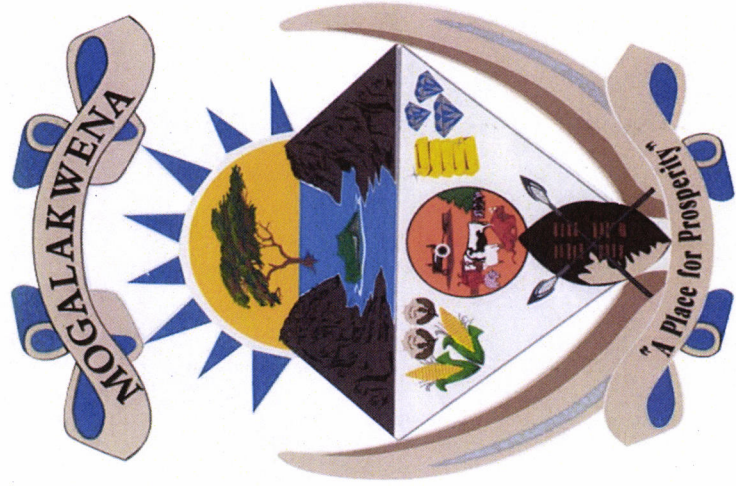


2025-2026

Performance Plan



Name: MALULEKA MOTENGO MORRIS

Position: MUNICIPAL MANAGER

Council Represented by: CLL NGOAKO SAGIE TAUETSWALA

Plan Period: 1 July 2025 – 30 JUNE 2026



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1. INTRODUCTION

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 the Municipality's Service Delivery and Budget Implementation Plan (SDBIP) and as reviewed annually.

STRATEGIC ALIGNMENT:

The Objects of Local Government as outlined in the Constitution, Key Performance Areas (KPA) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives per BSC are listed in the table below. The indicators and targets are aligned to contribute to the achievement of the objectives over the longer term, in so far as it is relevant to the functions of the employee.

OBJECTS OF LOCAL GOVERNMENT	KPA	STRATEGIC OBJECTIVE
Provide democratic and accountable government for local communities	Municipal Transformation and Organisational Development	To ensure that all stakeholders within the institution are adequately capacitated and retained
	Municipal Financial Viability and Management	Sound and efficient financial management
	Good Governance and Public Participation	Develop and implement efficient management and governance systems
Encourage the involvement of communities and community organisations in the matters of local government		To improve the quantity and quality of municipal infrastructure and services
Promote a safe and healthy environment	Basic Service Delivery and Infrastructure Development	To improve the quantity and quality of municipal infrastructure and services
Ensure the provision of services to communities in a sustainable manner.		To create inclusive and well coordinated investment opportunities for the growth of the economy
Promote social and economic development	Local Economic Development	Improve the quality of lives through social development and the provision of effective community services
	Spatial Rationale	Foster, regulate, maintain and promote a sustainable environment
		The optimum utilisation of land



2. PURPOSE OF THE POSITION

The employee undertakes to be committed to the following strategic intent of the municipality:

The **Vision**:

- *“The arterial city of choice”*

The **Mission**:

Mogalakwena municipality is committed to develop communities and promote economic growth by:

- *providing affordable and quality basic services;*
- *creating a conducive and sustainable environment for social and economic development; and being consultative, responsive and accountable*

The **Values**:

Values represent the core priorities of an organization’s culture, including what drives employees and politicians within the municipality to achieve set strategies. The Values of Mogalakwena Local Municipality are:

- *respect and uphold the Constitution and the Code of Conduct for Councilors and Officials,*
- *A high standard of professional ethics,*
- *Accountability, and*
- *Responsiveness to community needs.*



The employee is accountable and responsible for amongst others:

- The formation and development of an economical, effective, efficient and accountable administration that is equipped to carry out the task of implementing the municipality Integrated Development Plan (IDP) and responsible to the needs of the local community
- As Accounting Officer, the cost effective management of the municipality's budget and the timely implementation of resolutions
- The implementation of the municipality's IDP and monitoring the progress with the implementation of the plan
- The management and monitoring of Municipal services provided to local community in a sustainable and equitable manner
- The administration and implementation of the Municipality's by-laws and other legislation, including the implementation of National and Provincial directives, policies and legislation
- Exercising powers delegated to the Municipal Manager by the Municipal Council and other authorities of the Municipality
- Rendering administrative and strategic support to the Mayor and other political structures in Council



3. SERVICE DELIVERY AND PERFORMANCE INDICATORS

The high level non-financial measurable performance objectives in the form of service delivery targets and other performance indicators follow:

A. KPA 1: SPATIAL RATIONALE

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2024/2025	2025/2026 Annual Targets	CAPEX/ OPEX	Quarterly Targets					Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
Optimum utilisation of land	Land Use	1. Number of erven inspected for land use compliance.	KPI	#	60	200	-	50	50	50	50	Inspection Notices issued & Inspection forms	Planning & Development	
Optimum compliance with the National Building Regulations and Building Standard Act 103 of 1977	Building Inspectorate (Control)	2. Number of erven inspected for compliance with NBR	KPI	#	50	300	-	75	75	75	75	Inspection Notices issued & Inspection forms	Planning & Development	



B. KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2024/2025	2025/2026 Annual Targets	CAPEX/OPEX	Quarterly Targets					Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
Foster, regulate, maintain and promote a sustainable environment	Waste management	3. Number of formal households with access to waste collection by June 2026	KPI	#	17053	17053	Opex	17053	17053	17053	17053	Schedule of Collection; billing report	Community Services	
Foster, regulate, maintain, and promote a sustainable environment	Waste Management	4. Number of waste awareness/cl ean-up campaigns held by June 2026	KPI	#	4	4	Opex	1	1	1	1	Copies of invitation, attendance registers and photos	Community services	
Foster, regulate, maintain, and promote a sustainable environment	Waste Management	5. Number of illegal dumping areas cleared by June 2026	KPI	#	4	4	Opex	1	1	1	1	Job cards, Photos, reports	Community services	
Foster, regulate, maintain, and promote a sustainable environment	Parks and Recreation	6. Number of sport and recreational facilities maintained by 2026	KPI	#	5	5	Opex	1	1	1	2	Maintenance report	Community services	
Foster, regulate, maintain, and promote a sustainable environment	Parks and Recreation	7. Number of cemeteries maintained by 2026	KPI	#	2	2	Opex	1	1	1	1	Maintenance report	Community services	



Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2024/2025	2025/2026 Annual Targets	CAPEX/OPEX	Quarterly Targets					Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
Improve the quality of lives through social development and the provision of effective community services	Road safety and traffic control	8. Number of speed checks conducted by June 2026	KPI	#	94	100	-	25	25	25	25	Speed law enforcement operation control list	Traffic and emergency services	
Improve the quality of lives through social development and the provision of effective community services	Road safety and traffic control	9. Number of roadblocks held by June 2026	KPI	#	10	10	-	2	2	3	3	Speed law enforcement operation control list	Traffic and emergency services	
Improve efficiency of municipal infrastructure and provision of basic services	Water	10. Number of formal households with access to basic level of water by 30 June 2026	KPI	#	25732	25731	-	25731	25731		25731	Billing Report	Technical Services	
Improve efficiency of municipal infrastructure and provision of basic services	Sanitation	11. Number of formal households with access to basic level of sanitation by 30 June 2026	KPI	#	18177	18177	-	18177	18177		18177	Billing Report	Technical Services	
Improve efficiency of municipal infrastructure and provision of basic services	Sanitation	12. Number of VIP toilet constructed by June 2026	KPI	#	New	500	Capex	100	100		200	Happy letters and completion certificate	PMU	



Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2024/2025	2025/2026 Annual Targets	CAPEX/OPEX	Quarterly Targets					Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
Improve efficiency of municipal infrastructure and provision of basic services	Water	13.Number of Water Meter Audit conducted by 30 June 2026	KPI	#	869	2000	-	500	500	500	500	Meter audit forms	Technical Services	
Improve efficiency of municipal infrastructure and provision of basic services	Water quality	14.Number of tests conducted reports on Water Quality by 30 June 2026	KPI	#	12	12	-	3	3	3	3	Lab results	Technical Services	
Improve efficiency of municipal infrastructure and provision of basic services	Water quality	15.Number of tests conducted reports on Waste Water Quality by 30 June 2026	KPI	#	12	12	-	3	3	3	3	Lab results	Technical Services	
Improve efficiency of municipal infrastructure and provision of basic services	Water loss control	16.Percentage of water loss	KPI	#	25%	25%	-	25%	25%	25%	25%	Water loss report	Technical Services	
Improve efficiency of municipal infrastructure and provision of basic services	Roads and storm water	17.Length of km roads tarred/paved by June 2026	KPI	#	2.9km	2.4km roads tarred	Capex	Not applicable for this quarter	Not applicable for this quarter	Not applicable for this quarter	2.4km	Project progress reports% completion certificate	PMU	
Improve efficiency of municipal infrastructure and provision of basic services	Roads and storm water	18.Length of km of roads bladed by June 2026	KPI	#	384.68km	500km	Opex	100km	100km	150km	150km	Job cards	Technical services	
Improve efficiency of municipal infrastructure	Roads and storm water	19.Length of km of roads re-graveled by June 2026	KPI	#	24km	40km	Opex	10km	10km	10km	10km	Job cards	Technical services	



Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2024/2025	2025/2026 Annual Targets	CAPEX/OPEX	Quarterly Targets					Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
and provision of basic services														
Improve efficiency of municipal infrastructure and provision of basic services	Roads and storm water	20.Area of road square meters patched by June 2026	KPI	#	4803.89m ²	4000m ²	Opex	1000m ²	1000m ²	1000m ²	1000m ²	Job cards and worksheets	Technical services	
Improve efficiency of municipal infrastructure and provision of basic services	Roads and storm water	21.Number of cubic of storm water drainage maintained by June 2026	KPI	#	1739.97m ³	1500m ³	Opex	375m ³	375m ³	375m ³	375m ³	Job cards and worksheets	Technical services	
Improve efficiency of municipal infrastructure and provision of basic services	Electrification	22. Number of households electrified by June 2026	KPI	#	200	300 households electrified	Capex	Not applicable	Not applicable	Not applicable	300	Completion certificate	PMU	
Improve efficiency of municipal infrastructure and provision of basic services	Energy efficiency	23.Number of electricity meter audit conducted by June 2026	KPI	#	1053	1000	-	250	250	250	250	Meter audit forms	Electrical Services	
Improve efficiency of municipal infrastructure and provision of basic services	Electricity Loss control	24.Percentage of electricity loss	KPI	%	26%	20%	-	20%	20%	20%	20%	Electricity losses report and copies of requisitions	Electrical Services	
Improve efficiency of municipal infrastructure and provision of basic services	Public Lighting	25. Number of new high mast lights installed by June 2026	KPI	#	New	83	Capex	20	20	20	23	Progress report	PMU	



C. KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2024/25	2025/2026 Annual Targets	CAPEX/ OPEX	Quarterly Targets					Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
To create inclusive and well-coordinated investment opportunities for the growth of the economy	Job creation	26.Number of Jobs created through LED initiatives including capital projects	KPI	#	190	100	-	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	100	List of Jobs created per project and Employment contracts	Planning and development services	
Creation of conducive environment for emerging entrepreneurs to access business support from government and parastatals.	Business information session	27. Number of business information sessions conducted by June 2026	KPI	#	3	4	-	1	1	1	1	Invitations, agenda, attendance register and minutes of the business information sessions.	Planning and development services	
Creation of conducive environment for emerging entrepreneurs to access business support from government and parastatals.	Flea market	28.Number of flea markets held by June 2026	KPI	#	2	4	1	1	1	1	1	Invitations and pictures	Planning and development services	
Creation of conducive environment for emerging entrepreneurs to access business support from	LED opportunities	29. Development of and LED strategy	KPI	#	new	1	-	Not applicable for this quarter	Not applicable for this quarter	1	Not applicable for this quarter	Appointment letter, Management noted report on Draft LED strategy. Council resolution	Planning and development services	



Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2024/25	2025/2026 Annual Targets	CAPEX/ OPEX	Quarterly Targets					Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
government and parastatals.												adopting LED strategy		
To create inclusive and well-coordinated investment opportunities for the growth of the economy	Private public partnership	30. Coordinate and monitor implementation of SLP 4 (Valera Platinum, Sylvinia mine, Grassvalley chrome mine, Ivan Plats mine)	KPI	#	New	4	-	1	1	1	1	Quarterly reports on implementation of 5 SLP agreements with the mines.	Planning and development services	



D. KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2024/2025	2025/2026 Annual Targets	CAPEX/OPEX	Quarterly Targets					Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
Sound and efficient financial management	Budget and Reporting	31. Development and submission of compliant Annual Financial Statements to the Auditor General by 30 August 2025	KPI	#	AFS developed and submitted to AG by 30 August 2024	Development and submission of Annual Financial Statements to the Auditor General by 30 August 2025	-	Development and submission of Annual Financial Statements to the Auditor General by 30 August 2025	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	2024/2025 AFS and Proof of Submissions to the Auditor General. 6,9,12-month financial statement.	Budget & Treasury
Sound and efficient financial management	Budgeting & Reporting	32. Number of Action Plan for 2023/2024 AG Audit Queries developed and submitted to Council by 31 January 2026	KPI	#	1	1	-	Not planned for this quarter	Not planned for this quarter	1	Not planned for this quarter	Not planned for this quarter	2025/2026 Action Plan with Council Resolution	Budget & Treasury
Sound and efficient financial management	Budgeting & Reporting	33. Percentage of AG queries resolved as per the Action Plan by 30 June 2026	KPI	%	56%	100%	-	Not planned for this quarter	Not planned for this quarter	50%	100%	100%	Progress Report on the implementation of the Action Plan	Budget & Treasury
Sound and efficient financial management	Budget and Reporting	34. Development and approval of the credible mSCOA compliant Annual Budget approved by	KPI	#	Final and approved budget by May 2025	Final and approved annual budget by May 2026	-	Not planned for this quarter	Not planned for this quarter	Draft budget approved by council in March 2026	Final annual budget approved by council in May 2026	Final annual budget approved by council in May 2026	Council Approved 2026/2027 Budget with Council Resolution	Finance Department



Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2024/2025	2025/2026 Annual Targets	CAPEX/OPE X	Quarterly Targets					Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
		Council by 31 May 2026												
Sound and efficient financial management	Budget and Reporting	35.Number of MFMA Section 71 Reports submitted to the Mayor, Provincial and National Treasury by no later than 10 days after the end of each month	KPI	#	9	12	-	3	3	3	3		Section 71 Reports, Council Resolutions and proof of Submission to the Provincial and National Treasury	Budget & Treasury
Sound and efficient financial management	Budget and Reporting	36.Cost coverage of 3 months by 30 June 2026	KPI	#	0.months	3 Months	-	2Months	2Months	2.5Months	3 Months		Monthly Report and Bank Statements	Finance Department
Sound and efficient financial management	Budget and Reporting	37.Percentage capital budget spent on budgeted capital projects identified for 2025/2026 financial year	KPI	%	81%	100%	-	20%	50%	75%	100%		Capital expenditure Report	Finance Department
Sound and efficient	Budget and Reporting	38.Percentage spent on the MIG grants	KPI	%	100%	100%	-	20%	50%	75%	100%		MIG Reports	Technical Services



Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2024/2025	2025/2026 Annual Targets	CAPEX/OPE X	Quarterly Targets					Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
financial management		approved projects by 30 June 2026												
Sound and efficient financial management	Budget and Reporting	39.Percentage of budget spent on the WSIG grants approved projects by 30 June 2026	KPI	%	100%	100%	-	20%	50%	75%	100%		WSIG Report	Technical Services
Sound and efficient financial management	Budget and Reporting	40.Percentage of budget spent on the RBIG grants approved projects by 30 June 2026	KPI	%	100%	100%	-	20%	50%	75%	100%		RBIG Report	Technical Services
Sound and efficient financial management	Budget and Reporting	41.Percentage of budget spent on the INEP grants approved projects by 30 June 2026	KPI	%	100%	100%	-	20%	50%	75%	100%		INEP Report	Electrical Services
Sound and efficient financial management	Asset Management	42.Number of asset verification reports complied - movables (sampling) by 30 June 2026	KPI	#	4	4	-	1	1	1	1		4 Sets of Quarterly asset verification reports	Finance Department



Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2024/2025	2025/2026 Annual Targets	CAPEX/OPEX	Quarterly Targets					Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
Sound and efficient financial management	Free basic services	43. Percentage of Registered Indigents with access to Free Basic Services by 30 June 2026	KPI	%	100%	100%	-	100%	100%	100%	100%	2025/2026 Indigent Register	Budget & Treasury	
Sound and efficient financial management	Revenue Management	44. Percentage of Service Debtors Revenue by 30 June 2026	KPI	%	68%	100%	-	100%	100%	100%	100%	Billing Report	Finance Department	
Sound and efficient financial management	Revenue Management	45. Percentage of debtors collection rate by 30 June 2026	KPI	%	76%	100%	-	100%	100%	100%	100%	Monthly Report	Finance Department	
Sound and efficient financial management	Revenue enhancement	46. Number of times that agreed portion of revenue from drivers licence cards were paid	KPI	#	8	12	-	3	3	3	3	Copies of payment vouchers	Traffic and Emergency Services	



Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2024/2025	2025/2026 Annual Targets	CAPEX/OPEX	Quarterly Targets					Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
		over production by 15th of each month												
Sound and efficient financial management	Supply Chain Management	47. Number of reports on the implementation of SCM Policy compiled and tabled to Council by 30 June 2026	KPI	#	3	4	-	1	1	1	1		Reports with Council Resolutions	Finance Department
Sound and efficient financial management	Supply Chain Management	48. Number of deviation reports compiled and tabled to Council by 30 June 2026	KPI	#	3	4	-	1	1	1	1		Reports with Council Resolutions	Finance Department
Sound and efficient financial management	Supply Chain Management	49. Percentage of tenders and bids awarded within 90 days after closure of advertisement	KPI	%	100%	100%	-	100%	100%	100%	100%		Copies of advert, appointment letters	Finance Department
Sound and efficient financial management	Expenditure Management	50. Percentage of creditors paid within 30days (as per MFMA S65) of receipt of invoices and all necessary supporting documentation	KPI	%	82.5%	100%	-	100%	100%	100%	100%		HC150 Running Transactions per supplier	Finance Department



Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2024/2025	2025/2026 Annual Targets	CAPEX/OPEX	Quarterly Targets					Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
Sound and efficient financial management	Revenue enhancement	51. Percentage of debt over 90 days collected	KPI	%	23.9%	100%	-	100%	100%	100%	100%	Financial Indicators report	Finance Department	
Sound and efficient financial management	Revenue enhancement	52. Percentage of revenue (as per quarterly projections)	KPI	%	76%	100%	-	100%	100%	100%	100%	Financial Indicators report	Finance Department	
Sound and efficient financial management	Training and development	53. Percentage of budget spent on work place skills plan	KPI	%	56%	100%	-	20%	50%	75%	100%		Corporate services	
Sound and efficient financial management	Revenue enhancement	54. Development of developer contribution policy	KPI	#	New	- 1	-	Not applicable for this quarter	1	Not applicable for this quarter	Not applicable for this quarter	Report on draft Policy. Council resolution adopting the policy	Planning and development department	



E. KPA 5: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2024/2025	2025/2026 Annual Targets	CAPEX/OPEX	Quarterly Targets					Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
Develop and implement efficient management and governance systems	Legal Services	55. Number of Litigation Reports compiled and submitted to Council by 30 June 2026	KPI	#	3	4	-	1	1	1	1	4 Sets of Litigation Report and council resolutions	Corporate Service	
Ensure all stakeholders within the institution are adequately capacitated and retained	Local Labour Forum	56. Number of LLF meetings held by 30 June 2026	KPI	#	0	4	-	1	1	1	1	Signed Attendance Registers and minutes	Corporate Service	
Ensure all stakeholders within the institution are adequately capacitated and retained	Organisational development	57. Organograms Reviewed and approved by 30 June 2026	KPI	Q	Org structure reviewed	Reviewed and approved Organisational structure	-	Not planned for this quarter	Not planned for this quarter	Draft reviewed organisational structure	approved organisational structure	Approved 2024/2025 Organogram	Corporate Service	
Ensure all stakeholders within the institution are adequately capacitated and retained	Human Resources & Development	58. Number of WSP developed and submitted to LGSETA by 30 April 2026	KPI	#	1	1	-	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	1	A copy of WSP and Proof of submissions	Corporate Service	
Ensure all stakeholders within the institution are adequately capacitated and retained	Staff retention	59. Percentage of budgeted vacant positions on the organogram	KPI	%	82%	100%	-	20%	50%	75%	100%	Copies of AD's, appointment letters	Corporate services	



Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2024/2025	2025/2026 Annual Targets	CAPEX/OPE X	Quarterly Targets					Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
		filled by June 2026												



F. KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2024/2025	2025/2026 Annual Targets	CAPEX/OPEX	Quarterly Targets					Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
Develop and implement efficient management and governance systems	Integrated Development Plan	60. Number of IDP/PMS/Budget Process Plan approved by Council 30 August 2025	KPI	#	1	1	-	1	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	2025/2026 Council approved Process Plan with Council Resolution	Planning & Development
Develop and implement efficient management and governance systems	Integrated Development Plan	61. Development and adoption of the IDP by Council by 30 May 2026	KPI	#	Final approved IDP by 24 May 2024	Development and adoption of the 2025/2026 IDP	Opex	Not planned for this quarter	Not planned for this quarter	Draft IDP Adoption by Council March 2025	Final IDP adopted by council by 30 May 2025	1	Council approved IDP and the Council Resolution	Planning & Development
Develop and implement efficient management and governance systems	Integrated Development Plan	62. Number of IDP Representative Forums held by 30 June 2026	KPI	#	4	4	-	1	1	1	1	1	Signed attendance register and minutes	Planning & Development
To develop and implement integrated management and governance systems	Performance Management System	63. Number of MFMA Section 52 reports compiled and submitted to Council by 30 June 2026	KPI	#	2	4	-	1	1	1	1	1	4 sets of Quarterly performance report	Office of the Municipal Manager
To develop and implement integrated management and governance systems	Performance Management System	64. Development and approval of Annual Report by March 2026	KPI	#	Final approved AR with oversight	Final approved AR with oversight	-	Not planned for this quarter	Not planned for this quarter	Final approved AR with oversight	Not planned for this quarter	Not planned for this quarter	Council resolution; AR; Oversight	Office of the Municipal Manager



Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2024/2025	2025/2026 Annual Targets	CAPEX/OPEX	Quarterly Targets					Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
To develop and implement integrated management and governance systems	Performance Management System	65. Development and submission of APR to AG by August 2025	KPI	#	1	1		1	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	Proof of submission and APR	Office of the Municipal Manager
To develop and implement integrated management and governance systems	Performance Management System	66. Number of SDBIPs approved by the Mayor 28 days after the approval of the budget	KPI	#	1	1	-	Not planned for this quarter	Not planned for this quarter	Not planned for this quarter	1	2025/2026 Approved SDBIP signed by the Mayor	Office of the Municipal Manager	
To develop and implement integrated management and governance systems	Performance Management System	67. Percentage of Section 54A/56 Performance Agreements signed year to date	KPI	%	100%	100%	-	100%	100%	100%	100%	Signed Performance Agreements	Office of the Municipal Manager	
To develop and implement integrated management and governance systems	Municipal communication	68. Number of newsletters issued to communities on quarterly basis by 30 June 2026	KPI	#	4	4	Opex	1	1	1	1	4 Sets of Newsletters	Office of the Municipal Manager	
To develop and implement integrated management and governance systems	Ward Committees	69. Number of Ward Committees reports submitted to Speaker by 30 June 2026	KPI	#	15	128	-	32	32	32	32	4 set of 32 ward committee of Reports	Office of the Speaker	
To develop and implement integrated management and governance systems	Audit	70. 2024/2025 Unqualified Audit Opinion by 30 June 2026	KPI	Q	unqualified opinion	Unqualified audit opinion	-	Not planned for this quarter	Unqualified audit opinion	50% AG queries resolved	100% AG queries resolved	Auditor General's Report; AG's action plan	Office of the Municipal Manager	



Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2024/2025	2025/2026 Annual Targets	CAPEX/OPE X	Quarterly Targets					Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
To develop and implement integrated management and governance systems	Auditing	71. Percentage of queries raised by internal audit resolved	KPI	%	100%	100%	-	20%	50%	75%	100%	Follow-up report	Office of the Municipal Manager	
To develop and implement integrated management and governance systems	Audit	72. Number of Audit Committee meetings held by 30 June 2026	KPI	#	4	4	-	1	1	1	1	Signed Attendance Registers and Minutes	Office of the Municipal Manager	
To develop and implement integrated management and governance systems	Audit	73. Number of Performance Audit Committee meetings held by 30 June 2026	KPI	#	4	4	-	1	1	1	1	Signed Attendance Registers and Minutes	Office of the Municipal Manager	
To develop and implement integrated management and governance systems	Audit	74. Number of Audit Committee Reports tabled to Council by 30 June 2026	KPI	#	3	4	-	1	1	1	1	4 sets of Audit Reports with Council Resolutions	Office of the Municipal Manager	
To develop and implement integrated management and governance systems	Risk Management	75. Number of Risk Management committee meetings held by 30 June 2026	KPI	#	3	4	-	1	1	1	1	Signed Attendance Registers and minutes	Office of the Municipal Manager	
To develop and implement integrated management and governance systems	Risk Management	76. Percentage of risks identified and mitigated	KPI	#	85%	100%	-	25%	50%	75%	100%	Risk report	Office of the Municipal Manager	



Strategic Goal	Programme	Key Performance Indicator (KPI)	KPI Code	Unit of measure (MoU)	Baseline 2024/2025	2025/2026 Annual Targets	CAPEX/OPE X	Quarterly Targets					Evidence Required	Department
								1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
To develop and implement integrated management and governance systems	Public participation	77. Number of public participation meeting held (Imbizo)	KPI	#	4	4	Opex	1	1	1	1	Minutes and attendance registers of the meeting	Office of the Municipal Manager	
To develop and implement integrated management and governance systems	MPAC	78. Number of MPAC meeting held by June 2025	KPI	#	4	4	-	1	1	1	1	Minutes and attendance registers of the meeting	Office of the Municipal Manager	
To develop and implement integrated management and governance systems	MPAC	79. Number of MPAC reports tabled to council and approved by 30 June 2026	KPI	#	2	4	-	1	1	1	1	4 set of reports with council resolutions	Office of the Municipal Manager	



G. DETAILED CAPITAL PROJECTS

Resources Allocated for 2025/26 SDBIP per Quarter													
Project Name	Performance Indicator (Output level only)	Baseline (Annual Performance of 2024/25 estimate)	Annual target for 2025/26	Target for 2025/26 SDBIP per Quarter				Resources Allocated for 2025/26 SDBIP per Quarter					
				1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated	Source of funding
Pruizen Farm Groundwater	Drilling and equipping of 1 borehole, installation of package plant and construction of 10km pipeline	Construction at 50%	100%. Equipping of boreholes, installation of package plant and construction of 10km pipeline	Construction 75%	Construction 100%	Not applicable	Not applicable	R5 106 605.75	R5 106 605.75	R5 106 605.75	R5 106 605.75	R20 426 423	MIG
Sefakaola Cluster – Sekgagapeng, Mitchell, Moshate, Maroteng, Masehlaneng, Phola Park, Mountain View, and Mohlabaneng 1 & 2)	Development of water reticulation and refurbishment of reservoirs	New	20% development of water reticulation and refurbishment of reservoirs	Approval of Designs	Appointment of contractor	10% construction	20% construction	R14 037 248.25	R14 037 248.25	R14 037 248.25	R14 037 248.25	R56 148 996,00	MIG
Mogalakwena Household Sanitation	Construction of 1000 household sanitation	Contract or appointed	100% Construction of 1000 household sanitation	20% Construction	50% Construction	70% Construction	100% Construction	R6 791 886.25	R6 791 886.25	R6 791 886.25	R6 791 886.25	R27 167 544,00	MIG



