

Kagisano - Molopo Local Municipality



KEAOLEBOGA JEANNY SEKGOME
EMPLOYEE

PERFORMANCE AGREEMENT

FINANCIAL YEAR: 2026/2027

Made and entered into by and between:

**The Kagisano Molopo Local Municipality, as
represented by:**

OLEBILE OBED NTSIMANE

**THE ACTING MUNICIPAL MANAGER OF KAGISANO MOLOPO
LOCAL MUNICIPALITY**

AND:

KEAOLEBOGA JEANNY SEKGOME

ACTING CHIEF FINANCIAL OFFICER

FINANCIAL YEAR: 1ST JULY 2026 TO 31ST JUNE 2027

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Kagisano Molopo Local Municipality herein represented by **OLEBILE OBED NTSIMANE** in her capacity as the Acting Municipal Manager (hereinafter referred to as the **Employer** or **Supervisor**)

and

KEAOLEBOGA JEANNY SEKGOME, Employee of the Municipality as the Acting Chief financial Officer (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1. The **Employer** has entered into a contract of employment with the **Employee** for a period from **30 March 2026, the appointment be month to month for a period not exceeding three (3) months**, in terms of Section 57(1) (a) of the Local Government: Municipal Systems Act, Act 32 of 2000 (hereinafter referred to as "the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2. Section 57(1) (b) of the Systems Act, read with the contract of employment concluded between the two parties, requires the parties to conclude an annual performance agreement.
- 1.3. The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee**, reporting to the Mayor, to a set of actions that will secure local government policy goals.
- 1.4. The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The parties agree that the purposes of this Agreement are to:

- 2.1. comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2. specify objectives and targets defined and agreed with the employee and to communicate to the 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;

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- 2.3. specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4. monitor and measure performance against set targeted outputs;
- 2.5. use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his job;
- 2.6. in the event of outstanding performance, to appropriately reward the employee; and
- 2.7. give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery. **30 March 2026, the appointment be month to month for a period not exceeding three (3) months**, hereafter 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.
- 3.1. The parties will review the provisions of this Agreement in June of each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.2. This Agreement will terminate upon the termination of the **Employee's** contract of employment for any reason.
- 3.3. Upon the termination of the Employee's contract of employment for any reason before the end of the financial year in question, the Employee shall be assessed on all the quarters completed whilst the agreement was in force, and shall be entitled to a pro-rata bonus accordingly. The pro-rata payment shall be effected only after the performance evaluation has been completed as contemplated in section 8(4B) of the Municipal Systems Amendment 44 of 2003 and the Performance Management System Policy adopted by Council.
- 3.4. The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5. If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

4.1. The Performance Plan (Annexure A) sets out-

4.1.1. the performance objectives and targets that must be met by the **Employee**; and

4.1.2. the time frames within which those performance objectives and targets must be met.

4.2. The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.

4.1.1. The key objectives describe the main tasks that need to be done.

4.1.2. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.

4.1.3. The target dates describe the timeframe in which the work must be achieved.

4.1.4. The weightings show the relative importance of the key objectives to each other.

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

5. PERFORMANCE MANAGEMENT SYSTEM

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

5.2. The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

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

5.4. The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

- 5.5. The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1. The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) 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 CCRs 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 outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Municipal financial management and financial viability	100%
Total	100%

- 5.7. In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8. The Core Competency Requirements (CCRs) or Core Managerial Competencies (CMCs) and the Core Occupational Competencies (COC) will make up the other 20% of the **Employee's** assessment score as per attached **Annexure B and C** respectively. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the lists in the annexure underneath.

6. EVALUATION OF PERFORMANCE

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

6.5. The annual performance appraisal will involve:

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

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

6.5.2. Assessment of the CCRs

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

6.5.3. Overall rating

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

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

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

6.1 For purpose of evaluating the annual performance of the Director Community Services, an evaluation panel constituted of the following persons must be established

6.1.1 Municipal Manager

6.1.2 Municipal manager from another municipality

6.1.3 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee;

6.1.4 Member of the Executive Committee

6.2 The Performance Management (Human Resource) Manager must provide secretariat services to the evaluation panels.

6.2.1 Member of the ward committee nominated by the Mayor and;

6.3 The Performance Management (Human Resource) Manager must provide secretariat services to the evaluation panels.

7 SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter	:	July – September 2026
Second quarter	:	October – December 2026
Third quarter	:	January – March 2027
Fourth quarter	:	April – June 2027

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

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

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

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

8 DEVELOPMENTAL REQUIREMENTS

The **Personal Development Plan (PDP)** for addressing developmental gaps is attached as **Annexure D**

9 OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

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

10 CONSULTATION

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

- 10.1.1 a direct effect on the performance of any of the Employee's functions;
- 10.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and
- 10.1.3 a substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11 MANAGEMENT OF EVALUATION OUTCOMES

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

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

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

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

11.3 In the case of unacceptable performance, the Employer shall –

11.3.1 provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

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

12 DISPUTE RESOLUTION

12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

12.1.4 whose decision shall be final and binding on both parties.

