



# **PERFORMANCE AGREEMENT 2026/2027 FINANCIAL YEAR**

Made and Entered into by and between  
**THE MODIMOLLE-MOOKGOPHONG LOCAL  
MUNICIPALITY**

Herein represented by

**ACTING MUNICIPAL MANAGER - LEKUBU CHARLES MALEMA,**

(Herein after referred to as the “**Employer**”)

And

**ACTING CHIEF FINANCIAL OFFICER  
CHARNELLE BOTHA, ID: 9404160065087**

(Herein and after referred to as the “**Employee**”)

For the period  
**01 July 2026 – 31 August 2027**

## Table of Contents

|                                                       |    |
|-------------------------------------------------------|----|
| DEFINITIONS.....                                      | 3  |
| 1. INTRODUCTION.....                                  | 4  |
| 2. PURPOSE OF AGREEMENT.....                          | 4  |
| 3. STRATEGIC OBJECTIVE .....                          | 5  |
| 4. COMMENCEMENT AND DURATION .....                    | 5  |
| 5. PERFORMANCE OBJECTIVES .....                       | 5  |
| 6. PERFORMANCE MANAGEMENT SYSTEM .....                | 7  |
| 7. EVALUATING PERFORMANCE .....                       | 9  |
| 8. SCHEDULE FOR PERFORMANCE REVIEWS.....              | 11 |
| 9. DEVELOPMENTAL REQUIREMENTS .....                   | 12 |
| 10. OBLIGATIONS OF THE EMPLOYER.....                  | 13 |
| 11. CONSULTATION.....                                 | 13 |
| 12. MANAGEMENT OF EVALUATION OUTCOMES .....           | 13 |
| 13. PERFORMANCE BONUS.....                            | 15 |
| 14. DISPUTE RESOLUTION /APPEAL.....                   | 15 |
| 15. GENERAL .....                                     | 16 |
| ANNEXURE A (Part 1): PERFORMANCE PLAN - 2026/27 ..... | 17 |
| ANNEXURE B: PERSONAL DEVELOPMENT PLAN 2026/27 .....   | 25 |
| ANNEXURE C: DISCLOSURE OF INTEREST FORM 2026/27 ..... | 26 |

- (i) The Employer has entered into a contract of employment with the Employee in terms of contract of employment signed with employee. The **Employer** and the **Employee** are hereinafter referred to as "**the Parties**";
- (ii) Performance Management System Policy as approved by Council, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement;
- (iii) 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;
- (iv) The Parties wish to ensure that there is compliance with the PMS Policy and the procedure manual of Council.

*NOW Therefore* the Parties agree as follows:

## **DEFINITIONS**

**"The ACT"** shall mean the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000 as amended)

|                       |   |                                                                                     |
|-----------------------|---|-------------------------------------------------------------------------------------|
| <b>IDP</b>            | - | Integrated Development Plan                                                         |
| <b>SDBIP</b>          | - | Service Delivery Budget Implementation Plan                                         |
| <b>POE</b>            | - | Portfolio of Evidence                                                               |
| <b>KPA</b>            | - | Key Performance Area                                                                |
| <b>KPI</b>            | - | Key Performance Indicator                                                           |
| <b>MFMA</b>           | - | Municipal Finance Management Act                                                    |
| <b>FINANCIAL YEAR</b> | - | refers to the 12 month period which the organisation determines as its budget year. |



## 1. INTRODUCTION

1.1 This performance contract is between **Charnelle Botha** the **Acting Chief Financial Officer** and **Lekubu Malema** in his capacity as **Acting Municipal Manager**, within the provisions of the delegated powers as stipulated by Council. The contract is for the 2026/2027 financial year only. The expected performance reflected in this contract is based on the Integrated Development Plan (IDP) 2026/2027, the Service Delivery and Budget Implementation Plan (SDBIP) 2026/27. The afore-mentioned documents have been adopted as working documents of Modimolle-Mookgophong local Municipality and therefore, shall be the basis of performance assessment.

## 2. PURPOSE OF AGREEMENT

The purpose of this agreement is to:-

- 2.1 Comply with the provisions of legislation and the regulations pertaining to performance management;
- 2.2 Specify objectives and targets defined and agreed to 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 (IDP), 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/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. STRATEGIC OBJECTIVE

The Acting **Chief Financial Officer** has the overall responsibility of ensuring that he shall be, subject to the policy directives of the Council of the Municipality, responsible and accountable for Improved Financial Management, administratively being in charge of the service delivery programmes within the Municipality's Performance Management System, budget, asset management, supply chain management, financial management and review, and any other functions as may be delegated to him/her by the **Municipal Manager**.

### 4. COMMENCEMENT AND DURATION

4.1 This Agreement will commence on **01 July 2026** and will remain in force until **31 August 2027** or until a new Performance Agreement, Performance Plan and Personal Development Plan is concluded between the parties for the ensuing financial year or part thereof.

4.2 The parties will review the provisions of this Agreement during June each year and will conclude not later than 31st July of each ensuing financial year a new Performance Agreement, Performance Plan and Personal Development Plan that replaces this Agreement.

4.3 This Agreement will terminate on the termination of the employment contract entered into by and between the parties for whatever reason.

4.4 The parties agree that the contents of the agreement may be revised at any time during the duration thereof with the purpose to determine the applicability thereof.

4.5 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must by mutual agreement between the parties. Immediately be revised.

### 5. PERFORMANCE OBJECTIVES

5.1 The Performance Plan **Annexure "A"** sets out:

5.1.1 The performance objectives and targets that must be met by the Employee and;



- 5.1.2 The time frames within which those performance objectives and targets must be met.
- 5.2 The performance objectives and targets reflected in **Annexure "A"** are set by the Employer in consultation with the Employee, and are based on the IDP, SDBIP and Budget of the Employer and shall include the following:
- 5.2.1 The key objectives that describe the main tasks that need to be done;
  - 5.2.2 The key performance indicators and means of verification that provide the details of the portfolio of evidence (POE) that must be provided to show that a key objective has been achieved;
  - 5.2.3 The target dates that describe the timeframes in which the work must be achieved;
  - 5.2.4 The weightings showing the relative importance of the key objectives to each other.
- 5.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 5.4 The Employer will make available to the Employee such employees 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; provided that it will at all times remain the responsibility of the Employee to ensure that he/she complies with those performance obligations and targets.
- 5.5 The Employee will at his/her request be delegated such powers by the Employer as may in the discretion of the Employer be reasonably required from time to time to enable him/her to meet the performance objectives and targets established in terms of this Agreement.
- 5.6 The Employee acknowledges the fact that the Employer is entitled to review and make reasonable changes to the provisions of **Annexure "A"** from time to time for operational reasons. The Employer agrees that the Employee will be fully consulted before any such change is made.



5.7 The provisions of **Annexure "A"** may be amended by the Employer when the Employer's performance management system is adopted, implemented and/or amended as the case may be.

5.8 The Personal Development Plan **Annexure "B"** sets out the Employee's personal development requirements in line with the objectives and targets of the Employer

5.9 Disclosure of Financial Interests **Annexure "C"** set out the financial interests of the employee

## **6. PERFORMANCE MANAGEMENT SYSTEM**

6.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the municipality, management and municipal staff of the municipality.

6.2 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 municipality, management and municipal staff to perform to the standards required.

6.3 The Employer shall consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

6.4 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPA's), including special projects relevant to the Employee's responsibilities, within the local government framework.

6.5 The **Employee's** assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's, which constitute hundred percent (100%) of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**.



| KPA          | Key performance areas (KPA'S)                | Weighting   |
|--------------|----------------------------------------------|-------------|
| 1.           | Institutional Development and Transformation |             |
| 2.           | Good Governance and Public Participation     | 20%         |
| 3.           | Local Economic Development (LED)             |             |
| 4.           | Municipal Financial Viability and Management | 80%         |
| 5.           | Basic Service Delivery and Infrastructure    |             |
| 6.           | Spatial Development                          |             |
| <b>TOTAL</b> |                                              | <b>100%</b> |

6.6 The key performance areas related to the functional area of Employee shall be subject to negotiation between the Employer and the Employee.

6.7 The CCRs will make up the other 20% of the Employee's assessment score as follows:

| Competencies                       | Components                                                                                                                                                                                                        | Competency Definition                                                                                                                                                                                                                                                       | Weighting %<br>(total 100%) |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>Leading competencies</b>        |                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                             |                             |
| Strategic Direction and Leadership | <ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>         | Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate                                                                                                                                           | 10                          |
| People Management                  | <ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and dispute Management</li> </ul> | Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives                                                                                                       | 5                           |
| Programme and Project Management   | <ul style="list-style-type: none"> <li>• Programme and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Programme and Project Monitoring and Evaluation</li> </ul>           | Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives                                                                                                              | 5                           |
| Financial Management               | <ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>                                        | 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 | 5                           |
| Change Leadership                  | <ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>                                       | 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                                                                          | 5                           |



| Competencies                         | Components                                                                                                                                         | Competency Definition                                                                                                                                                                                                                                                                          | Weighting %<br>(total 100%) |
|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| Governance Leadership                | <ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance management</li> <li>• Cooperative Governance</li> </ul> | 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                          |
| <b>Core Competencies</b>             |                                                                                                                                                    |                                                                                                                                                                                                                                                                                                |                             |
| Moral competence                     |                                                                                                                                                    | Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence                                                                                                                                         | 5                           |
| Planning and Organising              |                                                                                                                                                    | 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                                                                                                                     | 15                          |
| Analysis and Innovation              |                                                                                                                                                    | 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 |                                                                                                                                                    | 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                                                                                                             | 10                          |
| Communication                        |                                                                                                                                                    | 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            |                                                                                                                                                    | 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                | 10                          |
| <b>Core Competencies</b>             |                                                                                                                                                    |                                                                                                                                                                                                                                                                                                | 100%                        |

## 7. EVALUATING PERFORMANCE

7.1 Annexure "A" to this Agreement sets out:

7.1.1 The standards and procedures for evaluating the **Employee's** performance; and

7.1.2 The intervals for the evaluation of the **Employee's** performance.

7.2 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.

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a personal development plan as well as the actions.

7.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.

7.5 The annual performance appraisal must involve:

7.5.1 Assessment of the achievement of results as outlined in the performance plan-

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

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

7.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's :

| Level | Terminology                                  | Description                                                                                                                                                                                                                                                                                                                          | Rating |   |   |   |   |
|-------|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---|---|---|---|
|       |                                              |                                                                                                                                                                                                                                                                                                                                      | 1      | 2 | 3 | 4 | 5 |
| 5     | Outstanding Performance                      | Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of Responsibility throughout the year. |        |   |   |   |   |
| 4     | Performance significantly above expectations | Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.                                                 |        |   |   |   |   |



|   |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |
|---|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 3 | Fully effective                 | Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.                                                                                                                                                                                                     |  |
| 2 | Performance not fully effective | Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job.<br>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 performance 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.<br>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. |  |

7.7 For purposes of evaluating the annual performance of the Manager directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established-

7.7.1 The Municipal Manager

7.7.2 Municipal Manager from another Municipality

7.7.3 Audit committee Chairperson

7.7.4 Member of Mayoral or Executive Committee (chairperson of portfolio committee)

The PMS Manager must provide secretariat services to the evaluation panel.

## 8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of the 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:



| Quarter | Period             | Review date                   | Type of Review                                                                                  |
|---------|--------------------|-------------------------------|-------------------------------------------------------------------------------------------------|
| 1       | July - September   | October 2026                  | Informal reviews if performance is satisfactory, if not satisfactory the reviews will be formal |
| 2       | October - December | January 2027 (Midyear Review) | Formal                                                                                          |
| 3       | January - March    | April 2027                    | Informal reviews if performance is satisfactory, if not satisfactory the reviews will be formal |
| 4       | April- June        | July 2027 (Annual Review)     | Formal                                                                                          |

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

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

8.4 The Employer will be entitled to review and make reasonable changes to the provisions of the performance plan from time to time for operational reasons on agreement between both parties.

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

## 9. DEVELOPMENTAL REQUIREMENTS

9.1 A Personal Development Plan (PDP) for addressing developmental gaps is attached as "ANNEXURE B" and shall form part of this agreement.



## **10. OBLIGATIONS OF THE EMPLOYER**

### **10.1 The Employer shall:**

- 10.1.1 create an enabling environment to facilitate effective performance by the Employee;
- 10.1.2 provide access to skills development and capacity building opportunities;
- 10.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 10.1.4 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 the agreement; and
- 10.1.5 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 the agreement.

## **11. CONSULTATION**

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

- 11.1.1 A direct effect on the performance of any of the Employee's functions;
- 11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer;
- 11.1.3 A substantial financial effect on the Municipality.

### **11.2 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.**

## **12. MANAGEMENT OF EVALUATION OUTCOMES**

### **12. The key to a developmentally oriented performance management system towards inadequate performance is to promote improvement through feedback, learning and support, rather than judgement, sanctions or punishment.**



12.2 Performance appraisal feedback shall be conveyed to employees in writing or discussed with employees on a regular basis to prevent a scenario where employees only find out about the gaps in their performance during mid-year or during the final review.

12.3 The evaluation of the Employee's performance shall form the basis for rewarding outstanding performance or correcting unacceptable performance

12.4 A performance bonus ranging from five percent (5%) to fourteen percent (14%) of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance, subject thereto that , in determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that-

12.4.1 A score of one hundred and thirty percent (130%) to one hundred and forty nine percent (149%) is awarded a performance bonus ranging from five percent (5%) to nine percent (9%); and

12.4.2 A score of one hundred and fifty percent (150%) and above is awarded a performance bonus ranging from ten percent (10%) to fourteen percent (14%).

12.5 The performance bonus referred to in 12.4 here above is payable annually and constituted as follows

| Score     | Bonus % |
|-----------|---------|
| 130 -133  | 5       |
| 134 -137  | 6       |
| 138-141   | 7       |
| 142 -145  | 8       |
| 146 -149  | 9       |
| 150 -153  | 10      |
| 154 -157  | 11      |
| 158 – 161 | 12      |
| 162 – 165 | 13      |
| 166 – 167 | 14      |

12.1 In the case of unacceptable performance, the employer shall –



12.1.1 Provide systematic remedial or developmental support to assist the employee to improve his/her performance; and

12.1.2 After appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance, and performance does not improve, the employer may consider steps to terminate the contract of employment of the employee on the grounds of unfitness or incapacity to carry out his or her duties.

### **13. PERFORMANCE BONUS**

In accordance with PMS Policy, a Performance bonus must be paid once a year provided the Municipality has budget for bonuses, after

13.1 the annual report for the financial year under review has been tabled and adopted by the municipal Council;

13.2 an evaluation of performance in accordance with the provisions of section 7 of this agreement; and

13.3 approval of such evaluation by the municipal Council, as a reward for outstanding performance.

### **14. DISPUTE RESOLUTION /APPEAL**

14.1 Dispute on performance agreement / performance evaluation

14. 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.

14.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by a member of municipal council, provided that such member was not part of the evaluation panel provided for in the sub regulation 27(4) (e), within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.



## 15. GENERAL

- 15.1 The contents of the Agreement shall be made available to the public by the Municipality, where appropriate.
- 15.2 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.
- 15.3 The performance assessment results of the Employee shall be submitted to the Council within fourteen (14) days after the conclusion of the assessment.

Thus done and signed on this 30 day of July 2026.

**AS WITNESSES:**

1. \_\_\_\_\_

\_\_\_\_\_  
ACTING CHIEF FINANCIAL OFFICER  
CHARNELLE BOTHA

2. \_\_\_\_\_

Thus done and signed on this 30<sup>th</sup> day of July 2026.

**AS WITNESSES:**

1. \_\_\_\_\_

  
\_\_\_\_\_  
ACTING MUNICIPAL MANAGER  
LEKUBU CHARLES MALEMA

2. \_\_\_\_\_

## ANNEXURE A (Part 1): PERFORMANCE PLAN - 2026/27

### KPA 4: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

| KPI No.                                                                                                                                                                                                | Projects/Programme Description               | Key Performance Indicators                              | Unit of Measurement | Location and Ward | Original Budget | Baseline 2025/2026 | Annual Target 2026/2027                                        | First Quarter Target | Second Quarter Target | Third Quarter Target | Fourth Quarter Target | POE                                     | WEIGHTS | RESPONSIBLE PERSON |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|---------------------------------------------------------|---------------------|-------------------|-----------------|--------------------|----------------------------------------------------------------|----------------------|-----------------------|----------------------|-----------------------|-----------------------------------------|---------|--------------------|
| MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT                                                                                                                                                           |                                              |                                                         |                     |                   |                 |                    |                                                                |                      |                       |                      |                       |                                         |         |                    |
| STRATEGIC OBJECTIVE: IMPROVED FINANCIAL MANAGEMENT                                                                                                                                                     |                                              |                                                         |                     |                   |                 |                    |                                                                |                      |                       |                      |                       |                                         |         |                    |
| OUTCOME STATEMENT: IMPROVING THE FINANCIAL MANAGEMENT OF THE MUNICIPALITY THROUGH THE IMPLEMENTATION OF EFFECTIVE AND EFFICIENT SYSTEMS OF REVENUE COLLECTION, EXPENDITURE AND PROCUREMENT MANAGEMENT. |                                              |                                                         |                     |                   |                 |                    |                                                                |                      |                       |                      |                       |                                         |         |                    |
| ASSET MANAGEMENT                                                                                                                                                                                       |                                              |                                                         |                     |                   |                 |                    |                                                                |                      |                       |                      |                       |                                         |         |                    |
| 1                                                                                                                                                                                                      | To complete infrastructure assets unbundling | Percentage of Completed infrastructure assets unbundled | %                   | All wards         | Operational     | 100%               | 100% Completed infrastructure assets unbundled by 30 June 2027 | 100%                 | n/a                   | n/a                  | n/a                   | Infrastructure assets unbundling report | 5%      | CFO                |
| 2                                                                                                                                                                                                      | To update asset register                     | Percentage of asset register updated                    | %                   | All wards         | Operational     | 100%               | 100% asset register updated by 30 June 2027                    | 100%                 | 100%                  | 100%                 | 100%                  | Updated Asset register                  | 5%      | CFO                |
| SUPPLY CHAIN MANAGEMENT                                                                                                                                                                                |                                              |                                                         |                     |                   |                 |                    |                                                                |                      |                       |                      |                       |                                         |         |                    |

| KPI No. | Projects/Programme Description                                   | Key Performance Indicators                                               | Unit of Measurement | Location and Ward | Original Budget          | Baseline 2025/2026 | Annual Target 2026/2027                                                          | First Quarter Target | Second Quarter Target | Third Quarter Target | Fourth Quarter Target | POE                    | WEIGHTS | RESPONSIBLE PERSON |
|---------|------------------------------------------------------------------|--------------------------------------------------------------------------|---------------------|-------------------|--------------------------|--------------------|----------------------------------------------------------------------------------|----------------------|-----------------------|----------------------|-----------------------|------------------------|---------|--------------------|
| 3       | To award bids within 90 days after advertisement                 | Percentage of bids awarded within 90 days after advertisement            | %                   | All wards         | Operational              | 100%               | 100% bids awarded within 90 days after advertisement by 30 June 2027             | 100%                 | 100%                  | 100%                 | 100%                  | Advert & Award letters | 3%      | CFO                |
| 4       | To procure Equipment - Communication and Public                  | Percentage of Equipment - Communication and Public procured              | %                   | All wards         | 350 000,00 Own Funding   | New                | 100% Equipment - Communication and Public procured by 30 June 2027               | 100%                 | n/a                   | n/a                  | n/a                   | Delivery notes         | 3%      | CFO                |
| 5       | To procure Furniture and equipment                               | Percentage of Furniture and equipment procured                           | %                   | All wards         | 1 000 000,00 Own Funding | New                | 100% Furniture and equipment procured by 30 June 2027                            | n/a                  | n/a                   | n/a                  | 100%                  | Delivery notes         | 3%      | CFO                |
| 6       | To procure Motor vehicles - Pool cars (Mayor, revenue, planning) | Number of Motor vehicles - Pool cars (Mayor, revenue, planning) procured | #                   | All wards         | 6 500 000,00 Own Funding | New                | 5 Motor vehicles - Pool cars (Mayor, revenue, planning) procured by 30 June 2027 | n/a                  | n/a                   | n/a                  | 5                     | Delivery notes         | 3%      | CFO                |

| KPI No.              | Projects/Programme Description                | Key Performance Indicators                              | Unit of Measurement | Location and Ward | Original Budget | Baseline 2025/2026 | Annual Target 2026/2027                                          | First Quarter Target | Second Quarter Target | Third Quarter Target | Fourth Quarter Target | POE                                | WEIGHTS | RESPONSIBLE PERSON |
|----------------------|-----------------------------------------------|---------------------------------------------------------|---------------------|-------------------|-----------------|--------------------|------------------------------------------------------------------|----------------------|-----------------------|----------------------|-----------------------|------------------------------------|---------|--------------------|
| BUDGET AND REPORTING |                                               |                                                         |                     |                   |                 |                    |                                                                  |                      |                       |                      |                       |                                    |         |                    |
| 7                    | To review and approve budget related policies | Number of Budget related policies reviewed and approved | #                   | All wards         | Operation       | 20                 | 20 Budget related policies reviewed and approved by 20 June 2027 | n/a                  | n/a                   | n/a                  | 20                    | Council resolution                 | 3%      | CFO                |
| 8                    | To submit final budget to council             | Number of final Budget submitted to council             | #                   | All wards         | Operation       | 1                  | 1 final Budget submitted to council by 30 June 2027              | n/a                  | n/a                   | n/a                  | 1                     | Final Budget Council resolution    | 5%      | CFO                |
| 9                    | To submit adjustment budget to council        | Number of adjustment Budget submitted to council        | #                   | All wards         | Operation       | 1                  | 1 Adjusted Budget submitted to council by 30 June 2027           | n/a                  | n/a                   | 1                    | n/a                   | Adjusted Budget Council resolution | 5%      | CFO                |
| 10                   | To submit draft budget to council             | Number of draft Budget submitted to council             | #                   | All wards         | Operation       | 1                  | 1 draft Budget submitted to council by 30 June 2027              | n/a                  | n/a                   | 1                    | n/a                   | Final Budget Council resolution    | 5%      | CFO                |

| KPI No. | Projects/Programme Description                                                                                   | Key Performance Indicators                                                                                                 | Unit of Measurement | Location and Ward | Original Budget | Baseline 2025/2026 | Annual Target 2026/2027                                                                                                             | First Quarter Target | Second Quarter Target | Third Quarter Target | Fourth Quarter Target | POE                                                    | WEIGHTS | RESPONSIBLE PERSON |
|---------|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------|-----------------|--------------------|-------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------------------|----------------------|-----------------------|--------------------------------------------------------|---------|--------------------|
| 11      | To submit MFMA Section 71 reports to the Mayor and Provincial Treasury by no later than 10 days after each month | Number of MFMA Section 71 reports submitted to the Mayor and Provincial Treasury by no later than 10 days after each month | #                   | All wards         | Operational     | 12                 | 12 MFMA Section 71 reports submitted to the Mayor and Provincial Treasury by no later than 10 days after each month by 30 June 2027 | 3                    | 3                     | 3                    | 3                     | Proof of Submission to the Mayor and National Treasury | 5%      | CFO                |
| 12      | To submit MFMA Section 52 reports to council                                                                     | Number of MFMA Section 52 reports submitted to council                                                                     | #                   | All wards         | Operational     | 4                  | 4 MFMA Section 52 reports submitted to council by 30 June 2027                                                                      | 1                    | 1                     | 1                    | 1                     | Council resolution                                     | 10%     | CFO                |
| 13      | To submit MFMA Section 72 reports to council                                                                     | Number of MFMA Section 72 reports submitted to council                                                                     | #                   | All wards         | Operational     | 1                  | 1 MFMA Section 72 reports submitted to council by 30 June 2027                                                                      | n/a                  | n/a                   | 1                    | n/a                   | Section 72 report<br>Council resolution                | 10%     | CFO                |
| 14      | To compile and submit Annual Financial                                                                           | Number of Annual Financial statement                                                                                       | #                   | All wards         | Operational     | 1                  | 1 Annual Financial statement (AFS)                                                                                                  | 1                    | n/a                   | n/a                  | n/a                   | Acknowledgement of receipt                             | 10%     | CFO                |



| KPI No.            | Projects/Programme Description                                | Key Performance Indicators                                                 | Unit of Measurement | Location and Ward | Original Budget | Baseline 2025/2026 | Annual Target 2026/2027                                                                | First Quarter Target | Second Quarter Target | Third Quarter Target | Fourth Quarter Target | POE                       | WEIGHTS | RESPONSIBLE PERSON |
|--------------------|---------------------------------------------------------------|----------------------------------------------------------------------------|---------------------|-------------------|-----------------|--------------------|----------------------------------------------------------------------------------------|----------------------|-----------------------|----------------------|-----------------------|---------------------------|---------|--------------------|
|                    | statement (AFS) to the Auditor General of South Africa (AGSA) | (AFS) compiled and submitted to the Auditor General of South Africa (AGSA) |                     |                   |                 |                    | compiled and submitted to the Auditor General of South Africa (AGSA) by 31 August 2027 |                      |                       |                      |                       |                           |         |                    |
| <b>EXPENDITURE</b> |                                                               |                                                                            |                     |                   |                 |                    |                                                                                        |                      |                       |                      |                       |                           |         |                    |
| 15                 | To ensure payment of invoices within 30 days                  | Percentage of invoices paid within 30 days                                 | %                   | All wards         | Operation       | 18%                | 30% invoices paid within 30 days by 30 June 2027                                       | 30%                  | 30%                   | 30%                  | 30%                   | Creditor report           | 3%      | CFO                |
| <b>REVENUE</b>     |                                                               |                                                                            |                     |                   |                 |                    |                                                                                        |                      |                       |                      |                       |                           |         |                    |
| 16                 | To ensure 85% revenue collection                              | Percentage Revenue collected                                               | %                   | All wards         | Operation       | 64%                | 65% revenue collected by 30 June 2027                                                  | 51%                  | 55%                   | 60%                  | 65%                   | Revenue collection report | 3%      | CFO                |

| KPI No. | Projects/Programme Description                                                                       | Key Performance Indicators                                                                          | Unit of Measurement | Location and Ward | Original Budget | Baseline 2025/2026 | Annual Target 2026/2027                                                                                        | First Quarter Target | Second Quarter Target | Third Quarter Target | Fourth Quarter Target | POE                                  | WEIGHTS | RESPONSIBLE PERSON |
|---------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|---------------------|-------------------|-----------------|--------------------|----------------------------------------------------------------------------------------------------------------|----------------------|-----------------------|----------------------|-----------------------|--------------------------------------|---------|--------------------|
| 17      | To update indigent free basic services register and submit to council                                | Number of indigent register for free basic services updated and submitted to council                | #                   | All wards         | Operational     | 1                  | 1 indigent register for free basic services updated and submitted to council by 30 June 2027                   | n/a                  | n/a                   | n/a                  | 1                     | Indigent register Council resolution | 3%      | CFO                |
| 18      | To provide households with access to basic level of services (water, sanitation, electricity, sewer) | Number of households with access to basic level of services (water, sanitation, electricity, sewer) | #                   | All wards         | Operational     | 100%               | 100% households with access to basic level of services (water, sanitation, electricity, sewer) by 30 June 2027 | 80%                  | 90%                   | 95%                  | 100%                  | Billing report                       | 3%      | CFO                |
| 19      | To pay Government departments debt owed to municipality                                              | Percentage of debt paid to municipality by government departments                                   | %                   | All wards         | Operational     | New                | 100% debt paid to municipality by government departments by 30 June 2027                                       | 60%                  | 70%                   | 80%                  | 100%                  | Revenue collection report            | 3%      | BTO                |

## KPA 5: Good Governance and Public Participation

| GOOD GOVERNANCE AND PUBLIC PARTICIPATION                                                                                                  |                                                     |                                                            |                     |                   |             |                    |                                                                   |                               |                       |                      |                       |                             |         |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------------|---------------------|-------------------|-------------|--------------------|-------------------------------------------------------------------|-------------------------------|-----------------------|----------------------|-----------------------|-----------------------------|---------|--------------------|
| STRATEGIC OBJECTIVES: ACCOUNTABLE AND TRANSPARENT MUNICIPALITY                                                                            |                                                     |                                                            |                     |                   |             |                    |                                                                   |                               |                       |                      |                       |                             |         |                    |
| OUTCOME STATEMENT: IMPROVING THE REPUTATION OF THE MUNICIPALITY THROUGH THE PROMOTION OF ACCOUNTABILITY, TRANSPARENCY AND PROFESSIONALISM |                                                     |                                                            |                     |                   |             |                    |                                                                   |                               |                       |                      |                       |                             |         |                    |
| KPI No.                                                                                                                                   | Projects/Programme Description                      | Key Performance Indicators                                 | Unit of Measurement | Location and Ward | Budget      | Baseline 2025/2026 | Annual Target 2026/2027                                           | QUARTERLY PERFORMANCE TARGETS |                       |                      |                       | POE                         | WEIGHTS | RESPONSIBLE PERSON |
|                                                                                                                                           |                                                     |                                                            |                     |                   |             |                    |                                                                   | First Quarter Target          | Second Quarter Target | Third quarter Target | Fourth Quarter Target |                             |         |                    |
| 1                                                                                                                                         | Departmental Council resolutions implemented        | Percentage of Departmental Council resolutions implemented | %                   | All wards         | Operational | 45%                | 100% Departmental Council resolutions implemented by 30 June 2027 | 100%                          | 100%                  | 100%                 | 100%                  | Council resolution register | 2%      | CFO                |
| 2                                                                                                                                         | Mitigations of identified risks per risk register   | Percentage of identified risks mitigated per risk register | %                   | All wards         | Operational | 0%                 | 100% identified risks mitigated per risk register by 30 June 2027 | n/a                           | n/a                   | 50%                  | 100%                  | Risk assessment report      | 2%      | CFO                |
| 3                                                                                                                                         | Signing of Performance Agreements for all officials | Percentage of performance agreements                       | %                   | All Wards         | operational | 87%                | 100% Performance Agreement                                        | 100%                          | n/a                   | n/a                  | n/a                   | Report on signed perform    | 2%      | CFO                |

| GOOD GOVERNANCE AND PUBLIC PARTICIPATION                                                                                                  |                                    |                                                                                 |                     |                   |             |                    |                                                                                           |                               |                       |                      |                       |                               |         |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|---------------------------------------------------------------------------------|---------------------|-------------------|-------------|--------------------|-------------------------------------------------------------------------------------------|-------------------------------|-----------------------|----------------------|-----------------------|-------------------------------|---------|--------------------|
| STRATEGIC OBJECTIVES: ACCOUNTABLE AND TRANSPARENT MUNICIPALITY                                                                            |                                    |                                                                                 |                     |                   |             |                    |                                                                                           |                               |                       |                      |                       |                               |         |                    |
| OUTCOME STATEMENT: IMPROVING THE REPUTATION OF THE MUNICIPALITY THROUGH THE PROMOTION OF ACCOUNTABILITY, TRANSPARENCY AND PROFESSIONALISM |                                    |                                                                                 |                     |                   |             |                    |                                                                                           |                               |                       |                      |                       |                               |         |                    |
| KPI No.                                                                                                                                   | Projects/Programme Description     | Key Performance Indicators                                                      | Unit of Measurement | Location and Ward | Budget      | Baseline 2025/2026 | Annual Target 2026/2027                                                                   | QUARTERLY PERFORMANCE TARGETS |                       |                      |                       | POE                           | WEIGHTS | RESPONSIBLE PERSON |
|                                                                                                                                           |                                    |                                                                                 |                     |                   |             |                    |                                                                                           | First Quarter Target          | Second Quarter Target | Third quarter Target | Fourth Quarter Target |                               |         |                    |
|                                                                                                                                           | in the BTO department              | singed                                                                          |                     |                   |             |                    | nts signed for all officials in the BTO department by 31 July 2026                        |                               |                       |                      |                       | ance agreements               |         |                    |
| 4                                                                                                                                         | Departmental Assessments conducted | Number of departmental performance assessment conducted ( Bi-annual and annual) | #                   | All wards         | Operational | 0                  | 2 departmental performance assessment + conducted ( Bi-annual and annual) by 30 June 2027 | 1                             | n/a                   | 1                    | n/a                   | Attendance register & reports | 2%      | CFO                |

| GOOD GOVERNANCE AND PUBLIC PARTICIPATION                                                                                                  |                                               |                                                       |                     |                   |             |                    |                                                        |                               |                       |                      |                       |                                     |         |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|-------------------------------------------------------|---------------------|-------------------|-------------|--------------------|--------------------------------------------------------|-------------------------------|-----------------------|----------------------|-----------------------|-------------------------------------|---------|--------------------|
| STRATEGIC OBJECTIVES: ACCOUNTABLE AND TRANSPARENT MUNICIPALITY                                                                            |                                               |                                                       |                     |                   |             |                    |                                                        |                               |                       |                      |                       |                                     |         |                    |
| OUTCOME STATEMENT: IMPROVING THE REPUTATION OF THE MUNICIPALITY THROUGH THE PROMOTION OF ACCOUNTABILITY, TRANSPARENCY AND PROFESSIONALISM |                                               |                                                       |                     |                   |             |                    |                                                        |                               |                       |                      |                       |                                     |         |                    |
| KPI No.                                                                                                                                   | Projects/Programme Description                | Key Performance Indicators                            | Unit of Measurement | Location and Ward | Budget      | Baseline 2025/2026 | Annual Target 2026/2027                                | QUARTERLY PERFORMANCE TARGETS |                       |                      |                       | POE                                 | WEIGHTS | RESPONSIBLE PERSON |
| 5                                                                                                                                         | Implementation of Audit Committee resolutions | Percentage of Audit committee resolutions implemented | #                   | All wards         | Operational | New                | 100% Audit committee meetings attended by 30 June 2027 | First Quarter Target          | Second Quarter Target | Third quarter Target | Fourth Quarter Target | Audit committee resolution register | 2%      | CFO                |
|                                                                                                                                           |                                               |                                                       |                     |                   |             |                    |                                                        | 100%                          | 100%                  | 100%                 | 100%                  |                                     |         |                    |



# ANNEXURE B: PERSONAL DEVELOPMENT PLAN 2026/27

| Skills performance gap<br>(in order of priority) | Outcomes expected<br>(measurable indicators, quantity, quality and time frames) | Suggested training and/or development activity | Suggested mode of delivery | Suggested time frame | Work opportunity created to practice skills/development area | Support person |
|--------------------------------------------------|---------------------------------------------------------------------------------|------------------------------------------------|----------------------------|----------------------|--------------------------------------------------------------|----------------|
|                                                  |                                                                                 |                                                |                            |                      |                                                              |                |
|                                                  |                                                                                 |                                                |                            |                      |                                                              |                |
|                                                  |                                                                                 |                                                |                            |                      |                                                              |                |
|                                                  |                                                                                 |                                                |                            |                      |                                                              |                |

**ANNEXURE C: DISCLOSURE OF INTEREST FORM 2026/27**

| Name of Business | Registration (CK) Number | % Owned |
|------------------|--------------------------|---------|
| N/A              |                          |         |
|                  |                          |         |
|                  |                          |         |
|                  |                          |         |

I hereby certify that the above information is complete and correct to the best of my knowledge.

2026/07/30

Signatures

Date