Project Name	Performance Indicator (Output level only)	Baseline (Annual Performance of 2024/25 estimate)	Annual target for 2025/26	Target for 2025/26 SDBIP per Quarter				Resources Allocated for 2025/26 SDBIP per Quarter				Total Budget allocated	Source of funding
				1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30		
Refurbishment (Rebone WWTW and Ext 20 Pump Station)	Refurbishment of Rebone WWTW and Ext 20 Pump Station	New	25% refurbishment of Rebone WWTW and Ext 20 Pump Station	Submission of MIG1 and application for funding	Procurement of contractor	Construction of 10%	Construction of 25%	R4 767 025	R4 767 025	R4 767 025	R4 767 025	R19 068 400	MIG
Mshengo RDP Section Roads & Stormwater	Construction of 1.2km roads	Construction on 50%	100% Construction of 1.2km of road	70% Construction	80% Construction	90% Construction	100% Construction	R4 960 360	R4 960 360	R4 960 360	R4 960 360	R19 841 436,00	MIG
Completion of Ext 14 to 19 Roads & Stormwater	Construction of 1.2km roads	Construction at 20%	100% Construction of 1.2km roads	30% Construction	50% Construction	70% Construction	100% Construction	R5 458 623	R5 458 623	R5 458 623	R5 458 623	R21 834 492	MIG



Project Name	Performance Indicator (Output level only)	Baseline (Annual Performance of 2024/25 estimate)	Annual target for 2025/26	Target for 2025/26 SDBIP per Quarter				Resources Allocated for 2025/26 SDBIP per Quarter					Source of funding
				1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated	
Upgrading of Swimming Pools (Mokopane Town)	Upgrading of Swimming Pools	Construction at 70%	100% Upgrading of Swimming Pools	85% Upgrading of Swimming Pool and chlorine room, shelter.	100% Upgrading of Swimming Pool and chlorine room, shelter.	100% Upgrading of Swimming Pool and chlorine room, shelter.	Not applicable	R 3 090 720.00	1 545 360	1 545 360	1 545 360	R6 181 440,00	MIG
High Mast Light in Tshamahanzi/Magongwa	Installation of 3 high mast lights in Tshamahanzi/Magonwa	Designs completed and tender documents completed.	100% installation of 3 high mast lights	75% installation of 42 high mast lights	100% installation of 42 high mast lights	Not applicable	Not applicable	R6 869 298.00	R3 434 648.75	R3 434 648.75	R3 434 648.75	R13 738 596,00	MIG
High Mast Light in Masodi/Mzombane	Installation of 2 high mast lights in Masodi/Mzombane	Designs completed and tender documents completed.	100% installation of 2 high mast lights	75% installation of 41 high mast lights	100% installation of 41 high mast lights	Not applicable	Not applicable	R7 905 438.00	R3 952 719	R3 952 719	R3 952 719	R15 810 876,00	MIG
Contract 06-2017/18 Construction of 15km of 300ml rising main steel pipeline, 3,1km of reticulation pipeline, 3,5ml/day concrete reservoir for Jakkalskuil Cluster Phase 2 of Mogalakwena Water Master Plan.	Construction of 15km of 300ml rising main steel pipeline, 3,1km of reticulation pipelines and	Construction at 54%	Construction of 15km of 300ml rising main steel pipeline, 3,1km of	90% Construction of 3,5ml/day concrete reservoir	100% Construction of 3,5ml/day concrete reservoir	Not applicable	Not applicable	R25 000 000	R25 000 000	R25 000 000		R50 000 004	RBIG



Project Name	Performance Indicator (Output level only)	Baseline (Annual Performance of 2024/25 estimate d)	Annual target for 2025/26	Target for 2025/26 SDBIP per Quarter				Resources Allocated for 2025/26 SDBIP per Quarter					
				1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated	Source of funding
	3.5ml/day concrete reservoir for Jakkalskuil Cluster Phase 2 of Mogalakwena Water Master Plan.		reticulation pipelines and 3.5ml/day concrete reservoir for Jakkalskuil Cluster Phase 2 of Mogalakwena Water Master Plan.										
Refurbishment & Upgrade of Sewer Pipelines in Mokopane (Extension 17, 19 & 20)	Refurbishment & Upgrade of Sewer Pipelines in Mokopane (Extension 17, 19 & 20)	Construction at 76%	100% Refurbishment & Upgrade of Sewer Pipelines in Mokopane (Extension 17, 19 & 20)	Submission of Feasibility Studies and scoping Reports	Approval of Feasibility studies and scoping report	Approval of the Project	Not applicable	R7 500 000	R7 500 000	R7 500 000	R7 500 000	R30 000 000	RBIG
Refurbishment of 58 reservoirs	Refurbishment of 46 Concrete and steel reservoirs at 26 Villages	95%	100% Refurbishment of 46 Concrete and steel reservoirs at 26 Villages	100% Refurbishment of 46 Concrete and steel reservoirs at 26 Villages	Not applicable	Not applicable	Not applicable	R5 000 004	R0	R0	R0	R5 000 004	RBIG



Project Name	Performance Indicator (Output level only)	Baseline (Annual Performance of 2024/25 estimate)	Annual target for 2025/26	Target for 2025/26 SDBIP per Quarter				Resources Allocated for 2025/26 SDBIP per Quarter					
				1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated	Source of funding
Danisani Wellfield Bulk Water Development of Water Distribution (SEEMA CLUSTER)	Approval of Danisani wellfield development of water distribution	New	Approval of Danisani wellfield development of water distribution by DWS	Submission of feasibility studies and scoping report	Approval of feasibility studies and scoping report	Approval of Danisani wellfield Bulk Water Projects	Not applicable	R6 000 000	R6 000 000	R6 000 000	R6 000 000	R24 000 000	RBIG
Completion of Boreholes Development and Pumping Mains to Kroomkloof WTW	Drilling of 7 boreholes and development of pumping mains	Service provider appointed	100% Drilling of 7 boreholes and development of pumping mains	75% construction	100% Construction	Not applicable	Not applicable	R4 000 000	R4 000 000	R4 000 000	R3 999 996	R15 999 996	RBIG
Mogalakwena IRS	Approval of Mogalakwena IRS	New	100% approval of Mogalakwena IRS by DWS	Submission of feasibility studies and scoping report	Approval of feasibility studies and scoping report	Approval of Infrastructure readiness Studies (IRS)	Not applicable	R0	R1 666 668	R1 666 668	R1 666 668	R5 000 004	RBIG
Sekgagapeng water source development and reticulation.	100% Construction	New	100% Construction	50% Construction	75% Construction	100% Construction	Not applicable	R2 499 996	R2 499 996	R2 499 996	R2 499 996	R9 999 996	WSIG
Replacement of Asbestos Pipes within Mogalakwena Jurisdiction (Mokopane Town)	Rehabilitation of Existing Water and Sanitation Infrastructure	Construction at 17%	100% Rehabilitation of Existing Water and Sanitation Infrastructure	75% Rehabilitation of Existing Water and Sanitation Infrastructure	100% Rehabilitation of Existing Water and Sanitation Infrastructure	Not applicable	Not applicable	R6 000 000	R6 000 000	R6 000 000	R6 000 000	R24 000 000.00	WSIG



Project Name	Performance Indicator (Output level only)	Baseline Performance of 2024/25 (estimate only)	Annual target for 2025/26	Target for 2025/26 SDBIP per Quarter				Resources Allocated for 2025/26 SDBIP per Quarter					Source of funding
				1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated	
Replacement of Asbestos Pipes within Mogalakwena Jurisdiction (Mahwelereng)	Rehabilitation of Existing Water and Sanitation Infrastructure	Construction at 89%	100% Rehabilitation of Existing Water and Sanitation Infrastructure	25% Rehabilitation of Existing Water and Sanitation Infrastructure	50% Rehabilitation of Existing Water and Sanitation Infrastructure	75% Rehabilitation of Existing Water and Sanitation Infrastructure	100% Rehabilitation of Existing Water and Sanitation Infrastructure	R3 750 000	R3 750 000	R3 750 000	R3 750 004	R10 700 004.00	WSIG
Sodoma and Rebone Water Source Development Reticulation	development of water source and reticulation in Rebone	Service provider appointed	100% development of water source and reticulation	50% Construction	75% Construction	100% Construction	Not applicable	R4 325 001	R4 325 001	R4 325 001	R4 325 001	R17 300 004	WSIG
Vergenoeg Water Source Development	development of water source and reticulation in Vergenoeg	Consultant appointed	100% development of water source and reticulation	Approval of Designs	Appointment of Service Provider	25% Construction	50% Construction	R2 499 998.5	R2 499 998.5	R2 499 998.5	R2 499 998.5	R9 999 996	WSIG
Electrification of 145 H/H Tshamahanzi Village	Electrification of 145 households	New project	100% Electrification of 145 households	Approval of Designs	Appointment of Service Provider	25% Construction	50% Construction	R0	R960 000	R960 000	R960 000	R2 880 000	INEP
Electrification of 30 H/H Mesopotamia	Electrification of 30 households	New project	100% Electrification of 100 households	Approval of Designs	Appointment of service provider	50% Installation of LV and MV networks	100% Connection of 30 Households	R0	R1 112 000	R1 112 000	R1 112 000	R3 336 000	INEP
Electrification of 154 H/H Ga-Madiba Village	Electrification of 154 households	New project	100% Electrification of 154 households	Approval of Designs	Appointment of service provider	50% Installation of LV and MV networks	100% Connection of 154 Households	R0	R2 400 000	R2 400 000	R2 400 000	R7 200 000	INEP



Project Name	Performance Indicator (Output level only)	Baseline (Annual Performance of 2024/25 estimate)	Annual target for 2025/26	Target for 2025/26 SDBIP per Quarter				Resources Allocated for 2025/26 SDBIP per Quarter					
				1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated	Source of funding
20MVA Transformer	Procurement and installation of new 20MVA TRFR for Central substation.	New	100% Procurement and installation of new 20MVA TRFR for Central substation.	Not applicable	Not applicable	Appointment of the service provider	100% installation of new 20MVA transformer	R0	R6 000 000	R6 000 000	R6 000 000	R18 000 000	CRR
Auto-Recloser	Installation of 30x Auto-reclosers in various locations in the rural network.	New	100% Installation of 30x Auto-reclosers in various locations in the rural network.	Not applicable	10	10	10	R3 750 000	R3 750 000	R3 750 000	R3 750 000	15 000 000	CRR
Intake North Substation Feeder	Construction of additional feeder to North Substation	New	100% Construction of additional feeder to North Substation	Not applicable	Not applicable	Not applicable	100% Construction of additional feeder to North Substation	R0	R0	R0	R5 000 000	R5 000 000	CRR
Mokopane Retro-Fitting of LED Lights	Installation of retro-fitting of LED LIGHTS	New	100% Installation of retro-fitting of LED LIGHTS	Procurement of contractor for material	Installation of LED lights 50%	Installation of LED lights 100%	Not applicable	R1 000 000	R1 000 000	R1 000 000	R1 000 000	R3 999 996	EEDSM



4. COMPETENCY REQUIREMENTS

The core competencies the employee should conform to and will be assessed and evaluated against follows:

Competencies	Components	Weighting % (total 100%)
Leading competencies		
Strategic Direction and Leadership	• Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness	10%
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and dispute Management	10%
Programme and Project Management	• Programme and Project Planning and Implementation • Service Delivery Management • Programme and Project Monitoring and Evaluation	10%
Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring	20%
Change Leadership	• Change Vision and Strategy • Process Design and improvement • Change Impact Monitoring and Evaluation	10%



Competencies	Components	Weighting % (total 100%)
Governance Leadership	• Policy Formulation • Risk and Compliance management • Cooperative Governance	10%
Core Competencies		
Client Orientation and Customer Focus		5%
Service delivery Innovation		5%
Problem Solving and Analysis		5%
Knowledge and Information Management		5%
Communication		5%
Results and Quality Focus		5%
TOTAL WEIGHTING:		100%



5. SUMMARY SCORECARD

In terms of Regulation 805 of 2006, the employee will be scored on a ratio of 80% for key performance areas (KPAs) and 20% for core competency requirements (CCRs). It is also required that the KPAs relevant to the employees functions also be weighted in terms of importance out of a total of 100%, contributing to the 80% contribution to KPAs. It is also necessary to allocate weightings amongst KPIs and projects where relevant. A summary of the total weightings are indicated below:

POSITION OUTCOMES/OUTPUTS		KPA WEIGHTINGS	KPI / PROJECT WEIGHTING	ASSESS WEIGHTING
Key Performance Areas				80%
Municipal Transformation and Organisational Development		15%	KPI's	100%
Basic Service Delivery and Infrastructure Development		25%	KPI's	100%
Local Economic Development		10%	KPI's	100%
Municipal Financial Viability and Management		25%	KPI's	100%
Good Governance and Public Participation		20%	KPI's	100%
Spatial Rationale		5%	KPI's	100%
Total		100%		
Core Competency Requirements (CCRs)				20%



6. RATING SCALES

The assessment of the performance of the Employee will be based on the following rating scale for KPAs and CCRs:

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	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.