12.1.4.1 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

13 GENERAL

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

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his 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 and section 57 managers must be submitted to the Audit Committee, Council and subsequently 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.

14 SIGNATURE OF PARTIES TO THE AGREEMENT

Thus done and signed at GANJESA on this 24 day of July 2026

AS WITNESSES

1. 

2.


OLEBILE OBED NTSIMANE (Mr.)
Acting MUNICIPAL MANAGER
(Employer)

Signed at GANJESA on this 24 day of July 2026

AS WITNESSES

1. 

2.


KEAOLEBOGA SEKGOME
Acting Chief Financial Officer
(Employee)

ANNEXURE A

PERFORMANCE PLAN

1 Purpose

The performance plan defines the Council's expectations of the Acting Municipal Manager's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2 Key responsibilities

The following objects of local government will inform the Municipal Manager's performance against set performance indicators:

2.1 Municipal financial management and financial viability

3 Key Performance Areas

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2006) inform the strategic objectives listed in the table below:

3.1 Municipal financial management and financial viability

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10.5. KEY PERFORMANCE AREA: MUNICIPAL FINANCIAL MANAGEMENT AND FINANCIAL VIABILITY

Quarterly projections of service delivery targets and performance indicators for each vote																				
KPA		Municipal Financial Management and Financial Viability																		
Budget & Treasury Office		The administrative and financial capabilities of municipalities are enhanced																		
Outcome 9		Output 6		Baseline 2025/2026			Annual Performance Target 2026/2027	Revised Annual Target	Budget	Adjusted Budget	Key Performance Indicators	Revised Key Performance Indicators	KPI TYPE	Weighting %	Quarterly projections/process indicators				Portfolio of Evidence	Annexure
Functional Area / Development Priorities		Strategic Objective		Current status	Demand	Backlog									Q 1	Q 2	Q 3	Q 4		
Ensuring submission of PMS Reports and Conducting reviews		Ensure that PMS Reports are submitted on time and that Reviews are conducted		Timeous submission of PMS quarterly Reports and complete POE to the office of the Municipal Manager within five (5) Days	Timeous submission of PMS quarterly Reports and complete POE to the office of the Municipal Manager within five (5) Days	None	Timeous submission of PMS quarterly Reports and complete POE to the office of the Municipal Manager within five (5) Days after the end of each Quarter	N/A	OpEx	N/A	Timeous submission of PMS quarterly Reports and complete POE to the office of the Municipal Manager within five (5) Days after the end of each Quarter	N/A	Output	2	Timeous submission of accurate PMS quarterly Reports and complete POE to the office of the Municipal Manager within five (5) Days after the end of each Quarter	Timeous submission of accurate PMS quarterly Reports and complete POE to the office of the Municipal Manager within five (5) Days after the end of each Quarter	Timeous submission of accurate PMS quarterly Reports and complete POE to the office of the Municipal Manager within five (5) Days after the end of each Quarter	Quarterly report	5A	
Ensuring submission of PMS Reports and Conducting reviews		Ensure that PMS Reports are submitted on time and that Reviews are conducted		Timeous submission of the 2025/2026 Mid-Term Report to the Office of the Municipal Manager	Timeous submission of the 2025/2026 Mid-Term Report to the Office of the Municipal Manager	None	Timeous submission of the 2026/2027 Mid-Term Report to the Office of the Municipal Manager by 20th January 2027	N/A	OpEx	N/A	Timeous submission of the 2026/2027 Mid-Term Report to the Office of the Municipal Manager	N/A	Output	2	N/A	Timeous submission of the 2026/2027 Mid-Term Report to the Office of the Municipal Manager by 20th January 2027	N/A	2026/2027 Mid-Term Report	5B	

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Quarterly projections of service delivery targets and performance indicators for each vote

