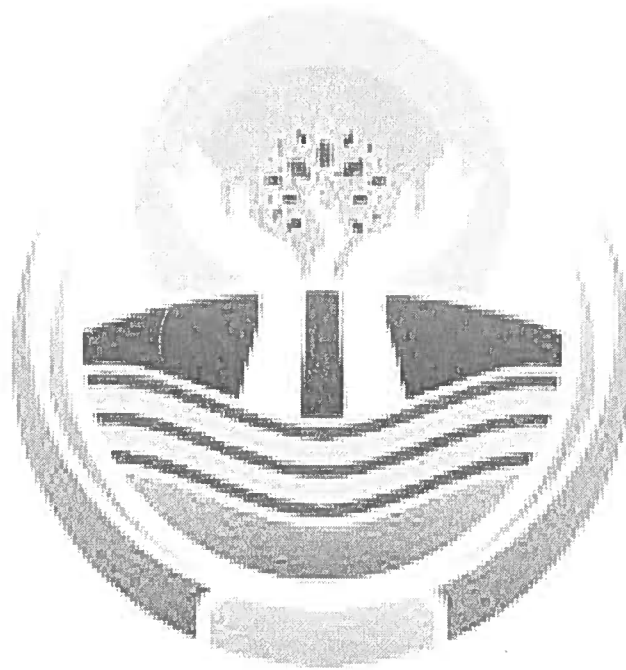


PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN



**RAYMOND
MHLABA
MUNICIPALITY**

UMANTYANO KUPHILILENO

11/11/2011
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**RAYMOND MHLABA LOCAL MUNICIPALITY AS
REPRESENTED BY THE MUNICIPAL MANAGER,**

UNATHI THOLEKA MALINZI

AND

LULAMILE DONACIOUS HANABE

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE PERIOD 01 JULY 2025 TO 30 JUNE 2026

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The **RAYMOND MHLABA** Municipality herein represented by Unathi. T Malinzi in her capacity as **THE MUNICIPAL MANAGER** (hereinafter referred to as the **Employer** or **Supervisor**)

And **Lulamile Donacious Hanabe** 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") as amended. 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; require 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), (4B) and (5) of the Systems Act.
- 1.5 In this Agreement the following words will have the meaning ascribed thereto:
 - "this Agreement" - means the performance agreement between the **Employer** and the **Employee** and the annexures thereto.
 - "the Executive Authority" - means the Mayoral Committee/ Executive Committee of the Municipality constituted in terms of Section 55 of the Local Government: Municipal Structures Act as represented by its chairperson, the Mayor.
 - "the Director" – means the Head of Department directly accountable to the Municipal Manager in terms of Section 56(a) of the Local Government: Municipal Systems Act, No 32 of 2000.
 - the Municipal Manager" – means the Municipal Manager appointed in terms of Section 82 of the Local Government: Municipal Structures Act, No. 117 of 1998.
 - "the Municipality" – means the **Raymond Mhlaba Local Municipality**
 - "the Parties" - means the **Employer** and the **Employee**.

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2. PURPOSE OF THIS AGREEMENT

2.1 The Parties agree that the purposes of this Agreement are to:

- 2.1.1. comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the contract of employment entered into between the Parties;
- 2.1.2. specify objectives and targets established for the Employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.1.3. specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.1.4. monitor and measure performance against targeted outputs and outcomes;
- 2.1.5. use the performance agreement as the basis for assessing whether the employee has met performance expectations applicable to his or her job;
- 2.1.6. appropriately reward the employee in accordance with the Municipality's performance management policy in the event of outstanding performance;
- 2.1.7. establish a transparent and accountable working relationship; and
- 2.1.8. give effect to the Municipality's commitment to a performance-orientated relationship with its Employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature this Agreement will commence on the 1st of July 2025 and will remain in force until 30 June 2026 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between 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 including a Performance Plan and Personal Development Plan that replaces this Agreement at least once a year by not later than the 31st of July each year.
- 3.3 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter annual performance assessment as informed by the quarterly performance assessments. Should the Employee be entitled to a bonus, this will be paid out after approval by Council and not later than sixty (60) days thereafter in the Employee's salary for a month that shall be applicable.

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- 3.4 The payment of a performance bonus for the year in which the Employee's contract of employment expires will be done as set out in clause 3.3 and the bonus so determined will be paid to the Employee on the last day of his/her employment or not later than 30 days thereafter.
- 3.5 In the event of the Employee commencing or terminating his services with the Municipality during the validity period of this Agreement, the Employee's performance for the portion of the period referred to in clause 3.1 during which he was employed, will be evaluated and he will be entitled to a pro rata performance bonus based on his evaluated performance and the period of actual service.
- 3.6 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 by the Parties.
- 3.7 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.
- 3.8 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan in **Annexure A** sets out:
- 4.1.1 the performance objectives and targets which 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 Personal Development Plan in **Annexure B** sets out the Employee's personal developmental requirements in line with the objectives and targets of the Municipality.
- 4.3 The Core Management Competencies reflected sets out those management skills regarded as critical to the position held by the Employee.
- 4.4 The performance objectives and targets reflected in **Annexure A** are set by the Municipality in consultation with the Employee and based on the Integrated Development Plan and the budget of the Municipality, and include key objectives, key performance areas, target dates and weightings.
- 4.5 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the time frame in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.6 The Employee's performance will, in addition, be measured in terms of contributions to the development objectives and strategies set out in the Municipality's Integrated Development Plan.

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5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Municipality adopts or introduces for the municipal management and municipal staff of the Municipality.
- 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 municipal 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 his/her Key Performance Areas as set out in **Annexure A** including special projects relevant to the Employee's responsibilities within the local government framework.

6. PERFORMANCE ASSESSMENT

- 6.1 The performance of the Employee will be assessed against the outputs and outcomes achieved in terms of his/her Key Performance Areas (KPAs) as fully described in Annexure A and his/her Core Management Competencies (CMCs) determined at the commencement of this Agreement with a weighting of 80:20 allocated to the KPAs and CMCs respectively. Therefore the KPAs that refer to the main tasks of the Employee account for 80% of his/her assessment while the CMCs make up the other 20% of the Employee's assessment score.
- 6.2 The weightings agreed to in respect of the Employee's KPAs attached as Annexure A are set out in the table below:

KEY PERFORMANCE AREAS (KPAS) (80%)	WEIGHT
KPA 1: Institutional Development and Transformation	15
KPA 2: Service Delivery and Infrastructure Provision	10
KPA 3: Local Economic Development	40
KPA 4: Financial Viability and Management	10
KPA 5: Good Governance and Public Participation	25
Total	100

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6.3 The weightings agreed to in respect of the CMCs considered most critical for the Employee's position and further defined in Annexure C are set out in the table below:

Core Competency Requirements from Regulations (2014): 20%					
COMPETENCY FRAMEWORK FOR SENIOR MANAGERS					
LEADING COMPETENCIES		Achievement Levels	Weight	HOD's Achievement Level	Municipal Managers Score Level
Strategic Direction and Leadership	• Impact and Influence	Basic	8.4		
	• Institutional Performance Management	Competent			
	• Strategic Planning and Management	Advanced			
	• Organisational Awareness	Superior			
People Management	• Human Capital Planning and Development	Basic	8.4		
	• Diversity Management	Competent			
	• Employee Relations Management	Advanced			
	• Negotiation and Dispute Management	Superior			
Programme and Project Management	• Program and Project Planning and Implementation	Basic	8.4		
	• Service Delivery Management	Competent			
	• Program and Project Monitoring and Evaluation	Advanced			
		Superior			
Financial Management	• Budget Planning and Execution	Basic	8.3		
	• Financial Strategy and Delivery	Competent			
	• Financial Reporting and Monitoring	Advanced			
		Superior			
Change Leadership	• Change Vision and Strategy	Basic	8.3		
	• Process Design and Improvement	Competent			
	• Change Impact Monitoring and	Advanced			

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Governance Leadership	Evaluation				
	•	Superior			
	• Policy Formulation	Basic			
	• Risk and Compliance Management	Competent			
	• Cooperative Governance	Advanced			
		Superior	8.4		
CORE COMPETENCIES:					
	Achievement Levels	Weight	HOD's Achievement Level	Municipal Managers Level	Score
Moral Competence	Basic	8.3			
	Competent				
	Advanced				
	Superior				
Planning and Organising	Basic	8.3			
	Competent				
	Advanced				
	Superior				
Analysis and Innovation	Basic	8.3			
	Competent				
	Advanced				
	Superior				
Knowledge and Information Management	Basic	8.3			
	Competent				
	Advanced				
	Superior				
Communication	Basic	8.3			
	Competent				
	Advanced				
	Superior				
Results and Quality focus	Basic	8.3			
	Competent				
	Advanced				
	Superior				
Total		100%			

