

**2025/2026  
PERFORMANCE AGREEMENT**



**MOSES KOTANE LOCAL MUNICIPALITY  
MUNICIPAL MANAGER**

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**ENTERED INTO BY AND BETWEEN:  
As made and entered into between**

Moses Kotane Local Municipality herein represented by **Cllr D. Tshetlhane** in her capacity as the **Acting Mayor** (hereinafter referred to as the employer)

**AND**

**Mr Mokopane Vaaltyn Letsoalo** in his capacity as the **Municipal Manager** for Moses Kotane Local Municipality (the "employee")

**WHEREBY IT IS AGREED AS FOLLOWS:**

**1. INTRODUCTION**

- 1.1 The municipality has entered into a contract of employment with the Employee commencing **1 January 2024** employed on a permanent basis
- 1.2 Section 57(1) (b) of the Municipal Systems Act 32 of 2000 read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement in terms of section 57(2) (a) of the same act.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with sections 57(4A), 57(4B) and 57(5) of the Systems Act.

**.INTRODUCTION**

- 1.1 The municipality has entered into a contract of employment with the Employee in terms of Section 57 (1) (a) of the Local Municipal Systems Act 32 of 2000 commencing **01 November 2022** ending **30 October 2027**
- 1.2 Section 57(1) (b) of the Municipal Systems Act 32 of 2000 read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement in terms of section 57(2) (a) of the same act.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with sections 57(4A), 57(4B) and 57(5) of the Systems Act.

**2. PURPOSE OF THIS AGREEMENT**

*The purpose of this agreement is to –*

- 2.1. Comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2. Specify objectives and targets established for the Employee and to communicate to the Employee the employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3. Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4. Monitor and measure performance against set targeted outputs and establish a transparent and accountable working relationship;

- 2.5. Use the Performance Agreement and Performance Plan as the basis for assessing the sustainability of the employee for permanent employment and/or to assess whether the employee has met the performance expectations applicable to the job;
- 2.6. Appropriately reward the Employee in accordance with the employer's performance management policy in the event of outstanding performance; and
- 2.7. Give effect to the client's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery through a performance management system.

### **3. COMMENCEMENT AND DURATION**

- 3.1. This agreement and the date of signature shall commence and shall in all respect be deemed to have commenced, with effect from 1<sup>st</sup> July 2024 and will remain in force until 30 June 2025 where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2. The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3. The payment of performance bonus is determined by the performance score obtained during the annual performance evaluation and subject to approval of the annual performance evaluation report by council.
- 3.4. 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 affected only after the performance evaluation has been completed and contemplated in section 8 (4B) of the Municipal System Amendment 44 of 2003 and the Performance Management System Policy adopted by Council.
- 3.5. 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.
- 3.6. If at any time during the validity of this Agreement the work environment alters to (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**

#### ***The performance plan (annexure A) set out-***

- 4.1. The performance objectives and targets that must be met by the Employees; and 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 Employees and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan of the Client, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.3. The key objectives describe the main tasks that need to be done. The key performance indicator provides the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the time-framework in which the work must be achieved. The weightings show the relative importance of the key objective to each other.
- 4.4. The employee's performance will, in addition be measured in terms of contributions to 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 Municipality 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 must 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 agrees to participate in the Performance Management System that the Client adopts.
- 5.5. The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPA's) (Including special projects relevant to the employee's responsibilities) within the Local Government Framework.
- 5.6. 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. The Employee must be assessed against both components, with a weighting of 80:20 allocated to KPA and the Core Managerial Competencies [CMCs] respectively.
- o Each area of assessment will be weighted and will contribute a pro rata to the total score.
  - o KPA's covering the main areas of work will account 80% and CMC's will account for 20% of the final assessment.

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 Client and Employee:

Key Performance Areas	Weighting %
<b>KPA NO 1:</b> Basic Service Delivery and Infrastructure Development	30%
<b>KPA NO 2:</b> Local Economic Development	10
<b>KPA NO 3:</b> Municipal Financial Viability	25%
<b>KPA NO 4:</b> Municipal Transformation and Organizational Development	15%
<b>KPA NO 5:</b> Spatial Rationale – Development Planning	10%
<b>KPA NO 6:</b> Good Governance and Public Participation	10%
Total	100%

The CMCs will make up the other 20% of the Employee's assessment score. CMCs that are deemed to be most critical for the Employee's specific job should be selected from the list below as agreed to between the Client and Employee:

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)		
Core Managerial and Occupational Competencies	√ (Indicate choice)	Weight
<b>Core Managerial Competencies</b>		
Strategic Capability and Leadership		5%
Programme and Project Management		5%
Financial Management	Compulsory	5%
Change Management		4%
Knowledge Management		5%
Service Delivery Innovation		5%
Problem Solving and Analysis		4%
People Management and Empowerment	Compulsory	5%
Client Orientation and Customer Focus	Compulsory	5%
Communication		4%
Honesty and Integrity		5%
<b>Core Occupational Competencies</b>		
Competence in Self-Management		5%
Interpretation of and implementation within the legislative and national policy frameworks		5%
Knowledge of developmental local government		5%
Knowledge of Performance Management and Reporting		5%

