



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE MAFUBE LOCAL MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER**

Jamela B Mhlongo
(Acting Municipal Manager)

AND

ZANDILE ELIZABETH MOFOKENG
(Director Community Services and LED)

FOR THE

2026/2027 FINANCIAL YEAR: 01 July 2026 – 30 June 2027

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Mafube Local Municipality herein represented by Jamela Belina Mhlongo in his capacity as the Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

and

Zandile Elizabeth Mofokeng, Employee of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** 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 here in after referred to as "the Parties".
- 1.2 Section 57(1)(b)(ii) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement within one (1) month after the beginning of each financial year of the municipality.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the 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 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.

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3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 01st of July 2025 and will remain in force until the 30th of June 2026, 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 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 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.

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- 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 Competency Requirements (CRs) 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 CRs will account for 20% of the final assessment.
- 5.5.4 The total score must be determined using the rating calculator.
- 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
Basic Service Delivery	50 %
Municipal Institutional Development and Transformation	10%
Local Economic Development (LED)	20 %
Municipal Financial Viability and Management	10 %
Good Governance and Public Participation	10 %
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 CRs will make up the other 20% of the Employee's assessment score. CRs 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 CRs are compulsory for Municipal Managers:

COMPETENCY REQUIREMENTS FOR EMPLOYEES		
LEADING COMPETENCIES	✓	WEIGHT
Strategic Direction and Leadership		9.09
People Management		9.09

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COMPETENCY REQUIREMENTS FOR EMPLOYEES		
LEADING COMPETENCIES	√	WEIGHT
Program and Project Management		8.33
Financial Management		8.33
Change Leadership		8.33
Governance Leadership		8.33
CORE COMPETENCIES		
Moral Competence		8.37
Planning and Organising		8.33
Analysis and Innovation		8.33
Knowledge and Information Management		8.33
Communication		8.33
Results and Quality Focus		8.33
Total percentage	-	100%

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.
- (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 CRs

- (a) Each CR 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 CR.

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- (c) This rating should be multiplied by the weighting given to each CR 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 CR 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 CRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
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 PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved 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.					

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- 6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -
- 6.7.1 Executive Mayor or Mayor;
 - 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
 - 6.7.4 Mayor and/or municipal manager from another municipality; and
 - 6.7.5 Member of a ward committee as nominated by the Executive Mayor or Mayor.
- 6.8 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 performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
 - 6.8.4 Municipal manager from another municipality.
- 6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

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 with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

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

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall –

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- 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 between 5% to 14% of the total remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:
 - 11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - 11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
- 11.3 In the case of unacceptable performance, the Employer shall –
 - 11.3.1 provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
 - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

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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.

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

13. GENERAL

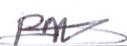
13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

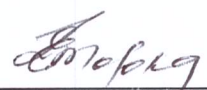
13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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 Frankfort on this the 05 day of July 2026

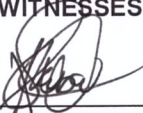
AS WITNESSES:

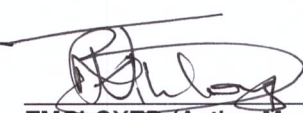
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AS WITNESSES:

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EMPLOYER (Acting Municipal Manager)

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ANNEXURE A

PERFORMANCE PLAN

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PERFORMANCE SCORECARD – SECTION 56 EMPLOYEE			
Employee Name:	Zandile Elizabeth Mofokeng	Employee Number	
Job Title:	Director Community services and LED	Department:	Community services and LED
Manager:	The Municipal Manager	Date (Financial Year):	2026 – 2027 Financial Year
Position Purpose:	To carry out the functions as the Director and head of Community services and LED in the Municipality		
The period of this Performance Plan is from 01 July 2026 to 30 June 2027			
Signed and accepted by the Director Community services and LED		Date:	
Signed by the Municipal Manager		Date:	
By signing this performance scorecard the Acting Municipal Manager and employee hereby indicate their full understanding of, and agreement with the contents of the scorecard. The manager and the employee both acknowledge that this is in full compliance with the Municipality's Performance Management Policy.			

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1. 1. Purpose

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

2. 2. Key responsibilities

The following objects of local government will inform the Director performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner
- 2.3 Promote social and economic development
- 2.4 Promote a safe and healthy environment
- 2.5 Encourage the involvement of communities and community organisation in the matters of local government

3. 3. Key Performance Area

The following Key Performance Area (KPA's) as outline in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006), inform the strategic objective listed in the table below:

- 3.1 Basic Service Delivery.
- 3.2 Municipal Institutional Development and transformation
- 3.3 Local Economic Development (LED)
- 3.4 Municipal Financial Viability and Management

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3.5 Good Governance and Public Participation

4. 4. Key Performance Objectives and Indicators, for the Director

The provision and statutory time frames contained in the following legislation are required to be reported on and measured:

- 4.1 Section 157 of the Constitution of the Republic of South Africa, 1996
- 4.2 Local Government Municipal performance Regulations for Municipal Managers and Managers Directly (Regulation No. R805, dated 1 August 2006)
- 4.3 Regulations No.796 (Local Government: Municipal Planning and Performance Management Regulation, 2001) dated 24 August 2001
- 4.4 Municipal Finance Management Act, 2003, in particular, but not limited to Chapter 8. (must include, inter alia, tariff policy, rates policy, credit control and debt collection policy, supply chain management policy and an unqualified Auditor General's report)
- 4.5 Property Rates Act, 2004
- 4.6 Municipal Structures Act, 1998, in particular, but not limited to, Chapter 5 (Powers and functions as determined by legislation or agreement)
- 4.7 Municipal System Act 2000, in particular, but not limited to sections 55 to 57

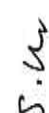
21. Directorate: Community Services

Table 71: Strategic plan of the office of Community services

Unit: Environmental Management

NDP Objective		Sustainable human settlements and improved quality of household life											
Provincial Strategic Objective		Environmental Sustainability and Resilience											
Pre-determined IDP Objective		Sustainable Rural Development											
Municipal Strategic Priority		Broaden access and improve quality of municipal services											
REF No.	Key Performance Area	Planning Statement	Programme	Unit of Measure	Key Performance Indicator	Pre-Determined Evidence	Baseline Indicator	Annual Target 2026/27	Budget	Planned Quarterly Targets			
										Quarter 1	Quarter 2	Quarter 3	Quarter 4
21.1	Basic Service Delivery	To ensure the environment is kept safe and clean.	Waste Management	Percentage	Percentage of households with access to basic refuse removal service by 30 June 2027	Routine plan, 10 Acknow - lodgement Forms per household, per activity	40%	90%	Nil	22.5%	22.5%	22.5%	22.5%
21.2	Basic Service Delivery	To ensure the environment is kept safe and clean.	Waste Management	Percentage	Percentage of Business, Public entities and industries with access to basic refuse removal service by 30 June 2027.	Routine plan, 10 Acknow - lodgement Forms per household, per activity	50%	90%	Nil	22.5%	22.5%	22.5%	22.5%
21.3	Basic Service Delivery	To ensure the environment is kept safe and clean	Waste Management	Number	Number of Environmental forum meetings held by 30 June 2027	Invitation, Minutes, Attendance Register	4	4	Nil	1	1	1	1
21.4	Basic Service Delivery	To ensure the environment is kept safe and clean	Waste Management	Number	Number of landfill sites management reports submitted to the Council by 30 June 2027	Report and proof of submission	2	4	Nil	1	1	1	1
21.5	Basic Service Delivery	To ensure the environment is kept safe and clean	Waste Management	Number	Number of cemetery management reports submitted to the Council by 30 June 2027	Report and proof of submission	0	4	Nil	1	1	1	1