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6.4 The assessment of the performance of the Employee will be based on the following levels for KPAs and CMCs:

LEVEL	TERMINOLOGY	DESCRIPTION
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 indicate 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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6.5 To determine which rating on the five-point scale did the Director achieve for each KPA the following criteria should be used:

Duration of task	- Was the target achieved within the projected time frame?
Level of complexity	- Required problem solving - Reconciling different perceptions - Innovative alternatives used
Cost	- within budget - saving - overspending
Constraints	- Did envisaged constraints materialise? - If so, were steps taken to manage/reduce the effect of the constraint? - If not, did it beneficially affect the completion of the target? - Any innovative/pro-active steps to manage the constraint

6.6 Annexure “B” may be used as the basis for progress discussions by the Municipality.

7. PANEL AND SCHEDULE FOR PERFORMANCE ASSESSMENTS

7.1 QUARTERLY PERFORMANCE ASSESSMENTS:

7.1.1 Quarterly performance of the Employee will be assessed by the Municipal Manager in relation to his/her achievement of:

- 1) The targets indicated for each KPA in Annexure A; and
- 2) The CCRs as defined in clause 6.3 of this agreement

On a date to be determined for each of the following quarterly periods:

1 st Quarter (July to September):	October 2025
2 nd Quarter (October to December):	January 2026
3 rd Quarter (January to March):	April 2026
4 th Quarter (April to June):	July 2026

7.2 ANNUAL PERFORMANCE ASSESSMENT:

7.2.1 An assessment panel consisting of the following persons will be established:

7.2.1.1 Municipal Manager;

7.2.1.2 Chairperson of the Performance Audit Committee or the audit committee in the absence of a performance audit committee.

7.2.1.3 Member of the Mayoral or Executive Committee or in respect of a plenary type municipality, another member of Council; and

7.2.1.4 Municipal Manager from another municipality

7.3 The performance of the Employee will be assessed in relation to his/her achievement of:

7.3.1 The targets indicated for each KPA in Annexure A; and

7.3.2 The CCRs as defined in clause 6.3 of this agreement.

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8. EVALUATING PERFORMANCE AND MANAGEMENT OF EVALUATION OUTCOMES

- 8.1 The Employee will submit quarterly performance reports and a comprehensive annual performance report prior to the performance assessment meetings to the Employer
- 8.2 The Employer will give performance feedback to the Employee after each quarterly and the annual assessment meetings.
- 8.3 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 8.4 At the end of the 4th quarter, the Executive Authority will determine if the Employee is eligible for a performance bonus as envisaged in his/her contract of employment based on the bonus allocation set out in clause 8.11 of this agreement.
- 8.5 The results of the annual assessment and the scoring report of the Employee for the purposes of bonus allocation, if applicable, will be submitted to the Executive Authority for a recommendation to the full Council.
- 8.6 A fully effective assessment score will render the Employee eligible to be considered for a performance related increase (pay progression) as envisaged in his/her contract of employment provided the Employee has completed at least 12 months continuous service with the Municipality at his/her current remuneration package on the 30th of June.
- 8.7 Personal growth and development needs identified during any performance assessment discussion, must be documented in the Employee's Personal Development Plan as well as the action steps and set time frames agreed to.
- 8.8 Despite the establishment of agreed intervals for assessment, the Employer may, in addition, review the Employee's performance at any stage while his/her contract of employment remains in force.
- 8.9 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.
- 8.10 The provisions of Annexure "A" may be amended by the Executive Authority when the Municipality's performance management system is adopted, implemented and/or amended as the case may be subject to clause 5.3.
- 8.11 The evaluation of the employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
 - 8.11.1 A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that -

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- (a) a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%;
and
- (b) a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

