

LEKWA-TEEMANE LOCAL MUNICIPALITY “NW 396”



PERFORMANCE AGREEMENT 2025/2026

Ms. Zingisa Khuthaza Kgatlha

In her capacity as Municipal Manager (Employee)

And

Hon. Sebang Moses Motlhabi (Mr.)

In his capacity as Mayor (Employer)

Employee Signature Date: 30 September 2025 Employer Signature date: 30 June 2026

PERFORMANCE AGREEMENT 2025/2026

PART A

PERFORMANCE AGREEMENT ENTERED INTO BY AND BETWEEN:

Lekwa-Teemane Local Municipality, herein represented by **Hon. S M Motlhabi (Mr.)** in his capacity as **Mayor** (hereinafter referred to as the **Employer** or Supervisor)

And **Ms. Zingisa Khuthaza Kgatlha** as Municipal Manager of Lekwa-Teemane Local Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

Purpose of performance agreement

The purpose of the agreement is to:

- 1) Comply with the provisions of Section 57(1)(b), (4A), (4B), and (5) of the Municipal Systems Act, 2000, as well as the employment contract entered into between the parties;
- 2) specify objectives and targets defined and agreed with the employee, and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP), and the Budget of the municipality;
- 3) specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 4) monitor and measure performance against set targeted outputs;
- 5) Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job.

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- 6) in the event of outstanding performance, to appropriately reward the employee;
and
- 7) Give effect to the employer's commitment to a performance-oriented relationship with its employees in attaining equitable and improved service delivery.

Commencement and Duration

- 1) This Agreement will commence on **01 September 2025** and will remain in force until **30 June 2026**, whereafter a new Performance Agreement, Performance Plan, and Personal Development Plan shall be concluded between the parties for the next financial year or any portion
- 2) The parties must review the provisions of this agreement during June each year and must conclude a new performance agreement that replaces the previous agreement at least once a year within one month after the commencement of the new financial year.
- 3) The agreement will terminate on the termination of the employee's contract of employment for any reason.
- 4) If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must, by mutual agreement between the parties, immediately be revised.

Performance Objectives

- 1) The performance plan sets out:
 - a) The performance objectives and targets that must be met by the employee and
 - b) The time frames within which those performance objectives and targets must be met.
- 2) The performance objectives and targets reflected in the performance plan are set by the employer in consultation with the employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP),

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and the Budget of the municipality, and shall include key objectives, key performance indicators, target dates, and weightings.

- 3) The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4) 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.

Performance Management System

- 1) The employee agrees to participate in the performance management system that the employer adopts or introduces for the municipality.
- 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.
- 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.
- 4) The employee undertakes to actively focus on the promotion and implementation of the Key Performance Areas (KPAs) (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5) The criteria upon which the performance of the employee must be assessed consist of two components, both of which must be contained in the performance agreement. The employee must be assessed against both components, with a

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weighting of 80: 20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs), respectively. Each area of assessment will be weighted and will contribute a specific part to the total score. KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

- 6) The employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan, which are linked to the KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee.

Key Performance Areas (KPA's) for managers directly accountable to the municipal manager	Weighting
Institutional Development and Transformation	64%
Good Governance and Public Participation	36%
Total	100%

- 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.
- 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 the employee
- 9) and must be considered with due regard to the proficiency level agreed to.

LEADING COMPETENCIES		WEIGHTING
Strategic Leadership and Direction	• Impact and Influence • Institutional Performance Management • Strategic Planning and Management	10%

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	• Organisational Awareness	
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management	10%
Program and Project Management	• Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation	10%
Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring	0%
Change Leadership	• Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation	10%
Governance Leadership	• Policy Formulation • Risk and Compliance Management • Cooperative Governance	10%
CORE COMPETENCIES		WEIGHTING
Moral Competence		5%
Planning and Organising		10%
Analysis and Innovation		10%
Knowledge and Information Management		10%
Communication		5%
Results and Quality Focus		10%
TOTAL		100%

Evaluating Performance

- The performance plan sets out
 - the standards and procedures for evaluating the employee's performance; and
 - the intervals for the evaluation of the employee's performance.
- Despite the establishment of agreed intervals for evaluation, the employer may, in addition, review the employee's performance at any stage while the employment contract remains in force.
- Personal growth and development needs identified during any performance review discussion must be documented in a personal development plan, as well

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as the actions agreed to, and implementation must take place within set time frames.

4) The annual performance appraisal must involve:

a) Assessment of the achievement of results as outlined in the performance plan:

- i. Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- ii. An indicative rating on the five-point scale should be provided for each KPA.
- iii. The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.

b) Assessment of the CCRs:

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

c) Overall rating:

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

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- ii. The assessment of the performance of the employee will be based on the following rating scale for KPA's and CCR's:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectation	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	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 Performance Agreement					

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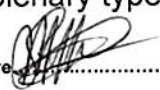
		and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	
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d) For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established

- i. Mayor;
- ii. Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- iii. Member of the mayoral or executive committee, or in respect of a plenary type municipality, another member of council;
- iv. Mayor and/or municipal manager from another municipality; and
- v. Member of a ward committee as nominated by the Mayor.

e) 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

- i. Municipal Manager;
- ii. Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- iii. Member of the mayoral or executive committee, or in respect of a plenary type municipality, another member of council; and

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iv. Municipal manager from another municipality.

- f) 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).

Schedule for Performance Reviews

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

Quarter 1: July – September 2025 [no later than 2nd week of October]

Quarter 2: October – December 2025 [no later than 3rd week of January]

Quarter 3: January – March 2026 [no later than 2nd week of April]

Quarter 4: April – June 2026 and Annual Review [no later than 2nd week July and APR 2nd week August 2026]

- 2) The employer must keep a record of the mid-year review and annual assessment meetings.
- 3) Performance feedback must be based on the employer's assessment of the employee's performance.
- 4) The employer will be entitled to review and make reasonable changes to the provisions of the performance plan from time to time for operational reasons, on agreement between both parties.

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- 5) The employer may amend the provisions of the performance plan whenever the performance management system is adopted, implemented, and/or amended, as the case may be, on agreement between both parties.

Developmental Requirements

- 1) A personal development plan (PDP) for addressing developmental gaps must form part of the performance agreement.

Obligations of the Employer

- 1) The Employer must:
- a) create an enabling environment to facilitate effective performance by the employee;
 - b) provide access to skills development and capacity building opportunities;
 - c) work collaboratively with the employee to solve problems and generate solutions to common problems that may impact the performance of the employee;
 - d) on the request of the employee, delegate such powers reasonably required by the employee to enable him or her to meet the performance objectives and targets established in terms of the agreement; and
 - e) make available to the employee such resources as the employee may reasonably require from time to time to assist him or her to meet the performance objectives and targets established in terms of the agreement.

Consultation

- 1) The employer agrees to consult the employee timeously where the exercise of the powers will have, amongst others,
- a) a direct effect on the performance of any of the employee's functions;
 - b) commit the employee to implement or to give effect to a decision made by the employer; and

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- c) a substantial financial effect on the employer.
- 2) The employer agrees to inform the employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006, sub-regulation 31 (1) as soon as is practicable to enable the employee to take any necessary action without delay.

Management of Evaluation Outcomes

- 1) The evaluation of the employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 2) A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus, the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator, provided that:
 - a) a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - b) A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
- 3) In the case of unacceptable performance, the employer shall:
 - a) provide systematic remedial or developmental support to assist the employee to improve his or her performance; and
 - b) after appropriate performance counselling and having provided the necessary guidance and/or support and a reasonable time for performance improvement, and performance does not improve, the employer may consider steps to terminate the contract of employment

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of the employee on grounds of unfitness or incapacity to carry out his or her duties.

Dispute Resolution

- 1) Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment, and/or salary increment in the agreement, must be mediated by:
 - a) In the case of the municipal manager, the MEC for local government in the province, within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and
 - b) In the case of managers directly accountable to the municipal manager, the executive mayor or mayor, within thirty (30) days of receipt of a formal dispute from the employee, whose decision shall be final and binding on both parties.
- 2) Any disputes about the outcome of the employee's performance evaluation must be mediated by:
 - a) In the case of the municipal manager, the MEC for local government in the province, within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and
 - b) 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 Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006 sub-regulation 27(4) (e), within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

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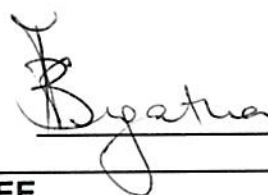
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General

- 1) The contents of the performance agreement must be made available to the public by the employer in accordance with the Municipal Finance Management Act, 2003 and Section 46 of the Municipal Systems Act, 2000.
- 2) Nothing in this agreement diminishes the obligations, duties or accountabilities of the employee in terms of his or her employment contract, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 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 **Christiana** on this the **30th** day of **September** 2025

1.



EMPLOYEE

2. _____

AS WITNESSES:

1. _____



MAYOR

2. _____

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PART B

PERFORMANCE PLAN 2025/2026

Entered into by and between

Ms. Zingisa Khuthala Kgatlha

In her capacity as Municipal Manager

And

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Hon. Mr. Sebang Moses Motlhabi (Mr.)

In his capacity as Mayor (EMPLOYER)

1. Purpose

The performance plan defines the Council's expectations of the Manager'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 the Municipal Manager'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 matters of local government.

3. Key Performance Areas

The following Key Performance Areas (KPA's), as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001), inform the strategic objectives listed in the table below:

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- 3.1 Basic Services and Infrastructure Development.
- 3.2 Municipal Transformation and Organisational Development.
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation
- 3.6 Spatial Rationale

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Table 1: KEY PERFORMANCE AREA 1: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

IDP Objective	Key Performance Indicator	Indicator Definition	Baseline	Budget	Quarterly Target				POE
					Annual Target	2 nd	3 rd	4 th	
Number of SDBIP quarterly performance reports generated KPI.52 MM	Performance is reported every quarter	4 SDBIP quarterly performance report submitted	Opex	4 SDBIP quarterly performance reports generated by the end of June 2026	1 SDBIP quarterly performance reports generated by the 2 nd week of October 2025	1 SDBIP quarterly performance reports generated by the 2 nd week of January 2026	1 SDBIP quarterly performance reports generated by the 2 nd week of April 2026	1 SDBIP quarterly performance reports generated by the 2 nd week of July 2026	Quarterly Performance
	Number of annual municipal performance reports	Annual Report submitted.	Opex	1 Annual municipal performance report	1 annual municipal performance report	N/A	N/A	N/A	Annual Municipal Performance Report

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developed in compliance with section 46 KPI.53 MM	was developed to measure Institutional performance				mance report developed in compliance with section 46 by the end of August 2025					
Municipal Council oversight report submitted to Council KPI.54 MM	Oversight report of the MPAC on the Annual report	Municipal Council Oversight report submitted	Opex		1 Municipal Council oversight report submitted to Council by the end of March 2026	N/A	1 Municipal Council oversight report submitted to Council by the end of March 2026	N/A		Council oversight report resolution
Number of signed performance agreements by MM and Section 56 employees KPI.55 MM	Signed performance agreements inclusive of PDP, Scorecard & Reg 2006 by MM and Section 56 employees	3 Performance Agreements signed.	Opex		5 signed performance agreements by MM and Section 56 employees by July 2025	N/A	N/A	N/A		Signed Performance Agreements
Mid-Term	Performance	2025/26 Mid-Term	Opex	1 Mid-7	N/A	N/A	1 Mid-Term performance	N/A		Mid-term Assessment

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performance assessment conducted KPI.56 MM	report detailing the performance of the municipality for the 1st half of the financial year, sec.72 MFMA	report		Term performance assessment conducted on 25 January 2026				the assessment conducted on 25 January 2026		Report
Approved SDBIP KPI.57 MM	Approval of the SDBIP by the Mayor within 28 days after adoption of the budget in terms of Section 53 of the MFMA	Approved SDBIP within days of adoption of the budget.	Opex	1 Approved SDBIP by the end June 2026	N/A	N/A	N/A	1 Approved SDBIP by the end June 2026	Approved SDBIP	
Number of IDP Representative meetings held KPI.59 MM	IDP Consultative Forum	1 IDP Rep Forum Meetings Held	Opex	2 IDP Representative meetings Held by the end of June 2026	N/A			1 IDP Representative meetings Held by the end of June 2026	Minutes/registers/ invites	
Number of Municipal Annual Reports submitted to Council KPI.62 MM	Submission and tabling of the Annual report to Council	2024/25 Annual Report	Opex	1 Annual Report submitted to Council by the end June 2026.	N/A			1 Annual Report submitted to Council by the end January 2026	Copy of Annual Report	

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Number of risk registers updated	1 risk register developed in the first quarter and updated quarterly	Risk Registers	Opex	1 Risk registers updated by end of June 2026.	1 Risk register developed and updated by the end of September 2025	Reviewed and updated the risk register by the end of December 2025	Reviewed and updated the risk register by the end of December 2025	Final Risk Register supported by review minutes from quarters two, three, and four.
KPI.63 MM								

Table 6: KEY PERFORMANCE AREA 6: SPATIAL RATIONALE

IDP Objective	Key Performance Indicator	Indicator Definition	Baseline	Budget	Annual Target	Quarterly Target				POE
						1 st	2 nd	3 rd	4 th	
	Number of IDPs adopted by the council	Adoption of the IDP by the Council	2025/26IDP	Opex	1 IDP adopted by the council by the end of May 2025	N/A	N/A	NA	1 IDP adopted by the council by the end of May 2025	Adopted IDP/Resolution
	KPI.65 MM									



Ms. Zingiza Khuthaza Kgathla
Municipal Manager (Ms.)



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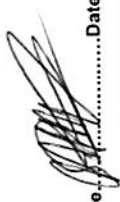
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Date: 30 September 2025



Mayor:
Hon. S M Mothabi (Mr.)

Date: 30 September 2025


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PART C

PERSONAL DEVELOPMENT PLAN (PDP)

Entered into by and between

Ms. Zingisa Khuthala Kgatlha

In her capacity as the Municipal Manager (Employee)

And

Hon. Sebang Moses Motlhabi (Mr.)

In his capacity as Mayor (Employer)

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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) For training and development strategy and plans to be successful, it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals, and career pathing.
- (c) To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such an approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives and that training and development needs can be identified through performance management and appraisal.
- (d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development, they can acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are attached, and these should be linked to relevant registered unit standards to specifically assist them in compiling Personal Development Plans in consultation with their managers.

J.M

[Signature]

(e) Personal Development Plans are compiled for individual employees, and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality in a specific financial year, and progress report made to the Local Government Sector Education and Training Authority.

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

(a) Competency assessment instruments should be established to assist with the objective assessment of employees' actual competencies against their job-specific competency profiles and managerial competencies at a given period in time to identify training needs or skills gaps.

(b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his / her employee, to **compile a Personal Development Plan**. The identified training needs should be **entered into column 1 of Appendix 1, entitled Skills / Performance Gap**. The following should be carefully determined during such a process:

i) Organizational needs, which include 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 competency gaps as identified during the probation period and performance appraisal of the employee.

- ii) Individual training needs that are job/career related.
- (c) The **prioritisation of the training needs [1 to ...]** should be listed since it may not be possible to address all identified training needs in a specific financial year. It is, however, of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical/strategic training and development needs in the HR Plan, Personal Development Plans, and the Workplace Skills Plan.
- (d) Consideration must then be given to the **expected outcomes** to be listed, 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, entitled: Suggested training and/or development activity** in line with the National Qualifications Framework, which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.
- (f) **Guidelines regarding the number of training days per employee and the nominations of employees:** An employee should, on average, receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (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 have an impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official

takes it upon him/her to read, e.g., legislation]; internal or external training provision; coaching and/or mentoring and exchange programmes, etc.

- (h) The **suggested time frames (column 5 of Appendix 1)** 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 ensure that the PDP is implemented systematically.
- (i) **Work opportunity created to practice skill/development areas, in column 6 of Appendix 1**, further ensures internalisation of information gained as well as return on investment (not just a nice-to-have skill but a necessary-to-have skill that is used in the workplace).
- (j) The final column, **column 7 of Appendix 1**, provides the employee with a **support person** who could act as a coach or mentor concerning the area of learning.

Personal Development Plan of Ms. Zingiza Khuthala Kgatlha

Compiled on 30th September 2025

1. Skills / Performan ce Gap (in order of priority)	2. Outcomes Expected (measurabl e indicators: quantity, quality, and time frames)	3. Suggested training and/or developme nt activity	4. Suggest ed mode of delivery	5. Suggest ed Time Frames	6. Work opportunity created to practice skill/ development area	7. Suppo rt Person



Ms. Z K Kgatlha

Municipal Manager

Date: 30 September 2025



Hon. S M Motlhabi (Mr.)

Mayor (Employer)

Date: 30 September 2025

Employee Signature..... 01 July 2025

Employer Signature..... 01 September 2025

PERFORMANCE AGREEMENT 2025/2026