Municipal Financial Management and Financial Viability																		
KPA	Budget & Treasury Office																	
The administrative and financial capabilities of municipalities are enhanced																		
Outcome 9 Functional Area / Development Priorities	Output 6 Strategic Objective	Baseline 2025/2026			Annual Performance Target 2026/2027	Revised Annual Target	Budget	Adjusted Budget	Key Performance Indicators	Revised Key Performance Indicators	KPI TYPE	Weighting %	Quarterly projections/process indicator				Portfolio of Evidence	Annexure
		Current status	Demand	Backlog									Q 1	Q 2	Q 3	Q 4		
Ensuring submission of PMS Reports and Conducting reviews	Ensure that PMS Reports are submitted on time and Reviews are conducted	4 Department Quarterly Performance Reviews performed	4 Department Quarterly Performance Reviews performed	None	4 Department Quarterly Performance Reviews performed by 30 June 2027	N/A	OpEx	N/A	Number Department Quarterly Performance Reviews performed	N/A	Output	2	1 Departmental Quarterly Performance Reviews performed by 30 September 2026	1 Departmental Quarterly Performance Reviews performed by 31 December 2026	1 Departmental Quarterly Performance Reviews performed by 31 March 2027	1 Departmental Quarterly Performance Reviews performed by 30 June 2027	Departmental Attendance Register and Minutes	5C
Providing a structured and coherent approach to regularly assessing and updating Risk Management	To ensure effective Risk management	4 Risk Register Updates conducted for each Department	4 Risk Register Updates conducted for each Department	None	4 Risk Register Updates conducted quarterly per Department by 30 June 2027	N/A	OpEx	N/A	Number of Risk Register Updates conducted quarterly per Department	N/A	Output	2	1 Risk Register Update conducted quarterly per Department by 30 September 2026	1 Risk Register Update conducted quarterly per Department by 31 December 2026	1 Risk Register Update conducted quarterly per Department by 31 March 2027	1 Risk Register Update conducted quarterly per Department by 30 June 2027	Updated Risk Register	5D
Development and Review of the Performance Management	To achieve a clean audit opinion	Timeous response to the Internal Auditor's Finding	Timeous response to the Internal Auditor's Finding	None	Timeous response to the Internal Auditor's Finding within 30 days after receiving the report	N/A	OpEx	N/A	Timeous response to the Internal Auditor's Finding	N/A	Output	2	Timeous response to the Internal Auditor's Finding within 30 days after receiving the report	Timeous response to the Internal Auditor's Finding within 30 days after receiving the report	Timeous response to the Internal Auditor's Finding within 30 days after receiving the report	Timeous response to the Internal Auditor's Finding within 30 days after receiving the report	Internal Audit Report and Management Responses	5E
Provision of effective Corporate Administration and Support	To provide Council Support Services	4 Portfolio committee meetings coordinated	4 Portfolio Committee meetings coordinated	None	4 Portfolio Committee meetings coordinated by 30 June 2027	N/A	OpEx	N/A	Number of Portfolio Committee meetings coordinated	N/A	Output	3	1 Portfolio Committee meeting coordinated by 30	1 Portfolio Committee meeting coordinated by 31	1 Portfolio Committee meeting coordinated by 31	1 Portfolio Committee meeting coordinated by 30 June 2027	Attendance Register and Minutes	5F

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Quarterly projections of service delivery targets and performance indicators for each vote

Municipal Financial Management and Financial Viability																							
Budget & Treasury Office																							
The administrative and financial capabilities of municipalities are enhanced																							
Outcome 9		Output 6		Baseline 2025/2026				Annual Performance Target 2026/2027	Revised Annual Target	Budget	Adjusted Budget	Key Performance Indicators	Revised Key Performance Indicators	KPI TYPE	Weighting %	Quarterly projections/process indicator				Portfolio of Evidence	Annexure		
Functional Area / Development Priorities		Strategic Objective		Current status	Demand	Backlog											Q 1	Q 2	Q 3	Q 4			
Development and Review of the Performance Management System		To achieve a clean audit opinion		Timeous submission of quarterly reports on the implementation of the Audit Action Plan to the office of the Municipal Manager	Timeous submission of quarterly reports on the implementation of the Audit Action Plan to the office of the Municipal Manager	None		Timeous submission of quarterly reports on the implementation of the Audit Action Plan to the office of the Municipal Manager	N/A	OpEx	N/A	Timeous submission of quarterly reports on the implementation of the Audit Action Plan to the office of the Municipal Manager	N/A	Output	2		September 2026	December 2026	March 2027	Timeous submission of quarterly reports on the implementation of the Audit Action Plan to the office of the Municipal Manager within 15 days after the end of each quarter	Timeous submission of quarterly reports on the implementation of the Audit Action Plan to the office of the Municipal Manager within 15 days after the end of each quarter	Report and Acknowledgement Register	5G
Financial Viability and Financial Management		Maximize spending on CAPEX projects to promote the implementation of projects		90% of the budget was spent on capital projects in terms of the IDP and SDBIP	90% of the budget was spent on capital projects in terms of the IDP and SDBIP	None		% of the budget spent on capital projects on the IDP and SDBIP	N/A	OpEx	N/A		N/A	Output	5		25% Budget spent on capital projects on the IDP and SDBIP by 30 September 2026	50% Budget spent on capital projects on the IDP and SDBIP by 31 December 2026	70% Budget spent on capital projects on the IDP and SDBIP by 31 March 2027	90% Budget spent on capital projects on the IDP and SDBIP by 30 June 2027	Expenditure report	5H	
Financial Viability and Financial Management		100% of the operational budget on the IDP and SDBIP		100% of the operational budget of the IDP and SDBIP is spent	100% of the operational budget of the IDP and SDBIP is spent	None		% of Operational budget spent on the IDP and SDBIP	N/A	OpEx	N/A		N/A	Output	5		25% Operational budget is spent on the IDP and SDBIP by 30	50% Operational budget is spent on the IDP and SDBIP by 31 December 2026	75% Operational budget is spent on the IDP and SDBIP by 31 March 2027	100% Operational budget spent on the IDP and SDBIP by 30 June 2027	Expenditure report	5I	

Quarterly projections of service delivery targets and performance indicators for each vote																		
KPA	Municipal Financial Management and Financial Viability																	
Budget & Treasury Office																		
Outcome 9																		
Output 6																		
The administrative and financial capabilities of municipalities are enhanced																		
Functional Area / Development Priorities	Strategic Objective	Baseline 2025/2026			Annual Performance Target 2025/2027	Revised Annual Target	Budget	Adjusted Budget	Key Performance Indicators	Revised Key Performance Indicators	KPI TYPE	Weighting %	Quarterly projections/process indicator				Portfolio of Evidence	Annexure
		Current status	Demand	Backlog									Q 1	Q 2	Q 3	Q 4		
					30 June 2027								September 2026	31 December 2026	31 March 2027			
Financial Viability and Financial Management	100% Payment of creditors within 30 days of receipt of a valid invoice	100% Payments creditors within 30 days of receipt of a valid invoice	100% Payments creditors within 30 days of receipt of a valid invoice	100% Payments creditors within 30 days of receipt of a valid invoice	100% of creditors paid within 30 days of receipt of a valid invoice by 30 June 2027	N/A	OpEx	N/A	% of Payments of creditors within 30 days of receipt of a valid invoice	N/A	Output	5	100% of creditors paid within 30 days of receipt of a valid invoice by 30 September 2026	100% of creditors paid within 30 days of receipt of a valid invoice by 31 December 2026	100% of creditors paid within 30 days of receipt of a valid invoice by 31 March 2027	100% of creditors paid within 30 days of receipt of a valid invoice by 30 June 2027	Creditors Ageing Analysis Report	5J
Financial Viability and Financial Management	To improve overall financial management by developing and implementing appropriate financial management	1 progress report on the implementation of the valuation roll	1 progress report on the implementation of the valuation roll	None	1 progress report on the implementation of the valuation roll by 30 June 2027	N/A	R 250 000	N/A	Number of progress reports on the implementation of the valuation roll	N/A	Output	2	N/A	N/A	N/A	1 progress report on the implementation of the valuation roll by 30 June 2027	Progress Report	5K
MSCOA	To improve overall financial management by developing and implementing appropriate financial management	4 quarterly progress report on the implementation of MSCOA submitted to the municipal Manager	4 quarterly progress report on the implementation of MSCOA submitted to the municipal Manager	None	4 quarterly progress report on the implementation of MSCOA submitted to the municipal Manager by 30 June 2027	N/A	OpEx	N/A	Number of quarterly progress reports on the implementation of MSCOA submitted to the Municipal Manager	N/A	Output	2	1 quarterly progress report on the implementation of MSCOA submitted to the municipal Manager by 30 September 2026	1 quarterly progress report on the implementation of MSCOA submitted to the municipal Manager by 31 December 2026	1 quarterly progress report on the implementation of MSCOA submitted to the municipal Manager by 31 March 2027	1 quarterly progress report on the implementation of MSCOA submitted to the municipal Manager by 30 June 2027	Progress report and Acknowledgement letter	5L

