



MAKANA
MUNICIPALITY | EASTERN CAPE

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**MAKANA LOCAL MUNICIPALITY
AS REPRESENTED BY MUNICIPAL MANAGER**

NAME: MR PUMELELO MAXWELL KATE
(HEREIN REFERRED TO AS THE 'EMPLOYER')

AND

NAME: MS NOMFUNDO NTSANGANI

Financial Viability and Management

(HEREIN REFERRED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR:
1st JULY 2026 – 30th JUNE 2027

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WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the 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** 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.
- 1.5 The parties shall endeavour to discharge all duties in this Performance Agreement including those responsibilities attached to them in terms of Council delegation.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st July 2026** and will remain in force until **30th June 2027** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

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

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
Local Economic Development	N/A
Good Governance and Public Participation	27
Institutional Transformation and Organisational Development	9
Financial Viability and Management	64
Public Community and Social Development	N/A
Engineering And Infrastructural Services	N/A
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 CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES			
CCR		DEFINITION	WHEIGHT
CCR 01	Strategic Capability and Leadership	Skills to be able to provide a vision, set the direction for the municipality or department and inspire others in order	

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		to deliver on the municipality's mandate	
CCR 02	Financial Management	Skills required managing projects and / or department work within the constraints of budget. This includes being able to plan a budget at the beginning of the financial year, controlling costs throughout the year by allocating resources appropriately and understanding and anticipating the impact of the other departments on own budget and adopting where necessary.	
CCR 03	Change Management	Skill to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments.	
CCR 04	Knowledge Management PMS	Understand of the legislative requirements and Regulations associated the PMS	
TOTAL			100
CCR WEIGHT			20%

6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure A) to this Agreement sets out -

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

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

6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

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

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.

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- (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 Performance Agreement and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement and Performance Plan.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
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 Performance Agreement and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

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

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the audit committee
- 6.8.3 Chairperson of the relevant portfolio committee
- 6.8.4 Municipal manager from another municipality.

6.8 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7).

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his/her performance agreement shall be reviewed on the following dates.

QUARTERS	REVIEW	PERIOD	TIMEFRAME
First Quarter	Informal Reviews:	July – September	Before end October 2026
Second Quarter	Formal Review:	October – December	Before end January 2027
Third Quarter:	Informal Review	January – March	Before end April 2027
Fourth Quarter:	Formal Review	April – June	Before end July 2027

7.2 The **Employer** shall keep a record of all fourth quarter reviews 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.

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- 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 will developed **Employee** in consultation with Employer.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

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

10. CONSULTATION

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

SCORE	BONUS %
Less than 100	Remedial action
100 - 129	No bonus
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

- 11.2.3 A pro rata bonus will be payable to the Employee based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -

- 11.2.3.1 That the evaluation period be no less than 6 months
11.2.3.2 That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

- 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;

Whose decision shall be final and binding on both parties.o

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- 12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

13. GENERAL

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

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

AS WITNESSES:

1. W. Coma

2. [Signature]

[Signature]
EMPLOYEE

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
MUNICIPAL MANAGER

Employee Name : N. Ntsangani
 Job Title : Chief Financial Officer
 Employee Supervisor :
 Job Task Grade :
 Department :

Municipal KPA	Strategic Objective	KPI	Weight	Annual Target	Calc Type	Q1	Q2	Q3	Q4	POE	Performance Standard
KPA 5: Financial Viability and Management	Ensure sound financial sustainability and adhere to statutory prescriptions	% of billed revenue collected.	4.92	70% of annual billed and monthly income collected by 30 June 2027	Carry Over	40%	58%	65%	70%	Section 71 Financial report	1: 60-65% of billed Revenue collected. 2: 66-69% of billed Revenue collected. 3: 70% of billed Revenue collected. 4: 71-75% of billed Revenue collected. 5: 76% or more of billed Revenue collected.
KPA 5: Financial Viability and Management	Ensure sound financial sustainability and adhere to statutory prescriptions	Percentage of capital actually spent on capital projects.	4.92	95% of approved Capital Budget actually spent	Carry Over	15%	40%	65%	95%	Section 52(d) / 71 Financial report	1: 88-90% of capital actually spent on capital project. 2: 91-94% of capital actually spent on capital project. 3: 95% of capital actually spent on capital project. 4: 96-99% of capital actually spent on capital project. 5: 100% of capital actually spent on capital project.
KPA 5: Financial Viability and Management	Ensure sound financial sustainability and adhere to statutory prescriptions	Ratio in respect of Debtor Payment Days)	4.92	40 days	Reverse Stand-alone	40 days	40 days	40 days	40 days	Section 52(d) / 71 Financial report	1: 45-50 days. 2: 44-41 days. 3: 40 days. 4: 36-39 days. 5: 35 days or less.
KPA 5: Financial Viability and Management	Ensure sound financial sustainability and adhere to statutory prescriptions	Cash to cover fixed operating expenditure	4.92	2 Months	Last Number	1 Month	2 Months	1 Month	2 Months	Section 52(d) / 71 Financial report	1: Cash available covers less than 1 month of operating expenditure. 2: Cash available covers 1 month of operating expenditure. 3: Cash available covers 2 month of operating expenditure. 4: Cash available covers 2.5 months of operating expenditure. 5: Cash available covers 3 months of operating expenditure.
KPA 5: Financial Viability and Management	Ensure sound financial sustainability and adhere to statutory prescriptions	Percentage of the municipality's operating budget spent on indigent relief for free basic services	4.92	0.75%	Stand-Alone	0.75% of operational budget.	0.75% of operational budget.	0.75% of operational budget.	0.75% of operational budget.	Section 52(d) / 71 Financial report	1: 0.6% or less of the municipality's operating budget spent on indigent relief for free basic services. 2: 0.61 - 0.74% of the municipality's operating budget spent on indigent relief for free basic services. 3: 0.75% of the municipality's operating budget spent on indigent relief for free basic services. 4: 0.76 - 0.89% of the municipality's operating budget spent on indigent relief for free basic services. 5: 0.90 - 1% of the municipality's operating budget spent on indigent relief for free basic services.

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KPA 5: Financial Viability and Management	Ensure sound financial sustainability and adhere to statutory prescriptions	Percentage of Payments to Creditors made within 30 days.	4.92	90%	Stand Alone	90%	90%	90%	90%	Section 52(d)/ 7.1 Financial report	1: 80-85% of Creditors paid within 30 days. 2: 86-89% of Creditors paid within 30 days. 3: 90% of Creditors paid within 30 days. 4: 91-95% of Creditors paid within 30 days. 5: 96-100% of Creditors paid within 30 days.
KPA 5: Financial Viability and Management	Ensure sound financial sustainability and adhere to statutory prescriptions	Percentage of the operating budget allocated to BTO actually spent (Cross Cutting)	4.92	95%	Stand-alone	N/A	N/A	N/A	95%	Section 52(d)/ 7.1 Financial report	1: 89% or less of Operational budget spent. 2: 90-94% of Operational budget spent. 3: 95% of Operational budget spent. 4: 96-99% of Operational budget spent. 5: 100% of Operational budget spent.
KPA 5: Financial Viability and Management	Ensure sound financial sustainability and adhere to statutory prescriptions	% of Conditional grants allocated to BTO actually spent (FMG). (Cross Cutting)	4.92	95%	Carry Over	15%	40%	65%	95%	FMG Report	1: 89% or less of allocated conditional grants spent. 2: 90-94% of allocated conditional grants spent. 3: 95% of allocated conditional grants spent. 4: 96-99% of allocated conditional grants spent. 5: 100% of allocated conditional grants spent.
KPA 5: Financial Viability and Management	Ensure sound financial sustainability and adhere to statutory prescriptions	Number of MTRRF's submitted to Council by 31 May 2027.	4.92	3 MTRRF submitted to Council	Accumulative	N/A	N/A	1 (adjustment) 1 (Draft)	1 (Final)	1: Council resolution extract	1: Draft is MTRRF developed and submitted to Council. 2: Draft and Final MTRRF are developed and submitted to Council with the Final being submitted on 31 May. 3: Draft and Final MTRRF are developed and submitted to Council with the Final being submitted between 25-30 May. 4: Draft and Final MTRRF are developed and submitted to Council with the Final being submitted on any day on or before 24 May.
KPA 6: Good Governance and Public Participation	Ensure good governance and compliance	Number of Annual Financial Statements (2025/2026) submitted to the Auditor General of South Africa by 31st August 2026.	3	1	Stand-alone	N/A	N/A	N/A	N/A	1: Final AFS 2025/2026. 2: Proof of submission to the A.G.	1: AFS not produced. 2: AFS produced but submitted to the Auditor General after 31 August. 3: AFS produced and submitted to the Auditor General on 31 August. 4: AFS produced and submitted to the Auditor General between 26 - 30 August. 5: AFS produced and submitted to the Auditor General on or before 25 August.

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KPA 6: Good Governance and Public Participation	Ensure good governance and compliance	Number of interim AFS submitted to Internal Audit for review.	3	2	1 (Draft Financial Year End AFS)	N/A	1 (Draft Mid Year AFS)	N/A	1. Draft Financial Year End AFS 2. Draft Mid Year AFS 3. Proof of submission to Internal Audit	1. No AFS are produced and submitted to Internal Audit. 2. 1 Set of AFS are produced and submitted to Internal Audit. 3. 2 Set of AFS are produced and submitted to Internal Audit. 4. 2 Sets of AFS are produced and submitted to Internal Audit: Final Year End AFS - 15 August, Draft Mid Year AFS 20 February. 5. 2 Sets of AFS are produced and submitted to Internal Audit: Final Year End AFS - on or before 14 August, Draft Mid Year AFS on or before 20 February.
KPA 6: Good Governance and Public Participation	Ensure good governance and compliance	Number of financial statutory documents compiled and submitted to Council.	3	26	6 (1* Section 52 d Report, 3* Section 71 Report, 1* Mscoc Report, 1* SCM Quarterly Report)	6 (1* Section 52 d Report, 3* Section 71 Report, 1* Mscoc Report, 1* SCM Quarterly Report)	7 (1* Section 52 d Report, 3* Section 71 Report, 1* Mscoc Report, 1* SCM Quarterly Report, 1* SCM Annual Report)	7 (1* Section 52 d Report, 3* Section 71 Report, 1* Mscoc Report, 1* SCM Quarterly Report, 1* SCM Annual Report)	1. Lead Schedule 2. Section 52d report. 3. Section 71 report. 4. Section 72 report 5. Mscoc Report 6. SCM Quarterly Report 7. SCM Annual Report 8. Council resolution extract.	1. 20 or less reports are submitted to Council. 2. 21 - 25 reports are submitted to Council. 3. 26 reports are submitted to Council within the prescribed time frames. 4. 26 reports are submitted to Council 1 to 3 days prior to the prescribed timeframes. 5. 26 reports are submitted to Council 4 days or more prior to the prescribed timeframes.
KPA 5: Financial Viability and Management	Ensure sound financial sustainability and adhere to statutory prescriptions	Percentage reduction of BTO's Irregular, Fruitless and Wasteful expenditure in comparison to prior year as per the administrative condition imposed by the National Treasury as part of a 2026	4.92	25%	25%	25%	25%	25%	1. Lead Schedule 2. Current year UIFWE Register 3. Prior Year UIFWE Register	1. 15% or less. 2. 16- 24% 3. 25% 4. 26 -29% 5. 30% or more.
KPA 5: Financial Viability and Management	Ensure sound financial sustainability and adhere to statutory prescriptions	Percentage of long outstanding debts (due for 120 days to 1 year or more) recovered.	4.92	10%	10%	10%	10%	10%	1. Lead Schedule. 2. Debtors Ageing Analysis. 3. Debtors collections report. 4. Detailed outstanding debt recovery report.	1. 5-7% recovery. 2. 8-9% recovery. 3. 10% recovery. 4. 11% recovery. 5. 12% or more recovery.
KPA 6: Good Governance and Public Participation	Ensure good governance and compliance	Turn around time for the convening of a BAC sittings after receiving a Bid Evaluation Report. (Cross Cutting)	3	14 days	14 days	14 days	14 days	14 days	1. Bid Evaluation Report (Email) 2. BAC Agenda 3. BAC Attendance Register.	1. 21-18 days. 2. 17-15 days. 3. 14 days. 4. 13-11 days. 5. 10 days or less
KPA 6: Good Governance and Public Participation	Ensure good governance and compliance	Percentage of required actions as per the Audit Action Plan fully executed. (Cross Cutting)	3	100%	100%	100%	100%	100%	1. Lead Schedule. 2. Audit Action Plan. 3. Report on the status of Audit Action Plan.	1. 74% or less of required actions executed. 2. 75-99% of required actions executed. 3. 100% of required actions executed. 4. 100% of required actions executed, and a report is sent to Internal Audit within 8-10 days of execution of action for update of the Action Plan. 5. 100% of required actions executed, and a report is sent to Internal Audit within 7 days of execution of action for update of the Action Plan.

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KPA 5: Financial Viability and Management	Ensure financial sustainability sound and adhere to statutory prescriptions	Percentage of required actions as per the Financial Recovery Plan fully executed. (Cross Cutting)	492	100%	Stand-Alone	100%	100%	100%	100%	100%	1. Lead Schedule. 2. Financial Recovery Plan. 3. Report on the status of Financial Recovery Plan.	1: 74% or less of required actions executed. 2: 75-99% of required actions executed. 3: 100% of required actions executed. 4: 100% of required actions executed, and a report is sent to Internal Audit within 8-10 days after the end of each quarter for updating of the Financial Recovery Plan. 5: 100% of required actions executed, and a report is sent to Internal Audit within 7 days or less after the end of each quarter for updating of the Financial Recovery Plan.
KPA 6: Good Governance and Public Participation	Ensure good governance and compliance	Turn around time for responding to Internal Audit Findings upon receipt of the Audit Report from the Internal Audit Manager. (Cross Cutting)	3	7 days	Reverse Stand-Alone	7 days	7 days	7 days	7 days	7 days	1. Proof of submission of the Audit Report to the Head of Department. 2. Proof of response to Internal Audit Findings.	1: Responses to the Audit Report given back to Internal Audit after 9 days of receiving the report. 2: Responses to the Audit Report given back to Internal Audit after 8 days of receiving the report. 3: Responses to the Audit Report given back to Internal Audit after 7 days of receiving the report. 4: Responses to the Audit Report given back to Internal Audit after 6 days of receiving the report. 5: Responses to the Audit Report given back to Internal Audit after 5 days of receiving the report.
KPA 4: Institutional capacity and Organisational development	Ensure efficient and effective organisational support by a competent and skilled workforce	Number of performance assessments conducted to review the performance of the middle managers within BTO. (Cross Cutting)	3	4	Stand-Alone	N/A	N/A	4 (Mid Year Assessment)	N/A	1. Performance Assessment Report. 2. Minutes of the meeting.	1: No assessment conducted. 2: An informal assessment is conducted 3: A formal Mid-Year assessment conducted. 4: A formal Mid-Year and 3 informal assessment conducted in the 4th Quarter in respect of Q3. 5: A formal Mid-Year and 4 informal assessment conducted in the 4th Quarter.	
KPA 4: Institutional capacity and Organisational development	Ensure efficient and effective organisational support by a competent and skilled workforce	Number of departmental meetings for the BTO Department held. (Cross Cutting)	3	4	Accumulative	1	1	1	1	1. Minutes of Meeting 2. Attendance Registers	1: 2 or less departmental meetings held. 2: 3 departmental meetings held. 3: 4 departmental meetings held. 4: 4 departmental meetings held and minutes circulated to the attendees within 8-10 days of the meeting. 5: 4 departmental meetings held and minutes circulated to the attendees within 7 days of the meeting.	
KPA 6: Good Governance and Public Participation	Ensure good governance and compliance	Number of reports submitted to the Director by Middle Managers in which the Director has given feedback to the Middle Managers. (Cross cutting)	3	30	Stand-Alone	30	30	30	30	1. Lead Schedule. 2. Reports Register. 3. Proof of feed to the Manager (Correspondence, Minutes of meeting)	1: Feedback provided on 89 or less of the submitted reports. 2: Feedback provided on 90-119 of the submitted reports. 3: Feedback provided on 120 of the submitted reports. 4: Feedback provided on 120 of the submitted reports, with such feedback being provided 8-10 days of receiving the reports. 5: Feedback provided on 120 of the submitted reports, with such feedback being provided 7 days or less of receiving the reports.	

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KPA 4: Institutional capacity and Organisational development	Ensure efficient and effective organisational support by a competent and skilled workforce	Number of the Financial Services Department staff whose performance agreements have been finalised (31st May 2027 in accordance with the Performance Management cascading plan). (Cross cutting)	3	100%	Stand-Alone	N/A	N/A	N/A	100%	1. Lead Schedule 2. Signed Performance Agreements 3. Extract of the Organisational structure for the Planning and Economic Development Department.	1. Less than 75% of subordinates have signed their performance agreements by the deadline. 2. 75%-99% of subordinates have signed their performance agreements by the deadline. 3. 100% of subordinates have signed their performance agreements by the deadline. 4. 100% of subordinates have signed their performance agreements by the deadline and signed performance agreements are submitted to the PMS Section by 30 May. 5. 100% of subordinates have signed their performance agreements by the deadline and signed performance agreements are submitted to the PMS
KPA 5: Financial viability and Management	Ensure financial sustainability sound and adhere to statutory prescriptions	Percentage of Department's budget classified as Irregular Expenditure. (Cross Cutting)	4.92	100%	Reserve Stand	100%	100%	100%	100%	1. Lead Schedule 2. System Budget spending report. 3. Irregular Expenditure Register.	1. 20% or more of the budget is classified as irregular expenditure. 2. 19%-11% of the budget is classified as irregular expenditure. 3. 10% of the budget is classified as irregular expenditure. 4. 9%-1% of the budget is classified as irregular expenditure. 5. 0% of the budget is classified as irregular expenditure.
KPA 6: Good Governance and Public Participation	Ensure good governance and compliance	Percentage of actions required to mitigate risk as per the Risk Register executed fully for BTO (Cross Cutting)	3	100%	Stand-Alone	100%	100%	100%	100%	1. Lead Schedule 2. Risk Register 3. Report on risk mitigation	1. 74% or less of required actions executed fully. 2. 75-99% of required actions executed fully. 3. 100% of required actions executed fully. 4. 100% of required actions executed fully and the POE is submitted to the Risk Manager for the updating of the risk register within 8-10 days after the end of the quarter. 5. 100% of required actions executed fully and the POE is submitted to the Risk Manager for the updating of the risk register within 7 days or less after the end of the quarter.
KPA 6: Good Governance and Public Participation	Ensure good governance and compliance	Percentage of information requested by the Auditor General provided or responded to for BTO. (Cross Cutting)	3	100%	Stand-Alone	100%	100%	N/A	N/A	1. Lead Schedule 2. Information Request Register	1. 74% or less of requested information is provided. 2. 75-99% of requested information is provided. 3. 100% of requested information is provided. 4. 100% of requested information is provided, and such information is provided 1 day prior to the A.G deadline. 5. 100% of requested information is provided, and such information is provided 2 days prior to the A.G deadline.

Employee Name :
Job Title :
Employee Supervisor :

N. Ntsangani
Chief Financial Officer
P.M. Kate

Job Task Grade :
Department : Budget and Treasury Office

Competencies	Components	Competency Definition	Weighting % (total 100%)
Leading competencies			
Strategic Direction and Leadership	• Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate	8.33
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and dispute Management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	8.33
Programme and Project Management	• Programme and Project Planning and Implementation • Service Delivery Management • Programme and Project Monitoring and Evaluation	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives	8.33
Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	8.33
Change Leadership	• Change Vision and Strategy • Process Design and improvement • Change Impact Monitoring and Evaluation	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	8.33
Governance Leadership	• Policy Formulation • Risk and Compliance management • Cooperative Governance	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	8.33
Core Competencies			
Moral competence	N/A	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	8.33
Planning and Organising	N/A	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	8.33

Paul

Analysis and Innovation	N/A	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	8.33
Knowledge and Information Management	N/A	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	8.33
Communication	N/A	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders	8.33
Results and Quality Focus	N/A	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage other to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	8.33
Core Competencies			100%

Paul



PERSONAL DEVELOPMENT PLAN

Name: Name: Nomfundo Ntsangani

No	Skill Performance Gap	Outcome expected	Suggested training/or development activity	Suggested mode of delivery	Suggested timeframe
0.1	AFS Review	Improve the credibility of AFS	AFS Review Training – School of Governance	Class Attendance	31 October 2026
0.2	Executive Management Leadership	Improve management of the Directorate	Executive Management Leadership -Any SA University	Class Attendance	31 January 2027

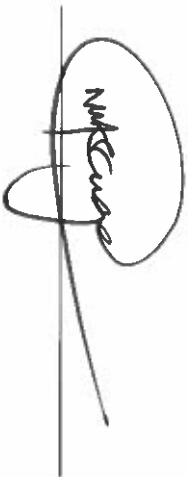
Performance Agreement 2026-27 Financial year:

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ANNEXTURE C

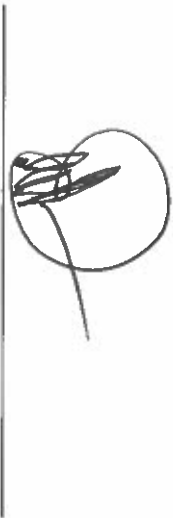
03	Revenue Management value Chain	Improved Revenue Collection and Revenue Enhancement	Revenue Management Classes	Class Attendance	31 March 2027
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Signed and accepted by



Date: 31/07/2026

Signed by the Municipal Manager on behalf of Municipality



Date: 31/07/2026

Performance Agreement 2026-27 Financial year: