



2026/2027 PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

THABAZIMBI LOCAL MUNICIPALITY herein represented by
RANKHEDI ANDRIES TSHUKUDU in his official capacity as the
MUNICIPAL MAYOR
(Hereinafter referred to as “the **Employer and/or Supervisor**”)

And

GOPOLANG CLEMENT LETSOALO as an Employee of Thabazimbi
Local Municipality employed as **MUNICIPAL MANAGER**
(Hereinafter referred to as “the **Employee**”).

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INTRODUCTION

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 No. 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".

Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.

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.

The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act.

In this Agreement, the following terms will have the meaning ascribed thereto:

"Core competencies"- means competencies that cut across all levels of work in a municipality and enhance contextualized leadership that guarantees service delivery impact.

"Leading competencies"- means competencies that are required to develop clear institutional strategy, initiate, drive and implement programs to achieve long-term sustainable and measurable service delivery performance results.

"This Agreement"- means the performance Agreement between the Employer and the Employee and the Annexures thereto:

"The Mayor"- means the Mayor of council appointed in terms of the Local Government: Municipal Structures Act No. 117 of 1998.

"The Employee"- means the Municipal Manager appointed in terms of Section 54A of the Local Government: Municipal Systems Act No. 32 of 2003.

"The Employer"- means Thabazimbi Local Municipal Council; and

"The Parties" means the Employer and the Employee

Regulations

Local Government: Municipal Planning and Performance Management regulations, 2001

Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly Accountable to Municipal Managers, 2006

Local Government: Regulations on appointments and conditions of employment of senior managers. (17 January 2014)

Local Government: Municipal Regulations on minimum Competency Levels, 2007, issued in terms of the Municipal Finance Management Act, No. 56 of 2003, as published under Government Notice No. 493 in Government Gazette No. 29967 of 15 June 2007

“Municipal Manager” – means a Municipal Manager appointed in terms of section 54A of the Local Government: Municipal Systems Act No. 32 of 2003.

“Senior Manager” – means a Manager directly accountable to Municipal Manager, appointed in terms of section 56 of the Local Government: Municipal Systems Act No. 32 of 2003.

“Evaluation Panel”- means the committee constituted for the purpose of evaluating performance of the Municipal Manager and Managers directly accountable to the Municipal Manager.

PURPOSE OF THE PERFORMANCE AGREEMENT

The purpose of this Agreement is to:

2.1.1 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.

Specify objectives in terms of the key performance indicators and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality.

Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement.

Monitor and measure performance against set targeted outputs;

Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

Reward the Employee appropriately, in the event of outstanding performance;

Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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Consign the fiduciary responsibilities of the Municipal Manager or Accounting Officer as outlined in Sections 61, 62, 63, 64, 65 and 66 of the Local Government Municipal Finance Management Act No 56 of 2003.

COMMENCEMENT AND DURATION

3.1. This Agreement will commence on 01 July 2026, irrespective of the date on which it was signed by both Parties and will remain in force until 30 June 2027 thereafter, a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the Parties for the next financial year or any portion thereof.

3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year.

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and

3.4 The Parties agree to review the provisions of this agreement during June each year

3.5 If at any time during the validity of this Agreement the work environment alters to the extent that the contents of this Agreement are no longer appropriate, the contents must, by mutual agreement between the Parties, immediately be revised.

PERFORMANCE OBJECTIVES

The Performance Plan (Annexure A) sets out-

The performance objectives,

The time frames within which those performance objectives and targets must be met; and

The Competencies comprising of the Leading Competencies and the Core Competencies

4.2 The performance objectives, and targets reflected in Performance Plan are set by the Employer in consultation with the Employee and based on the Approved 2026/2027 Integrated Development Plan, Approved 2026/2027 Service Delivery and Budget Implementation Plan (SDBIP) and the Approved 2026/2027 Annual Budget of the Employer, and shall include:

4.2.1 Key objectives: that describes the main tasks that need to be done.

4.2.2 Key performance indicators: that provides the details of the evidence that must be provided to show that a key objective has been achieved.

4.2.3 Target dates: that describes the time frame in which the targets must be achieved; and

4.2.4 Weightings: showing the relative importance of the key objectives to each other.

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4.3 The Personal Development Plan (Annexure B) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

4.5 Disclosure of Financial Interests (Annexure C) set out the financial interests of the employee

PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the municipality.

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, Operational Performance in the form of key performance indicators (KPIs) under specific Key Performance Areas (KPAs) and Competencies: Leading- and Core Competencies, 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 Competencies: Leading- and Core Competencies 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 Competencies: Leading – and Core Competencies will account for 20% of the final assessment.

5.6 The Employee's assessment will be based on his / her performance in terms of the key performance indicator outputs / outcomes identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee

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	Key Performance Areas	Weighting
1	Service Delivery and Infrastructure Development	30%
2	Municipal Institutional Development and Transformation	20%
3	Local Economic Development (LED)	5%
4	Municipal Financial Viability and Management	15%
5	Good Governance and Public Participation	20%
6	Spatial Rationale	10%
	Total	100%
The KPA must constitute 100% and be converted to 80%		

6. COMPETENCY FRAMEWORK¹

6.1 A person appointed as a senior manager must have the competencies as set out in this framework. Focus must also be placed on the following key factors:

Critical leading competencies that drive the strategic intent and direction of local government.

Core competencies which senior managers are expected to possess, and which drive the execution of the leading competencies; and

The eight Batho Pele principles.

6.2 The competency framework consists of six leading competencies which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.

6.3 The competency framework further involves six core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.

6.4 Competency Framework Structure

6.4.1 The competencies that appear in the competency framework are detailed below:

CRITICAL LEADING COMPETENCIES

¹ This competency Framework replaces regulation 26 (8) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, (Government Notice No. 805) as published in Government Gazette No. 29089 of 1 August 2006.

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Six (6) Leading Competencies	Twenty (20) driving competencies
Strategic Direction and Leadership	Impact and Influence Institutional Performance Management Strategic Planning and Management Organisational Awareness
People Management	Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and Dispute Management
Program and Project Management	Program and Project Planning and Implementation Service Delivery Management Program and Project Monitoring and Evaluation
Financial Management	Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Monitoring
Change Management	Change Vision and Strategy Process Design and Improvement Change Impact Monitoring and Evaluation
Governance Leadership	Policy Formulation Risk and Compliance Management Cooperative Governance
SIX (6) CORE COMPETENCIES	
Moral Competence	
Planning and Organising	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Results and Quality Focus	

PERFORMANCE ASSESSMENT

7.1 The Performance Plan (Annexure A) to this Agreement sets out:

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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 agreed to and implementation must take place within set time frames.

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

7.5 The Annual performance appraisal will involve:

7.5.1 Assessment of the achievement of results as outlined in the Performance Plan

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad-hoc tasks that had to be performed under the KPA

(b) Values are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1–5 point scale automatically. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement

(c) The Employee will submit his self-evaluation to the Employer prior to the formal assessment; and

(d) An overall score will be calculated based on the total of the individual scores calculated above.

7.5.2 Assessment of the Leading Competencies and Core Competencies:

(a) There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance.

(b) All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance.

(c) The competency framework is underscored by four (4) achievement levels that act as benchmark and minimum requirements for other human capital interventions, which are, recruitment and selection, learning and development, succession and planning, and promotion.

7.5.3 Achievement Levels

7.5.3.1 The achievement levels indicated in the table below serves as a benchmark for the appointments, succession planning and development interventions.

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7.5.3.2 Individuals falling within the Basic range are deemed unsuitable for the role of senior manager, and caution should be applied in promoting and appointing such persons.

7.5.3.3 Individuals that operate in the Superior range are deemed highly competent and demonstrate an exceptional level of practical knowledge, attitude and quality. These individuals should be considered for higher positions and should be earmarked for leadership programs and succession planning.

Achievement Levels	Description
Basic 1	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
Competent 2	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
Advanced 3	Develops and applies complex concepts, methods and understanding. Effectively directs and leads group and executes in-depth analyses
Superior 4	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods.