9. OBLIGATIONS OF THE MUNICIPALITY

- 9.1 The Municipality will create an enabling environment to facilitate effective performance by the Employee.
- 9.2 The Employee will be provided with access to skills development and capacity building opportunities.
- 9.3 The Municipality will work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.
- 9.4 The Municipality will make available to the Employee such resources including employees as the he/she may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement; provided that it will at all times remain the responsibility of the Employee to ensure that he/she complies with those performance obligations and targets.
- 9.5 The Employee will, at his/her request, be delegated such powers by the Municipality as may in the discretion of the Municipality be reasonably required from time to time to enable him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee within a reasonable time where the exercising of the Employer's powers will –
 - 10.1.1 have 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 have a substantial financial effect on the Municipality.
- 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. CONSEQUENCE OF UNACCEPTABLE OR POOR PERFORMANCE

The management of poor performance should be seen as a corrective process, focusing on addressing issues that led to poor performance related problems. The process to be followed in addressing poor performance of both the municipal manager and section 56 managers is contained in Regulations 16 of the Local Government: Disciplinary Regulations for Senior Managers and shall be adhered to.

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- 11.1 Where the Employer is, at any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting with the Employer.
- 11.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that the Employee's performance becomes satisfactory in accordance with a documented programme, including any dates, for implementing these measures.
- 11.3 The Municipality will provide systematic remedial or developmental support to assist the Employee to improve his/her performance.
- 11.4 If, after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer holds the view that the performance of the Employee is not satisfactory, the Municipal Council will, subject to compliance with applicable labour legislation, be entitled by notice in writing to the Employee, to terminate the Employee's employment in accordance with the notice period set out in the his/her contract of employment.
- 11.5 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference.
- 11.6 Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the Employee's contract of employment with or without notice for any other breach by the Employee of his obligations to the Municipality or for any other valid reason in law.

12. DISPUTES

- 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 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 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.

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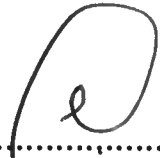
13.GENERAL

- 13.1 The contents of this Agreement and the outcome of any review conducted in terms of Annexure "A" will not be confidential, and may be made available to the public by the Municipality, where appropriate.
- 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.

Signed at KwaMagoma on this 17 day of July 2025

As Witnesses:

1. 


.....
Dr. Lulamle Donacious Hanabe
Director Strategic Planning and Local
Economic Development

Signed at KwaMagoma on this 17 day of July 2025

As Witnesses:

1. 


.....
Ms. Unathi Tholeka Malinzi
Municipal Manager

ANNEXURE A

DIRECTOR STRATEGIC PLANNING AND LOCAL ECONOMIC DEVELOPMENT PERFORMANCE PLAN

1. Purpose

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

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- | 2. Objective | of | Local | Government |
|---|---|-------|------------|
| The following objectives of Local Government informed the IDP of the Raymond Mhlaba Local Municipality and will inform the Senior Manager's 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 organisations in the matters of local government | | |

3. Scorecard of Director Strategic Planning and Local Economic Development

3.1 The municipality approved the strategic objectives in the IDP of 2025-2026. The targets to achieve the objectives for the financial year 2025/2026 were defined in the approved SDBIP of 2025/2026. The Director is required to ensure that all targets, programmes and projects as committed on the IDP and SDBIP are delivered according to the commitments of the Executive Committee and Council.

A key principle is that owner departments must lead all the programmes allocated to them in the SDBIP, and ensure that contributor departments contribute, comply and report.

The scorecard of Director Strategic Planning and Local Economic Development is up of the following:

The Performance Plan set out:

- a) Key Performance Areas that are employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe;
- b) Core competencies required from employees prescribed in the Performance Regulation for Municipal Managers and Managers Directly accountable to the Municipal Manager, R805 of 2006.

The employee's assessment will be based on his/ her performance in terms of the outputs/ outcomes (performance indicators) identified as per the performance plan which are linked to the National KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employees.

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KPA's covering the main areas of work will account for 80% and CCR's will account for 20% of the final assessment.

