

BA-PHALABORWA MUNICIPALITY



PERFORMANCE AGREEMENT 2026/2027

**ST MOKOBI
MUNICIPAL MANAGER**

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE BA-PHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MAYOR

CLLR MM MALATJI

(Herein and after referred to as the Employer)

AND

MUNICIPAL MANAGER

ST MOKOBI

(Herein and after referred to as the Employee)

FOR THE

FINANCIAL YEAR:

01 JULY 2026– 30 JUNE 2027

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

1.5.1 "this Agreement" – means the performance Agreement between the Employer and the Employee and the Annexures thereto;

1.5.2 "the Executive Committee" – means the Executive Committee of council constituted in terms of the Structures Act (Local Government: Municipal Structures Act 117 of 1998) as represented by its chairperson, the Mayor;

1.5.3 "the Employee" means the Municipal **Manager: Ba-Phalaborwa Municipality** appointed in terms of Section 56 of the Systems Act;

1.5.4 "the Employer" = means Ba-Phalaborwa Municipality; and

1.5.5 "the parties" means the Employer and the Employee.

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 in terms of the key performance indicators and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, 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;
- 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 **01 July 2026** and will remain in force until **30 September 2027** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The 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, key performance indicators and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and.
 - 4.1.3 The core competency requirements (Annexure C – definitions) as the management skills regarded as critical to the position held by the Employee
- 4.2 The performance objectives, key performance indicators and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
 - 4.2.1 key objectives that describe the main tasks that need to be done;
 - 4.2.2 key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 target dates that describe the time frame in which the targets must be achieved; and
 - 4.2.4 weightings showing the relative importance of the key objectives to each other;
- 4.3 The Personal Development Plan (Annexure B) sets out the employee's personal development requirements in line with the objectives and targets of the Employer; and

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

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, Operational Performance (in the form of key performance indicators (KPIs) under specific Key Performance Areas (KPAs)) and Core Competency Requirements (CCRs), 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 key performance indicator outputs / outcomes identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

KPA No.	Key Performance Areas	100%
1	Spatial Rationale	4%
2	Basic Service Delivery	4%
3	Municipal Financial Viability and Management	11%
4	Local Economic Development (LED)	5%
5	Municipal Institutional Development and Transformation	30%
6	Good Governance and Public Participation	46%
		Converted to 80%

- 5.7 Manager's responsibilities are also directed in terms of the abovementioned key performance areas. In the case of managers directly accountable to the Municipal Manager, other key performance areas related to the functional area of the relevant manager can be added 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 MANAGERIAL COMPETENCIES ¹	✓ 2	WEIGHTING %	LEVEL ³
Strategic Capability and Leadership		10	
Programme and Project Management		5	
Financial Management	✓	5	
Change Management		5	
Knowledge Management		10	
Service Delivery Innovation		15	
Problem Solving and Analysis		15	
People Management and Empowerment	✓	5	
Client Orientation and Customer Focus	✓	20	
Communication		5	
Accountability and Ethical Conduct		5	

TOTAL PERCENTAGE		100%	
Converted to 20%			

¹As published and defined within the Draft Competency Guidelines,
Government Gazette 23, March 2007

²V Compulsory for municipal manager

³Proficiency level (1, 2 or 3) as stipulated in the Draft Competency
Guidelines, Government Gazette 23, March 2007

6. PERFORMANCE ASSESSMENT

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 strategic objectives and strategies set out in the Employer's IDP

6.5 The Annual performance appraisal will involve:

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

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

(b) Values are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale

automatically. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement

- (c) The Employee will submit his self-evaluation to the Employer prior to the formal assessment; and
- (d) An overall score will be calculated based on the total of the individual scores calculated above.

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

6.5.3 Overall rating

- (a) An overall rating is calculated by adding the overall scores as calculated in 6.5.1 (d) and 6.5.2 (d) above; and
- (b) 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 KPIs and CCRs:

Level	% score	Terminology	Description
5	167	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	133 – 166	Performance	Performance is significantly higher than the standard

Level	% score	Terminology	Description
		significantly above Expectations	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	100 – 132	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	67 – 99	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 performances criteria and indicators as specified in the PA and Performance Plan.
1	0 - 66	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 purpose of evaluating the performance of the Employee for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established:

- 6.7.1 Municipal Manager
- 6.7.2 Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a performance audit committee
- 6.7.3 The Portfolio Councillor as Chairperson and a member of the executive committee (Exco);
- 6.7.4 A Municipal Manager from another municipality; and
- 6.7.5 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

Quarter	Review Period	Review to be completed by
1	July – September 2026	October 2026
2	October – December 2026	February 2027
3	January – March 2027	April 2027
4	April – June 2027	August 2027

- 7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings;
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made;
- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

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

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 assisting 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
 - 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%.