NDP Objective		Sustainable human settlements and improved quality of household life											
Provincial Strategic Objective		Environmental Sustainability and Resilience											
Pre-determined IDP Objective		Sustainable Rural Development											
Municipal Strategic Priority		Broaden access and improve quality of municipal services											
REF No.	Key Performance Area	Planning Statement	Programme	Unit of Measure	Key Performance Indicator	Pre-Determined Evidence	Baseline Indicator	Annual Target 2026/27	Budget	Planned Quarterly Targets			
										Quarter 1	Quarter 2	Quarter 3	Quarter 4
21.6	Basic Service Delivery	To ensure the environment is kept safe and clean	Waste Management	Number	Number of Parks management reports submitted to the Council by 30 June 2027	Report and proof of submission	0	4	Nil	1	1	1	1
21.7	Local Economic Development	To create employment	To ensure economic development	Number	Number of work opportunities created through public employment programmes and other related employment programmes by 30 June 2027	Report	0	100	R1 Million	100	0	0	0

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22 Unit: Sports, Art and Culture

NDP Objective										A responsive and accountable, effective and efficient local government system				
Provincial Strategic Objective										Developing a capable and Development State				
Pre-determined IDP Objective										To promote integrated development in communities				
Municipal Strategic Priority										Build united non-racial, integrated and safer communities.				
REF No.	Key Performance Area	Planning Statement	Programme	Unit of Measure	Key Performance Indicator	Pre-Determined Evidence	Baseline Indicator	Annual Target 2026/27	Budget	Planned Quarterly Targets				
										Quarter 1	Quarter 2	Quarter 3	Quarter 4	
22.1	Basic Service Delivery	Promote, develop and ensure recreational activities are planned, implemented and monitored	Sports, Art and Culture	Number	Number of sports, art and culture forum meetings held by 30 June 2027	Invitation, Minutes, Attendance Register	0	4	R10 826	1	1	1	1	
22.2	Basic Service Delivery	Promote, develop and ensure recreational activities are planned, implemented and monitored	Sports, Art and Culture	Number	Number of sport arts and Culture programmes held by 30 June 2027	Invitation, Attendance Register and signed off Report (Director)	0	4	88 739	1	1	1	1	




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23. Unit: Social Development

NDP Objective					A responsive and accountable, effective and efficient local government system												
Provincial Strategic Objective					Developing a capable and Development State												
Pre-determined IDP Objective					To promote integrated development in communities												
Municipal Strategic Priority					Build united non-racial, integrated and safer communities.												
REF No.	Key Performance Area	Planning Statement	Programme	Unit of Measure	Key Performance Indicator	Pre-Determined Evidence	Baseline Indicator	Annual Target 2026/27	Budget	Planned Quarterly Targets							
										Quarter 1	Quarter 2	Quarter 3	Quarter 4				
23.1	Basic Service Delivery	To ensure that women, children and people with disability's issued are mainstreamed into municipal planning and budgeting processes	Social Development	Number	Number of Women, children and people with disability developed policy approved by Council by 30 June 2027	Women, Children and peoples with disability policy and council resolution	0	1	Nil	0	0	0	1				
23.2	Basic Service Delivery	To ensure that women, children and people with disability's issued are mainstreamed into municipal planning and budgeting processes	Social Development	Number	Number of awareness campaigns on women and children rights held by 30 June 2027	Invitation, Attendance Register and Report	0	2	Nil	0	1	0	1				
23.3	Basic Service Delivery	To ensure that women, children and people with disability's issued are mainstreamed into municipal planning and budgeting processes	Social Development	Number	Number of Awareness Campaigns on Disability conducted by 30 June 2027	Invitation, Attendance Register and Picture	0	2	Nil	0	0	1	1				

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NDP Objective										A responsive and accountable, effective and efficient local government system				
Provincial Strategic Objective										Developing a capable and Development State				
Pre-determined IDP Objective										To promote integrated development in communities				
Municipal Strategic Priority										Build united non-racial, integrated and safer communities.				
REF No.	Key Performance Area	Planning Statement	Programme	Unit of Measure	Key Performance Indicator	Pre-Determined Evidence	Baseline Indicator	Annual Target 2026/27	Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
23.4	Basic Service Delivery	To ensure that women, children and people with disability's issued are mainstreamed into municipal planning and budgeting processes	Social Development	Number	Number of Awareness campaigns for Elderly peoples conducted by 30 June 2027	Invitation, Attendance Register and Picture	0	2	Nil	0	0	1	1	
23.5	Good Governance and public participation	To ensure that women, children and people with disability's issued are mainstreamed into municipal planning and budgeting processes	Special Programmes	Number	Number of programmes held for elderly, women, children's, People with disability by 30 September 2026	Invitation, Attendance Register and pictures	0	1	Nil	0	1	0	0	
23.6	Good Governance and public participation	To implement HIV/AIDS programmes	Special Programmes	Number	Number of community awareness programmes conducted on HIV/AIDS, CANCER & TB 30 September 2026	Invitation, Attendance Register and pictures	0	1	R33 703	0	1	0	0	