Quarterly projections of service delivery targets and performance indicators for each vote																			
KPA		Municipal Financial Management and Financial Viability																	
Budget & Treasury Office		The administrative and financial capabilities of municipalities are enhanced																	
Outcome 9	Output 6	Baseline 2025/2026				Annual Performance Target 2026/2027	Revised Annual Target	Budget	Adjusted Budget	Key Performance Indicators	Revised Key Performance Indicators	KPI TYPE	Weighting %	Quarterly projections/process indicator				Portfolio of Evidence	Annexure
Functional Area / Development Priorities	Strategic Objective	Current status	Demand	Backlog										Q 1	Q 2	Q 3	Q 4		
Finance	To improve overall financial management by developing and implementing appropriate financial management	6 VAT bi-monthly returns submitted	6 VAT bi-monthly returns submitted	None	12 Monthly VAT Returns submitted within 20 working days by 30 June 2027	N/A	OpEx	N/A	Number of VAT monthly returns submitted within 10 working days	N/A	Output	4	3 VAT Monthly returns submitted within 20 working days	3 VAT Monthly returns submitted within 20 working days by	3 VAT Monthly returns submitted within 20 working days	3 VAT Monthly returns submitted within 20 working days	VAT Monthly returns	5M	
To maintain sound and effective financial management	To facilitate payment	100% of salaries & allowances paid	100% of salaries & allowances paid	None	100% Salaries & allowances paid by the 25th of each month	N/A	OpEx	N/A	% of Salaries & allowances paid by the 25th of each month	N/A	Output	5	100% Salaries & allowances paid by the 25th of each month	100% Salaries & allowances paid by the 25th of each month	100% Salaries & allowances paid by the 25th of each month	100% Salaries & allowances paid by the 25th of each month	Bank statements	5N	
Compliance with legislative requirements	To ensure adherence to legislative requirements	Timeous Submissions of Annual Financial Statement to the Office of the Auditor General	Timeous Submissions of Annual Financial Statement to the Office of the Auditor General	None	Timeous Submissions of Annual Financial Statements to the Office of the Auditor General, South Africa by 31 August 2026	N/A	OpEx	N/A	Timeous Submissions of Annual Financial Statements to the Office of the Auditor General, South Africa	N/A	Output	5	Timeous Submissions of Annual Financial Statements to the Office of the Auditor General, South Africa by 31 August 2026	N/A	N/A	N/A	Acknowledgement letter	5O	
Compliance with legislative requirements	To ensure adherence to legislative requirements	9 Section 71 Reports submitted to the Mayor, National and	12 Section 71 Reports submitted to the Mayor, National and	None	12 Section 71 Reports submitted to the Office of the Municipal	N/A	OpEx	N/A	Number of Section 71 Reports submitted to the office of the Municipal	N/A	Output	4	3 Section 71 Reports submitted to the Office of the	3 Section 71 Reports submitted to the Office of	3 Section 71 Reports submitted to the Office of the Manager,	3 Section 71 Reports submitted to the Office of the Manager,	Section 71 Reports, PMS Acknowledgement register,	5P	

Quarterly projections of service delivery targets and performance indicators for each vote																		
KPA		Municipal Financial Management and Financial Viability																
Budget & Treasury Office		The administrative and financial capabilities of municipalities are enhanced																
Outcome 9		Output 6																
Functional Area / Development Priorities	Strategic Objective	Baseline 2025/2026			Annual Performance Target 2026/2027	Revised Annual Target	Budget	Adjusted Budget	Key Performance Indicators	Revised Key Performance Indicators	KPI TYPE	Weighting %	Quarterly projections/process indicator				Portfolio of Evidence	Annexure
		Current status	Demand	Backlog									Q 1	Q 2	Q 3	Q 4		
		Provincial treasury within 10 working days after the end of each month (Income and expenditure reports)	Provincial treasury within 10 working days after the end of each month (Income and expenditure reports)		Manager, National and Provincial treasury within 10 working days after the end of each month (Income and expenditure reports) by 30 June 2027				Manager, National and Provincial Treasury, within 10 working days after the end of each month (Income and expenditure reports)				Municipal Manager, National and Provincial treasury within 10 working days after the end of each month (Income and expenditure reports) by 30 September 2026	the Municipal Manager, National and Provincial treasury within 10 working days after the end of each month (Income and expenditure reports) by 31 December 2026	the Municipal Manager, National and Provincial treasury within 10 working days after the end of each month (Income and expenditure reports) by 31 March 2027	National and Provincial treasury within 10 working days after the end of each month (Income and expenditure reports) by 30 June 2027	and Provincial and National Treasury confirmations Report	
Compliance with legislative requirements	To ensure adherence to legislative requirements	Compile and submit time schedule of key deadlines to the council	Compile and submit time schedule of key deadlines to the council	None	Timeous compilation and submission of time schedule of key deadlines to the council by 31 August 2026	N/A	OpEx	N/A	Timeous compilation and submission of the time schedule of key deadlines to the council	N/A	Output	4	Timeous compilation and submission of the time schedule of key deadlines to the council by 31 August 2026	N/A	N/A	N/A	Council Resolution & Time Schedule of Key Deadlines	5Q
Compliance with legislative requirements	To ensure adherence to legislative requirements	Timeous Tabling of draft budget, budget-related policies,	Timeous Tabling of draft budget, budget-related policies,	None	Timeous Tabling of the 2027/2028 draft budget and budget-related policies and	N/A	OpEx	N/A	Timeous Tabling of 2027/2028 draft budget, budget-related policies; and tariffs to Council	N/A	Output	4	N/A	N/A	Timeous Tabling of the 2027/2028 draft budget and budget-related policies and	N/A	2027/2028 draft budget, budget-related policies and tariffs, and	5R