COMPETENCY DESCRIPTION: LEADING COMPETENCIES

Cluster	Leading Competencies			Weight
Competency Name	Strategic Direction and Leadership 1			15%
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
Understand the institutional and departmental strategic objectives, but lacks ability to inspire others to achieve set mandate	- Give direction to a team in realising the institution's strategic mandate and set objectives - Has a positive impact and influence on	- Evaluate all activities to determine value and alignment to strategic intent - Display in-depth knowledge and understanding	- Structure and position the institution to local government priorities - Actively use in-depth knowledge and understanding	

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• Describe how specific tasks link to the institutional strategies but has limited influence in directing strategy • Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole • Demonstrate a basic understanding of key decision makers	• the morale, engagement and participation of team members • Develop actions plans to execute and guide strategy implementation • Assist in defining performance measures to monitor the progress and effectiveness of the institution • Displays and awareness of institutional structures and political factors • Effectively communicate barriers to execution to relevant parties • Provide guidance to all stakeholders in the achievement of the strategic mandate • Understand the aim and objectives of the institution and relate it to own work	• of strategic planning • Align strategy and goals across all functional areas • Actively define performance measures to monitor the progress and effectiveness of the institution • Consistently challenge strategic plans to ensure relevance • Understand institutional structures and political factors, and the consequences of actions • Empower others to follow strategic direction and deal with complex situations • Guide the institution through complex and ambiguous concern • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop	• to develop and implement a comprehensive institutional framework • Hold self-accountable for strategy execution and results • Provide impact and influence through building and maintaining strategic relationships • Create an environment that facilitates loyalty an innovation displays a superior level of self-discipline and integrity in actions • Integrate various systems into a collective whole to optimise institutional performance management • Uses understanding of competing interests to manoeuvre successfully to a win/win outcome	
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		strategies, positions and alliances		
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Cluster	Leading Competencies			Weight
Competency Name	People Management 2			5%
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build nature relationships in order to achieve institutional objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Participate in team goal setting and problem solving • Interact and collaborate with people of diverse backgrounds • Aware of guidelines for employee development, but requires support in implementing development initiatives	• Seek opportunities to increase team contribution and responsibility • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach • Effectively delegate tasks and empower others to increase contribution and execute functions optimally • Apply relevant employee legislation fairly and consistently • Facilitate team goal setting and problem solving • Effectively identify capacity	• Identify ineffective team and work processes and recommend remedial interventions • Recognise and reward effective and desired behaviour • Provide mentoring and guidance to others in order to increase personal effectiveness • Identify development and learning needs within the team • Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism • Inspire a culture of performance excellence by giving positive and constructive feedback to the team • Achieve agreement or consensus in	• Develop and incorporate best practice people management processes, approaches and tools across the institution • Foster a culture of discipline, responsibility and accountability • Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution • Develop comprehensive integrated strategies and approaches to human capital	



	requirements to fulfil the strategic mandate	adversarial environments • Lead and unite diverse teams across divisions to achieve institutional objectives	development and management • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management	
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Cluster	Leading Competencies			Weight
Competency Name	Program and Project Management3			10%
Competency Definition	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Initiate projects after approval from higher authorities • Understand procedures of program and project management methodology, implications and stakeholder involvement • Understand the rational of projects in relation to the institution's strategic objectives • Document and communicate factors and risk associated with own work • Use results and approaches of successful project implementation as guide	• Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance between project deadline and the quality of deliverables • Identify appropriate project resources to facilitate the effective completion of the deliverables • Comply with statutory requirements and apply policies in a	• Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk management strategies through impact assessment and resource requirements • Modify project scope and budget when required without compromising the quality and objectives of the project • Involve top-level authorities and relevant stakeholders in seeking project buy-in • Identify and apply contemporary project	• Understand and conceptualise the long-term implications of desired project outcomes • Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives • Consider and initiate projects that focus on achievement of the long-term objectives • Influence people in positions of authority to implement outcomes of projects • Lead and direct translation of policy into workable action plans • Ensures that programs are monitored to track progress	

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	consistent manner • Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation	management methodology • Influence and motivate project team to deliver exceptional results • Monitor policy implementation and apply procedures to manage risks	and optimal resource utilisation, and that adjustments are made as needed	
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Cluster	Leading Competencies			Weight
Competency Name	Financial Management4			10%
Competency Definition	Able to compile, 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			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Understand basic financial concepts and methods as they relate to institutional processes and activities • Display awareness into the various sources of financial data, reporting mechanisms, financial	• Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate • Assess, identify and manage financial risks • Assume a cost saving approach to financial management	• Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility • Prepare budgets that are aligned to the strategic objectives of the institution	Develop planning tools to assist in evaluating and monitoring future expenditure trends Set budget frameworks for the institution Set strategic direction for the institution on expenditure and other financial processes Build and nurture partnerships to improve financial	

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governance, processes and systems • Understand the importance of financial accountability • Understand the importance of asset control	• Prepare financial reports based on specified formats • Consider and understand the financial implications of decisions and suggestions • Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	• Address complex budgeting and financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management practices • Advise on policies and procedures regarding asset control • Promote National Treasury's regulatory framework for Financial Management	management and achieve financial savings Actively identify and implement new methods to improve asset control Display professionalism in dealing with financial data and processes	
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Cluster	Leading Competencies			Weight
Competency Name	Change Leadership5			5%
Competency Definition	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			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Display an awareness of change interventions, and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including resistance to change factors • Participate in change programs and piloting change interventions • Understand the impact of change interventions	• Perform an analysis of the change, impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders	• Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions	Sponsor change agents and create a network of change leaders who support the interventions Actively adapt current structures and processes to incorporate the change interventions Mentor and guide team members on the effect of change, resistance factors and how to integrate change. Motivate and inspire others around change initiatives	

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on the institution within the broader scope of Local Government	• Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals	against best change practices • Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation		
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Cluster	Leading Competencies			Weight
Competency Name	Governance Leadership6			5%
Competency Definition	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			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these • Demonstrate understanding of the techniques and processes for optimising risk-taking decisions within the institution • Actively drive policy formulation within the institution to ensure the achievement of objectives	• Able to link risk initiatives into key institutional objectives and drivers • Identify, analyse and measure risk, create valid risk forecast, and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives • Demonstrate a thorough understanding of risk retention plans • Identify an implement comprehensive risk management systems and processes • Implement and monitor and formulation of policies, identify and analyse constraints and challenges with	• Demonstrate a high level of commitment in complying with governance requirements • Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework • Able to advise Local Government on risk management strategies, best practice interventions and compliance management • Able to forge positive relationships on governance level to enhance the effectiveness of Local Government	

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		implementations and provide recommendations for improvement	• Able to shape, direct and drive the formulation of policies on a macro level	
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COMPETENCY DESCRIPTION: CORE COMPETENCIES

Cluster	Core Competencies			Weight
Competency Name	Moral Competence 1			5%
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles • Follow basic rules and regulations of the institution • Able to identify basic moral situations that requires guidance and development in understanding and reasoning with moral intent.	• Conduct self in alignment with values of Local Government and the institution • Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver • Actively report fraudulent and activity of corruption within local government • Understand and honour the confidential nature of matters without seeking personal gain	• Identify, develop, and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments • Make proposals and recommendation that are transparent and gain the approval of relevant stakeholders • Present values, beliefs and ideas that are congruent with the institution's rules and regulations • Take an active stance against corruption and dishonesty when noted • Actively promote the value of the institution to internal and external stakeholders	• Create an environment conducive of moral practices • Actively develop and implement measures to combat fraud and corruption • Set integrity standards and shared accountability measures across the institution to support the objectives of local government • Take responsibility for own actions and decisions, even if the consequences are unfavourable	

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	• Able to deal with situations of conflict of interest promptly and in the best interest of local government	• Able to work in unity with a team and not seek personal gain • Apply universal moral principles consistently to achieve moral decisions		
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Cluster	Core Competencies			Weight
Competency Name	Planning and Organising 2			10%
Competency Definition	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			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Able to follow basic plans and organise tasks around set objectives • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans • Able to follow existing plans and ensure that objectives are met • Focus on short term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation	• Actively and appropriately organise information and resources required for a task • Recognise the urgency and importance of tasks • Balance short and long-term plans and goals and incorporate into the team's performance objectives • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources • Measure progress and monitor performance results	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation • Identify in advance stages and actions to complete tasks and projects • Schedule realistic timelines, objectives and milestones for tasks and projects • Produce clear, detailed and comprehensive plans to achieve institutional objectives • Identify possible risk factors and design and implement appropriate contingency plans • Adapt plans in light of changing circumstances • Prioritise tasks and projects according to their relevant urgency and importance	• Focus on broad strategies and initiative when developing plans and actions • Able to project and forecast short, medium and long term requirements of the institution and local government • Translate policy into relevant projects to facilitate the achievement of institutional objective	

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Cluster	Core Competencies			Weight
Competency Name	Analysis and Innovation 3			5%
Competency Definition	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			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
- Understand the basic operation of analysis, but lack detail and thoroughness - Able to balance independent analysis with requesting assistance from others - Recommend new ways to perform tasks within own function - Propose simple remedial interventions that marginally challenges the status quo - Listen to the ideas and perspectives of others and explore opportunities to enhance such	- Demonstrate logical problem-solving techniques and approaches and provide rationale for recommendation - Demonstrate objectivity, insight, and thoroughness when analysing problems - Able to break down complex problems into manageable parts and identify solutions - Consult internal and external stakeholders on opportunities to improve processes and service delivery - Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders - Continuously identify	- Coaches team members on analytical and innovative approaches and techniques - Engage with appropriate individuals in analysing and resolving complex problems - Identify solutions on various areas in the institution - Formulate and implement new ideas throughout the institution - Able to gain approval and buy in for proposed interventions from relevant stakeholders - Identify trends and best practices in process and service	- Demonstrate complex analytical and problem-solving approaches and techniques - Create an environment conducive to analytical and fact-based problem-solving - Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence - Create an environment that fosters innovative thinking and follows a learning organisation approach - Be a thought leader on innovative customer service delivery, and	

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innovative thinking	opportunities to enhance internal processes Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	delivery and propose institutional application Continuously engage in research to identify client needs	process optimisation Plan an active role in sharing best practice solutions and engage in national and international local government seminars and conferences	
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Cluster	Core Competencies			Weight
Competency Name	Knowledge and Information Management ⁴			10%
Competency Definition	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			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Collect, categorise and track relevant information required for specific tasks and projects • Analyse and interpret information to draw conclusions • Seek new sources of information to increase the	• Use appropriate information systems and technology to manage institutional knowledge and information sharing • Evaluate data from various sources and use information effectively to influence decisions and provide solutions • Actively create mechanisms	• Effectively predict future information and knowledge management requirements and systems • Develop standards and processes to meet future knowledge management needs • Share and promote best-practice knowledge management across various institutions	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information • Establish partnerships across local government to facilitate knowledge management	

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knowledge base • Regularly share information and knowledge with internal stakeholders and team members	and structures for sharing of information • Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	• Establish accurate measures and monitoring systems for knowledge and information management • Create a culture conducive of learning and knowledge sharing • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	• Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach • Recognise and exploit knowledge points in interactions with internal and external stakeholders	
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Cluster	Core Competencies			Weight
Competency Name	Communication5			5%
Competency Definition	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 to achieve the desired outcome			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools	- Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating - Able to understand, tolerate and appreciate diverse	- Effectively communicate high-risk and sensitive matters to relevant stakeholders - Develop a well-defined communication strategy - Valance political perspectives with institutional needs when	- Regarded as a specialist in negotiations and representing the institution - Able to inspire and motivate others through positive communication that is impactful and relevant	

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- Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration - Disseminate and convey information and knowledge adequately	perspectives, attitudes and believes - Adapts communication content and style to suit the audience and facilitate optimal information transfer - Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders - Compile clear, focused, concise and well-structures written documents	communicating viewpoints on complex issues - Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles - Market and promote the institution to eternal stakeholders and seek to enhance a positive image of the institution - Able to communicate with the media with high levels of moral competence and discipline	- Creates an environment conducive to transparent and productive communication and critical and appreciative conversations - Able to coordinate negotiations at different levels within local government and externally	
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Cluster	Core Competencies			Weight
Competency Name	Results and Quality Focus 6			10%
Competency Definition	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standard. Further to actively monitor and measure results and quality against identified objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Understand quality of work but requires guidance in attending to important matters • Show a basic commitment to achieving the correct results • Produce the minimum level of results required in the role • Produce outcomes that is of a good standard • Focus on the quantity of output but requires development in incorporating the quality of work • Produce quality work in general	• Focus on high priority actions and does not become distracted by lower-priority activities • Display firm commitment and price in achieving the correct results • Set quality standards and design processes and tasks around achieving set standards • Produce output of high quality • Able to balance the quantity and quality of results in order to achieve objectives	• Consistently verify own standards and outcomes to ensure quality output • Focus on the end result and avoids being distracted • Demonstrate a determined and committed approach to achieving results and quality standards • Follow task and projects through to completion • Set challenging goals and objectives to self and team and display commitment to achieving expectations • Maintain a focus on quality outputs when	• Coach and guide others to exceed quality standards and results • Develop challenging, client-focused goals and sets high standards for personal performance • Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required • Work with team to set ambitious and challenging team goals, communicating long-and short-term expectations	

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circumstances, but fails to meet expectation when under pressure	Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	- placed under pressure - Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	- Take appropriate risks to accomplish goals - Overcome setbacks and adjust action plans to realise goals - Focus people on critical activities that yield a high impact	
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The assessment of the performance of the Employee will be based on the following rating scale for KPIs and Leading Competencies and Core Competencies:

Level	Rating	Terminology	Description
	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 Performance Agreements 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

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Level	Rating	Terminology	Description
	1 2 3 4 5		
			half the key performances criteria and indicators as specified in the Performance Agreements and Performance Plan.
1		Unacceptable Performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Agreements 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.

8.1 For purpose of evaluating the performance of the Employee for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established:

Executive Mayor or Mayor

Chairperson of the Performance and Audit Committee (PAC) or the Audit Committee (AC) in the absence of a performance and audit committee

Member of the Mayoral or Executive Committee or in respect of a plenary type municipality, another member of Council.

Mayor/ Municipal Manager from another municipality; and

Member of a Ward Committee as nominated by the Executive Mayor or Mayor.

The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

9. SCHEDULE FOR PERFORMANCE REVIEWS

9.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that reviews in the third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Anticipated Review Dates
1	01 July 2026 – 30 September 2026	31 October 2026
2	01 October 2026 – 31 December 2026	31 January 2027
3	01 January 2027 – 31 March 2027	30 April 2027
4	01 April 2027 – 30 June 2027	31 July 2027

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

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

9.4 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.

9.5 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.

DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

OBLIGATIONS OF THE EMPLOYER

11.1 The Employer shall:

11.1.1 Create an enabling environment to facilitate effective performance by the Employee.

11.1.2 Provide access to skills development and capacity building opportunities;

11.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.

11.1.4 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

11.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/her to meet the performance objectives and targets established in terms of this Agreement.

CONSULTATION

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

12.1.1 A direct effect on the performance of any of the Employee's functions

12.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer

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12.1.3 A substantial financial effect on the Employer

12.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

MANAGEMENT OF EVALUATION OUTCOMES

12.3.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

12.3.2 A performance bonus of 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

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

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

12.3.5 In the case of unacceptable performance, the Employer shall:

12.3.6 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance.

12.3.7 After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

DISPUTE RESOLUTION

Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement must be mediated by-

In the case of the case the Municipal Manager the MEC for local government in the province within 30 (Thirty) days of receipt of a formal dispute from the Employee, or any person designated by the MEC.

Any disputes about the outcome of the Employee's performance evaluation must be mediated by-

In the case of the case the Municipal Manager the MEC for local government in the province within 30 (Thirty) days of receipt of a formal dispute from the Employee, or any person designated by the MEC.

Whose decision shall be final and binding on both Parties.