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;

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 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The employer will record the outcome of the meeting in writing;

12.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

12.3 In the event that the mediation process contemplated above fails, the relevant clause 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; and

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 Phalaborwa on this the 31 day of July 2026

1. 
MUNICIPAL MANAGER

2. 
MAYOR

3. _____

AS WITNESS

Annexure A

PERFORMANCE PLAN

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MAYOR

CLLR MIM MALATJI

AND

ST MOKOBI

MUNICIPAL MANAGER

MUNICIPAL MANAGER

MUNICIPAL MANAGER SCORECARD 2026- 2027

VISION: "Provision of quality services for community well-being , tourism and mining development"

MISSION: "To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance".

VALUES: Efficiency and effectiveness; Accountability; Innovation and creativity; Professionalism and hospitality; Transparency and fairness; Continuous learning; and Conservation conscious.

FUNCTIONAL AREA: MUNICIPAL MANAGER

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KPA 1: SPATIAL RATIONALE

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KPA 1: Spatial Rationale												
PMS No. & Performance Area	Measurable Objective	Programme	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2027	Budget	2026/2027 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 26)	2 nd Quarter (1 Oct – 31 Dec 26)	3 rd Quarter (1 Jan – 31 Mar 27)	4 th Quarter (1 Apr – 30 Jun 27)	
1.1 Spatial Planning												
1.1.1	To review and update the Supplementary Valuation Roll in compliance with the Municipal Property Rates Act	Property Valuation	Number of supplementary valuation roll reviewed by end of financial year	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Supplementary valuation roll and Council resolution

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KPA 2: BASIC SERVICE DELIVERY

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KPA 2: Basic Service Delivery 4%												
PMS No. & Performance Area	Measurable Objective	Programme	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2027	Budget	2026/2027 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 26)	2 nd Quarter (1 Oct – 31 Dec 26)	3 rd Quarter (1 Jan– 31 Mar 27)	4 th Quarter (1 Apr – 30 Jun 27)	
2.1 Implementation of MIG Projects												
2.1.1	Ensure compliance to MIG expenditure	MIG expenditure	% compliance with MIG Expenditure spent per quarter	Municipal Manager	R35 105 169.05	R37 518 350.00	MIG	25%	50%	75%	100%	Financial Report

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KPA 3:

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

KPA 3: Municipal Financial Viability and Management 11%												
PMS No. & Performance Area	Measurable Objective	Programme	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2027	Budget	2026/2027 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 26)	2 nd Quarter (1 Oct – 31 Dec 26)	3 rd Quarter (1 Jan – 31 Mar 27)	4 th Quarter (1 Apr – 30 Jun 27)	
3.1 Financial Viability												
3.1.1	Submission of Annual Financial Statements within prescribed timeframe	MFMA reports	Number of annual financial statements submitted to the A-G within the prescribed timeframes by 31 August 2026	Municipal Manager	1	1	OPEX	1	n/a	n/a	n/a	Submission letters, copy of final AFS to AG
3.1.2	To ensure compliance with legislative requirements	Performance Management and Reporting	Submission of 2025/26 Annual Performance Report to AG by 31 August 2026	Municipal Manager	1	1	OPEX	1	n/a	n/a	n/a	Submission letters, copy of final Annual Performance Report
3.1.3	To ensure compliance with budget and reporting regulations	MFMA Reports	Number of Adjustment Budget reports submitted to Council in terms of S28	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Adjustment budget document; council resolution
3.1.4	Increase financial viability	Annual Budget	Number of Annual Budget submitted to council by 31 May	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Final Budget approved by Council and Council resolution
3.1.5	To improve the annual revenue collection rate	Revenue collection	% of improvement in revenue collection quarterly (Improvement from 65% to 95%)	Municipal Manager	76%	95%	OPEX	65%	75 %	85%	95%	% of Revenue Collected per Quarter (Billing vs Collection)
3.1.6	Ensure compliance to MIG expenditure	MIG expenditure	% compliance to MIG Expenditure per quarter	Municipal Manager	R35 105 169.05	R37 518 350.00	MIG	25%	50%	75%	100%	Quarterly Financial Report on MIG Expenditure

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KPA 4: LOCAL ECONOMIC DEVELOPMENT

KPA 4: Local Economic Development 5%												
PMS No. & Performance Area	Measurable Objective	Programme	Key Performance Indicators	Responsible Manager	Baseline	Annual Target 30/06/2027	Budget	2026/2027 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 26)	2 nd Quarter (1 Oct – 31 Dec 26)	3 rd Quarter (1 Jan – 31 Mar 27)	4 th Quarter (1 Apr – 30 Jun 27)	
4.1 Job Creation												
4.1.1	Ensure the creation of jobs through municipal capital projects	Promotion Local Economy	Number of jobs created through capital Projects per quarter (Temporary jobs)	Municipal Manager	83	70	CAPEX	15	15	30	10	Certified ID copies, payment registers and employment contracts
4.2 Enterprise Support												
4.2.1	Create an enabling environment for sustainable job opportunities.	MSMEs support	Number of MSMEs supported through the municipal Supply Chain Management processes per quarter (procurement)	Municipal Manager	420	400	OPEX & CAPITAL	100	100	100	100	System generated Expenditure report with MSMEs supported.
4.3 Social Labour Plans												
4.3.1	To monitor the implementation of SLP commitments and projects.	Local Economic Development / Mining and Stakeholder Relations	Number of quarterly SLP reports submitted to Management and Council	Municipal Manager	4	4	OPEX	1	1	1	1	Quarter reports on SLP Implementation and Council resolution

KPA 5:

MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

KPA 5: Municipal Transformation and Institutional Development 30%												
PMS No. & Performance Area	Measurable Objective	Programme	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2027	Budget	2026/2027 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 26)	2 nd Quarter (1 Oct – 31 Dec 26)	3 rd Quarter (1 Jan – 31 Mar 27)	4 th Quarter (1 Apr – 30 Jun 27)	
5.1 Organisational Design & Human Resource												
5.1.1	To enhance organisational effectiveness	Institutional Development and Transformation	Number of 2027/28 Municipal Organisational structure reviewed annually	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Council Resolution and Reviewed organizational structure with dates.
5.2 Employment Equity												
5.2.1	Good governance and administration	Good corporate governance and public participation	Number of people from employment equity target group employed in the three highest levels of the municipality (National indicator)	Municipal Manager	6	3	OPEX	n/a	n/a	n/a	3	Implementation report on the Equity Plan & appointment letters
5.3 Integrated Development Planning												
5.3.1	To ensure compliance with legislative requirements and prescribed timeframes.	IDP processes	Number of reviewed IDP/Budget/PMS/MPAC Process Plan by Council by 31/07/2027	Municipal Manager	1	1	OPEX	1	n/a	n/a	n/a	Approved IDP, Budget, PMS, MPAC Process Plan and Council Resolution
5.3.2	Ensure that IDP/Budget are done within the legislated framework	IDP Review	Number of 2027/28 Draft IDP approved by 31/03/2027	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	2027/27 Draft IDP and Council resolution
5.3.3	Ensure that IDP/Budget are done within the legislated framework	IDP Review	Number of 2027/28 Final IDP approved by 28/05/2027	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approve 2027/27 Final IDP and Council resolution
5.4 Performance Management System												

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KPA 5: Municipal Transformation and Institutional Development 30%												
PMS No. & Performance Area	Measurable Objective	Programme	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2027	Budget	2026/2027 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 26)	2 nd Quarter (1 Oct – 31 Dec 26)	3 rd Quarter (1 Jan – 31 Mar 27)	4 th Quarter (1 Apr – 30 Jun 27)	
5.4.1	Good governance and administration	Advance good corporate governance	Number of scheduled monthly senior management meetings held	Municipal Manager	16	11	OPEX	3	3	3	2	Minutes of Senior Management meetings, attendance registers
5.4.2	Sustain management of performance for Section 54 & 56 Managers	Performance Management System	Number of senior managers (section 54 and 556) with signed performance agreements within prescribed timeframe (One month after the start of financial year)	Municipal Manager	6	6	OPEX	6	n/a	n/a	n/a	Copies of signed Performance Agreements with dates complying with the legislated timeline& submission letters to COGHSTA.
5.4.3	To strengthen performance monitoring, reporting, accountability, and compliance	Performance Management System reporting	Number of Mid-Year Performance Assessment Report submitted to AG by 25 January 2027	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Dated proof of submission
5.4.4	Sustain management of performance for Section 54 & 56 Managers	Performance Management System	Number of formal assessments conducted (S54 & 56) by 30 June 2027	Municipal Manager	2	2	OPEX	n/a	n/a	1 (Annual Assessment) 1 (Mid-year Assessment)	n/a	2025/26 Annual Assessment report and 2026/27 Mid-Year Assessment Report
5.4.5	Promote institutional accountability and compliance to PMS	Performance Management System reporting	Number of 2025/26 Annual Report adopted within stipulated timeframes	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Council Approved 2025/26 Annual Report with Council Resolution

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KPA 5: Municipal Transformation and Institutional Development 30%												
PMS No. & Performance Area	Measurable Objective	Programme	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2027	Budget	2026/2027 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 26)	2 nd Quarter (1 Oct – 31 Dec 26)	3 rd Quarter (1 Jan – 31 Mar 27)	4 th Quarter (1 Apr – 30 Jun 27)	
	framework											
5.4.7	Promote institutional accountability and compliance framework	Performance Management System reporting	Number of oversight reports on annual report adopted within stipulated timeframes	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Council Approved Oversight Report and Council Resolution
5.4.8	Promote institutional accountability and compliance to PMS framework	Performance Management System reporting	Number of reviewed 2027/28 SDBIP approved by 31/03/2027	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Reviewed SDBIP signed by the Mayor and council resolution
5.4.9	Promote institutional accountability and compliance to PMS framework	Performance Management System reporting	Number of Draft 2027/28 SDBIP submitted to the Mayor (14 days after the adoption of the IDP and Budget)	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	2027/28 Draft SDBIP submitted to the Mayor and proof of submission to the Mayor.
5.4.10	Promote institutional accountability and compliance to PMS framework	Performance Management System reporting	Number of approved 2027/28 SDBIP by Mayor (28 days after the adoption of the IDP and Budget approved by Mayor	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	2027/28 Final SDBIP approved by the Mayor (Signed and Dated)

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KPA 6:

GOOD GOVERNANCE & PUBLIC PARTICIPATION

KPA 6: Good Governance and Public Participation 46%												
PMS No. & Performance Area	Measurable Objective	Programme	Key Performance Indicators	Responsible Manager	Baseline	Annual Target 30/06/2027	Budget	2026/2027 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 26)	2 nd Quarter 1 Oct – 31 Dec 26)	3 rd Quarter 1 Jan – 31 Mar 27)	4 th Quarter (1 Apr – 30 Jun 27)	
6.1 Public Participation and Ward Committees												
6.1.1	Ensure effective and efficient functioning of Council	Council function and support	Number of scheduled Council meetings held per quarter	Municipal Manager	12	8	OPEX	1	1	3	3	Minutes of council meetings, attendance registers
6.1.2	Ensure effective and efficient functioning of Council	Council function and support	Number of scheduled Exco meetings held per quarter	Municipal Manager	14	8	OPEX	1	1	3	3	Minutes of EXCO meetings, attendance registers
6.1.3	Good governance and administration	Good corporate governance and public participation	% of MPAC quarterly Recommendation approved by Council implemented	Municipal Manager Corporate	100%	100%	OPEX	100%	100%	100%	100%	Council Resolutions on MPAC Recommendations and Progress Report on the implementation of the Council Resolutions
6.1.4	To ensure the effective implementation of Council resolutions	Council Resolution Implementation and Monitoring Programme	% of Council resolution implemented	Municipal Manager	100%	100%	OPEX	100%	100%	100%	100%	Council resolution on implemented % of council resolutions
6.2 Public Participation and Ward Committees												
6.2.1	Enhanced Integrated Planning	IDP representative forum	Number of IDP REP Forum meetings held per quarter	Municipal Manager	3	4	OPEX	1	1	1	1	Attendance registers, agendas, invitations
6.2.2	Enhanced Integrated Planning	IDP Steering Committee	Number of IDP Steering Committee meetings held per quarter	Municipal Manager	3	4	OPEX	1	1	1	1	Attendance registers, agendas, invitations

KPA 6: Good Governance and Public Participation 46%												
PMS No. & Performance Area	Measurable Objective	Programme	Key Performance Indicators	Responsible Manager	Baseline	Annual Target 30/06/2027	Budget	2026/2027 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 26)	2 nd Quarter 1 Oct – 31 Dec 26)	3 rd Quarter 1 Jan – 31 Mar 27)	4 th Quarter (1 Apr – 30 Jun 27)	
6.2.3	Enhanced Integrated Planning	IDP Steering Committee	Number of IDP Technical Committee meeting held per quarter	Municipal Manager	4	4	OPEX	1	1	1	1	Attendance registers, agendas, invitations
6.2.4	Ensure effective and efficient functioning of ward committees	Ward Committee Support	Number of quarterly scheduled and convened ward Committee meetings per ward	Municipal Manager	288	209	OPEX	57	38	57	57	Minutes, attendance register, and Consolidated Ward Committee Report
6.2.5	To promote accountability	Complaints Management	% of complaints resolved per quarter	Municipal Manager	72%	100%	OPEX	100%	100%	100%	100%	Complaints Register.
6.2.6	To promote community participation and accountability	Public Participation	Number of Mayoral Imbizos and public participation held per quarter	Municipal Manager	4	4	OPEX	1	1	1	1	Public notices, attendance register and Community Inputs report.
6.3 Internal Audit												
6.3.1	Good governance and administration	Advance good corporate governance	Number of Audit Committee meetings held	Municipal Manager	12	10	OPEX	3	2	2	3	Copies of approved minutes and Attendance registers
6.3.2	To strengthen governance, accountability and compliance through the implementation of Audit Committee resolutions	Audit Committee	% of Audit Committee resolutions implemented within the reporting quarter	Municipal Manager	98%	100%	OPEX	100%	100%	100%	100%	Audited Audit Committee Institutional Resolution Register
6.3.3	To strengthen governance,	Internal Audit	% Implementation	Municipal Manager	84%	90%	Opex	90%	90%	90%	90%	Internal Audit Follow-up report

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KPA 6: Good Governance and Public Participation 46%												
PMS No. & Performance Area	Measurable Objective	Programme	Key Performance Indicators	Responsible Manager	Baseline	Annual Target 30/06/2027	Budget	2026/2027 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 26)	2 nd Quarter 1 Oct – 31 Dec 26)	3 rd Quarter 1 Jan – 31 Mar 27)	4 th Quarter (1 Apr – 30 Jun 27)	
	accountability and compliance through the implementation of Internal Audit recommendations		of Internal Audit Action Plan within the reporting quarter									
6.3.4	To improve municipal internal controls and systems	External Auditing	% implementation of Audit Action Plan (2024/2025 & 2025/2026)	Municipal Manager	64%	80%	OPEX	100% of findings due according to approved Audit Action Plan	100% of findings due according to approved Audit Action Plan	100% of findings due according to approved Audit Action Plan	100% of findings due according to approved Audit Action Plan	Audited Audit Action Plan to address findings raised by AGSA. (2024/2025 & 2025/2026)
6.4 Risk Management												
6.4.1	To promote ethical conduct, transparency, and accountability	Governance, Risk and Compliance	Number of reviewed 2027/2028 fraud and anti-corruption strategy approved by 30 June 2027	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved fraud and Anti-Corruption strategy and Council resolution
6.4.2	To strengthen institutional risk management and support informed decision-making	Governance, Risk and Compliance	Number of Reviewed 2027/2028 Institutional Strategic Risk Register approved by 30 June 2027	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved Institutional Strategic Risk register and council resolution
6.4.3	To promote good governance	Risk Management	Number of Institutional Risk Management Committee meetings held per quarter	Municipal Manager	5	4	OPEX	1	1	1	1	Signed Minutes of the Risk Committee meeting and attendance register

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KPA 6: Good Governance and Public Participation 46%												
PMS No. & Performance Area	Measurable Objective	Programme	Key Performance Indicators	Responsible Manager	Baseline	Annual Target 30/06/2027	Budget	2026/2027 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 26)	2 nd Quarter 1 Oct – 31 Dec 26)	3 rd Quarter 1 Jan – 31 Mar 27)	4 th Quarter (1 Apr – 30 Jun 27)	
6.4.4	Good governance and administration	Good corporate governance and public participation	% on implementation Risk Management action plans per quarter	Municipal Manager	New	100%	OPEX	25%	50%	75%	100%	Quarterly RM implementation report RMC resolution
6.4.5	Governance, Risk and Compliance	To promote accountability and strengthen fraud and corruption management	% of reported fraud and corruption cases investigated within 30 working days	Municipal Manager	N/A	100%	OPEX	100%	100%	100%	100%	Case register and Investigation reports
6.5 Security management												
6.5.1	To improve accountability and oversight	Security Management / Asset Protection Services	Number of quarterly Security Management reports on the safeguarding of Council assets	Municipal Manager	4	4	OPEX	1	1	1	1	Security Management Reports and Council Resolution

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**PERSONAL DEVELOPMENT PLAN
(PDP)**

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MAYOR

CLLR M.M. MALATJI

AND

ST MOKOBI

MUNICIPAL MANAGER

1. INTRODUCTION

The aim of the Personal Development Plan (PDP) is to ensure that Employees are skilled to meet objectives as set out in the Performance Agreement as prescribed by legislation. Successful career-path planning ensures competent employees of current and possible future positions. It therefore identifies, prioritises and implements training needs.

Legislative needs taken into account 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 need also to be taken into consideration during the PDP process.

2. COMPETENCE MODELLING

The Department of CoGTA has decided that a competency development model will consist of both managerial and occupational competencies:

Managerial competencies should express those competencies which are generic for all management positions

Occupational competence refers to competencies which are job/function specific.

3. COMPILING THE PERSONAL DEVELOPMENT PLAN

A manager, in consultation with his/her subordinate is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached.

Column 1: Skills/Performance GAP

1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him/her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

(a) The identified training needs should be entered into column one. The following should be taken into consideration:

Organisational Needs:

Strategic development priorities and competency requirements, in line with the Municipality's strategic objectives.

The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps. Specific competency gaps as identified during the probation period and performance appraisal of the employee.

Individual training needs that are job / career related:

Prioritisation of the training needs [1 to ...] in column 1 should also be determined since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritised for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

Column 2: Outcomes Expected

1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him/her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

Consideration must be given to the outcomes expected in column 2 so that once the intervention is completed the impact it had can be measured against relevant output indicators.

Column 3: Suggested Training

1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
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Training needs must be identified with due regard to cost effectiveness and listed in column 3.

Column 4: Suggested Mode of Delivery

1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
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The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of, amongst others, self-study, internal or external training provision; coaching and / or mentoring and exchange programmes. Training must be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine within the municipality whether unit standards have been developed with regard to a specific outcome (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency.

Column 5: Suggested Time Lines

1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
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An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions. The suggested time frames enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.

Column 6: Work Opportunity Created to Practice Skills / Development Area

1. Skills/Performance Gap (<i>in order of priority</i>)	2. Outcomes Expected (<i>measurable indicators: quantity, quality and time frames</i>)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
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This further ensures internalization of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

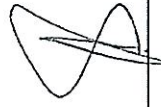
Column 7: Support Person

1. Skills/Performance Gap (<i>in order of priority</i>)	2. Outcomes Expected (<i>measurable indicators: quantity, quality and time frames</i>)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
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This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.

Personal Development Action Plan

Skills Performance Gap	Outcomes Expected	Suggested Training / Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work Opportunity Created to Practice Skill / Development	Support Person



 Municipal Manager's Signature:



 Mayor's Signature:

31/7/2026

 Date:

31/07/2026

 Date:

Annexure C

CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MAYOR

CLLR M.M. MALATJI

AND

ST MOKOBI

MUNICIPAL MANAGER

STM

CORE COMPETENCY FRAMEWORK: MUNICIPAL MANAGER

Core Managerial Skills	Definitions	Weight
Strategic Leadership and Management	Skills to be able to provide a vision, set the direction for the Municipality or department and inspire others in order to deliver on the Municipality's mandate	10
Programme and Project Management	Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that local government objectives are achieved	5
Financial Management	Skills required in managing projects and/or departmental work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling expenditure throughout the year by allocating resources efficiently and understanding and anticipating the impact of other departments on won budget	5
Change Management	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments	5
Knowledge Management	Skills to enable individuals, teams and entire organisation to collectively create, share and apply knowledge, to better achieve institutional objectives	10
Problem Solving and Analytical Thinking	Skills to be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner.	15
People and Diversity Management	Skills to manage and encourage people, optimize their outputs, and effectively manage relationships. This includes holding regular information sharing sessions to ensure that team members are made aware of decisions that may affect them. It also involves distribution of workloads to ensure that individual skills are used appropriately and so that the work is evenly spread, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately those of the Municipality.	15
Client Orientation and Customer Focus	The Skill to seek to understand the needs of the customer and meeting the needs. At a minimum, employees are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without arguments. Ideally, managers are required to be proactive by trying to understand the needs of the customer and providing an appropriate service based on those underlying needs.	5
Service Delivery Innovation	The Skill to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something, but are encouraged to use their initiative to make sure things get done accurately and efficiently.	20
Communication	Skills to be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	5
Accountability and Ethical Conduct	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.	5

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Municipal Manager's Signature:

31/07/2026

Date:



Witness



Mayor's Signature:

31/07/2026

Date: