeting, financial statements, and cost control. - Enhance skills to interpret financial reports and make informed financial decisions. - Enhance ability to align financial resources with departmental goals.	- Improved budgeting and resource allocation within the department. - Enhanced ability to justify funding requests and manage expenditures effectively. - Greater financial accountability and transparency in operations.
Strategic leadership	Enrol in an accredited strategic leadership program or executive leadership course (in-person or online), with credible institution.	2026/2027 Financial Year	- Strengthen leadership skills in vision-setting, change management, and team motivation. - Improve decision-making in complex and uncertain environments. - Foster a culture of innovation and continuous improvement.	- More effective leadership and improved staff morale and performance. - Greater adaptability and resilience in responding to emergencies and evolving challenges. - Enhanced reputation of the department as a leader in environmental health and emergency services

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Emergency Management Best Practices	Attend national or international conferences on emergency management; participate in inter-agency simulation exercises.	2026/2027 Financial Year	- Stay updated on global best practices, tools, and technologies in emergency management. - Build networks with peers and experts in the field. - Gain practical experience in crisis response and coordination. - Stronger partnerships with communities, government agencies, and NGOs.	Improved readiness and response to emergencies. - Increased inter-agency collaboration and resource sharing. - Enhanced public safety and confidence in services
Knowledge in Practical Labour	- Enroll in a Practical Labour Law Course: Attend accredited short courses or workshops focusing on South African labour law, and employment relations. - Attend Industry Seminars and Webinars: Participate in regular seminars/webinars hosted by legal experts, HR associations, and government departments on labour law or related topics.	2026/2027 Financial Year	Understanding of Key Legislation related to Labour Law: Gain comprehensive knowledge of relevant acts (e.g., Labour Relations Act, Basic Conditions of Employment Act, Occupational Health and Safety Act). - Application of Legal Principles: Ability to interpret and apply labour law principles to real workplace scenarios, policies, and procedures. - Conflict Resolution Skills: Enhanced skills in managing workplace disputes, disciplinary processes, and negotiations within the legal framework. - Policy Development: Competence in developing, reviewing, and updating	Strengthened legal literacy, decision-making, and leadership, ultimately benefiting professional growth, and the effectiveness of EH&ES department and the organisation. -Improved Legal Compliance: Assist in ensuring all departmental activities adhere to labour laws, reducing risk of litigation and related processes. - Enhanced Leadership Confidence: Empowerment to make informed, legally sound decisions regarding staff management and workplace safety. - Better Staff Relations:

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		organizational policies to ensure legal compliance.	Which fosters a fair, transparent, and supportive work environment, improving staff morale and trust.
		- Risk Management: Ability to identify, assess, and mitigate legal risks in environmental health and emergency services operations. - Operational excellence: Which will assist in streamlining procedures for handling grievances, incidents, and emergencies in line with legal requirements. - Organizational Reputation: To enhance the EH&ES department to implement best practices in labour law compliance as part of the organisation.	

Signed and accepted by Employee: _____

[Signature]

Date: _____

28/07/2026

Signed and accepted by (Acting Municipal Manager) on behalf of Council: _____

Date: _____

28/07/2026

[Handwritten notes]

2. RECORD OF ASSESSMENT MEETINGS (CONTROL SHEET)

Employee's Name: Grace Paulina Makgotso Phoofofo Employee Number: EHES5001
Job Title: Director Environmental Health & Emergency Service Department: Environmental Health & Emergency Service
Manager / Immediate Superior: Gcinumuzi Abram Mgcina Date: 28 July 2026

Date of assessment	Employee's view on differences of assessment	Comments of the Employer	Action to be taken any (feedback to be given to employee)
Q1:			
Q2:			
Q3:			
Q4:			
Additional review:			
Signed and accepted by (Employer):		Date:	
Signed and accepted by (Acting Municipal Manager) on behalf of Council:		Date:	

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(Signature Page)

Thus done and signed at _____ Sasolburg _____ this 13th day of _____ July _____ 2026

EMPLOYEE:

Signature: [Signature] Name Print: Grace Paulina Margotso Phoofofo

WITNESSES

1. Signature: [Signature] Name Print: HS van Zyl
2. Signature: [Signature] Name Print: Manny Adeline Mangweni

FOR AND ON BEHALF OF FEZILE DABI DISTRICT MUNICIPALITY

Signature: [Signature] Name Print: G.A. Mgeisa

WITNESSES

1. Signature: [Signature] Name Print: Sphive Mbalu Letebale
2. Signature: _____ Name Print: _____

AM. SM
KON