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GENERAL

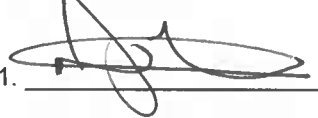
13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

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 THABAZIMBI on this the 31st day of July 2026

AS WITNESSES:

1. 

2. _____


MR GC LETSOALO CA(SA)

Thus done and signed at THABAZIMBI on this the 31st day of July 2026

AS WITNESSES:

1. 

2. _____


MAYOR CLLR RA TSHUKUDU

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2026/2027 ANNUAL PERFORMANCE PLAN



NAME : GC LETSOALO CA(SA)
POSITION : MUNICIPAL MANAGER
SUPERVISOR : MAYOR
INSTITUTION : THABAZIMBI LOCAL MUNICIPALITY
PERIOD : 01 JULY 2026 TO 30 JUNE 2027

ANNUAL PERFORMANCE AGREEMENT 2026/27 – MUNICIPAL MANAGER

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COMPONENTS OF THE PERFORMANCE PLAN

1. Purpose
2. Key Performance Areas
3. Strategic Intent
4. Key Performance Indicators
5. Assessment Rating Scales
6. Performance Assessment Process
7. Approval of the Performance Plan

1. PURPOSE

The performance plan outlines the Council's performance expectations of the employee and the is a strategic intent to ensure that the development priorities and objectives as set in the Municipal 2027/2028 Integrated Plan (IDP) and the Key Performance Indicators and targets in the Municipal 2026/2027 Service Delivery and Budget Implementation Plan (SDBIP) are achieved through operational initiatives.

2. KEY PERFORMANCE AREAS

The strategic Objectives of the Municipality are informed by the following Key Performance Areas as outlined in the local Government: Municipal Planning and Performance Management Regulations (2001)

- 2.1 Basic Service Delivery and Infrastructure Development
- 2.2 Local Economic Development
- 2.3 Municipal Financial Viability
- 2.4 Municipal Institutional Development & Transformation
- 2.5 Good Governance and Public Participation
- 2.6 Spatial Rationale

3. STRATEGIC INTENT

The strategic vision of the organization sets the long-term goal the municipality wants to achieve. Thabazimbi Local Municipality's vision is one that 'wishes' for a future that deals with the many challenges and needs of the community.

The vision of Thabazimbi Local Municipality is:

"A MUNICIPALITY WITH A DIVERSIFIED ECONOMY IN THE PROVISION OF EXCELLENT SUSTAINABLE SERVICES"

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The strategic Mission speaks about what the purpose of the Thabazimbi Local Municipality is.

The Mission is:

"TO BE A LEADING MUNICIPALITY IN THE PROVISION OF EXCELLENT SUSTAINABLE SERVICES IN COLLABORATION WITH STAKEHOLDERS VALUES "

Values represent the core priorities of an organization's culture, including what drives employees and politicians within the municipality to achieve set strategies.

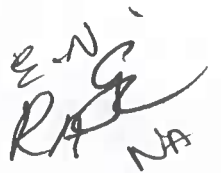
The values of Thabazimbi Local Municipality are:

- Honesty and Integrity
- Accountability, Teamwork and Professionalism
- Innovation And Transformation
- Safe Environment
- Collaboration and Responsiveness
- Transparency and Fairness
- Community Centeredness

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4. KEY PERFORMANCE INDICATORS AND SERVICE DELIVERY TARGETS: ANNEXURE A

Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS				Evidence Required	Department	
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			Budget
PRIORITY AREA: BASIC SERVICE DELIVERY 30%															
Basic Service Delivery and Infrastructure Development	To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management systems.	Waste management	Number of Ward based Community Education and Awareness Workshops conducted	2%	#	KPI 1	New	4 Ward based Community Education and Awareness Workshops conducted by 30 June 2027	1 Ward based Community Education and Awareness Workshops conducted by 30 September 2026	1 Ward based Community Education and Awareness Workshops conducted by 31 December 2026	1 Ward based Community Education and Awareness Workshops conducted by 31 March 2027	1 Ward based Community Education and Awareness Workshops conducted by 30 June 2027	Opex	Attendance registers Pamphlets	Office of the Municipal Manager
Basic Service Delivery and Infrastructure Development	To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management systems.	Upgrading of Bulk Water Pipeline Between Thabazimbi Pump Station And Thabazimbi Piece	Km of bulk water pipeline between Thabazimbi pump station and Thabazimbi Y- Piece	4%	Km	KPI 2	7km of pipeline upgraded	2 km pipeline be upgraded by June 2027	0.5km pipeline upgraded by September 2026	0.5km pipeline upgraded by 31 December 2026	0.5km pipeline upgraded by 31 March 2027	0.5km pipeline to be upgraded30 June 2027	WSI G	Progress report	Office of the Municipal Manager


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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS					Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Budget		
Basic Service Delivery and Infrastructure Development	To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management systems.	Upgrading of Bulk Water Pipeline at Rooiberg	Percentage-Upgrading of Rooiberg WWTW to be upgraded	3%	%	KPI 3	New	20% progress on construction by 30 June 2027	Designs completed by 31 September 2026	Appointment of the contractor by 31 December 2026	10% on construction by 31 March 2027	10% progress on construction by June 2027	WSI G	Progress Report	Office of the Municipal Manager
									Designs completed by 31 September 2026	Appointment of the contractor by 31 December 2026	10% on construction by 31 March 2027	10% on construction by June 2027	WSI G		
Basic Service Delivery and Infrastructure Development	To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management systems.	Upgrading of Thabazimbi WWTW	Percentage of WWTW to upgrade by set date	3%	%	KPI 4	New	20% of refurbishment of the plant by June 2027	Designs completed by 31 September 2026	Appointment of the contractor by 31 December 2026	10% on construction by 31 March 2027	10% on construction by June 2027	WSI G	Progress Report	Office of the Municipal Manager
									Design completion by	Appointment of the contractor	10 % of Refurbishment of the	10% progress on construction	WSI G		
Basic Service Delivery and	To provide sustainable, reliable,	Upgrading of Raphuti bulk water pipeline	Percentage of Upgrading	4%	%	KPI 5	New	20% of refurbishment of the plant	Design completion by	Appointment of the contractor	10 % of Refurbishment of the	10% progress on construction	WSI G	Progress Report	Office of the

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS					Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Budget		
Infrastructure Development	equitable and efficient water reticulation services to all communities		of Raphuti bulk water pipeline					by June 2027	September 2026	by 31 December 2026	plant by 31 March 2027	n by June 2027			Municipal Manager
Basic Service Delivery and Infrastructure Development	To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management systems.	Roolberg paving of internal streets	Km of internal streets at Roolberg to be paved	2%	Km	KPI 6	3.5km road paved but not commissioned	3.5km road paved and commissioned by 30 June 2027	1km sub base layer completed by 31 September 2026	1km base layer completed by 31 December 2026	1km road paved but not commissioned by 31 March 2027	0.5km road paved and commissioned by 30 June 2027	MIG	Completion certificate	Office of the Municipal Manager
Basic Service Delivery and Infrastructure Development	To ensure quality services to community by improving current infrastructure to sustainable levels and promote	Upgrading of internal streets at Regorogile Ext 8	Km of internal streets at Regorogile Ext 8 to be upgraded	2%	Km	KPI 7	New	2km Road paved but not commissioned by 30 June 2027	0.5km base layer completed by 30 September 2026	1km base layer completed by 30 December 2026	0.5km road paved by 31 March 2027	0.5km road paved but not commissioned by June 2027	MIG	Progress Report	Office of the Municipal Manager

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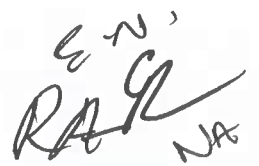
Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS					Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Budget		
Basic Service Delivery and Infrastructure Development	environmental management systems.														
	To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management systems.	Construction of 20MVA substation at Smash block	Percentage of Construction of 20MVA substation at Smash block	2%	%	KPI 8	New	100% in construction by June 2027	85% in construction by September 2026	5% in construction by 31 December 2026	5% in construction by 31 March 2027	5% in construction by 30 June 2027	INEP	Progress Report	Office of the Municipal Manager
Basic Service Delivery and Infrastructure Development	environmental management systems.														
	To ensure quality services to community by improving current infrastructure to sustainable levels and promote environmental management systems.	Construction of VIP toilets at Meriting	Number of VIP toilets constructed at Meriting	2%	#	KPI 9	New	361 Number of VIP toilets constructed at Meriting by 30 June 2027	None – Contract previously terminated. Engagement with DWS by September 2026	Appointment of the service provider by 31 December 2026	181 VIP toilets completed by March 2027	180 VIP toilets completed by 30 June 2027	WSI G	Progress Report and Completion certificate	Office of the Municipal Manager

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS					Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Budget		
Basic Service Delivery and Infrastructure Development	ent systems.														
	To provide sustainable and efficient sewer reticulation services through the development, upgrading, operation and maintenance of sewer infrastructure in order to improve sanitation, protect the environment and enhance the quality of life of communities	Upgrading of Regorogile Ext 5 & 6 sewer network	Km of the pipeline installed	3%	Km	KPI 10	New	2.8 Km of the pipeline installed by June 2027	0.7 Km of the pipeline installed by September 2026	0.7 Km of the pipeline installed December 2026	0.7 Km of the pipeline installed by March 2027	0.7 Km of the pipeline installed by 30 June 2027	MIG	Progress Report	Office of the Municipal Manager
Basic Service Delivery and Infrastructure Development	To provide sustainable, safe and reliable electricity infrastructure and services through	Electrification of Regorogile Ext 8	Number of households electrified	1%	#	KPI 11	New	200 households electrified	Appointment of the consultants for Designs by September 2026	Completion of Designs and appointment of the constructor by	100 houses electrified by March 2027	100 houses electrified by 30 June 2027	INEP	Completion certificate	Office of the Municipal Manager


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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS					Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Budget		
	the electrification of households in order to improve living conditions, promote economic development and enhance community well-being									December 2026					
Basic Service Delivery and Infrastructure Development	To provide sustainable, reliable, equitable and efficient water reticulation services to all communities	Upgrading of Thabazimbi Pumpstation	Percentage of the upgrading of the pumpstation	2%	%	KPI 12	New	20% of refurbishment of the plant by June 2027	Designs completed by 31 September 2026	Appointment of the contractor by 31 December 2026	10% on construction by 31 March 2027	10% on construction by June 2027	WSI G	Progress Report	Office of the Municipal Manager
PRIORITY AREA: LOCAL ECONOMIC DEVELOPMENT 4%															
Economic Development	To create a conducive environment for sustainable local economic development	PED	Number of business skills Trainings/workshops facilitated	1%	#	KPI 13	New	Facilitate 4 business skills Trainings/workshops by 30 June 2027	1 business skills Training/workshop by 30 September 2026	1 business skills Trainings/workshop by 31 December 2026	1 business skills Training/workshop by 31 March 2027	1 business skills Training/workshop by 30 June 2027	OPE X	Invitations/Attendance registers	Office of the Municipal Manager



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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS					Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Budget		
Economic Development	To create a conducive environment for sustainable local economic development	PED	Number of street trading/hawkers permits issued by set date	1%	#	KPI 14	New	60 street trading/hawkers permits issued by 30 June 2027	15 permits issued by 30 September 2026	15 permits issued by 31 March 2027	15 permits issued by 30 June 2027	OPEX	Copies of permits and receipts	Office of the Municipal Manager	
Economic Development	To create a conducive environment for sustainable local economic development	PED	Number of Business registration applications received, evaluated and approved	1%	#	KPI 15	New	40 Business registration applications received, evaluated and approved by 30 June 2027	10 Business registration applications received, evaluated and approved by 30 September 2026	10 Business registration applications received, evaluated and approved by 31 March 2027	10 Business registration applications received, evaluated and approved by 30 June 2027	OPEX	Business registration Certificates	Office of the Municipal Manager	
Economic Development	To create a conducive environment for sustainable local economic development	PED	Number of Identification and support of Tourism initiatives	2%	#	KPI 16	New	4 Tourism initiatives held by 30 June 2027	1 Tourism initiative held by 30 September 2026	1 Tourism initiatives held by 31 December 2026	1 Tourism initiatives held by 31 March 2027	1 Tourism initiatives held by 30 June 2027	OPEX	Invitations/ Attendance registers	Office of the Municipal Manager
PRIORITY AREA: FINANCIAL VIABILITY AND MANAGEMENT 15%															
Financial Viability & Management	To ensure restoration of effective financial management.	Section 71 reports	Number of section 71 reports submitted	1%	#	KPI 17	Submitted 12 MFMA section 71 reports submitted to the Mayor by	12 MFMA section 71 reports submitted to the Mayor by no later than	3 MFMA section 71 reports submitted to the Mayor by no later than	3 MFMA section 71 reports submitted to the Mayor by	3 MFMA section 71 reports submitted to the Mayor by	3 MFMA section 71 reports submitted to the Mayor by	OPEX	Section 71 report s and proof of submission	Office of the Municipal Manager

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS					Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Budget		
	viability and accountability						no later 10 days after End of each month	10 days after end of each month	Collect 80% of debtors' collection rate (consumer cash collected) by 30 September 2026	Collect 80% of debtors' collection rate (consumer cash collected) by 31 December 2026	Collect 80% of debtors' collection rate (consumer cash collected) by 31 March 2027	Collect 80% of debtors' collection rate (consumer cash collected) by 30 June 2027			
Financial Viability & Management	To ensure restoration of effective financial management, viability and accountability	Revenue Management	Percentage maintenance of debtors' collection Rate (consumer cash collected) by set date	3%	%	KPI 18	80% of debtors' collection Rate (consumer cash collected)	Collect 80% of debtors' collection rate (consumer cash collected) by 30 June 2027	Collect 80% of debtors' collection rate (consumer cash collected) by 30 September 2026	Collect 80% of debtors' collection rate (consumer cash collected) by 31 March 2027	Collect 80% of debtors' collection rate (consumer cash collected) by 30 June 2027		OPE X	Quarterly Report	Office of the Municipal Manager
Financial Viability & Management	To ensure restoration of effective financial management, viability and accountability	Budget and Treasury	Number of Bank reconciliation registers prepared by set date	1%	#	KPI 19	New	12 Bank reconciliation registers prepared by 30 June 2027	3 Bank reconciliation registers prepared by 30 September 2026	3 Bank reconciliation registers prepared by 31 December 2026	3 Bank reconciliation registers prepared by 31 March 2027	3 Bank reconciliation registers prepared by 30 June 2027	OPE X	Registers	Office of the Municipal Manager
Financial Viability & Management	To ensure restoration of effective financial management, viability and accountability	Budget and Treasury	Number of Investments reconciliation registers prepared by set date	1%	#	KPI 20	New	12 Investments reconciliation registers prepared by 30 September 2026	3 investment reconciliation registers prepared by 30 September 2026	3 investment reconciliation registers prepared by 31 December 2026	3 investment reconciliation registers prepared by 31 March 2027	3 investment reconciliation registers prepared by 30 June 2027	OPE X	Registers	Office of the Municipal Manager

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS					Evidence Required		Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Budget			
	viability and accountability							30 June 2027		by 31 December 2026	31 March 2027	30 June 2027				
Financial Viability & Management	To ensure restoration of effective financial management, viability and accountability	Budget and Treasury	Number of Grant reconciliation registers prepared by set date	2%	#	KPI 21	New	12 Grant reconciliation registers prepared by 30 June 2027	3 Grant reconciliation registers prepared by 30 September 2026	3 Grant reconciliation registers prepared by 31 December 2026	3 Grant reconciliation registers prepared by 31 March 2027	3 Grant reconciliation registers prepared by 30 June 2027	OPE X	Grant reconciliation Registers		Office of the Municipal Manager
Financial Viability & Management	To ensure restoration of effective financial management, viability and accountability	Budget and Treasury	Number of AFS submitted by set date	2%	#	KPI 22	New	1 AFS submitted by 30 June 2026	1 AFS submitted by 31 August 2026	N/A	N/A	N/A	OPE X	AFS statement		Office of the Municipal Manager
Financial Viability & Management	To ensure restoration of effective financial management, viability and accountability	Section 52 reports submitted to the Mayor	Number of section 52 reports submitted to the Mayor within legislative timeframe by set date	2%	#	KPI 23	New	4 section 52 reports submitted to the Mayor within legislative timeframe by 30 June 2027	1 section 52 reports submitted to the Mayor within legislative timeframe by 31 July 2026	1 section 52 reports submitted to the Mayor within legislative timeframe by 31 October 2026	1 section 52 reports submitted to the Mayor within legislative timeframe by 31 January 2027	1 section 52 reports submitted to the Mayor within legislative timeframe by 30 April 2027	OPE X	Section 52 reports		Office of the Municipal Manager
Financial Viability & Management	To ensure restoration of effective financial management, viability and accountability	Supplementary valuation roll	Number of supplementary valuation roll	1%	#	KPI 24	New	1 supplementary valuation roll	N/A	N/A	N/A	1 supplementary valuation roll	OPE X	Valuation roll		Office of the Municipal Manager

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS					Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Budget		
	financial management, viability and accountability		valuation roll implemented					roll implemented by 30 June 2027				valuation roll implemented by 30 June 2027			Municipal Manager
Financial Viability & Management	To ensure restoration of effective financial management, viability and accountability	Review of Asset register	Number of asset reviewed	2%	#	KPI 25	New	1 Number of asset register to reviewed by 30 June 2027	N/A	N/A	N/A	1 Number of asset register to reviewed by 30 June 2027	OPE X	Asset register	Office of the Municipal Manager
PRIORITY AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION 20%															
PERFORMANCE MANAGEMENT SYSTEM															
Good Governance and Public Participation	Ensure that there are functional and accountable governance and management structures	Performance Management	Number of B2B reports compiled and submitted to CoGHSTA by set date	1%	#	KPI 26	4 B2B reports compiled and submitted to CoGHSTA	Compiled and submitted 4 X B2B reports to CoGHSTA by 30 June 2027	1 X B2B reports compiled and submitted to CoGHSTA by 30 September 2026	1 X B2B reports compiled and submitted to CoGHSTA by 31 December 2026	1X B2B report compiled and submitted to CoGHSTA by 31 March 2027	1X B2B report compiled and submitted to CoGHSTA by 30 June 2027	OPE X	B2B reports & acknowledgement letter	Office of the Municipal Manager
Good Governance and Public Participation	Ensure that there are functional and accountable	Annual Report	Number of annual report tabled to council by set date	1%	#	KPI 27	New	1 annual report tabled to council by June 2027	N/A	N/A	1 annual report tabled to council by 31 March 2027	N/A	OPE X	Annual report & council resolution	Office of the Municipal Manager

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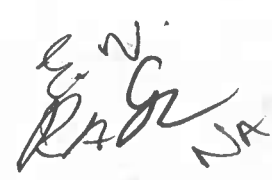
Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS					Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Budget		
	governance and management structures														
Good Governance and Public Participation	Ensure that there are functional and accountable governance and management structures	Adjusted SDBIP	Number of adjusted SDBIP by set date	1%	#	KPI 28	New	1 Adjusted SDBIP finalized June 2027	N/A	N/A	1 adjusted SDBIP finalized by 28 February 2027	N/A	OPE X	Adjusted SDBIP & council resolution	Office of the Municipal Manager
Good Governance and Public Participation	Ensure that there are functional and accountable governance and management structures	Annual Performance report	Number of Annual Performance Report submitted to auditor general by August 30 th	1%	#	KPI 29	1	1 Annual Performance Report by 30 June 2027	1 Annual Performance Report by 31 September 2026	N/A	N/A	N/A	OPE X	Signed APR and Acknowledgement of receipt by AG	Office of the Municipal Manager
Good Governance and Public Participation	Ensure that there are functional and accountable governance and management structures	Quarterly performance report	Number of Quarterly Performance Reports submitted to Audit Committee per quarter	1%	#	KPI 30	4	4 Quarterly Performance Reports by 30 June 2027	1 Quarterly Performance Report by 30 September 2026	1 Quarterly Performance Report by 31 December 2026	1 Quarterly Performance Report by March 2027	1 Quarterly Performance Report by June 2027	OPE X	Signed quarterly reports submitted COGSTA	Office of the Municipal Manager

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS					Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Budget		
Good Governance and Public Participation	ent structures Ensure that there are functional and accountable governance and management structures	Midyear performance report	Number of Section 72 (mid-year performance reports) submitted by set date	1%	#	KPI 31	1	1 Mid-Year Performance Report by 30 June 2027	N/A	N/A	1 Mid-Year Performance Report by 28 February 2027	N/A	OPEX	Council resolution, Mid-Year Report.	Office of the Municipal Manager
Good Governance and Public Participation	ent structures Ensure that there are functional and accountable governance and management structures	Performance Agreements	Percentage of Performance agreements signed in departments per annum	1%	%	KPI 32	New	100% of Performance agreements signed in departments per annum by 30 June 2027	100% of Performance agreements signed in departments per annum by Sep 2027	N/A	N/A	N/A	OPEX	Copy of signed Performance Agreements	Office of the Municipal Manager
Good Governance and Public Participation	ent structures Ensure that there are functional and accountable governance and management structures	Oversight report	Number of oversight reports submitted by MPAC	1%	#	KPI 33	New	1 oversight report submitted by MPAC by June 2027	N/A	N/A	1 oversight report submitted by MPAC by 31 March 2027	N/A		Oversight report and council resolution	Office of the Municipal Manager
PRIORITY AREA: INTEGRATED DEVELOPMENT PLANNING - PUBLIC CONSULTATION															

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS					Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Budget		
Good Governance and Public Participation	Ensure that there are functional and accountable governance and management structures	IDP forums	Number of IDP representative forums held	0%	#	KPI 34	4 rep forums held by 30 June 2024	4 x IDP representative forums held by 30 June 2027	1 IDP representative forums held by 30 September 2026	1 IDP representative forums held by 31 December 2026	1 IDP representative forums held by 31 March 2027	1 IDP representative forums held by 30 June 2027	OPE X	Signed attendance register and Minutes of the Meetings	Office of the Municipal Manager
Good Governance and Public Participation	Ensure that there are functional and accountable governance and management structures	Imbizos	Number of municipal Imbizos held by the Mayor by set date	0%	#	KPI 35	New	1 municipal Imbizos held by 30 June 2026	N/A	N/A	N/A	1 municipal Imbizos held by 30 June 2027	OPE X	Invitations, Agenda and Attendance Registers	Office of the Municipal Manager
Good Governance and Public Participation	Ensure that there are functional and accountable governance and management structures	Public Participation	Rounds of IDP public participation meeting held	0%	#	KPI 36	Public Consultation	2 Rounds of IDP public participation meeting held by 30 June 2027	N/A	1 Rounds of IDP public participation meeting held by 31 December 2026	N/A	1 Rounds of IDP public participation meeting held by 30 June 2027	OPE X	Invitations, Agenda and Attendance Registers	Office of the Municipal Manager
Good Governance and Public Participation	Ensure that there are functional	Process plan	Number of IDP/ Budget/ PM S Process	1%	#	KPI 37	IDP/Budget/ PMS Process Plan 2027/28	1 IDP/Budget/ PMS Process Plan	1 IDP/Budget/ PMS Process Plan	N/A	N/A	N/A	OPE X	IDP/Budget/ PM S Process Plan	Office of the Municipal Manager



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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS					Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Budget		
	and accountable governance and management structures		Plan adopted by set date					by 30 June 2027	by 30 September 2026					Council Resolution	
Good Governance and Public Participation	Ensure that there are functional and accountable governance and management structures	Integrated Development plan	Number of drafts IDP tabled by Council end March	0%	#	KPI 38	1 x Draft IDP 2027/28	1x Draft IDP by June 2027	N/A	N/A	1 Draft IDP documents submitted to Council by 31 March 2027	N/A	OPE X	Draft IDP document Council resolution	Office of the Municipal Manager
Good Governance and Public Participation	Ensure that there are functional and accountable governance and management structures	Integrated Development plan	Number of final IDP approved and adopted by Council end May	1%	#	KPI 39	1 IDP 2027/28	1IDP document submitted to Council by 30 June 2027	N/A	N/A	N/A	1 Final IDP document submitted to Council by 31 May 2027	OPE X	IDP document Council resolution	Office of the Municipal Manager
Good Governance and Public Participation	Ensure that there are functional and accountable governance and management structures	Communication	Number of website updates conducted by set date	0%	#	KPI 40	New	8 website updates conducted by 30 June 2027	2 website updates conducted by 30 September 2026	2 website updates conducted by 31 December 2026	2 website updates conducted by 31 March 2027	2 website updates conducted by 30 June 2027	OPE X	Copies of website updates and pictures	Office of the Municipal Manager



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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS					Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Budget		
Good Governance and Public Participation	e and management structures														
	Ensure that there are functional and accountable governance and management structures	Communication	Percentage of media releases/ Public notices published by set date	0%	%	KPI 41	New	100% media releases published by 30 June 2027	25% media releases published by 31 September 2026	25% media releases published by 31 December 2026	25% media releases published by 31 March 2027	25% media releases published by 30 June 2027	OPE X	Media release	Office of the Municipal Manager
Good Governance and Public Participation	Ensure that there are functional and accountable governance and management structures	Communication	Number of Communication Strategy reviewed by set date	0%	#	KPI 42	1 Communication Strategy	1 Communication Strategy reviewed by 30 June 2027	N/A	N/A	N/A	1 Reviewed communication strategy by 30 June 2027	OPE X	Communication Strategy and Council resolution	Office of the Municipal Manager
	Ensure that there are functional and accountable governance and management structures	Public Participation	Number of Focal Groups launched by set date	0%	#	KPI 43	New Project / Focal Groups	3X Focal Groups launched by end of June 2027	N/A	1X HIV/AIDS launched by 31 December 2026	1X GBV +F Forum launched by 31 March 2027	1X Youth Council launched by 31 June 2027	OPE X	Invitations, Agenda and Attendance Registers	Office of the Municipal Manager


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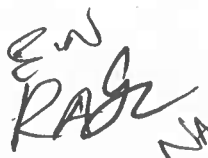
Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026//2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS					Evidence Required	Department
													Budget		
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets			
PRIORITY AREA: RISK AND INTERNAL AUDIT															
Good Governance and Public Participation	Ensure that there are functional and accountable governance and management structures	Internal Audit	Number of Audit Committee meetings held by set date	1%	#	KPI 44	4 X Audit Committee meetings	Hold 4 X Audit committee meetings by 30 June 2027	Hold 1 X Audit committee meetings by 30 September 2026	Hold 1X Audit committee meeting by 31 December 2026	Hold 1X Audit committee meeting by 31 March 2027	Hold 1X Audit committee meeting by 30 June 2027	OPE X	Signed attendance register and minutes	Office of the Municipal Manager
Good Governance and Public Participation	Ensure that there are functional and accountable governance and management structures	Internal Audit	Number of Internal Audit charter reviewed by set date	0%	#	KPI 45	1 x internal Audit charter reviewed	1 x internal Audit charter reviewed by 30 June 2027	1 x internal Audit charter reviewed by 30 September 2026	N/A	N/A	N/A	OPE X	Copy of internal audit charter and minutes	Office of the Municipal Manager
Good Governance and Public Participation	Ensure that there are functional and accountable governance and management structures	Internal Audit	Number of audit committee reports tabled to Council by set date	1%	#	KPI 46	4 Audit committee reports tabled to Council	Table 4 audit committee reports to Council by 30 June 2027	Table 1 audit committee report to Council by 30 September 2026	Table 1 audit committee report to Council by 31 December 2026	Table 1 Audit committee report to Council by 31 March 2027	Table 1 Audit committee report to Council by 30 June 2027	OPE X	Audit reports & Council resolution	Office of the Municipal Manager

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS					Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Budget		
Good Governance and Public Participation	Ensure that there are functional and accountable governance and management structures	Risk	Number of strategic risk management registers reviewed by set date	0%	#	KPI 47	1 strategic Risk Register reviewed	Review 1 strategic Risk Register by 30 June 2027	N/A	N/A	N/A	1 strategic Risk Register reviewed by 30 June 2027	OPE X	Reviewed strategic risk register & attendance register	Office of the Municipal Manager
Good Governance and Public Participation	Ensure that there are functional and accountable governance and management structures	Risk	Number of risk committee meeting facilitated and held per quarter by set date	1%	#	KPI 48	4x Risk Management meetings	4x Risk Management Meetings to be held June 2027	1x Risk Management Meeting to be held by September 2026	1x Risk Management Meeting to be held December 2026	1x Risk Management Meeting to be held March 2027	1x Risk Management Meeting to be held June 2027	OPE X	Signed Attendance Registers and minutes.	Office of the Municipal Manager
Good Governance and Public Participation	Ensure that there are functional and accountable governance and management structures	Internal Audit	Number of AG action plan developed and monitored per annum	1%	#	KPI 49	1x 2025/2026 Action Plan	1x 2025/2026 AG Action Plan to be developed and submitted to Council by June 2027	N/A	N/A	1x 2025/2026 AG Action Plan to be developed and submitted to Council by March 2027	N/A	OPE X	2025/2026 AG Action Plan with Council Resolution	Office of the Municipal Manager
PRIORITY AREA: TRANSFORMATION & ORGANISATIONAL DEVELOPMENT 20%															

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS					Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Budget		
Transformation & Organizational Development	To achieve a well transformed and integrated organization	Human resource (Labour resources)	Number of LLF meetings convened by set date	1%	#	KPI 50	10x LLF meetings convened by 30 June 2027	Convene 10x LLF meetings by 30 June 2027	Convene 3 x LLF meetings by 30 September 2026	3X LLF meetings convened by 31 December 2026	2X Convene 1 LLF x Meetings by 31 March 2027	2X Convene 1 LLF x Meetings by 30 June 2027	OPE X	Signed attendance register and minutes	Office of the Municipal Manager
Transformation & Organizational Development	To achieve a well transformed and integrated organization	Human resource (labour resources)	Number of organograms reviewed and approved by council by set date	1%	#	KPI 51	1x organogram reviewed and approved by council	Review and approve 1x organogram by 30 June 2027	N/A	N/A	Review and approve 1x organogram by 30 March 2027		OPE X	Approved Organogram with council resolution	Office of the Municipal Manager
Transformation & Organizational Development	To achieve a well transformed and integrated organization	Human resource (Labour resources)	Number of ICT steering committee meetings held	1%	#	KPI 52	ICT steering meetings held	Hold 4 x ICT steering committee meetings by 30 June 2027	Hold 1 x ICT steering committee meeting by 30 September 2026	Hold 1x ICT steering committee meeting by 31 December 2026	1x ICT steering committee meetings held by 31 March 2027	1x ICT steering committee meetings held by 30 June 2027	OPE X	Agenda, signed attendance register and Minutes	Office of the Municipal Manager
Transformation & Organizational Development	To achieve a well transformed and integrated organization	Human resource (Labour resources)	Number of council meetings convened	1%	#	KPI 53	Council meetings convened	Convene 4 x council meetings by 30 June 2027	Convene 1 x council meeting by 30 September 2026	Convene 1 x council meeting by 31 December 2026	Convene 1 x council meeting by 31 March 2027	Convene 1 x council meeting by 30 June 2027	OPE X	Agenda, signed attendance register and Minutes	Office of the Municipal Manager
Transformation & Organizational Development	To achieve a well transformed and integrated organization	Human resource	Number of OHS Departmental Meetings held by set date	1%	#	KPI 54	OHS Departmental Meetings held	4x OHS Departmental Meetings held by 30 June 2027	1 x OHS Departmental Meetings held by 30 September 2026	1 x OHS Departmental Meetings held by 31 December 2026	1 x OHS Departmental Meetings held by 31 March 2027	1 x OHS Departmental Meetings held by 30 June 2027	OPE X	Attendance Registers and Agenda	Office of the Municipal Manager


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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS				Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Budget	
Transformation & Organizational Development	To achieve a well transformed and integrated organization	(Labour resources)	Number of OHS Workplace Inspections conducted by set date	1%	#	KPI 55	8 OHS Workplace Inspections	8 OHS Workplace Inspections conducted by 30 June 2027	2 x OHS Workplace Inspections conducted by 30 September 2026	2 x OHS Workplace Inspections conducted by 31 December 2026	2 x OHS Workplace Inspections conducted by 31 March 2027	2 x OHS Workplace Inspections conducted by 30 June 2027	OPE X	Office of the Municipal Manager
Transformation & Organizational Development	To achieve a well transformed and integrated organization	Human resource	Number of Wellness Awareness Workshops held by set date	1%	#	KPI 56	Wellness awareness Workshops	2 OHS Wellness awareness Workshops held by 30 June 2027	N/A	1 x Wellness Awareness Workshops held by 31 December 2026	N/A	1 x Wellness Awareness Workshops held by 30 June 2027	OPE X	Office of the Municipal Manager
Transformation & Organizational Development	To achieve a well transformed and integrated organization	Council support	Percentage of councilors who have declared their financial interest by set date	1%	#	KPI 57	New	100%	N/A	N/A	N/A	100% of councilors who have declared their financial interest by 30 June 2027	OPE X	Office of the Municipal Manager
PRIORITY AREA: SPATIAL RATIONALE 10%														
Spatial Rationale	To ensure sustainable Spatial Development	Land Audit	Number of Land Audit conducted by set date	2%	#	KPI 58	New	1 land audit conducted by 30 June 2027 (all wards)	Advertisement of service provider by 31 September 2026	Appointment of service provider by 30 December 2026	Inception report by 31 March 2027	Land Audit report by 31 June 2027	OPE X	Office of the Municipal Manager

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS					Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Budget		
Spatial Rationale	To ensure sustainable Spatial Development	Building plans received, assessed and approved	Number of building permits received for review and approved by set date	1%	#	KPI 59	Building plans received, assessed and approved within a period of 30 days from the day of receipt by 30 June 2026	30 building permits applications received for review and approved by 30 June 2026	10 building permits applications received for review and approved by 30 Sept 2025	5 building permits received for review and approved by 31 Dec 2025	5 building permits received for review and approved by 31 March 2026	10 building permits received for review and approved by 30 June 2026	OPE X	Register for building plans and approval letters	Office of the Municipal Manager
Spatial Rationale	To ensure sustainable Spatial Development	Occupation certificate issued	Number of Occupation certificate issued	1%	#	KPI 60	Issuing of Occupation Certificate	20 Occupation Certificate issued by 30 June 2027	5 Occupation Certificate issued by 30 Sept 2026	5 Occupation Certificate issued by 30 December 2026	5 Occupation Certificate issued by 30 March 2027	5 Occupation Certificate issued by 30 June 2027	OPE X	Occupation Certificate issued	Office of the Municipal Manager
Spatial Rationale	To ensure sustainable Spatial Development	Land Use Planning and Implementation	Number of Land development and land use applications received, evaluated, processed and approved by set date	1%	#	KPI 61	Implementation of SPLUMA	40 land development and land use applications received, evaluated, processed and approved by 30 June 2027	10 land development and land use applications received, evaluated, processed and approved by 30 September 2026	10 land development and land use applications received, evaluated, processed and approved by 31 December 2026	10 land development and land use applications received, evaluated, processed and approved by 31 March 2027	10 land development and land use applications received, evaluated, processed and approved by 30 June 2027	OPE X	Approval letters	Office of the Municipal Manager

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2026/2027	Annual Targets 2026/2027	2026/2027 QUARTERLY PERFORMANCE TARGETS					Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Budget		
Spatial Rationale	To ensure sustainable Spatial Development	Housing Consumer Education	Number of Housing Consumer Education conducted by set date	1%	#	KPI 62	New	Conduct 4 Housing Consumer Education (newspaper notices and social media platforms) by 30 June 2027	Conduct 1 Housing Consumer Education (Newspaper notices and social media platforms) by 30 September 2026	Conduct 1 Housing Consumer Education (newspaper notices and social media platforms) by 31 December 2026	Conduct 1 Housing Consumer Education (newspaper notices and social media platforms) 31 March 2027	Conduct 1 Housing Consumer Education (newspaper notices and social media platforms) 30 June 2027	OPE X	Agenda and attendance registers	Office of the Municipal Manager
Spatial Rationale	To ensure sustainable Spatial Development	Township Establishment	Proclamation of proposed Thabazimbi Ext 58 township	2%	#	KPI 63	New	Proclamation of proposed Thabazimbi Ext 58 township	Advertisement of services providers by 30 September 2026	Appointment of service providers by 31 December 2026	Opening of the township register with the deeds office by 31 March 2027	Proclamation of the township by 30 June 2027	OPE X	Q1 advertisement Q2 Appointment register Q3 Township notice	Office of the Municipal Manager
Spatial Rationale	To ensure sustainable Spatial Development	Township establishment	Phasing out of proposed Northam Ext 20	2%	#	KPI 64	New	Northam Ext 20 phased out by June 2027	Advertisement of services providers by 30 September 2026	Appointment of service providers by 31 December 2026	Application of phasing of township lodged by 31 March 2027	Approval of the application by 30 June 2027	OPE X	Q1 advertisement Q2 Appointment Q3 Lodged application Q4 Approval letter	Office of the Municipal Manager

5. ASSESSMENT RATING SCALE

5	4	3	2	1
Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unacceptable 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.	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 Performance Agreements and Performance Plan.	Performance is below the standard required for the job in 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 Performance Agreements 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 Performance Agreements and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

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6. PERFORMANCE ASSESSMENT PROCESS

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

1. Performance Assessments
 - 1.1 Formal assessments between employee and employer will take place twice a year to measure the performance of the employee against the agreed performance targets.
 - 1.2 Progress against the targets will be captured in preparation for the assessments.
 - 1.3 Scores of 1-5 will be calculated based upon the progress against targets.
 - 1.4 Key Performance Indicators (KPI's) and targets are audited and copied to the performance plan before the assessment date.
 - 1.5 The employer must keep records of the assessment meetings.
2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the panel on request.
3. The process determining employee rating is as follows:
 - 3.1 The employee to motivate for a higher rating where applicable
 - 3.2 The panel to rate the achievements for the KPI are on a 5 point scale. Decimal places can be used.
 - 3.3 The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
 - 3.4 The panel scores are averaged to arrive at a total score per KPI / CCR. Overall scores are calculated by taking weights into account where applicable.
 - 3.5 The final KPA's rating will account for 80% of the final assessment total. The CCR are to account for 20% of the final assessment total.
4. The five-point rating scale referred to in regulation 805 correspond as follows:

Rating	1	2	3	4	5
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5. The assessment rating calculator is used to calculate the overall % for performance.
6. The personal development plan can be (PDP) can be reviewed after the performance assessments had been finalised in case where more clarity has been established on what the essential development needs for the relevant employee will be.

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7. APPROVAL OF THE PERFORMANCE PLAN

This serves as a commitment between the employer and the employee that they will work together and support each other while struggling to achieve the goals of the Municipality as well as the personnel growth and development of the employee.

Undertaking by the Employer/ Supervisor

On behalf of the Municipality, 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 be assisted to clearly understand what is expected of them, and herewith approve this performance plan.

Signed and accepted by the Supervisor on behalf of Council:



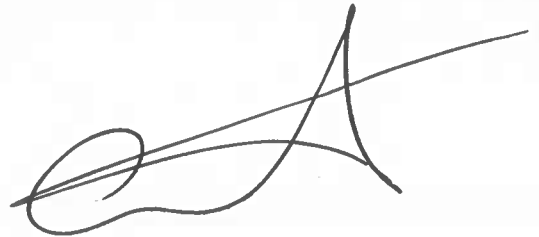
Date:

24 Aug 2026

Undertaking of the Employee

I herewith conform that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated at least twice per annum. As such I therefore commit to do my utmost to work up to these expectations. I hereby accept this plan.

Signed and accepted by the employee:



Date:

24 Aug 2026

6-2
RAG
NA