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)		
Core Managerial and Occupational Competencies	✓ (Indicate choice)	Weight
Knowledge of global and South African specific political, social and economic contexts		2%
Competence in policy conceptualisation, analysis and implementation		5%
Knowledge of more than one functional municipal field / discipline		5%
Skills in Mediation		4%
Skills in Governance		4%
Competence as required by other national line sector departments		4%
Exceptional and dynamic creativity to improve the functioning of the municipality		4%
<b>Total percentage</b>	-	<b>100%</b>

## 6. EVALUATING PERFORMANCE

6.1. The performance Plan (Annexure A) to this Agreement sets out

- o the standards and procedures for evaluating the Employee's performance,
- o and the intervals for the evaluation of the Employee's performance.

6.2. Despite the establishment of agreed intervals for evaluation, the client 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 actions agreed to and implementation must take place within set time frames.

6.4. The annual performance appraisal will involve:

- o Assessment of the achievement of results as outlined in the performance plan;
- o 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.
- o An indicative rating on the five-point scale should be provided for each KPA.
- o The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.

6.3. Assessment of Core Competency Requirements (CCRs);

- o Each CMC should be assessed according to the extent to which the specified standards have been met.
- o An indicative rating on the five-point scale should be provided for each CMC. The applicable assessment rating calculator must then be used to add the scores and calculate a final CMC score.

6.4. Overall ratings

- o An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal. The Assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:

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

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

6.4. For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established-

- o Executive Mayor or Mayor;
- o Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- o Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- o Mayor and /or Municipal Manager from another Municipality; and
- o Member of a Ward Committee member as nominated by the executive mayor or mayor.

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1. The performance of each Employee in relation to his/her performance agreement shall be reviewed on the following periods with the understanding that reviews in the first and 3rd quarter may be verbal if performance is satisfactory

- 1<sup>st</sup> quarter : Not later than 3<sup>rd</sup> week of October  
2<sup>nd</sup> quarter : 3<sup>rd</sup> week of January  
3<sup>rd</sup> quarter : 2<sup>nd</sup> week of April  
4<sup>th</sup> quarter : by 31 August

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 client'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 must be fully consulted before any such change is made.

- 7.5. The Employer may amend the provisions of Annexure B 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 changes is made.
- 7.6. Records/results of quarterly, mid-year and annual assessment/reviews and changes made to the performance agreement as a result of such evaluations will be documented as form part of the Annual Performance Report

**8. DEVELOPMENTAL REQUIREMENTS**

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

**9. OBLIGATION OF THE CLIENT**

*The Client shall –*

- 9.1. Create an enabling environment to facilitate effective performance by the employee;
- 9.2. Provide access to skills development and capacity building opportunities;
- 9.3. Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.4. 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
- 9.5. Make available to the Employee such resource as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

**10. CONSULTATION**

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

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

10.2. The Client agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 above 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. After the annual performance evaluation in terms of this performance agreement has been completed, the performance bonus ranging from 5% to 14% of all-inclusive remuneration package may be paid to the Employee in recognition of outstanding performance.
- 11.3. In determining the performance bonus, of the relevant percentage will be based on the overall rating calculated by using the applicable assessment ratings calculator provided that;
- o a score of 130% to 149% will be awarded a performance bonus ranging between 5% to 9%; and
  - o a score of 150% and above will be awarded a performance bonus in range between 10% to 14%

***The above-mentioned performance bonus will be awarded based on the following scheme;***

Level of Performance	Description	Allocated Total Score	Bonus % of the total package
5	Outstanding performance	Above 150%	10-14%
4	Performance significantly above expectations	130-149%	5-9%

3	Fully effective (meets the standard)	100-129%	0%
2	Performance not fully effective	50-99%	
1	Unacceptable performance	1-49%	

11.4. The employee will be eligible for progression to the next higher remuneration package, within relevant remuneration band, after completion of at least twelve months' service at the current remuneration package on 30 June (end of financial year) subject to a fully assessment (performance meets the standards: 100% - 129%)

***In the case of unacceptable performance, the Employer shall-***

- o give notice to the Employee to attend a meeting with the Employer and the Employee will have the opportunity to satisfy the Employer of the measures being taken to ensure that the Employee's performance becomes satisfactory by a particular date.
- o Provide systematic remedial or development support to assist the employee to improve his or her performance; and
- o 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 this or her duties.

Nothing contained in this agreement in any way limit the right the of the Employer to terminate the Employee's contract of employment for any other breach by the Employee of his obligations to the Employee or any other valid reason in law.

**12. DISPUTE RESOLUTION**

12.1. If the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute arises about the nature of this performance agreement, whether it relates to the key responsibilities, priorities, methods of assessment or as to the extent of which the Employee has achieved the performance objectives and targets established in terms of this Agreement;

12.2. The Employee may meet the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing.

12.3. In the event of the employee remains dissatisfied with the outcome of the meeting, the dispute shall be mediated by the Mayor within 30 days of receipts of a formal dispute from the Employee.

12.4. In the event that the meeting and mediation process contemplated in clause 12.1 above fails, dispute resolution mechanism or processes provided for in clause 19.3 of the contract of employment shall apply.

12.5. The outcome of any meetings and decisions of the employer, mediation or arbitration with regard to any dispute in terms of the performance agreement must form part of the report of the annual review to council.

**13. GENERAL**

- o 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 Client.
- o 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.

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THUS, SIGNED AT MOGWASE ON THIS...10<sup>th</sup>..... DAY OF JULY 2025



Municipal Manager



Cllr D. Tshethane  
Acting Mayor (MKLM)



(1) Witness



(1) Witness



(2) Witness



(2) Witness

## ANNEXURE A: SERVICE DELIVERY TARGETS AND KEY PERFORMANCE INDICATOR

Moses Kotane Local Municipality									
2025-2026 Service Delivery and Budget Implementation Plan									
Key Performance Area No 1: Basic Service Delivery and Infrastructure Development									
Strategic Objectives: To Develop and Maintain Infrastructure to Provide Basic Services									
Key Performance Indicator	2024-2025 Baseline	2025-2026 Annual Target	Quarterly Performance Targets				2025-2026 Annual Budget	Portfolio of Evidence	
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter			
KPI 1- Number of bulk water and augmentation projects constructed	New	5 bulk water projects constructed in by June 2026. (Tweelagte phase 3, Tweelagte phase 4, Sandfontein phase 2, Boikhutso Ext, Mabeskraal and David Katnagel)	N/A	N/A	N/A	5 bulk water and augmentation projects constructed	R53,000,000	4 Completion certificate and 1 progress report	
KPI 2- Number of designs for upgrading bulk water and augmentation projects completed	New	4 designs for upgrading, bulk water and augmentation projects completed by June 2026. (Molatedi, Greater Soulsproot, Madikwe, Mabalstad and Moubana)	N/A	N/A	N/A	4 designs for upgrading bulk water and augmentation projects completed	R13 068,000	4 Detailed designs reports	
KPI 3- Percentage Replacement of Mogwase	Designs for replacement of Mogwase	50% Percent of Mogwase asbestos pipe	Procurement of the contractor	Appointment of service provider	20% Percent of Mogwase asbestos pipe	50% Percent of Mogwase asbestos pipe	R20,000,000	Progress report	

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**Moses Kotane Local Municipality**  
**2025-2026 Service Delivery and Budget Implementation Plan**  
**Key Performance Area No 1: Basic Service Delivery and Infrastructure Development**

<b>Strategic Objectives: To Develop and Maintain Infrastructure to Provide Basic Services</b>									
<b>Key Performance Indicator</b>	<b>2024-2025 Baseline</b>	<b>2025-2026 Annual Target</b>	<b>Quarterly Performance Targets</b>				<b>2025-2026 Annual Budget</b>	<b>Portfolio of Evidence</b>	
			<b>1st Quarter</b>	<b>2nd Quarter</b>	<b>3rd Quarter</b>	<b>4th Quarter</b>			
Mogwase asbestos pipe phase 2	asbestos pipeline finalised	phase 2 replaced by June 2026		replaced phase 2	replaced phase 2	phase 2 replaced			
KPI 4 - Percentage of households with access to water (Mogwase & Madikwe)	100% of households with access to water (Mogwase & Madikwe)	100% of households with access to water (Mogwase & Madikwe) by June 2026	100% of households with access to water (Mogwase & Madikwe)	100% of households with access to water (Mogwase & Madikwe)	100% of households with access to water (Mogwase & Madikwe)	100% of households with access to water (Mogwase & Madikwe)	Operational	Billing report and valuation roll.	
KPI 5 - Number of villages with access to water	107 Villages with access to water	107 villages with access to water by June 2026	107 villages with access to water	Operational	Signed water delivery reports on confirmation of services by ward councillors or ward committee members.				
KPI 6 - Percentage of water quality standard compliance with SANS 241	New	95% Percentage of water quality standard compliance with SANS 241 by June 2026	95% Percentage of water quality standard compliance with SANS 241	95% Percentage of water quality standard compliance with SANS 241	95% Percentage of water quality standard compliance with SANS 241	95% Percentage of water quality standard compliance with SANS 241	Operational	Water quality sampling reports	
KPI 7- Investigation of water conservation and demand management in	New	Investigation of water conservation and demand management in Mogwase	Appointment of service provider	Investigation of water conservation and demand management in	N/A	N/A	R2,000,000	Investigation report	

Moses Kotane Local Municipality									
2025-2026 Service Delivery and Budget Implementation Plan									
Key Performance Area No 1: Basic Service Delivery and Infrastructure Development									
Strategic Objectives: To Develop and Maintain Infrastructure to Provide Basic Services									
Key Performance Indicator	2024-2025 Baseline	2025-2026 Annual Target	Quarterly Performance Targets				2025-2026 Annual Budget	Portfolio of Evidence	
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter			
Mogwase conducted		conducted by June 2026		Mogwase conducted					
KPI 8 - Percentage construction of refurbishment of Mogwase waste water treatment plant phase 1 (Works)	10% Percent of refurbishment of Mogwase waste water treatment plant	100% Percent of refurbishment of Mogwase waste water treatment plant phase 1(works) constructed by June 2026	30% Percent of refurbishment of Mogwase waste water treatment plant phase 1(works)	60% Percent of refurbishment of Mogwase waste water treatment plant phase 1(works)	90% Percent of refurbishment of Mogwase waste water treatment plant phase 1(works)	100% Percent of refurbishment of Mogwase waste water treatment plant phase 1(works) constructed	R17,000,000	Completion certificate	
KPI 9- Percentage construction of upgrading of Madikwe sewer network	Design for the Upgrading of Madikwe sewer network completed	5% Percent n of Upgrading of Madikwe sewer network constructed by June 2026	Approval by DWS	Procurement of the contractor	Appointment of service provider	5% Percent n of upgrading of Madikwe sewer network constructed	R10,000,000	Progress report	
KPI 10 -Number of internal roads projects constructed	New	4 internal roads project projects constructed by June 2026. (Tlokweg, Weverdient, Mogwase and Kraalhoek)	N/A	N/A	N/A	4 internal roads designs completed	R62,000,000	4 Completion certificates	

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Moses Kotane Local Municipality									
2025-2026 Service Delivery and Budget Implementation Plan									
Key Performance Area No 1: Basic Service Delivery and Infrastructure Development									
Strategic Objectives: To Develop and Maintain Infrastructure to Provide Basic Services									
Key Performance Indicator	2024-2025 Baseline	2025-2026 Annual Target	Quarterly Performance Targets				2025-2026 Annual Budget	Portfolio of Evidence	
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter			
KPI 11 - Number of internal roads designs completed	New	3 internal roads designs completed by June 2026. (Mabeskraal, Green Side ward 9 and Welgeval Block C)	N/A	N/A	N/A	3 internal roads designs completed	R5,000,000	Detailed designs reports	
KPI 12 - Percentage upgrading of Stormwater Management – Goedehoop, Nonceba, and Losmyfjerie	Design of Goedehoop, Losmyfjerie and Nonceba storm water management completed	5% of Stormwater Management upgraded by June 2026. (Goedehoop, Nonceba, and Losmyfjerie)	Appraisal of the technical report by COGTA for MIG	Registration of the project through MIG	Procurement of the contractor	5% of Goedehoop, Nonceba, and Losmyfjerie Stormwater Management upgraded by June 2026	R18,000,000	Progress report	
KPI 13 – Number of HML and community halls energized	40 HMLs and 1 community hall energised in various villages	28 Number of HML and community halls energized by June 2026	Appointment of the service provider	10 Number of HML and community halls energized by June 2026	10 Number of HML and community halls energized	8 HML and community halls energized by June 2026	R7,000,000	Completion Certificate	
KPI 14 - Design of Mogwase disaster management centre completed	New	Design of Mogwase disaster management centre completed by June 2026	Scoping Report	Preliminary design report	Detailed design report	Design of Mogwase disaster management centre completed	R2,000,000	Detailed design report	
KPI 15 - Percentage Refurbishment of Tlokweg Cemeteries	Old Cemeteries	10% percent of Tlokweg Cemeteries	Appraisal of the technical report by COGTA for MIG	Registration of the project through MIG	Procurement of the contractor	10% percent of Tlokweg cemeteries refurbished	R14,000,000	Progress report	

Moses Kotane Local Municipality								
2025-2026 Service Delivery and Budget Implementation Plan								
Key Performance Area No 1: Basic Service Delivery and Infrastructure Development								
Strategic Objectives: To Develop and Maintain Infrastructure to Provide Basic Services								
Key Performance Indicator	2024-2025 Baseline	2025-2026 Annual Target	Quarterly Performance Targets				2025-2026 Annual Budget	Portfolio of Evidence
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter		
KPI 16 - Design for upgrading of Madikwe landfill site completed	New	Design for upgrading of Madikwe landfill site completed by June 2026 refurbished by June 2026	Scoping report	Preliminary design report	Detailed design report	Design for upgrading of Madikwe Landfills site completed	R2,000,000	Detailed design report

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Moses Kotane Local Municipality 2025-2026 Service Delivery and Budget Implementation Plan									
Key Performance Area No 1: Basic Service Delivery and Infrastructure Development									
Strategic Objectives: To Develop and Improve Community Infrastructure Facilities									
Key Performance Indicator	2024-2025 Baseline	2025-2026 Annual Target	2025-2026 Quarterly Targets				2025-2026 Annual Budget	Portfolio of Evidence	
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter			
KPI 17- Number of municipal buildings (old building, Losmejerie and Vrede community halls) renovated	2 Municipal Building (LED office and Mopyane renovated)	3 Municipal buildings renovated by June 2026 (old building, Losmejerie and Vrede community halls)	N/A	Evaluation and adjudication	Appointment of service provider	3 Municipal buildings (old building, Losmejerie and Vrede community halls) renovated	Operational	3 Completion certificates	
KPI 18 - Number of roadblocks conducted	4 Roadblocks conducted	4 Roadblocks conducted by June 2026.	1 Roadblock conducted	1 Roadblock conducted	1 Roadblock conducted	1 Roadblock conducted	Operational	Reports and attendance registers	
KPI 19 - Number of road safety campaigns conducted	12 Road and Safety campaigns conducted	12 Road safety campaigns conducted by 2026	3 Road safety campaigns conducted	Operational	Reports and attendance registers				
KPI 20 - Percentage of households provided with access to solid waste removal (Madikwe and Mogwase)	100% of households provided with access to solid waste removal (Madikwe and Mogwase)	100% of households provided with access to solid waste removal (Madikwe and Mogwase) by 2026	100% of households provided with access to solid waste removal (Madikwe and Mogwase)	100% of households provided with access to solid waste removal (Madikwe and Mogwase)	100% of households provided with access to solid waste removal (Madikwe and Mogwase)	100% of households provided with access to solid waste removal (Madikwe and Mogwase)	Operational	Reports on % of households provided with access to solid waste removal (Madikwe and Mogwase)	
KPI 21- Number of villages provided with access to solid and waste removal	107 villages provided with access to solid and waste removal	107 villages provided with access to solid and waste removal by 2026	107 villages provided with access to solid and waste removal	107 villages provided with access to solid and waste removal	107 villages provided with access to solid and waste removal	107 villages provided with access to solid and waste removal	Operational	Number of villages provided with access to solid and waste removal	

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Moses Kotane Local Municipality 2025-2026 Service Delivery and Budget Implementation Plan									
KPA 2: Local Economic Development									
Strategic Objective: To create and enabling environment for social development and economic growth									
Key Performance Indicator	2024-2025 Baseline	2025-2026 Annual Target	2025-2026 Quarterly Targets				2025-2026 Annual Budget	Portfolio of Evidence	
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter			
KPI 22- Number of agriculture, tourism, sports, arts and culture and business Enterprise programmes facilitated	1 SMME, tourism and agricultural programmes facilitated	9 Agriculture, tourism, sports, arts and culture and business enterprise programmes facilitated by June 2026	N/A	3 Agriculture, tourism, sports, arts and culture and business enterprise programmes facilitated	3 Agriculture, tourism, sports, arts and culture and business enterprise programmes facilitated	3 Agriculture, tourism, sports, arts and culture and business enterprise programmes facilitated	Operational	Reports and attendance registers	
KPI 23- Business licensing authority application approved by council	New	Business licensing authority application approved by council by June 2026	N/A	Setting up of licensing board	Approved business licensing authority application by DEDECT	Business licensing authority application approved by council	Operational	License authority document, licensing document and council resolution	
KPI 24 - Number job opportunities created through, EPWP O	76 Jobs opportunities created through and capital projects	50 Job opportunities created through EPWP and capital projects by June 2026	40 Jobs opportunities created through EPWP and capital projects	36 Job opportunities created through EPWP and capital projects	N/A	N/A	Operational	Beneficiary list and appointment letters	

**Moses Kotane Local Municipality**  
**2025-2026 Service Delivery and Budget Implementation Plan**  
**KPA 3: Municipal Financial Viability**

<b>Strategic Objective: To Ensure that revenue and expenditure of the municipality is in accordance with legislative prescripts governing finance in the municipality, by maximizing revenue collections, optimizing expenditure and monitoring cashflow</b>									
Key Performance Indicator	2024-2025 Baseline	2025-2026 Annual Target	2025-2026 Quarterly Targets				2025-2026 Annual Budget	Portfolio of Evidence	
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter			
KPI 25 - 2025-2026 Adjusted budget tabled to Council	2024-2025 Adjusted budget Tabled to council	2025-2026 Adjusted budget tabled to Council by 28 February 2026	N/A	N/A	2025-2026 Adjusted budget tabled to council	N/A	Operational	Council Agenda & resolution	
KPI 26 - 2026-2027 Draft budget approved by council	2025-2026 Draft budget approved by council	2026-2027 Draft budget approved by council by 31 March 2026	N/A	N/A	2026-2027 Draft budget approved by council	N/A	Operational	Council Agenda & resolution	
KPI 27 - 2026-2027 Final budget approved by council	2025-2026 Final budget approved by council	2026-2027 final budget approved by council by 31 May 2026	N/A	N/A	N/A	2026-2027 final budget approved by council	Operational	Council Agenda & resolution	
KPI 28 - 2025-2026 Annual financial statements submitted to Auditor General	2024-2025 Annual financial statements submitted to Auditor General	2025-2026 Annual financial statements submitted to Auditor General by 31 August 2026	2025-2026 Annual financial statements submitted	N/A	N/A	N/A	Operational	Acknowledgement letter from AG	

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**Moses Kotane Local Municipality**  
**2025-2026 Service Delivery and Budget Implementation Plan**

**KPA 3: Municipal Financial Viability**

**Strategic Objective:** To Ensure that revenue and expenditure of the municipality is in accordance with legislative prescripts governing finance in the municipality, by maximizing revenue collections, optimizing expenditure and monitoring cashflow

Key Performance Indicator	2024-2025 Baseline	2025-2026 Annual Target	2025-2026 Quarterly Targets				2025-2026 Annual Budget	Portfolio of Evidence
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter		
KPI -29 Number of MFMA section 52 report Submitted to Council	4 MFMA section 52 reports Submitted to council	4 MFMA section 52 reports Submitted to Council within 30 days of the end of each Quarter	1 MFMA section 52 report Submitted to council	1 MFMA section 52 report Submitted to council	1 MFMA section 52 report Submitted to council	1 MFMA section 52 report Submitted to council	Operational	Council Agenda and resolutions
KPI 30 - Percentage of competitive bids processed within 90 days of advert	100 % competitive bids processed within 90 days of advert	100% Competitive bids processed within 90 days of advert by June 2026	100% Competitive bids processed within 90 days of advert.	100% Competitive bids processed within 90 days of advert.	100% Competitive bids processed within 90 days of advert.	100% Competitive bids processed within 90 days of advert.	Operational	Adverts and Verdict of the Accounting Officer per bid.
KPI 31 -Number of reports on the update of the indigent register	100 % of indigent register updated	2 reports on the update of indigent register June 2026	N/A	1 report on the update of indigent register	N/A	1 report on the update of indigent register	Operational	Operational
KPI 32- Percentage increase in revenue	73 % revenue	5 % increase in revenue by June 2026	N/A	2.5 % increase in revenue	N/A	2.5 % increase in revenue	Operational	90-day age analysis report
KPI 33 – Number of reports on the update of asset register	100 % of asset register updated	2 reports on the update of asset register by June 2026	N/A	1 report on the update of asset register	N/A	1 report on the update of asset register	Operational	Report on the updated asset register

Moses Kotane Local Municipality  
2025-2026 Service Delivery and Budget Implementation Plan

KPA 3: Municipal Financial Viability

**Strategic Objective:** To Ensure that revenue and expenditure of the municipality is in accordance with legislative prescripts governing finance in the municipality, by maximizing revenue collections, optimizing expenditure and monitoring cashflow

Key Performance Indicator	2024-2025 Baseline	2025-2026 Annual Target	2025-2026 Quarterly Targets				2025-2026 Annual Budget	Portfolio of Evidence
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter		
KPI 34 - Number of reports on the implementation of post audit action plan updated	2022-2023 Audit Action Plan	6 reports on the implementation of post audit action plan by June 2025	N/A	N/A	3 reports on the implementation of post audit action plan	3 reports on the implementation of post audit action plan	Operational	Audit action plan reports

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Moses Kotane Local Municipality 2025-2026 Service Delivery and Budget Implementation Plan									
KPA 4: Municipal Transformation and Organizational Development									
Strategic Objective: To Promote Accountability, Efficiency and Professionalism Within the Organization									
Key Performance Indicator	2024-2025 Baseline	2025-2026 Annual Target	2025-2026 Quarterly Targets				2025-2026 Annual Budget	Portfolio of Evidence	
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter			
KPI 35 - 2025-2026 Employment equity plan developed	2025-2026 Employment equity plan developed	2025-2026 Employment equity plan developed by September 2025	2025/2026 Employment equity plan developed	N/A	N/A	N/A	Operational	Employment equity plan	
KPI 36 - 2025/2026 Employment equity report submitted to department of employment and labour	2024-2025 Employment equity report not submitted to department of employment and labour	2025/2026 Employment equity report submitted to department of employment and labour by 15 January 2026	N/A	N/A	2025/2026 Employment equity report submitted to department of employment and labour	N/A	Operational	Acknowledgement letter from the department of employment and labour	
KPI 37 - 2025/2026 Workplace skills plan and ATR submitted to LG SETA	2024-2025 Workplace skills plan submitted LG SETA	2025-2026 Workplace skills plan and ATR submitted LG SETA by April 2026	N/A	N/A	N/A	2025-2026 Workplace skills plan and ATR submitted LG SETA	Operational	Acknowledgement letter from LGSETA	
KPI 38 - Number of LLF meetings held	1 Local labour forum meeting held	6 LLF meetings held by 30 June 2025	2 LLF meetings held	2 LLF meetings held	1 LLF meetings held	1 LLF meetings held	Operational	Agenda, attendance register and minutes	