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24. Unit: Disaster Management

NDP Objective													
Provincial Strategic Objective													
Pre-determined IDP Objective													
Municipal Strategic Priority													
REF No.	Key Performance Area	Planning Statement	Programme	Unit of Measure	Key Performance Indicator	Pre-Determined Evidence	Baseline Indicator	Annual Target 2026/27	Budget	Planned Quarterly Targets			
										Quarter 1	Quarter 2	Quarter 3	Quarter 4
24.1	Basic Service Delivery	Provide a safe environment for the community	Disaster Management	Number	Number of Disaster Management Public Awareness held by 30 June 2027.	Invitation, Attendance Register and report	0	2	Nil	0	1	0	1
24.2	Basic Service Delivery	Provide a safe environment for the community	Disaster Management	Number	Number of disaster response and recovery plan developed by 30 June 2027	Disaster response and recovery plan Report signed off by Director.	0	1	Nil	0	0	0	1
24.3	Basic Service Delivery	Provide a safe environment for the community	Disaster Management	Number	Number of disaster related incident report submitted to Council by 30 June 2027	Report and proof of submission to Council	0	4	Nil	1	1	1	1

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25. Unit: Local Economic Development

NDP Objective				A responsive and accountable, effective and efficient local government system									
Provincial Strategic Objective				Developing a capable and Development State									
Pre-determined IDP Objective				To promote social and economic development.									
Municipal Strategic Priority				Build united non-racial, integrated and safer communities.									
REF	Key Performance Area	Planning Statement	Programme	Unit of Measure	Key Performance Indicator	Pre-Determined Evidence	Baseline Indicator	Annual Target 2026/27	Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4
25.1	Local Economic Development	To create a conducive environment for the community	Capacity Building for Small Medium Micro Enterprises	Number	Number of Local Economic Development programmes held by 30 June 2027	Invitations Agenda Munities Attendance register	0	4	R33 789	1	1	1	1
25.2	Local Economic Development	To create a conducive environment for the community	Capacity Building for Small Medium Micro Enterprises	Number	Number of By-Law on outdoor advertisement submitted to Council by 30 June 2027	By-Law , Council Resolution	0	1	Nil	0	0	0	1
25.3	Local Economic Development	To create conducive environment for agricultural development	To ensure economic development	Number	Number of LED and Tourism Strategies developed and approved by council by 30 June 2027	LED Strategy, Tourism strategy, council resolution	0	2	Nil	0	0	0	2
25.4	Local Economic Development	To create conducive environment for agricultural development	To ensure economic development	Number	Number of reports on approved business licences, permits issued-submitted to council by 30 June 2027	Report	0	4	Nil	1	1	1	1

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26. Unit: Agriculture

Sustainable human settlements and improved quality of household life													
Transforming Human Settlements													
Sustainable Rural Development													
Build united non-racial, integrated and safer communities.													
REF No.	Key Performance Area	Planning Statement	Programme	Unit of Measure	Key Performance Indicator	Pre-Determined Evidence	Baseline Indicator	Annual Target 2026/27	Budget	Planned Quarterly Targets			
										Quarter 1	Quarter 2	Quarter 3	Quarter 4
26.1	Agriculture	To create conducive environment for agricultural development	To ensure compliance	Number	Number of Commonage management forum meetings held	Invitations Agenda Munities Attendance register	0	4	Nil	1	1	1	1
26.2	Agriculture	To create conducive environment for agricultural development	To ensure compliance	Number	Number of Commonage management reports submitted to Council	Report, Council resolution	0	4	Nil	1	1	1	1
26.3	Agriculture	To create conducive environment for agricultural development	To ensure compliance	Number	Number of reports on agricultural projects supported submitted to council	Report, council resolution	0	4	Nil	1	1	1	1
26.4	Agriculture	To create conducive environment for agricultural development	To ensure compliance	Number	Number of By-Laws for commonage submitted to council for approval	By- Law, Council Resolution	0	1	Nil	0	0	0	1

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27.Unit: Tourism Management

NDP Objective		A responsive and accountable, effective and efficient local government system												
Provincial Strategic Objective		Developing a capable and Development State												
Pre-determined IDP Objective		To promote social and economic development.												
Municipal Strategic Priority		Build united non-racial, integrated and safer communities.												
REF No.	Key Performance Area	Planning Statement	Programme	Unit of Measure	Key Performance Indicator	Pre-Determined Evidence	Baseline Indicator	Annual Target 2026/27	Budget	Planned Quarterly Targets				
										Quarter 1	Quarter 2	Quarter 3	Quarter 4	
27.1	Tourism	To create conducive environment for Tourism	To ensure economic development	Number	Number of quarterly reports on tourism submitted to Council by 30 June 2027	Quarterly report, council resolution	0	4	Nil	1	1	1	1	

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28. Unit: Urban Planning

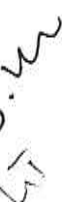
NDP Objective		Sustainable human settlements and improved quality of household life											
Provincial Strategic Objective		Transforming Human Settlements											
Pre-determined IDP Objective		Sustainable Rural Development											
Municipal Strategic Priority		Build united non-racial, integrated and safer communities.											
REF	Key Performance Area	Planning Statement	Programme	Unit of Measure	Key Performance Indicator	Pre-Determined Evidence	Baseline Indicator	Annual Target 2026/27	Budget	Planned Quarterly Targets			
No.										Quarter 1	Quarter 2	Quarter 3	Quarter 4
28.1	Basic Service Delivery	To assess and process Land Development Applications in accordance to SPLUMA.	Land Use	Percentage	Percentage of Land Development / Use Applications received and addressed in accordance to SPLUMA by 30 June 2027	Land Development Applications (LDA) Register, Letters and Reports	100%	100%	Nil	100%	100%	100%	100%
28.2	Basic Service Delivery	To provide sustainable spatial planning and land use management	Land Use Management	Number	Number of reports on properties contravening the Land Use Scheme by 30 June 2027	Report, contravention letters	0	4	Nil	1	1	1	1
28.3	Basic Service Delivery	To provide sustainable spatial planning and land use management	Land Use Management	Number	Number of report Municipal Planning Tribunal (MPT) meetings submitted to council held by 30 June 2027	Invitations, attendance register, council resolution	0	2	Nil	1	0	1	0
28.4	Basic Service Delivery	To provide sustainable spatial planning and land use management	Land Use Management	Number	Number of Reviewed Land Use By-law submitted to Council by	By-Law Land Use, council resolution	0	1	Nil	0	1	0	0

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29. Unit: Building Regulations

NDP Objective													
Provincial Strategic Objective													
Pre-determined IDP Objective													
Municipal Strategic Priority													
REF No.	Key Performance Area	Planning Statement	Programme	Unit of Measure	Key Performance Indicator	Pre-Determined Evidence	Baseline Indicator	Annual Target 2026/27	Budget	Planned Quarterly Targets			
										Quarter 1	Quarter 2	Quarter 3	Quarter 4
29.1	Basic Service Delivery	To ensure that all building plans received by the municipality are assessed timeously.	Sustainable housing and human settlement	Percentage	Percentage of submitted building plans assessed within 60 days of receipt by 30 June 2027	Register and report	60	100%	Nil	100%	100%	100%	100%
29.2	Basic Service Delivery	To ensure that all building plans within the municipal jurisdiction concur with the provisions on NBRBS Act 103 1977.	Sustainable housing and human settlement	Number	Number of reports on properties contravening the NHRBS submitted to portfolio committee by 30 June 2027	Report	0	4	Nil	1	1	1	1
29.3	Basic Service Delivery	To ensure that all building plans within the municipal jurisdiction concur with the provisions on the NBRBS Act 103 1977	Sustainable housing and human settlement	Number	Number of the building by laws developed and submitted to council for approval by 30 June 2027	By-law document and council resolution	0	1	Nil	0	0	0	1






30. Unit: Housing

NDP Objective		Sustainable human settlements and improved quality of household life											
Provincial Strategic Objective		Transforming Human Settlements											
Pre-determined IDP Objective		Sustainable Rural Development											
Municipal Strategic Priority		Build united non-racial, integrated and safer communities.											
REF No.	Key Performance Area	Planning Statement	Programme	Unit of Measure	Key Performance Indicator	Pre-Determined Evidence	Baseline Indicator	Annual Target 2026/27	Budget	Planned Quarterly Targets			
										Quarter 1	Quarter 2	Quarter 3	Quarter 4
30.1	Basic Service Delivery	To guide the process followed when Managing, Controlling, Preventing the Informal Settlement.	Sustainable housing and human settlement	Number	Number of Human Settlement report submitted to Council by 30 June 2027	Report, council resolution	0	4	Nil	1	1	1	1

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Date: _____

6. Consolidated Score Sheet

Key Performance Area	Weighting	Municipal Managers' Rating	Director ' Rating	Final / Consolidated Score	Reason for Final Score
1					
2					
3					
4					
5					
6					
7					
Total:	100	Final Score			

SB S.M. L.S. ZEM PM

7. CONTROL SHEET

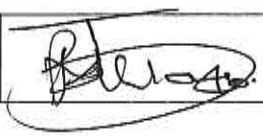
TO BE UPDATED BY MUNICIPAL MANAGER

<i>PLANNING PHASE</i>			
Date of 1 st planning meeting		Date of 2 nd planning meeting	
Date copy of performance plan handed to Director		Acting Municipal Manager	

COACHING PHASE

(Keep a record of meetings held to give feedback to the Director on performance related issues)	
<i>Date of Feedback Meeting</i>	Performance issue discussed and corrective action to be taken
Date of formal half year review	

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<i>REVIEWING PHASE</i>			
Date Director notified of formal review meeting			
Date of 1 st review meeting			
Date of 2 nd Review meeting			
Date of 3 rd Review meeting			
Date of 4 th Review meeting			
Acting Municipal Manager		Signature	

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PERSONAL DEVELOPMENT PLAN (To be completed by the Director)

MUNICIPALITY: Mafube Local Municipality
INCUMBENT: Zandile Elizabeth Mofokeng
SALARY: _____
JOB TITTLE: Director Community Services and LED
REPORT TO: Acting Municipal Manager

1.	What are the competencies required for this job (refer to competency profile of job description)? <u>to provide Strategic Support to all</u> <u>functions in the Department of Community</u> <u>SERVICES, DEVELOPMENT, OF OF THE DIRECTORATE</u> <u>long and short term programs to support</u> <u>service delivery.</u>
2.	What are competencies from the above list, does the job holder already possess? <u>Financial Management, Program</u> <u>and PROJECT MANAGEMENT.</u> <u>STRATEGIC LEADERSHIP.</u>
3.	What then are the competency gaps? (if the job holder possesses all the necessary competencies, complete No's 5 and 6). <u>People management: Governance</u> <u>and Ethics.</u>
4.	Actions/Training interventions to address the gaps/needs <u>PRESENTATIONS, Coaching and</u> <u>mentoring, JOB TRAINING, LEARNING</u> <u>& DIGITAL MODULES.</u>
5.	Indicate the competencies required for future career progression/development <u>Future focused, Review progress</u> <u>and target learning.</u>
6.	Action/Training interventions to address future progression <u>Needs Assessment, Design and</u> <u>Evaluation</u>

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7.	Comments/Remarks of the Incumbent <u>In order for DIRECTOR COMMUNITY</u> <u>SERVICES TO PERFORM SUPPORT ON</u> <u>TOOLS AND EQUIPMENTS IS TO BE ADDRESSED.</u>
8.	Comments/Remarks of the supervisor

Agreed upon

Signature:

[Signature]

Supervisor:

JB Shungo

Date:

Signature:

[Signature]

Incumbent:

Z E Mofokeng

Date:
