



PERFORMANCE AGREEMENT

**MADE AND ENTERED INTO BY
AND BETWEEN:**

**LEPHALALE LOCAL
MUNICIPALITY**

**AS REPRESENTED BY THE
MAYOR
THABITHA MODISE
AND**

**PATRICIA FEZIWE NOGILANA-
RAPHELA**

THE EMPLOYEE OF THE MUNICIPALITY

**FOR THE
FINANCIAL YEAR:
01 JULY 2026 – 30 JUNE 2027**

ENTERED INTO BY AND BETWEEN:

The Municipality, herein represented by Cllr. Thabitha Modise in her capacity as the Mayor (hereinafter referred to as the **Employer** or Supervisor)

And

Feziwe Nogilana-Raphela, Municipal Manager, Employee of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1. The Employer has entered into a contract of employment with the Employee in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to:

- 2.1 Comply with the provisions of Section 57(1) (b), (4A), (4B) and (5) of the Act as well as the employment contract entered into between the parties.
- 2.2 Specify objectives in terms of the key performance indicators and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality.
- 2.3 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement.
- 2.4 Monitor and measure performance against set targeted outputs.
- 2.5 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job.
- 2.6 In the event of outstanding performance, to appropriately reward the employee.
- 2.7 Give effect to the employer's commitment to a performance-oriented relationship with its employees in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1. This Agreement will commence on **1st July 2026** and will remain in force until **30th June 2027**. Thereafter, a new Performance Agreement, Performance Plan, and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than one month after the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

- 4.1. The Performance Plan (Annexure A) sets out-
 - 4.1.1 Key Performance Areas that the employee should focus on.
 - 4.1.2 Core competencies required from employees.
 - 4.1.3 The performance objectives, key performance indicators and targets that must be met by the Employee.
 - 4.1.4 The time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives, key performance indicators and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer and shall include strategic objectives; key performance indicators; targets; projects and activities that may include dates and weightings. A description of these elements follows:
 - 4.2.1 The strategic objectives describe the strategic intent of the organization that needs to be achieved.
 - 4.2.2 The strategic performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key performance areas, key objectives, and key performance indicators to each other.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1. The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employee, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.

- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Key Performance Areas and core Competency Requirements, both of which shall be contained in the Performance Agreement.
- 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.5.3 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.6 The Employee's assessment will be based on his / her performance in terms of the key performance indicator outputs / outcomes identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Spatial Rationale	10 %
Service Delivery	40%
Financial Viability	10%
Local Economic Development	10%
Municipal Transformation and Organisational Development	10%
Good Governance and Public Participation	20%
Total	100%

- 5.7 Manager's responsibilities are also directed in terms of the abovementioned key performance areas. In the case of managers directly accountable to the Municipal Manager, other key performance areas related to the functional area of the relevant manager can be added subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job should be selected (✓) from the list below as agreed to between the Employer and Employee.

Competencies	Components	Competency Definition	Weighting % (total 100%)
Leading competencies			
Strategic Direction and Leadership	- Impact and Influence - Institutional Performance Management - Strategic Planning and Management - Organisational Awareness	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate	10
People Management	- Human Capital Planning and Development - Diversity Management - Employee Relations Management - Negotiation and dispute Management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	10
Programme and Project Management	- Programme and Project Planning and Implementation - Service Delivery Management - Programme and Project Monitoring and Evaluation	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives.	10
Financial Management	- Budget Planning and Execution - Financial Strategy and Delivery - Financial Reporting and Monitoring	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	10
Change Leadership	- Change Vision and Strategy - Process Design and improvement - Change Impact Monitoring and Evaluation	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	10
Governance Leadership	- Policy Formulation - Risk and Compliance management - Cooperative Governance	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	10
Core Competencies			
Moral competence	- Integrity - Institutional rules and regulations - Identification of moral situations with reasoning intent	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	5
Planning and Organising	- Organising information and resources - Recognising the urgency and importance of tasks - Identifying short and long-term goals and plans - Scheduling of tasks plans and goals	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	5

Competencies	Components	Competency Definition	Weighting % (total 100%)
Analysis and Innovation	- Measuring and monitoring progress - Problem solving techniques - Objectiveness and thoroughness to problem analysis - Breaking down complex problems - Consultation of stakeholders - Communication of opportunities and innovative solutions to stakeholders - Identification of opportunities to enhance internal processes	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	10
Knowledge and Information Management	- Utilising information systems and technology - Data evaluation - Development of information sharing mechanisms and structures - Research and provision of cutting-edge knowledge to enhance institutional effectiveness and efficiency	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	5
Communication	- Expressing ideas - Understanding and appreciation of diverse perspectives, attitudes, and beliefs - Communication adaptation - Delivery of clear, focused, concise and well-structured written documents	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders	10
Results and Quality Focus	- Priority actions - Commitment to achieving results - Quality standards, processes, and tasks - High quality output - Monitoring progress and quality of work - Balancing quality and quantity of results	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage other to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	5
Core Competencies			100%

6. EVALUATING PERFORMANCE

- 6.1. The Performance Plan (Annexure A) to this Agreement sets out :
 - 6.1.1 The standards and procedures for evaluating the Employee's performance.
 - 6.1.2 The intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP
- 6.5 The Annual performance appraisal will involve:
 - 6.5.1 Assessment of the achievement of results as outlined in the Performance Plan:
 - (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
 - (b) Values are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1–5-point scale automatically. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement.
 - (c) The applicable assessment ratings and scores will calculate a final KPA score.
 - 6.5.2 Assessment of the CCRs:
 - (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
 - (b) An indicative rating on the five-point scale should be provided for each CCR.
 - (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
 - (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.
 - 6.5.3 Overall rating:

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcomes of the various weighted ratings contained in the performance Plan which represents the outcome of the performance appraisal.
- 6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:

Rating	Terminology	Description	% Score
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.	167
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.	133 - 166
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.	100 - 132
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.	67 - 99
1	Unacceptable performance	Performance does not meet the standard expected for the job. 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.	0 – 66

6.7 For the purpose of evaluating the performance of the manager reporting to the municipal manager, an evaluation panel constituted of the following persons must be established-

- 6.7.1 Executive Mayor or Mayor.
- 6.7.2 Chairperson of the performance audit committee
- 6.7.3 Member of the mayoral or executive committee
- 6.7.4 Mayor and/ or Municipal manager from another municipality
- 6.7.5 Member of a ward committee nominated by the Executive Mayor or Mayor.

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1. The performance of each Employee in relation to his / her Performance Agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:
- | | | |
|------------------------|-------------------------|----------------|
| First quarter: | July – September 2026 | (October 2026) |
| Second quarter: | October – December 2026 | (January 2027) |
| Third quarter: | January – March 2027 | (April 2027) |
| Fourth quarter: | April – June 2027 | (July 2027) |
- 7.2. The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 7.3. Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 7.4. The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 7.5. The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

- 9.1. The Employer shall:
- 9.1.1 Create an enabling environment to facilitate effective performance by the employee.
 - 9.1.2 Provide access to skills development and capacity building opportunities.
 - 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.
 - 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement.
 - 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –
- 10.1.1 A direct effect on the performance of any of the Employee's functions.
 - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer.
 - 10.1.3 A substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

% Rating Over Performance	% Bonus
130 - 133.8	5%
133.9 – 137.6	6%
137.7 – 141.4	7%
141.5 - 145.2	8%
145.3 – 149	9%
150 – 153.4	10%
153.5 – 156.8	11%
156.9 – 160.2	12%
160.2 – 163.6	13%
163.7 – 167	14%

- 11.3 In the case of unacceptable performance, the Employer shall:
- 11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance.
- 11.3.2 After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by the mayor within thirty (30) days of receipt of a formal dispute from the employee, whose decision shall be final and binding on both parties. The decision of the mediator (Mayor) shall be final and binding on both parties whose decision shall be final and binding on both parties.
- 12.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4) (e) of the Municipal Performance Regulations, Regulation 805 of 2006, within thirty (30) days of receipt of a formal dispute from the employee. The decision of the mediator shall be final and binding on both parties whose decision shall be final and binding on both parties.

13. GENERAL

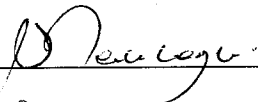
- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

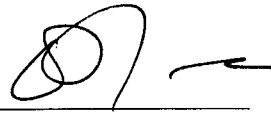
This Information is for Internal Use Only

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

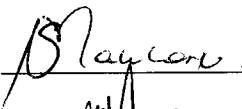
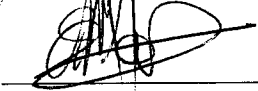
Thus, **done** and **signed** at Leptolele on this the 21 day of July 2026.

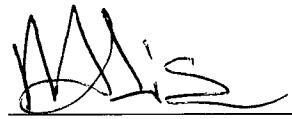
AS WITNESSES:

1. 
2. 


EMPLOYEE

AS WITNESSES:

1. 
2. 


MAYOR

ANNEXURE A

PERSONAL PERFORMANCE PLAN – 2026/ 2027

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.

The SDBIP has been revised in terms of S54 (1) (c) of the MFMA, therefore, to ensure alignment of the adjustment SDBIP and Performance Plans, any adjustment to indicators and targets are indicated with footnotes, where it applies.

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 perspective and the ultimate outcomes to be achieved 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 it is relevant to the functions of the employee.

OBJECTS OF LOCAL GOVERNMENT	KPA	STRATEGIC OBJECTIVE
Provide democratic and accountable government for local communities	Financial Viability	Enhance revenue and financial management
	Good Governance and Public Participation	Responsible, accountable, effective and efficient corporate governance
Encourage the involvement of communities and community organisations in the matters of local government	Transformation and Organisational Development	Capacitate disadvantaged groups
		Provide quality and well-maintained infrastructural services in all municipal areas
Promote a safe and healthy environment	Service Delivery and Infrastructure	Improve functionality, performance and professionalism
Ensure the provision of services to communities in a sustainable manner.		Protect the environment and improve community well-being
Promote social and economic development	Local Economic Development	Create a conducive environment for businesses to invest and prosper
	Spatial Rationale	Rational planning to bridge first and second economies and provide adequate land for development

2. PURPOSE OF THE POSITION

The employee undertakes to be committed to the municipality's strategic intent that follows:

The Municipality's **Vision**:

"A vibrant city and the energy hub"

The Municipality's **Mission**:

"We are committed to Integrated Development, provision of quality, sustainable and affordable services, financial viability and good governance, local economic development and job creation"

The **Values** of Lephalale Local Municipality to which the employee subscribes are:

Value	Description
Community orientation	Provide and deliver sustainable services for the whole community.
Transparency	Invite and encourage public sharing and democratic participation in council's activities.
Commitment	Focus and concentrate on council's core activities in a consistent manner.
Business orientation	Subscribe to, and comply with, the best business practices.
Integrity	Conduct council's business in a fair, responsible, flexible, equitable and honest manner.
Accountability	Report regularly to all stakeholders regarding council's actual performance.
Environmental Care	With all the development in Lephalale, the municipality will focus on taking care of the environment.
Empowerment	To be seen to be empowering our people, knowledge is power.
Performance appraisal	Evaluate on the performance of individuals to determine the overall intend of the institutional objective. Continually evaluate and monitor performance against set target.

In the day-to-day activities, the employee is also required to contribute to the achievements of the following operational objectives and strategies:

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Strategies (10 Yrs+)
Anti-corruption	Responsible, accountable, effective, and efficient corporate governance.	Zero tolerance of corruption and fraud.	Create awareness on the fraud prevention plan and anti-corruption policy and hotline. Ensure that all allegations received on the Fraud hotline are fully investigated and corrective measures are taken.	To curb corrupt behavior through deterrence, prevention, and education. Strengthen internal control system (policies) by implementation of policies.	Strengthen internal control system (policies) by implementation of policies. Enforcement of corrective measures against all corrupt activities occurred.	Review fraud prevention plan and anti-corruption policy. Conduct lifestyle audit. Enforcement of corrective measures against all corrupt activities occurred.
Audit Committee	Responsible, accountable, effective, and efficient corporate governance	Functional Audit Committee	Advise management and council on issues of corporate governance, Risk Management, and Internal controls. Respond to all issues raised by AG and give recommendations to council.	AC to meet as often as possible (no less than quarterly) to render required support.	Respond to all issues raised by AG and give recommendations to council. AC to meet as often as possible (no less than quarterly) to render required support.	Respond to all issues raised by AG and give recommendations to council. AC to meet as often as possible (no less than quarterly) to render required support.
Auditor General	Improve functionality, performance, and professionalism	Ensure clean audit results from 2020 onwards.	Address all queries raised by the AG and compliance to legislation. Implement internal control system.	Address all queries raised by the AG and compliance to legislation. Implement internal control system.	Address all queries raised by the AG and to obtain clean audit.	Streamline internal audit procedures to reduce AG fees in future.
Risk Management Committee	Improve functionality, performance, and professionalism	Functional Risk Management Committee.	To advise management on issues of Risk Management. RMC to meet as often as possible (no less than quarterly) to render required support.	RMC to meet as often as possible (no less than quarterly) to render required support. Provide training to the Risk Committee members (Exec Management) on Risk Management matters.	Continuous provision of training to the Risk Committee members (Exec Management) on Risk Management matters.	
Internal Audit	Improve functionality, performance, and professionalism.	Clean audit	To assist management to comply with all relevant legislations and maintain sound internal control systems. Assist Management in addressing all queries raised by the AG and compliance to legislation. Assist Management in implementing sound internal control system.	Develop risk based strategic and operational audit plan. Assist Management in addressing all queries raised by the AG and compliance to legislation. Assist Management in	Develop risk based strategic and operational audit plan. Appoint IT Audit specialist. Streamline internal audit procedures to reduce AG fees in future. Streamline internal audit procedures to get reliance by	Allocate specific for each directorate to deal with compliance matters in each directorate.

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Risk Management	Improve functionality, performance, and professionalism	Risk conscious and responsive environment	Improve risk management processes by ensuring that all identified risks are mitigated. Conducting risk assessments, updating risk registers, monitoring of implementation of risk register.	Implementing sound internal control system. Establish functional risk management unit. Conduct risk assessments, updating risk registers, monitoring of implementation of risk register.	AG on the work of Internal Audit. Improve on the functionality of the risk committee by offering the members training on the roles and responsibilities of the RMC.	Risk assessments conducted quarterly. Integration of risk management system with IDP, budget and PMS Improve on the functionality of the risk committee by offering the members an advanced training on effective RMC.
Safety and Security	Safe and secured communities.	Protect the environment and improve community well-being.	Protection of Municipal assets and its employees. Coordination of safety and security programmes.	Continuously coordinate safety and security in communities. Implement Municipal security system.	Coordination of safety and security programmes.	Coordination of safety and security programmes.

In terms of Regulation 21 of 2014, Local Government: Regulations on appointment and conditions of employment of senior managers¹, focus should also be on applying the eight Batho Pele Principles².

The Batho Pele principles are as follows:

Consultation

There are many ways to consult users of services including conducting customer surveys, interviews with individual users, consultation with groups, and holding meetings with consumer representative bodies, NGOs and CBOs. Often, more than one method of consultation will be necessary to ensure comprehensiveness and representativeness. Consultation is a powerful tool that enriches and shapes government policies such as the Integrated Development Plans (IDPs) and its implementation in Local Government sphere.

¹ Regulation 21 of 2014, Local Government: Regulations on appointment and conditions of employment of senior managers is available on: www.gpwonline.co.za

² Batho Pele Principles are available on: http://www.ipid.gov.za/about%20us/batho_pele.asp

Setting service standards

This principle reinforces the need for benchmarks to constantly measure the extent to which citizens are satisfied with the service or products they receive from departments. It also plays a critical role in the development of service delivery improvement plans to ensure a better life for all South Africans. Citizens should be involved in the development of service standards.

Required are standards that are precise and measurable so that users can judge for themselves whether or not they are receiving what was promised. Some standards will cover processes, such as the length of time taken to authorize a housing claim, to issue a passport or identity document, or even to respond to letters.

To achieve the goal of making South Africa globally competitive, standards should be benchmarked (where applicable) against those used internationally, taking into account South Africa's current level of development.

Increasing access

One of the prime aims of Batho Pele is to provide a framework for making decisions about delivering public services to the many South Africans who do not have access to them. Batho Pele also aims to rectify the inequalities in the distribution of existing services. Examples of initiatives by government to improve access to services include platform services such as the Gateway, Multi-Purpose Community Centers and Call Centers.

Access to information and services empowers citizens and creates value for money, quality services. It reduces unnecessary expenditure for the citizens.

Ensuring courtesy

This goes beyond a polite smile, 'please' and 'thank you'. It requires service providers to empathize with the citizens and treat them with as much consideration and respect as they would like for themselves.

The public service is committed to continuous, honest and transparent communication with the citizens. This involves communication of services, products, information and problems, which may hamper or delay the efficient delivery of services to promised standards. If applied properly, the principle will help demystify the negative perceptions that the citizens in general have about the attitude of the public servants.

Providing information

As a requirement, available information about services should be at the point of delivery, but for users who are far from the point of delivery, other arrangements will be needed. In line with the definition of customer in this document, managers and employees should regularly seek to make information about the organization, and all other service delivery related matters available to fellow staff members.

Openness and transparency

A key aspect of openness and transparency is that the public should know more about the way national, provincial and local government institutions operate, how well they utilize the resources they consume, and who is in charge. It is anticipated that the public will take advantage of this principle and make suggestions for improvement of service delivery mechanisms, and to even make government employees accountable and responsible by raising queries with them.

Redress

This principle emphasizes a need to identify quickly and accurately when services are falling below the promised standard and to have procedures in place to remedy the situation. This should be done at the individual transactional level with the public, as well as at the organisational level, in relation to the entire service delivery Programme.

Public servants are encouraged to welcome complaints as an opportunity to improve service, and to deal with complaints so that weaknesses can be remedied quickly for the good of the citizens.

Value for money

Many improvements that the public would like to see often require no additional resources and can sometimes even reduce costs. Failure to give a member of the public a simple, satisfactory explanation to an enquiry may, for example, result in an incorrectly completed application form, which will cost time to rectify.

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3. SERVICE DELIVERY AND PERFORMANCE INDICATORS

The high-level indicators and targets for the Office of Municipal Manager are as follows:

TOP LAYER SDBIP INDICATORS										
IDP-ID #	HIERARCHY (KPA/ STRATEGIC OBJECTIVE/ PROGRAMME)	PROJECT NAME/ DESCRIPTION	KEY PERFORMANCE INDICATOR	BASELINE	U O M	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	ADJUSTED ANNUAL TARGET 2026/ 2027
RISK MANAGEMENT										
M - 0003	KPA 4: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	Convening of Risk management committee meetings and discussing progress on risk mitigations	Number of Risk Committee Meeting conducted per quarter (YTD)	5	#	1	2	3	5	5 Risk Committee Meetings conducted by 30 th June 2027
						100%	100%	100%	100%	R 103 623
M - 24	KPA 4: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Anti-corruption	Fraud and Corruption cases Reported and referred for investigation	Percentage of Fraud and Corruption cases Reported and referred for investigation per quarter (non-cumulative)	0	%	100%	100%	100%	100%	100% Fraud and Corruption cases Reported and referred for investigation by 30 th June 2027
						100%	100%	100%	100%	OPEX
										Register for reported cases and Investigation Report
INTERNAL AUDIT										
M - 0004	KPA 4: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Audit Committee	Submission of Audit Committee reports to Council	Number of Audit Committee reports submitted with clear recommendations to Council per quarter (YTD)	4	#	1	2	3	4	4 Audit Committee reports submitted with clear recommendations to Council by 30 th June 2027
										OPEX
										Audit Committee Report submitted to Council and Council resolution
M - 068	KPA 4: Good Governance and Public Participation\	Submission of Internal Audit reports on the	Number of Internal Audit reports on the implementation of	4	#	1	2	3	4	4 Internal Audit reports on the implementation of
										OPEX
										Internal Audit quarterly Report

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TOP LAYER SDBIP INDICATORS													
IDP-ID #	HIERARCHY (KPA\ STRATEGIC OBJECTIVE\ PROGRAMME)	PROJECT NAME/ DESCRIPTION	KEY PERFORMANCE INDICATOR	BASELINE	U O M	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	ADJUSTED ANNUAL TARGET 2026/ 2027	ADJUSTED ANNUAL BUDGET	PORTFOLIO OF EVIDENCE	
	Responsible, accountable, and effective corporate governance\ Audit Committee	Implementation of Internal Audit Plan to AC	Internal Audit Plan submitted to AC per quarter (YTD)							Internal Audit Plan submitted to AC by 30 th June 2027			
M – 648	KPA 4: Good Governance and Public Participation\ Responsible, accountable, and effective, and efficient corporate governance\ Audit Committee	Holding of Audit Committee meetings	Number of Ordinary Audit Committee meetings held quarterly in accordance with the approved annual meeting plan, and resolutions tracked for implementation per quarter (YTD)	10	#	1	2	3	4	4 Ordinary Audit Committee meetings held quarterly in accordance with the approved annual meeting plan, and resolutions tracked for implementation by 30 th June 2027	R 437 951		Invitation, Minutes, and attendance register
M – 652	KPA 4: Good Governance and Public Participation\ Responsible, accountable, and effective, and efficient corporate governance\ Audit Committee	Implementation of Audit reviews as per Audit plan in a quarter	Percentage of audit reviews conducted per quarter (non-cumulative)	94%	%	90%	90%	90%	90%	90% Audit reviews conducted per quarter by 30 th June 2027	OPEX		Audit Plan Internal Audit Report submitted to AC
SECURITY													
M – 706	KPA 2: Service Delivery and Infrastructure Development\ Protect the environment and improve community	Conducting Safety and Security meetings	Number of Safety and Security meetings conducted per quarter (YTD)	4	#	1	2	3	4	4 Safety and Security meetings conducted by 30 th June 2027	OPEX		Invitations, agenda, attendance register, minutes

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TOP LAYER SDBIP INDICATORS												
IDP-ID #	HIERARCHY (KPAI STRATEGIC OBJECTIVE\ PROGRAMME)	PROJECT NAME/ DESCRIPTION	KEY PERFORMANCE INDICATOR	BASELINE	U O M	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	ADJUSTED ANNUAL TARGET 2026/ 2027	ADJUSTED ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
	well-being\ Safety and Security											

The lower-level indicators and targets for the Office of Municipal Manager are as follows:

LOWER LAYER SDBIP INDICATORS												
IDP-ID #	HIERARCHY (KPAI STRATEGIC OBJECTIVE\ PROGRAMME)	PROJECT NAME/ DESCRIPTION	KEY PERFORMANCE INDICATOR	BASELINE	U O M	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	ADJUSTED ANNUAL TARGET 2026/ 2027	ADJUSTED ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
RISK MANAGEMENT												
M - 0001	KPA 4: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	Anti-fraud and corruption awareness campaigns	Number of fraud and corruption awareness conducted per quarter (YTD)	1	#	N/A	1	N/A	2	2 fraud and corruption awareness conducted per quarter by 30 th June 2027	OPEX	Posters/Notices, Social Media pages, Staff emails, attendance register, invitation, agenda
M - 0002	KPA 4: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	Development of all risk registers and quarterly monitoring of risk mitigations	Number of Risk registers developed, monitored and emerging Risks identification per quarter (non-cumulative)	5	#	5	5	5	5	5 Risk registers by 30 th June 2027	OPEX	Risk registers. (Strategic, Operational, Fraud, Project, ICT)
M - 0024	KPA 4: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	Reviewing of policies and strategies attached to risk management and approval by council	Number of Risk Management Policies and Strategies Reviewed and sent to council for adoption per	6	#	N/A	N/A	N/A	6	6 Risk Management Policies reviewed and approved by Council by 30 th June 2027	OPEX	Council Resolution and Approved Policy

LOWER LAYER SDBIP INDICATORS										
IDP-ID #	HIERARCHY (KPA/ STRATEGIC OBJECTIVE/ PROGRAMME)	PROJECT NAME/ DESCRIPTION	KEY PERFORMANCE INDICATOR	BASELINE	U O M	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	ADJUSTED ANNUAL TARGET 2026/ 2027
	corporate governance\ Anti-corruption		annum (non-cumulative)							
INTERNAL AUDIT										
M-0006	KPA 4: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Internal Audit	Updating of Internal Audit Query register	Number of Internal Audit Query Registers updated and monitored per quarter (YTD)	4	#	1	2	3	4	4 Internal Audit Query Registers updated and monitored by 30 th June 2027
							OPEX			Query Register served at Audit Committee during the quarter
SECURITY										
M-067	KPA 2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Safety and Security	Conducting Safety and Security Surveys	Number of Safety and Security Audits surveys conducted per quarter (YTD)	4	#	1	2	3	4	4 Safety and Security surveys conducted by 30 th June 2027
							OPEX			Security Survey sheets, Security Report
COMPLIANCE KPI'S										
M-23	KPA 4: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ IT and Support	Complaints received on the Electronic System	Percentage of complaints received on the electronic system by customer care and successfully attended to by the Office of the MM per quarter (non-cumulative)	N/A	%	100%	100%	100%	100%	100% of complaints received on the electronic system by customer care and successfully attended to by the Office of the MM by 30 th June 2027
							OPEX			System-generated quarterly Report signed by Manager Admin and Director CSS
M-	KPA 4: Good Governance and	AG queries resolved	Percentage of AG queries resolved by	67%	%	N/A	N/A	50%	100%	100% AG queries resolved by the
							OPEX			Summary of AG queries resolved

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IDP-ID #	LOWER LAYER SDBIP INDICATORS										PORTFOLIO OF EVIDENCE	
	HIERARCHY (KPA) STRATEGIC OBJECTIVE\ PROGRAMME)	PROJECT NAME/ DESCRIPTION	KEY PERFORMANCE INDICATOR	BASELINE	U O M	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	ADJUSTED ANNUAL TARGET 2026/ 2027		ADJUSTED ANNUAL BUDGET
26	Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General		the Office of the MM per quarter (YTD)							Office of the MM by 30 th June 2027		signed by CAE and Municipal Manager
M – 27	KPA 4: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	Internal Audit findings resolved	Percentage of Internal audit findings resolved by the Office of the MM per quarter (YTD)	25%	%	30%	50%	80%	100%	100% Internal audit findings resolved by the Office of the MM by 30 th June 2027	OPEX	Summary of IA queries resolved signed by CAE and Municipal Manager
M – 28	KPA 4: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	Implementation of AC resolutions	Percentage of AC's resolutions implemented by the Office of the MM per quarter (non-cumulative)	100%	%	100%	100%	100%	100%	100% AC's resolutions implemented by the Office of the MM by 30 th June 2027	OPEX	Summary of AC Resolutions Implemented, Signed by CAE and Municipal Manager
M – 348	KPA 5: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	Payment of Creditors	Percentage of creditors paid within 30 days by Office of the MM per quarter (non-cumulative)	98%	%	100%	100%	100%	100%	100% Creditors paid within 30 days by Office of the MM by 30 th June 2027	OPEX	Payment Report signed by Manager Expenditure

LOWER LAYER SDBIP INDICATORS												
IDP-ID #	HIERARCHY (KPA)\ STRATEGIC OBJECTIVE\ PROGRAMME)	PROJECT NAME\ DESCRIPTION	KEY PERFORMANCE INDICATOR	BASELINE	U O M	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	ADJUSTED ANNUAL TARGET 2026/ 2027	ADJUSTED ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
M – 654	KPA 4: Good Governance and Public Participation\ Responsible, accountable, and effective, and efficient corporate governance\ Communication	Updating of Municipal website	Percentage on updating Municipal Website as per Sec 75 of the MFMA by the Office of the MM per quarter (non-cumulative)	100%	%	100%	100%	100%	100%	100% Updating of Municipal Website as per Sec 75 of the MFMA by the Office of the MM by 30 th June 2027	OPEX	Calendar of Legislated Publications, Screenshots of Reports Published.
M – 667	KPA 4: Good Governance and Public Participation\ Responsible, accountable, and effective, and efficient corporate governance\ Risk Management	Risk mitigations implemented	Percentage of Risks mitigations implemented by the Office of the MM per quarter (YTD)	83%	%	30%	50%	80%	100%	100% Risk mitigations implemented by the Office of the MM by 30 th June 2027	OPEX	Summary of Risks Mitigations Implemented by the Department and Municipal Manager
M – 691	KPA 4: Good Governance and Public Participation\ Responsible, accountable, and effective, and efficient corporate governance\ Audit Committee	Implementation of Council resolutions	Percentage of Council resolutions implemented by the Office of the MM per quarter (non-cumulative)	100%	%	100%	100%	100%	100%	100% Council resolutions implemented by the Office of the MM by 30 th June 2027	OPEX	Council Resolution Register

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4. ANNEXURE B PERSONAL DEVELOPMENT PLAN 2026/ 2027 FOR MUNICIPAL MANAGER

Personal Development Action Plan				
1. Skills Performance Gap	2. Suggested training and development area	3. Work opportunity created to practice skill / development area	4. Suggested Time Frames	5. Expected outcome
		N/A		

5. 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 organization through excellent performance. This plan has derived from intense work shopping 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 on-going 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: 01 July 2024	DATE: 01 July 2024