7. PERFORMANCE ASSESSMENT PROCESS

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

1. Performance Assessment:
 - 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 assessments respectively.
 - 1.2. Actual performance against the targets will be captured in preparation for the assessments.
 - 1.3. Scores of 1-5 will be calculated based upon the progress against targets.
 - 1.4. KPI's and targets are audited before assessment date and their findings must accompany the Performance Plans.
 - 1.5. The employer must keep a record of the mid-year assessment and annual assessment meetings.
2. 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.
3. The process for determining Employee ratings are as follows:
 - 3.1. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.
 - 3.2. The employee to motivate for higher ratings where applicable.
 - 3.3. The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
 - 3.4. The panel scores are averaged to derive at a total score per KPI / Activity / CCR. Overall scores are calculated by taking weightings into account where applicable.
- 3.5. The final KPA's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.
4. The five 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
5. The assessment rating calculator is used to calculate the overall % score for performance.
6. Annual performance evaluation to determine the final ratings and scores as well as recommend performance bonuses will be conducted by the appropriate panel as constituted by Regulation 805 of 2006.
7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in table below:

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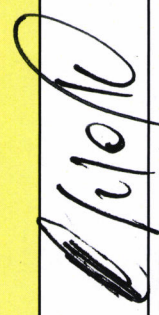
130-149%	5-9%
150% and above	10-14%

8. The Personal Development Plan (PDP) can be reviewed after the performance evaluation had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.
9. The results of the annual performance evaluation will be submitted to the performance audit committee for final approval of the assessment/s /evaluations.
10. Performance bonus, based upon the annual evaluation, will be subject to approval by Council.
11. The performance evaluation results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the Province.



8. APPROVAL

The process followed ensures individual alignment to the strategic intent of the institution and gives clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshoping 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	Undertaking of the employee
On behalf of my organisation, 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 organisation. 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 these expectations and to serve the organisation, 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 on behalf of Council:	Signed and accepted by the Employee:
	
DATE: 14/07/2025	DATE: 14/07/2025



ANNEXURE A1 - CORE MANAGERIAL COMPETENCIES DETAILS

The details pertaining to the Core Managerial Competencies follows:

Core Managerial Competencies	Proficiency Level		Advance - 5
	Basic 1-2	Competent 3-4	
Strategic Capability and Leadership	- Understands organisational and departmental strategic initiatives; - Describes how specific tasks link to organisation's strategies; - Aligns and prioritises own action plans to organisational strategies; and - Demonstrates commitment through actions.	- Gives direction to team in realising the organisation's strategic objectives; - Impacts positively on team morale; - Develops action plans to execute strategic initiatives; - Assists in defining performance measures to evaluate the success of strategies; - Identifies and communicates obstacles to executing specific strategies; - Supports stakeholders in achieving their goals; - Inspires staff with own behaviour - "walks the talk"; - Manages and takes calculated risks; - Communicates strategic plan to the organisation; and - Utilises strategic planning methods and tools.	- Evaluates all activities to determine value added and alignment with the organisation's strategic goals. - Displays and contributes in-depth knowledge to strategic planning at the organisational level; - Ensures alignment of strategies across various functional areas to the organisation strategy; - Defines performance measures to evaluate the success of organisation's strategy; - Monitors and reviews strategic plans consistently and takes corrective action; - Promotes organisation's mission and vision to all relevant stakeholders; - Empowers others to deal with complex and ambiguous situations; - Achieves agreement or consensus in an adversarial environment; - Guides the organisation through complexity and uncertainty of vision; - Leads and unites diverse workgroups across divisions to achieve organisational objectives;



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
			and • Develops and implements risk management.



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Programme and Project Management	- Commences project after go-ahead from higher authority; - Understands procedures of project management, its implications and the importance of stakeholder involvement; - Understands the outcome of the project in relation to organisation's goals; - Displays basic project management skills; - Documents and communicates issues and risks associated with own work; - Uses results of other successfully completed projects as points of reference; and - Applies existing policies in own field of work.	- Establishes broad stakeholder involvement and communicates the project status and key milestones; - Defines roles and responsibilities for project team members and clearly communicates expectations; - Balances quality of work with deadlines and budget; - Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan; - Uses computer software programmes to help manage project; - Sets and manages service level agreements with contractors; - Provides advice and guidance on policies; and - Complies with statutory requirements and apply policies consistently.	- Manages multiple projects and balances priorities; - Manages risks across multiple projects; - Modifies project approach and budget without compromising the quality of outcomes and the desired results; - Involves top-level political authority and other relevant stakeholders in the buying process; - Keeps abreast and applies international trends in project management; - Motivates and coaches project teams to achieve highest project results; and - Monitors policy implementation and puts in place procedures to manage risks.



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Financial Management	• Articulates basic financial concepts and techniques as they relate to organisational/departamental processes and tasks (e.g. performance budgeting and value for money); • Displays awareness of the different sources of financial data, reporting mechanisms and financial processes and systems; • Understands importance of financial accountability; • Understands the necessity for asset control; • Recognises key expenditure and financial accounting and reporting concepts; • Performs key financial management processes (expenditure, accounting and reporting) with guidance/direction; • Tracks and measures actual expenditure against budget; and • Understands the role of an audit function.	• Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate; • Assesses, manages and monitors financial risks; • Prepares financial reports based on prescribed format; • Understands and weighs up financial implications of propositions; • Controls assets according to prescribed policies and procedures; • Understands, analyses and monitors financial reports; • Allocates resources to established goals and objectives; • Manages expenditure in relation to cash flow projections; • Ensures effective utilisation of financial resources; • Develops corrective measures/actions to ensure alignment of budget to financial resources; • Prepares and manages own budget in line with the strategic objectives of the organisation; and	• Takes ownership of key planning, budgeting and forecasting processes and answers questions related to topics within own responsibility; • Manages financial planning, forecasting and reporting processes; • Prepares budgets that are aligned to the strategic objectives of the organisation\department; • Addresses complex budgeting and financial management issues; • Formulates long term financial plans and resource allocations; • Develops and implements systems, procedures and processes in order to improve financial management; • Advises on policies and procedures regarding asset control; • Dynamically allocates resources according to internal and external objectives (broader government objectives); • Develops expenditure Key Performance Indicators (KPIs); • Succeeds in achieving maximum results with limited resources; • Assists others with financial accounting\reporting tasks; • Coaches and teaches others on key financial concepts; and • Analyses projections in reports.



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Change Management	- Communicates status, benefits and issues relating to change; - Identifies gaps between the current and the desired situation and reasons for resistance to change; - Accepts and successfully performs a supporting role in the change effort; - Identifies the need for change; - Participates in change programmes and piloting of change initiatives; and - Understands the impact of change initiatives on the organisation within the broader political and social context.	- Performs analysis to determine the impact of changes in the social, political and economic environment; - Initiates, supports and encourages new ideas; - Volunteers to lead change efforts outside of own work team; - Consults and persuades all the relevant stakeholders of the need for change; - Proactively seeks new opportunities for change; - Identifies and assists in resolving resistance to change with stakeholders; and - Designs activities to enable change that are aligned to the organisational objectives.	- Monitors results of change; - Secures buy-in and sponsorship for change efforts; - Designs, develops, evaluates and continuously improves the overall change strategy; - Customises and applies approaches to facilitate change; - Capitalises on relationships with various stakeholders in establishing strategic alliances in facilitating change efforts; - Leads major change programmes; - Benchmark change initiatives and strategies against best practice; - Exhibits sensitivity to dynamics within the organisation which affect how quickly change is accepted; - Takes calculated risks and is constantly seeking new ideas from leading edge organisations and external sources; - Defines outcomes and measurement criteria for change programmes; and - Creates innovative ways of reinforcing change, rewarding change acceptance and discouraging change resistance.



