

**REVISED PERFORMANCE AGREEMENT**

MADE AND ENTERED INTO BY AND BETWEEN:

**THE MSUKALIGWA LOCAL MUNICIPALITY  
AS REPRESENTED BY THE EXECUTIVE MAYOR**

**MAPULANE PRECIOUS NKOSI**

AND

**MAQHAWE KUNENE**

**THE EMPLOYEE OF THE MUNICIPALITY**

FOR THE

**FINANCIAL YEAR: 1 JULY 2025 - 30 JUNE 2026**

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## REVISED PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The Msukaligwa local Municipality herein represented by **Mapulane Precious Nkosi** in her capacity as the Executive Mayor (hereinafter referred to as the **Employer** or Supervisor)

and

**Maqhawe Kunene**, Employee of the Municipality (hereinafter referred to as the **Employee**).

### WHEREBY IT IS AGREED AS FOLLOWS:

The original performance agreement has been revised following a directive from the MEC for Cooperative Governance, Human Settlements and Traditional Affairs to include indicators providing progress on the implementation of recommendations from the department on legislative compliance relating to administrative matters, financial matters and performance management.


#### 1. INTRODUCTION

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

#### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;

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- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **01<sup>st</sup> of July 2025** and will remain in force until **30<sup>th</sup> of June 2026** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
  - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
  - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer** and shall include key objectives; key performance indicators; target dates and weightings.
  - 4.2.1 The key objectives describe the main tasks that need to be done.
  - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
  - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
  - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

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**5 PERFORMANCE MANAGEMENT SYSTEM**

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
  - 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Competency Requirements (CRs) respectively.
  - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
  - 5.5.3 KPAs covering the main areas of work will account for 80% and CRs will account for 20% of the final assessment.
  - 5.5.4 The total score must be determined using the rating calculator.
- 5.6 The Employee's assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	25%
Basic Service Delivery	10%
Local Economic Development (LED)	15%
Municipal Financial Viability and Management	20%
Good Governance and Public Participation	20%
Spatial Planning and Rationale	10%
<b>Total</b>	<b>100%</b>

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

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

COMPETENCY REQUIREMENTS FOR EMPLOYEES		
LEADING COMPETENCIES	✓	WEIGHT
Strategic Direction and Leadership		20%
People Management		10%
Program and Project Management		10%
Financial Management		15%
Change Leadership		5%
Governance Leadership		10%
Communication		5%
CORE COMPETENCIES		
Moral Competence		5%
Planning and Organising		5%
Analysis and Innovation		5%
Knowledge and Information Management		5%
Results and Quality Focus		5%
Total percentage	-	100%

## 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the Employee's performance; and
- 6.1.2 the intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

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6.5 The annual performance appraisal will involve:

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

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

**6.5.2 Assessment of the CRs**

- (a) Each CR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CR.
- (c) This rating should be multiplied by the weighting given to each CR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CR score.

**6.5.3 Overall rating**

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

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

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

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Level	Terminology	Description	Rating				
			1	2	3	4	5
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

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

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

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

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

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

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	1 July 2025 – 30 September 2025
<b>Second quarter</b>	:	1 October 2025 – 31 December 2025
<b>Third quarter</b>	:	1 January 2026 – 31 March 2026
<b>Fourth quarter</b>	:	1 April 2026 – 30 June 2026

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

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

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

7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

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

## 9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

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

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- 10.1.1 a direct effect on the performance of any of the Employee's functions;
  - 10.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and
  - 10.1.3 a substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

**11. MANAGEMENT OF EVALUATION OUTCOMES**

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

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

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

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

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

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

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**12. DISPUTE RESOLUTION**

- 12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
  - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or
  - 12.1.2 any other person appointed by the MEC.
  - 12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.
- 12.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

**13. GENERAL**

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Edmore on this the 30<sup>th</sup> day of March 2026

**AS WITNESSES:**

1. [Signature]  
2. [Signature]

[Signature]  
EMPLOYEE

**AS WITNESSES:**

1. [Signature]  
2. [Signature]

[Signature]  
EXECUTIVE MAYOR

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## Revised Performance Plan

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### Msukaligwa Local Municipality

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**Name:** Kunene, Maqhawe  
**Position:** Municipal Manager  
**Plan Period:** 01<sup>st</sup> July 2025 – 30<sup>th</sup> June 2026

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## 1. Performance Plan Overview

### 1.1. Purpose

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

### 1.2. Object of Local Government

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

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

### 1.3. Key Performance Areas

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

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

### 1.4. Strategic Objectives

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

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

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## 2. Position Goal and Purpose

### Position Goal

To improve and maintain the viability and management of municipal finances

### Position Purpose

The municipal manager of a municipality is the accounting officer of the municipality in terms of the MFMA, MSA, Municipal Structures Act and related legislations. As an accounting officer, the Municipal Manager must exercise the functions and powers assigned to an accounting officer which comprises the following:

- (a) Formation and development of an economic, effective, efficient and accountable administration equipped to implement planned strategies or municipal IDP and ensuring the smooth running of the municipality.
- (b) Providing guidance and advice on compliance with relevant legislations to the political office-bearers and officials of the municipality including any municipal entity under the sole or shared control of the municipality.
- (c) The Municipal Manager is accountable for the overall performance of the municipal administration.

The Municipal Manager is accountable to the Executive Mayor for the performance of the duties referred to herewith.

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### 3. Performance Scorecard

The key performance areas, performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for eighty percent (80%) of the total employee assessment score.

No	Performance Objective	Key Performance Indicator	Weight	Baseline 2024/2025	Quarterly Targets 2025-2026				Annual Target 2025/2026	Means of Verification
					Quarter 1	Quarter 2	Quarter 3	Quarter 4		
<b>KEY PERFORMANCE AREA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>										
<b>Functional Area: Vacancy Management</b>										
001	To enhance institutional capacity to achieve the constitutional mandate of the Council	Number of funded vacancies filled	25%	63 funded vacancies filled	20	12	10	14	56	Appointment letters - Listing of appointments
<b>Functional Area: Human Resource Management and Development</b>										
002	To ensure that performance management is cascaded to lower levels of management and assessed.	% PMS cascaded to lower levels of management	5%	51% Cascaded	25%	25%	25%	25%	100%	- Signed performance agreements
005/1	To ensure capacity building of municipal Councillors and employees	Work-place skills plan (WSP) submitted to the LGSETA	4%	1 WSP submitted	0	0	0	1	1	- WSP report and acknowledgement of receipt by LGSETA
<b>Functional Area: Labour Relations</b>										
A02	To ensure on-going consultation with labour in decision-making	Number of Local Labour Forum meetings held	4%	4 LLF meeting held	1	1	1	1	4	- Minutes and Attendance Registers
<b>Functional Area: Legal and Compliance</b>										
A05	To ensure Mayoral committee is aware of the litigation register of the municipality	Litigation register report is submitted quarterly to the Mayoral Committee	4%	4 Reports submitted	1	1	1	1	4	- Litigation register

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S002	To ensure recommendations made in the Section 47 report are monitored and implemented.	Number of quarterly reports on the implementation of COGHSTA recommendations on legislative compliance relating to administrative and performance management matters submitted	4%	New indicator	0	0	1	1	2	- Proof of Submission to COGHSTA
<b>KEY PERFORMANCE AREA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT</b>										
<b>Functional Area: Electricity</b>										
027	To ensure that the power supplied to all consumers is metered	Number of electricity meters installed	0.8%	4850 meters installed	300	300	300	300	1200	- Meter installations listing and Job cards
026/1	To ensure that all households have access to basic level of electricity	Number of households with access to electricity	0.8%	97 HH provided with access to electricity	Not Assigned	Not Assigned	Not Assigned	120	120	- Close-out report and completion certificate
<b>Functional Area: Water and Sanitation</b>										
017/1	To ensure that all households have access to basic level of drinking water	Number of households with access to basic level of water (Boreholes)	0.8%	150 HH provided with access to water	Not Assigned	Not Assigned	Not Assigned	260	260	- Close-out report and completion certificate
019	To ensure that all consumers are metered for water consumption	Number of water meters installed	0.8%	1593 new water meters installed	300	300	300	300	1200	- Meter installations listing - Job Cards
025/1	To ensure the quality of wastewater comply with water use licence and general /special limits	Average percentage achieved on the quality of wastewater effluent in compliance with General / Special Effluent Standard.	0.7%	New indicator	0	0	70%	70%	70%	- Drinking water quality compliance report
025/2	To ensure the quality of drinking water comply with SANS-241	Average percentage achieved on the quality of drinking water produced in	0.7%	New Indicator	0	0	95%	95%	95%	- Wastewater quality compliance report

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		compliance with SANS 241 standards										
023/1	To ensure that all households have access to basic level of hygienic sanitation	Number of households provided with pour flush toilets	0.7%	New indicator	0	0	150	0	150	0	150	- Close-out report and completion certificate
<b>Functional Area: Roads and Storm Water</b>												
029	To ensure well maintained roads	Kilometres of gravel roads maintained	0.7%	128.74 Km re-gravelled or Bladed	25km	25km	25km	25km	25km	25km	100 km	- Listing of roads re-gravelled and their lengths
031	To ensure well maintained roads	Square meters (m2) of roads resurfaced/Patched	0.7%	87787 m <sup>2</sup> re-surfaced	5500m <sup>2</sup>	5500m <sup>2</sup>	7000m <sup>2</sup>	7000m <sup>2</sup>	7000m <sup>2</sup>	7000m <sup>2</sup>	25 000 m <sup>2</sup>	- Monthly reports
028	To ensure gravel roads are upgraded to asphalt or paved	Km of gravel roads tarred or paved	0.7%	2.5 km upgraded	0	0	0	2.290 km	2.290 km	2.290 km	2.290 km	- Progress reports - Practical completion certificate
<b>Functional Area: Solid Waste Disposal and Environmental Management</b>												
036	To ensure that households are provided with the minimum solid waste removal services	Number of areas receiving basic solid waste removal	0.7%	61 areas provided with waste collection	0	0	0	61	61	61	61	- Waste Collection Schedule - Waste Collection Registers - Quarterly Reports
<b>Functional Area: Fire and Emergency Services</b>												
055	To ensure that fire and emergency incidents are attended to within the prescribed timeframe	Percentage of fire and emergency incidents attended within the pre-determined timeframe in accordance with SANS 10090 by 30 <sup>th</sup> June 2026	0.7%	85% of fire and emergency incidents attended	79%	79%	82%	82%	82%	82%	82%	- Fire incident response report
<b>Functional Area: Disaster Management</b>												
059	To ensure that all disaster incidents are attended to within the prescribed timeframes.	Percentage of disaster incidents attended within 24 hours	0.7%	100% Disaster incidents attended timely	100%	100%	100%	100%	100%	100%	100%	- Disaster assessment forms and listing

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<b>Functional Area: Traffic Services and Law Enforcement</b>										
062	To ensure motorists compliance to road safety rules and regulations	Number of roadblocks conducted	0.7%	19 roadblocks conducted	3	3	3	3	12	- Invitation letters - Signed proof of the activities conducted
<b>KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT</b>										
<b>15%</b>										
<b>Functional Area: Economic Development</b>										
101	To ensure SMMEs are supported to participate in the economy	Number of Local SMMEs and Cooperatives supported (Financial and Non-Financial Support)	3.8%	0 SMMEs and Cooperatives supported	15	0	0	0	30	- Attendance registers and Training reports
035	To ensure that job opportunities are created in terms of the EPWP guidelines	Number of short-term work opportunities secured and allocated via Public/Private Employment Programmes (incl. EPWP and other related employment programmes)	3.7%	430 work opportunities created	110	110	110	112	442	- EPWP Report - Listing of staff
101/1	To ensure SMMEs are supported to participate in the economy	Number of the LED Workshop/Trainings held	3.8%	2 LED Workshop held	1	1	1	1	4	- Invitation - Attendance Register - Minutes
192/1	To facilitate and mobilize resources for economic growth in the municipal area	Number of LED Forum meetings held	3.7%	No LED Forum meeting held	1	1	1	1	4	- Invitations - Attendance Register - Minutes
<b>KEY PERFORMANCE AREA 4: FINANCIAL VIABILITY AND MANAGEMENT</b>										
<b>20%</b>										
<b>Functional Area: Revenue Management and Credit Control</b>										
066	To ensure indigent consumers are registered and receive Free Basic Services	Number of indigent households receiving Free Basic services (FBS)	2%	3940 registered indigents	5000	1000	500	200	7000	- List of indigent households registered and subsidised
070	To ensure necessary strategies are implemented	Percentage of Revenue collected	2%	75% revenue collected	75%	75%	75%	75%	75%	- Billing report (age analysis)

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	to improve revenue collection												
<b>Functional Area: Expenditure Management</b>													
* 032	To ensure that funds allocated are spent on planned infrastructure projects	Percentage of total capital expenditure funded from capital conditional grants	2%	100% Spent	25%	50%	75%	100%	100%				- Expenditure report for all municipal grants
<b>Functional Area: Supply Chain Management</b>													
067	To ensure that all bids above R300 000 are awarded within 90 days from date of closure	Percentage of bids awarded within 90 days from the date of closure	2%	4 reports compiled	1	1	100%	1	4				- Quarterly reports on awarded bids
067/1	To ensure Compliance with SCM Policy	Number of Quarterly SCM Reports submitted to Council	2%	4 Quarterly Reports	1	1	1	1	4				- SCM Quarterly Reports - Council resolution
<b>Functional Area: Stores Management</b>													
A20/1	To ensure compliance with cost curtailment measures	Percentage Implementation of procurement plan	2%	1 Plan developed	25%	50%	75%	100%	100%				- Procurement performance report
<b>Functional Area: Financial Reporting and Budgeting</b>													
076	To ensure effective and efficient budget expenditure	Number of budgets approved	1%	3 budgets approved	0	0	2	1	3				- Council Resolutions
077	To ensure that the AFS are completed and submitted to all relevant stakeholders as prescribed by the MFMA	Number of Annual Financial Statements compiled and submitted to relevant stakeholders	2%	1 AFS submitted to relevant stakeholders	1	0	0	0	1				- AFS - Submission letters - Proof of submission
A22	To ensure compliance to Section 52 of the MFMA	Number of section 52 reports submitted to the Council within 30 days after the end of each quarter	1%	4 section 52 reports submitted.	1	1	1	1	4				- Sec 52 Reports - Council resolution
078	To ensure compliance with Section 72 of the MFMA	Number of Section 72 Reports submitted to the Mayor, PT and NT by 25 <sup>th</sup> of January 2026	2%	1 Section 72 Report submitted	0	0	1	0	1				- Section 72 Report - Proof of submission to EM, NT and PT

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S003	To ensure recommendations made in the Section 47 report are monitored and implemented.	Number of quarterly reports on the implementation of COGHSTA recommendations on legislative compliance relating to financial management matters submitted	2%	New indicator	0	0	1	1	- Proof of Submission to COGHSTA - 2
<b>KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>									
<b>Functional Area: Governance and Public Participation</b>									
016	To perform oversight and advice on the Council's Annual Report	Municipal Public Accounts Committee oversight reports on Annual Report tabled in the Council by 31 <sup>st</sup> March	2%	1 MPAC Report tabled in the Council and approved	0	0	1	0	- MPAC report - Council Resolution 1
A07	To promote intersectoral collaboration and oversee the implementation of strategy	Number of transversal programmes held	1%	4 LAC meetings held	5	4	4	4	- Attendance registers / Events report 17
012	Mayoral outreached programmes including Imbizo's	Number of Mayoral Outreached Programmes held	1%	18 Outreached Programmes held	1	1	4	4	- Attendance Register/Event Report 10
<b>Functional Area: Leadership and Strategic Direction</b>									
014	To provide executive and legislative leadership on as provided for by the Constitution of the Republic of South Africa.	Number of Council meetings held	2%	13 Council meetings held	1	1	3	1	- Attendance Register and listing of meetings 6
014/1	To ensure that resolutions of the Council are fully implemented	Quarterly reports on the implementation of Council resolutions tabled in Council	2%	4 Reports on Council resolutions implemented	1	1	1	1	- Listing Council Resolutions - Resolutions implementation Report 4

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A24	To ensure that information is reaching communities on the activities of the municipality	Number of external newsletters Compiled and posted on the Municipal website	1%	4 quarterly newsletters compiled	1	1	1	1	1	4	- Posted newsletters
<b>Functional Area: Performance Management, Monitoring and Evaluation</b>											
090	To ensure that all Directors sign their Performance Agreements at the beginning of the financial year	Number of performance agreements for Senior Managers signed by 31 <sup>st</sup> July	1%	6 performance agreements signed	6	0	0	0	0	6	- Signed performance agreements of senior managers
091	To ensure that all Directors' performance is assessed in terms of the Performance Regulations	Number of performance evaluations for Senior Managers conducted	1%	2 performance evaluations conducted	0	0	2	0	2	2	- Performance Assessment reports for senior managers
092	To ensure that APR is compiled in terms of Sec 46 of the MSA and submitted to relevant stakeholders	Number of Annual Performance Reports compiled in terms of Sec 46 of MSA and submitted to relevant stakeholders by 31 <sup>st</sup> August	2%	1 APR compiled and submitted to relevant stakeholders	1	0	0	0	0	1	- Signed APR - Proof of submission
093	To ensure that both Draft and Final Annual Reports are approved by the Council within the prescribed timeframe and submitted to relevant stakeholders	Number of Annual Reports compiled and submitted to relevant stakeholders by 31 <sup>st</sup> March	1%	2 Annual Reports submitted to relevant stakeholders (Draft & Final)	0	0	2	0	0	2	- Signed Annual Report. - Proof of submission - Proof of publications
087	To ensure that quarterly performance reports are tabled in the Council	Number of Performance quarterly reports tabled in the Council	1%	4 SDBIP quarterly reports tabled	1	1	1	1	1	4	- Quarterly performance reports - Council Resolutions
094	To ensure compliance to MFMA on the approval of the municipal SDBIP	Number of SDBIPs approved 28 days after the budget approval	1%	2 SDBIP approved (Original and Revised)	0	0	0	1	1	1	- Approved SDBIP. - Council Resolution - Proof of

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	provided for by Chapter 4 of the MSA and Sec. 22 of the MFMA											- Attendance Registers
086	To ensure that all relevant stakeholders are consulted on the planning and implementation	Number of quarterly IDP representative forums held	1.25%	4 IDP representative forums held	1	1	0	2	4			- Public notice for IDP Rep Forums. - Invitations - Attendance Registers
<b>Functional Area: Sustainable Human Settlement</b>												
103	To ensure that communities are settled on approved townships to access municipal services	Number of informal settlements formalized	1.25%	2 settlements formalized	0	0	0	2	2			- Approved Township
<b>Functional Area: Land Use Management</b>												
106	To ensure timeous processing of building plans	Percentage of compliant building plans processed within 60 days	1.25%	100% Compliant building plans processed within 60 days	100%	100%	100%	100%	100%			- Building plan register - Building plans and approval or disapproval letters
107	To ensure that inspections on buildings and other land uses are done and contraventions notices are served	Number of building and land use contraventions issued quarterly	1.25%	100 building and land use contraventions issued	25	25	25	25	100			- Listing of notices and notices served
109	To ensure timeous consideration of complaints on Land Use and Land Development Applications	Percentage of compliant on Land-Use and Land Development Applications considered by the Land Development Officer within 30 days.	1.25%	100% Compliant Land Use and Land Development Applications considered by LDO	100%	100%	100%	100%	100%			- Listing of applications considered by LDO

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#### 4. Competencies

The assessment on competencies shall comprise twenty percent (20%) of the total employee assessment score.

Competency	Definitions	Weighting
<b>Leading Competencies (70%)</b>		
Strategic Direction and Leadership	Must be able to provide vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate	20%
People and Diversity Management	Must be able to manage and encourage people, optimize their outputs and effectively manage relationships in order to achieve the municipality's goals	10%
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved	10%
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003	15%
Change Management	Must be able to initiate and support municipal transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	5%
Governance Leadership	Must be able to formulate policies, mitigate risks and compliance management and inculcate the spirit of cooperative governance.	10%
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes	5%
<b>Core Competencies (30%)</b>		
Moral Competence	Must be able to display and build the highest standard of ethical and moral conduct in order to promote confidence and trust in the municipality	5%
Planning and Organizing	Must be able to plan and organise all necessary resources to achieve the objectives of the municipality.	5%
Analysis and Innovation	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a manner that contributes to the improvement of municipal processes so the municipal goals could be achieved.	5%
Knowledge and Information Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality.	5%

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Results and quality focus	Must be able to aligning the employee's key skills and setting plans for the delivery of certain results whilst also ensuring that high standards at work are promoted and maintained in order to improve services.	5%
<b>Total:</b>		100%

**5. Summary Scorecard**

Key Performance Areas	IDP Objective	KPA Weighting (%)	Assessment Weighting	1st Assessment	2nd Assessment	Total Score	
	<b>Performance Areas</b>						
Municipal Transformation and Organisational Development	To develop institutional capacity and improve effective management of resources	25%	80%				
Basic Service Deliver	To ensure long term planning and provision of sustainable services delivery and maintenance of infrastructure	10%					
LED	To encourage shared economic growth and development	15%					
Financial Viability	To ensure development of institutional capacity and efficient financial management geared towards efficient service delivery	20%					
Good Governance and Public Participation	To practice good governance and promote a culture of community participation in the affairs of the municipality	20%					
Spatial Planning and Rationale	To ensure integrated long term planning	10%					
<b>Total</b>		<b>100%</b>					
<b>Core Competency Requirements</b>				20%			

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**6. Rating Scale**

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

5	4	3	2	1
Outstanding Performance	Performance Significantly Above Expectation	Fully Effective	Not Fully Effective	Unacceptable Performance
Performance far exceeding the standard expected of an employee at this level. The appraisal indicates that the employee has achieved above fully effective results against all performance criteria and indicators as specified in the KPA and Performance Plan and maintained this in all areas of responsibility throughout the year	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	Performance is below the standard required for the job in key areas. Performance meets some the standards expected for the job. The review/ assessment indicates that the employee has achieved below fully effective results against more than half of the key performance criteria and indicators as specified in the PA and Performance Plan.	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

**7. Performance Assessment Process**

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

**7.1. Performance Assessment:**

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

**7.2. The processes for determining employee rating**

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

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

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

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



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

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**8. Approval of the personal performance plan**

The process followed ensures individual alignment to the strategic intent of the institution and give clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, build sound relationships, develop human capital and to strengthen the organization through excellent performance. This plan has been prepared 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.

<p><b>Undertaking of the employer /superior</b></p> <p>On behalf of my organization, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained, as such, I undertake to lead to the best of my ability, communicate comprehensively and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this performance plan.</p>	<p><b>Undertaking of the employee</b></p> <p>I herewith confirm that I understand the strategic importance of my position within the broader organization. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to the expectations and to serve the organization, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.</p>
<p><b>Signed and accepted by the Executive Mayor /Supervisor on behalf of Council:</b></p>	<p><b>Signed and accepted by the Employee:</b></p>
<p>Signature: </p>	<p>Signature: </p>
<p>Date: 30/03/2026</p>	<p>Date: 30/03/2026</p>