Quarterly projections of service delivery targets and performance indicators for each vote																		
KPA		Municipal Financial Management and Financial Viability																
Budget & Treasury Office		The administrative and financial capabilities of municipalities are enhanced																
Outcome 9		Output 6		The administrative and financial capabilities of municipalities are enhanced														
Functional Area / Development Priorities	Strategic Objective	Baseline 2025/2026			Annual Performance Target 2026/2027	Revised Annual Target	Budget	Adjusted Budget	Key Performance Indicators	Revised Key Performance Indicators	KPI TYPE	Weighting %	Quarterly projections/process indicator				Portfolio of Evidence	Annexure
		Current status	Demand	Backlog									Q 1	Q 2	Q 3	Q 4		
		and tariffs to Council	and tariffs to Council		tariffs to Council by 31 March 2027										related policies and tariffs to Council by 31 March 2027		Council resolution	
Compliance with legislative requirements	To ensure adherence to legislative requirements	Timeous submission of the 2026/2027 final budget, Related Policies, and tariffs to Council	Timeous submission of the 2026/2027 final budget, Related Policies, and tariffs to Council	None	Timeous tabling of 2027/2028 final budget, Related Policies and tariffs to Council by 31 May 2027	N/A	N/A	Timeous submission of 2027/2028 final budget, Related Policies and tariffs to Council	N/A	Output	4	N/A	N/A	N/A	N/A	Timeous submission of 2027/2028 final budget, Related Policies and tariffs to Council by 31 May 2027	2027/2028 Final budget, Related Policies, and Council resolution	5S
Ensure the establishment of a fully-fledged SCM unit to deal with all components of the SCM policy	To ensure adherence to legislative requirements	4 supply chain management reports submitted to the office of the Mayor	4 supply chain management reports submitted to the office of the Mayor	None	4 supply chain management reports submitted to the office of the Mayor by 30 June 2027	OpEx	N/A	Number of supply chain management reports submitted to the office of the Mayor	N/A	Output	3	1 supply chain management report submitted to the office of the Mayor by 30 September 2026	1 supply chain management report submitted to the office of the Mayor by 31 December 2026	1 supply chain management report submitted to the office of the Mayor by 31 March 2027	1 supply chain management report submitted to the office of the Mayor by 30 June 2027	Report	5T	
Effective financial management	To ensure effective financial management	12 Bank reconciliation prepared	12 Bank reconciliation prepared	None	12 Bank reconciliations prepared within 20 Days of the following month by 30 June 2027	OpEx	N/A	Number of bank reconciliations prepared within 20 Days of the following month	N/A	Output	3	3 Bank reconciliations prepared within 20 Days of the following month by 30 September 2026	3 Bank reconciliations prepared within 20 Days of the following month by 31	3 Bank reconciliations prepared within 20 Days of the following month by 31 March 2027	3 Bank reconciliations prepared within 20 Days of the following month by 30 June 2027	Signed Bank reconciliation	5U	

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Quarterly projections of service delivery targets and performance indicators for each vote																						
KPA		Municipal Financial Management and Financial Viability																				
Budget & Treasury Office		The administrative and financial capabilities of municipalities are enhanced																				
Outcome 9		Output 6		Baseline 2025/2026				Annual Performance Target 2026/2027	Revised Annual Target	Budget	Adjusted Budget	Key Performance Indicators	Revised Key Performance Indicators	KPI TYPE	Weighting %	Quarterly projections/process indicator				Portfolio of Evidence	Annexure	
Functional Area / Development Priorities		Strategic Objective	Current status	Demand	Backlog												Q 1	Q 2	Q 3	Q 4		
																		December 2026				
Effective assets management	To ensure effective asset management	1 Annual asset reconciliation prepared between the General Ledger and the Asset register	1 Annual asset reconciliation prepared between the General Ledger and the Asset register	1 Annual asset reconciliation prepared between the General Ledger and the Asset register	None	2 Asset reconciliation prepared between General Ledger and the Asset register by 30 August 2026 and 31 March 2027	N/A	OpEx	N/A	Number of asset reconciliations prepared between the General Ledger and the Asset register	N/A	Output	5	1 Asset reconciliation on prepared between General Ledger and the Asset register by 30 August 2026	N/A	1 Asset reconciliation on prepared between General Ledger and the Asset register by 31 March 2027	N/A				Report and annual asset register	5V
Effective assets management	To ensure effective asset management	2 Assets verification conducted	2 Assets verification conducted	2 Assets verification conducted	None	2 Assets verification conducted by 30 June 2027	N/A	OpEx	N/A	Number of Assets verification conducted	N/A	Output	5	N/A	1 Assets verification conducted by 31 December 2026	N/A	1 Assets verification conducted by 30 June 2027				Report and annual asset register	5W
An active billing and collection system to enhance revenue	To ensure an effective revenue system	65% collection on current year property rates owed	65% collection on current year property rates owed	65% collection on current year property rates owed	65% collection on current year property rates owed	65% collection on current year property rates owed by 30 June 2027	N/A	OpEx	N/A	% of collection on current year property rates owed	N/A	Output	3	16.25% collection on current year property rates owed by 30 September 2026	16.25% collection on current year property rates owed by 31 December 2026	16.25% collection on current year property rates owed by 31 March 2027	16.25% collection on current year property rates owed by 30 June 2027				Collection Rate Report	5X
Effective financial management	To improve overall financial management by developing and implementing	Timeous submission of the adjustment budget to the Council for approval	Timeous submission of the adjustment budget to the Council for approval	Timeous submission of the adjustment budget to the Council for approval	None	Timeous submission of the adjustment budget to the Council for approval by	N/A	OpEx	N/A	Timeous submission of the adjustment budget to the Council for approval	N/A	Output	4	N/A	N/A	Timeous submission of the adjustment budget to the Council for approval	N/A				Adjustment Budget and Council Resolution	5Y

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Quarterly projections of service delivery targets and performance indicators for each vote

Municipal Financial Management and Financial Viability																			
KPA	Budget & Treasury Office																		
Outcome 9		The administrative and financial capabilities of municipalities are enhanced																	
Functional Area / Development Priorities	Output 6	Strategic Objective	Baseline 2025/2026			Annual Performance Target 2026/2027	Revised Annual Target	Budget	Adjusted Budget	Key Performance Indicators	Revised Key Performance Indicators	KPI TYPE	Weighting %	Quarterly projections/process indicator				Portfolio of Evidence	Annexure
			Current status	Demand	Backlog									Q 1	Q 2	Q 3	Q 4		
														December 2026					
Effective assets management		To ensure effective asset management	1 Annual asset reconciliation prepared between the General Ledger and the Asset register	1 Annual asset reconciliation prepared between the General Ledger and the Asset register	None	2 Asset reconciliation prepared between General Ledger and the Asset register by 30 August 2026 and 31 March 2027	N/A	OpEx	N/A	Number of asset reconciliations prepared between the General Ledger and the Asset register	N/A	Output	5	1 Asset reconciliation on prepared between General Ledger and the Asset register by 30 August 2026	N/A	1 Asset reconciliation on prepared between General Ledger and the Asset register by 31 March 2027	N/A	Report and annual asset register	5V
Effective assets management		To ensure effective asset management	2 Assets verification conducted	2 Assets verification conducted	None	2 Assets verification conducted by 30 June 2027	N/A	OpEx	N/A	Number of Assets verification conducted	N/A	Output	5	N/A	1 Assets verification conducted by 31 December 2026	N/A	1 Assets verification conducted by 30 June 2027	Report and annual asset register	5W
An active billing and collection system to enhance revenue		To ensure an effective revenue system	65% collection on current year property rates owed	65% collection on current year property rates owed	65% collection on current year property rates owed	65% collection on current year property rates owed by 30 June 2027	N/A	OpEx	N/A	% of collection on current year property rates owed	N/A	Output	3	65% collection on current year property rates owed by 30 September 2026	65% collection on current year property rates owed by 31 December 2026	65% collection on current year property rates owed by 31 March 2027	65% collection on current year property rates owed by 30 June 2027	Collection Rate Report	5X
Effective financial management		To improve overall financial management by developing and implementing	Timeous submission of the adjustment budget to the Council for approval	Timeous submission of the adjustment budget to the Council for approval	None	Timeous submission of the adjustment budget to the Council for approval by	N/A	OpEx	N/A	Timeous submission of the adjustment budget to the Council for approval	N/A	Output	4	N/A	N/A	Timeous submission of the adjustment budget to the Council for approval	N/A	Adjustment Budget and Council Resolution	5Y

Quarterly projections of service delivery targets and performance indicators for each vote																		
KPA	Municipal Financial Management and Financial Viability																	
Budget & Treasury Office		The administrative and financial capabilities of municipalities are enhanced																
Outcome 9	Output 6	Baseline 2025/2026				Revised Annual Target	Budget	Adjusted Budget	Key Performance Indicators	Revised Key Performance Indicators	KPI TYPE	Weighting %	Quarterly projections/process indicator				Portfolio of Evidence	Annexure
Functional Area / Development Priorities	Strategic Objective	Current status	Demand	Backlog	Annual Performance Target 2026/2027								Q 1	Q 2	Q 3	Q 4		
	9 appropriate financial management				28 February 2027										by 28 February 2027			
Facilitate the provision of free basic services	To update the indigent register	7,786 indigents registered	4000 indigents registered	None	4000 indigents registered by 30 June 2027	N/A	OpEx	N/A	Number of indigents registered	N/A	Output	5	1000 indigents registered by 30 September 2026	1000 indigents registered by 31 December 2026	1000 indigents registered by 31 March 2027	1000 indigents registered by 30 June 2027	Updated indigent register	5Z
Facilitate the provision of free basic services	To update the indigent register	0 indigents with access to free basic electricity	4000 New indigents with access to free basic electricity	None	500 New indigents with access to free basic electricity by 30 June 2027	N/A	OpEx	N/A	Number of registered indigent households with access to free electricity	N/A	Output	3	125 New indigents with access to free basic electricity by 30 September 2026	125 New indigents with access to free basic electricity by 31 December 2026	125 New indigents with access to free basic electricity by 31 March 2027	125 New indigents with access to free basic electricity by 30 June 2027	Eskom Configuration Report	5AA
Performance Management	Line Managers' performance assessment performed	Conduct performance assessment for 8 line managers	Conduct performance assessment for 8 line managers	Conduct performance assessment for 8 line managers	Conduct performance assessment for 8 line managers by 30 June 2027	NA	OpEx	N/A	Number of Line Managers' performance assessments performed	N/A	Output	2	Conduct performance assessment for 8 line managers by 30 September 2026	Conduct performance assessment for 8 line managers by 31 December 2026	Conduct performance assessment for 8 line managers by 31 March 2027	Conduct performance assessments for 8 line managers by 30 June 2027	Performance Assessment Report	5AB

Quarterly projections of service delivery targets and performance indicators for each vote																		
KPA		Municipal Financial Management and Financial Viability																
Budget & Treasury Office		The administrative and financial capabilities of municipalities are enhanced																
Outcome 9	Output 6	Baseline 2025/2026				Revised Annual Target	Budget	Adjusted Budget	Key Performance Indicators	Revised Key Performance Indicators	KPI TYPE	Weighting %	Quarterly projections/process indicator				Portfolio of Evidence	Annexure
Functional Area / Development Priorities	Strategic Objective	Current status	Demand	Backlog	Annual Performance Target 2026/2027								Q 1	Q 2	Q 3	Q 4		
Effective financial management	To ensure effective financial management	100% contracts performance is monitored per department	100% contracts performance is monitored per department	None	100% contracts performance monitored per department by 30 June 2027	N/A	OpEx	N/A	% contracts performance monitored per department	N/A	Output	3	100% contracts performance monitored per department by 30 September 2026	100% contracts performance monitored per department by 31 December 2026	100% contracts performance monitored per department by 31 March 2027	100% contracts performance monitored per department by 30 June 2027	Assessment Report, Monthly progress reports, and invoices	5AC

Signed and accepted by the Acting Chief Financial Officer

Date

Signed by the Acting Municipal Manager on behalf of the Council

Date

:  _____

: 24/07/2026

:  _____

: 24/07/2026





ANNEXURE "B"

COMPETENCY FRAMEWORK STRUCTURE

The CCRs that are deemed to be most critical for the **Employee's** specific job as an agreement to between the **Employer** and **Employee**. Three obligatory CCRs indicated here are compulsory for the Municipal Manager:

Weighting of the Competencies = 60%

Competency required	Weighting %	Targets	Current level of competence rating is based on the competency assessment results (select from level 1 - 5)
1.1 Strategic Direction and Leadership	5%	5	3
1.2 People Management and Empowerment (compulsory)	5%	5	3
1.3 Program and Project Management	5%	5	3
1.4 Financial Management (compulsory)	5%	5	3
1.5 Change Management	5%	5	3
1.6 Client Orientation and Customer Focus (compulsory)	5%	5	3
1.7 Governance Leadership	5%	5	3
1.8 Moral Competence	5%	5	3
1.9 Planning and Organizing	4%	5	3

Competency required	Weighting %	Targets	Current level of competence rating is based on the competency assessment results (select from level 1 - 5)
1.10 Analysis and Innovation	4%	5	3
1.11 Knowledge & Information Management	4%	5	3
1.12 Communication	5%	5	3
1.13 Results and Quality focus	3%	5	3
Total	60%		

ANNEXURE "C"

CORE OCCUPATIONAL COMPETENCIES (COC) Weighting of the Competencies = 40%

Competency required	Weighting %	Targets	Current level of competence (select from level 1 - 5)
2.1 Competence in Self - Management	5	5	3
2.2 Interpretation of and implementation within the legislative and national policy frameworks	10	5	3
2.3 Knowledge of developmental local government	5	5	3
2.4 Knowledge of Performance Management and reporting	5	5	3
2.5 Reporting Knowledge of global and South African specific political, social and economic contexts	5	5	3
2.6 Competence in policy conceptualization, analysis and implementation	5	5	3
2.7 Knowledge of more than one functional municipal field/ discipline	5	5	3
Grand Total	40%		

Name of Acting Municipal Manager: OLEBILE NTSIMANE Signature of Acting Municipal Manager:  Date: 29 July 2026

Name of Employee: KEAOLEBOGA SEKGOME Signature of Employee:  Date: 29 July 2026

ANNEXURE "D"

PERSONAL DEVELOPMENT PLAN (PDP) Personal Development Plan of: Ms. KEAOLEBOGA SEKGOME Compiled on: 19TH JUNE 2026

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
1. Good Governance	The art of leadership Leading for strategic alignment From motivation to inspiration Principles and practices of good governance	Certificate in Good Governance (CPMD) related course	Part Time study	12 Months	Ability to have a strategic management knowledge which will ensure good governance	Director Corporate Services

Acting Municipal Manager's Signature: _____

Date Signed: 24 July 2026

Employee's Signature: _____

Date Signed: 24 July 2026