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Moses Kotane Local Municipality 2025-2026 Service Delivery and Budget Implementation Plan									
KPA 4: Municipal Transformation and Organizational Development									
Strategic Objective: To Promote Accountability, Efficiency and Professionalism Within the Organization									
Key Performance Indicator	2024/2025 Baseline	2025-2026 Annual Target	2025-2026 Quarterly Targets				2025/2026 Annual Budget	Portfolio of Evidence	
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter			
KPI 39- Percentage of grievances processed within 30 days of receipt	0 % of grievances processed within 30 days of receipt	100 % of grievance processed within 30 days of receipt	100 % of grievances processed within 30 days of receipt	100 % of grievances processed within 30 days of receipt	100 % of grievances processed within 30 days of receipt	100 % of grievances processed within 30 days of receipt	Operational	Grievance forms, grievance report register	
KPI 40- 2026-2027 institutional performance management framework approved by council	2025-2026 institutional performance management framework approved by council	2026/2027 institutional performance management framework approved by council by June 2026	N/A	N/A	N/A	2026-2027 institutional performance management framework approved by council	Operational	Council resolution	
KPI 41 - 2024-2025 annual performance report submitted to Auditor General	2023-2024 annual performance report submitted to Auditor General	2024-2025 annual performance report submitted to Auditor General by August 2025	2024-2025 annual performance report submitted to Auditor General	N/A	N/A	N/A	Operational	Acknowledgement letter	
KPI 42 - Number of quarterly performance reports	4 quarterly performance reports submitted to council	4 quarterly performance reports submitted to council by June 2026	1 quarterly performance report submitted to council	1 quarterly performance report submitted to council	1 quarterly performance report submitted to council	1 quarterly performance report submitted to council	Operational	Council resolution	

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Moses Kotane Local Municipality 2025-2026 Service Delivery and Budget Implementation Plan									
KPA 4: Municipal Transformation and Organizational Development									
Strategic Objective: To Promote Accountability, Efficiency and Professionalism Within the Organization									
Key Performance Indicator	2024/2025 Baseline	2025-2026 Annual Target	2025-2026 Quarterly Targets				2025/2026 Annual Budget	Portfolio of Evidence	
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter			
submitted to council									
KPI 43- 2024-2025 Annual report tabled to council	2023-2024 annual report approved by council	2024-2025 annual report tabled to council by January 2025	N/A	N/A	2024-2025 annual report tabled by council	N/A	Operational	Council resolution	
KPI 44 - Number of 2025-2026 performance agreements signed by senior managers	7 performance agreements signed for 2024-2025 by senior managers	7 2025-2026 performance agreements signed by senior managers by July 2025	7 performance agreements signed for 2025-2026 by senior managers	N/A	N/A	N/A	Operational	Copies of signed performance agreements	

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**Moses Kotane Local Municipality**  
**2025-2026 Service Delivery and Budget Implementation Plan**  
**KPA5: Spatial Rationale – Development Planning**

<b>Strategic Objective: To establish economically, socially and environmentally integrated sustainable land use and human settlements</b>								
<b>Key Performance Indicator</b>	<b>2024-2025 Baseline</b>	<b>2025-2026 Annual Target</b>	<b>2025-2026 Quarterly Targets</b>				<b>2025-2026 Annual Budget</b>	<b>Portfolio of Evidence</b>
			<b>1st Quarter</b>	<b>2nd Quarter</b>	<b>3rd Quarter</b>	<b>4th Quarter</b>		
KPI 45 - Percentage of building plans processed within 60 days of request	100% of building plans approved within 60 days of request	100% of building plans processed within 60 days of request	100% of building plans processed within 60 days of request	100% of building plans processed within 60 days of request	100% of building plans processed within 60 days of request	100% of building plans processed within 60 days of request	Operational	Building plans register
KPI 46 - Percentage of building plans inspections attended to within 5 days of request	100% of building inspections attended to within 5 days of request	100% of building plans inspections attended to within 5 days of request	100% of building plans inspections attended to within 5 days of request	100% of building plans inspections attended to within 5 days of request	100% of building plans inspections attended to within 5 days of request	100% of building plans inspections attended to within 5 days of request	Operational	Inspection registers/sheets
KPI 47 - Percentage of occupation certificate issued within 14 days of request	100% of occupation certificates issued within 14 days of request	100% of occupation certificates issued within 14 days of request	100% of occupation certificates issued within 14 days of request	100% of occupation certificates issued within 14 days of request	100% of occupation certificates issued within 14 days of request	100% of occupation certificates issued within 14 days of request	Operational	Copies of occupation certificates and OHS register.
KPI 48 - Housing needs beneficiary register compiled	Housing needs beneficiary register compiled in 9 wards	Housing needs beneficiary register compiled in 8 wards by June 2026	Housing needs beneficiary register compiled in 2 wards	Housing needs beneficiary register compiled in 2 wards	Housing needs beneficiary register compiled in 2 wards	Housing needs beneficiary register compiled in 2 wards	Operational	Internal housing needs register & generated national housing needs register system report

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Moses Kotane Local Municipality								
2025-2026 Service Delivery and Budget Implementation Plan								
Key Performance Indicator	2024-2025 Baseline	2025-2026 Annual Target	2026-2026 Quarterly Targets				2025-2026 Annual Budget	Portfolio of Evidence
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter		
<b>KPA 6: Good Governance and Public Participation</b>								
<b>To ensure ethical and transparent government that is responsive to community needs and encourage public participation.</b>								
KPI 49 - Catalytic projects submitted for inclusion in DDM one plan	New	Catalytic projects submitted for inclusion in DDM one plan by November 2025	N/A	Catalytic projects submitted for inclusion in DDM one plan	N/A	N/A	N/A	Acknowledgment by the district
KPI 50 - Number of ordinary council meetings held	4 council meetings held	4 ordinary council meetings held by June 2026	1 ordinary council meeting held	1 ordinary council meeting held	1 ordinary council meeting held	Operational	Operational	Agenda, attendance register and minutes
KPI 51 - Number of EXCO meeting held	12 EXCO meetings held	12 EXCO meetings held by 30 June 2026	3 EXCO meetings held	3 EXCO meetings held	3 EXCO meetings held	Operational	Operational	Agenda, attendance register and minutes
KPI 52 - 2025/2026 Risk based audit plan (RBAP) submitted to audit committee	2024/2025 Risk-based audit plan (RBAP) submitted to audit committee	2025/2026 Risk-based audit plan (RBAP) submitted to audit committee by September 2026	2025/2026 Risk-based audit plan (RBAP) submitted to audit committee	N/A	N/A	N/A	Operational	Agenda, minutes and attendance Register
KPI 53 - Number of audit committee meetings held	4 audit committee meetings held	4 audit committee meetings held by June 2026	1 audit committee meeting held	1 audit committee meeting held	1 audit committee meeting held	Operational	Operational	Agenda, minutes and attendance register.
KPI 54 - Number of audit committee reports	2 audit committee reports submitted to council	2 audit committee reports submitted to	1 audit committee reports	N/A	1 audit committee reports	N/A	Operational	Agenda of council

Moses Kotane Local Municipality						
2025-2026 Service Delivery and Budget Implementation Plan						
Key Performance Indicator	2024-2025 Baseline	2025-2026 Annual Target	2026-2026 Quarterly Targets			2025-2026 Annual Budget
			1st Quarter	2nd Quarter	3rd Quarter	
KPA 6: Good Governance and Public Participation						
To ensure ethical and transparent government that is responsive to community needs and encourage public participation						
submitted to council		submitted to council by June 2026	submitted to council	submitted to council	submitted to council	
KPI 55 - Turnaround time for development of service level agreements with 14 days upon request	100% of service level agreements developed within 14 days upon request	Turnaround time for development of service level agreements within 14 days upon request	Service level agreements developed within 14 days upon request	Service level agreements developed within 14 days upon request	Service level agreements developed within 14 days upon request	Operational
KPI 56 2025/2026 IDP, PMS and Budget process approved by Council	2024-2025 IDP, PMS and Budget process plan approved by Council	2025-2026 IDP, PMS and Budget process plan approved by Council by 31 August 2025	2025-2026 IDP, PMS and Budget process plan approved by Council	N/A	N/A	Operational
KPI 57 – 2026/2027 Final IDP approved by council	2025-2026 Final IDP approved by council by 31 May 2025	2026-2027 Final IDP approved by council by 31 May 2026	N/A	N/A	2026-2027 Final IDP approved by council	Operational
KPI 58 - Number of IDP representative forum held	3 IDP representative forum held	3 IDP representative forum held June 2026	1 IDP representative forum held	1 IDP representative forum held	1 IDP representative forum held	Operational
KPI 59- 2026-2027 Risk management	2023-2024 Risk management	2026-2027 Risk management strategy	N/A	N/A	Risk management strategy approved by council	Operational
						Service level agreements register
						Council Resolution
						Council resolution
						Agenda and attendance register
						Council resolution

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Moses Kotane Local Municipality								
2025-2026 Service Delivery and Budget Implementation Plan								
Key Performance Indicator	2024-2025 Baseline	2025-2026 Annual Target	2026-2026 Quarterly Targets				2025-2026 Annual Budget	Portfolio of Evidence
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter		
KPA 6: Good Governance and Public Participation								
To ensure ethical and transparent government that is responsive to community needs and encourage public participation								
strategy approved by council	strategy approved by council	approved by council by June 2026						
KPI 60- 2026-2027 Risk management policy approved by council	2024-2025 Risk management policy approved by council	2026-2027 Risk management policy approved by council June 2026	N/A	N/A	N/A	Risk management policy approved by council	Operational	Council resolution

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**Annexure B: PERSONAL DEVELOPMENT PLAN  
DEVELOPMENTAL REQUIREMENTS**

The aim of the Personal Development Plan (PDP) is to ensure that Employees are skilled to meet objectives as set Performance Management Agreement for employees by legislation. Such career-path planning ensures competent employees for current and possible future positions. It is there to identify, prioritise and implement training needs.

Legislative needs considered comes from the Municipal Systems Act Guidelines: Generic Senior Management Competency Framework and occupational competency profiles, Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments legislated competency requirements needs to be taken into consideration during the PDP Process

2025/2026 Personal Development Plan Municipal Manager						
Skills/Performance Gap	Outcome Expected	Suggested Training/Development Activities	Suggested Mode of Delivery	Suggested Timeframes	Work Opportunity/created (to enhance Skill/Development Area)	Support Person
None	None	None	None	None	None	None

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