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Knowledge Management	• Collects, categorises and tracks relevant information required for specific tasks and projects;• Analyses and interprets information to draw conclusions;• Seeks new sources of information to increase own knowledge base; and• Shares information and knowledge with co-workers.	• Uses appropriate information systems to manage organisational knowledge;• Uses modern technology to stay abreast of world trends and information;• Evaluates information from multiple sources and uses information to influence decisions;• Creates mechanisms and structures for sharing of knowledge in the organisation;• Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organisational efficiency;• Promotes the importance of knowledge sharing within own area;• Adapts and integrates information from multiple sources to create innovative knowledge management solutions; and• Nurtures a knowledge-enabling environment.	• Anticipates future knowledge management requirements and systems;• Develops standards and processes to meet future knowledge management requirements;• Shares and promotes best practices across the organisation;• Coaches others on knowledge management techniques;• Monitors and measures knowledge management capability in organisation;• Creates a culture of a learning organisation; and• Holds motivational sessions with colleagues to share information and new ideas.



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Service Delivery Innovation	• Recommends new ways of performing tasks within own function; • Identifies and seeks potential sources of new ideas and approaches to enhance service delivery; • Proposes simple remedial solutions to simple service delivery orientated problems; and • Listens to the ideas and perspectives of others and explores opportunities to enhance these ideas.	• Consults clients and stakeholders on ways to improve the delivery of services; • Communicates the benefits of service delivery improvement opportunities to stakeholders; • Identifies internal process improvement opportunities; • Identifies and analyses opportunities where innovative ideas can lead to improved service delivery; • Creates mechanisms to encourage innovation and creativity within functional area and across the organisation; and • Implements innovative service delivery options in own department/organisation.	• Formulates and implements new ideas throughout the organisation; • Ensures buy-in from key stakeholders; • Consults and utilises international best practices on Service Delivery Innovation; • Aligns the Service Delivery Innovation initiatives with the latest technology; • Researches needs of clients; • Coaches others on innovation techniques; and • Inspires service providers to improve delivery of services.
Problem Solving and Analysis	• Understands the basic steps in problem solving and analysis and solves basic problems using organisation guidelines; • Identifies when to solve problems independently and when to consult others for resolution beyond own authority; • Participates actively and constructively in problem solving discussions; and • Identifies and documents issues associated with problems.	• Explains potential impact of problems to own working environment; • Demonstrates logical problem solving approach and provides rationale for proposed solutions; • Determines root causes of problems; • Demonstrates objectivity, thoroughness, insightfulness, and probing behaviours when approaching problems; and • Demonstrates the ability to break down complex problems into manageable parts and identify solutions.	• Coaches others on the analytical techniques and problem solving methods; • Anticipates organisational problems and strategises to counteract potential impact; • Involves the appropriate people, to resolve complex, inter-departmental problems; • Generates various solutions/ options and contingency plans for problems; • Identifies the impact of solutions on multiple areas within the organisation; and • Develops contingency measures and explores various problem solving options.



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
People Management and Empowerment	• Participates in team goal setting and problem solving;• Interacts and collaborates with diverse groups of people;• Understands team strengths, weaknesses and preferences; and• Is aware of the appropriate steps and guidelines for employee development and feedback, but not yet fully able to implement these.	• Seeks opportunities to increase personal contribution and level of responsibility;• Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches;• Delegates and empowers others to increase contribution and level of responsibility;• Applies labour and employment legislation and regulations consistently;• Facilitates team goal setting and problem solving;• Recognises differences between individuals, cultures and teams and provides developmental feedback in accordance with performance management principles;• Adheres to internal and national standards with regards to human resource practices;• Identifies competencies required and suitable resources for specific tasks;• Displays personal interest in the well-being of colleagues;• Able to manage own time as well as time of colleagues and other stakeholders; and• Manages conflict through a participatory approach.	• Analyses ineffective team and work processes and recommends improvement;• Recognises and rewards desired behaviours and results;• Mentors and counsels others;• Addresses balance between individual career expectations and organisational needs;• Considers developmental needs of personnel when building teams and assigning tasks;• Establishes an environment in which personnel can maximise their potential;• Guides others on managing people;• Inspires a culture of performance excellence by giving positive and constructive feedback to the team;• Creates links among various individuals, cultures and teams and instill a common sense of identity towards the achievement of goals;• Shares knowledge of the big picture to help others understand their role; and• Creates a culture of continuous learning and development.



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Client Orientation and Customer Focus	• Acknowledges customers rights; • Applies customer knowledge to improve own organisation or department; • Maintains good relationship with customers and understands their priorities; and • Redirects queries to the most appropriate person/ solution provider and follows through to ensure customer needs are met.	• Develops clear and implementable service delivery improvement programmes; • Identifies opportunities to exceed the expectations of customers; • Designs internal work processes to improve customer service; • Adds value to the organisation by providing exemplary customer service; and • Applies customer rights in own work environment.	• Coaches others about the importance and application of customer and client knowledge; • Fosters an environment in which customer satisfaction is valued and delivered; • Addresses and resolves high-risk, high profile stakeholder issues; and • Takes advantage of opportunities to learn about stakeholders and brings this information to own functional area.
Communication	• Shows understanding for communication tools appropriate for the audience but needs assistance in utilising them; • Expresses ideas in a clear and coherent manner but not always taking into account the needs of the audience; and • Assimilates information reasonably well.	• Expresses ideas to individuals and groups both in formal and informal settings; • Receptive to alternative viewpoints; • Adapts communication content and style according to the audience; • Delivers messages in a manner that gains support, commitment and agreement; • Compiles documents on complex matters that are clear, concise and well structured; • Communicates controversial sensitive messages to stakeholders tactfully; • Listens well and is receptive; and • Encourages participation and mutual understanding.	• Communicates high risk sensitive matters to all relevant stakeholders; • Develops well defined communication strategy; • Balances political views with organisational needs; • Steers negotiations around complex issues and arrive at a win/win situation; • Markets and promotes the organisation to external stakeholders; and • Communicates with the media without compromising the integrity of the organisation.



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Honesty and Integrity	• Follows through on commitments under supervision; and • Follows the rules and regulations of the organisation.	• Conducts self in accordance with organisational values; • Reports fraud, corruption, nepotism and maladministration; • Honours the confidentiality of matters; • Deals promptly, where conflict of interest arises; • Establishes trust and shows confidence in others; • Treats all employees with equal respect; • Takes responsibility for own actions; • Undertakes roles and responsibilities • Shares information openly, whilst respecting the principle of confidentiality.	• Develops and applies self-corrective measures; • Makes proposals; • Promotes transparent and accountable administration; • Acts decisively against corrupt and dishonest conduct; • Promotes the values and beliefs of the organisation internally and externally; • Co-operates with others and works as a team; and • Oversees the acceptance of responsibility and accountability in the organisation