Key performance Areas (KPA's)		Weighting	Core Competency Requirements	Weighting
Municipal Transformation & Institutional Development Basic Service Delivery Local Economic Development Municipal Financial Viability & Management Good Governance & Public Participation		15	Strategic Direction and Leadership	8.4
		10	People Management	8.4
		40	Programme and Project Management	8.4
		10	Financial Management	8.3
		25	Change Leadership	8.4
			Governance Leadership	8.3
			Moral Competence	8.3
			Planning and Organising	8.3
			Analysis and Innovation	8.3
			Knowledge and Information Management	8.3
		Communication	8.3	
			Results and Quality focus	8.3
Total		100%	Total	100%

The assessment of the performance of the employee will be based on the following rating scale for KPA's and CCRs

Category	Colour	Explanation
KPI's Not Met/ Unacceptable performance	1	Performance does not meet the standard expected for the job. The review/ assessment indicate that their 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.
KPI's Almost Met/ Not Fully Effective	2	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 indicate 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.
KPI's Met/ Fully Effective	3	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.
KPI's Well Met/ Performance significantly above expectations	4	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.
KPI's Extremely Well Met/ Outstanding Performance	5	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.

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KPA 1: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT																		
REF	Priority Area	Strategic Objective	Key Performance Indicator	Baseline	Frequency	Means of Verification	Accumulative Annual Target (2022-2027)	Budget 2025 - 2026	Qtr. 1 target	Qtr. 1 financial target	Qtr. 1 audit evidence	Qtr. 2 financial target	Qtr. 2 audit evidence	Qtr. 3 financial target	Qtr. 3 audit evidence	Qtr. 4 target	Qtr. 4 financial target	Qtr. 4 audit evidence
KPI 12	Performance Management System	To ensure effective and efficient workforce by 2027	Number of organizational performance assessments conducted	4	Number	Quarterly organizational performance reports	20	4	1	n/a	Quarterly organization al performance reports	n/a	Quarterly organization al performance reports	n/a	Quarterly organization al performance reports	1	n/a	Quarterly organization al performance reports
KPI 12.1		To ensure effective and efficient workforce by 2027	Number of section 57 performance assessments conducted	4	Number	Signed individual performance assessments	20	20	5	n/a	Signed individual performance assessments	n/a	Signed individual performance assessments	n/a	Signed individual performance assessments	5	n/a	Signed individual performance assessments
KPI 13	Special Programmes	To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2026	Developed SPU Model	New indicator	Number	Final Approved SPU Model, Quarterly Report, Council Resolution	1	1	Development of terms of reference	n/a	Approved terms of reference	n/a	n/a	n/a	1. Draft SPU Model, 2. Quarterly report	Final SPU Model	n/a	1. Final Approved SPU Model, 2. Quarterly Report
KPI 13		To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Developed and approved Language policy	New indicator	Number	Final Language Policy, Council Resolution	1	1	Development of terms of reference	n/a	Approved terms of reference	n/a	n/a	n/a	1. Draft Language Policy, 2. Quarterly report	Final Language Policy	n/a	1. Final Approved Language Policy, 2. Quarterly report
KPI 14	Language Policy																	
KPA 2: BASIC SERVICES DELIVERY AND INFRASTRUCTURE																		
REF	Priority Area	Strategic Objective	Key Performance Indicator	Baseline	Frequency	Means of Verification	Accumulative Annual Target (2022-2027)	Budget 2025 - 2026	Qtr. 1 target	Qtr. 1 financial target	Qtr. 1 audit evidence	Qtr. 2 financial target	Qtr. 2 audit evidence	Qtr. 3 financial target	Qtr. 3 audit evidence	Qtr. 4 target	Qtr. 4 financial target	Qtr. 4 audit evidence
KPI	Expanded Public Works Programme	To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Percentage of Expanded Public Works Programmes implemented	100%	Percentage	Quarterly reports, Progress reports, expenditure report, pictures	100%	100%	100%	n/a	Quarterly reports, progress reports, expenditure report	n/a	Quarterly reports, progress reports, expenditure report	n/a	Quarterly reports, progress reports, expenditure report	100%	n/a	Quarterly reports, progress reports, expenditure report
KPA 3: LOCAL ECONOMIC DEVELOPMENT																		
REF	Priority Area	Strategic Objective	Key Performance Indicator	Baseline	Frequency	Means of Verification	Accumulative Annual Target (2022-2027)	Budget 2025 - 2026	Qtr. 1 target	Qtr. 1 financial target	Qtr. 1 audit evidence	Qtr. 2 financial target	Qtr. 2 audit evidence	Qtr. 3 financial target	Qtr. 3 audit evidence	Qtr. 4 target	Qtr. 4 financial target	Qtr. 4 audit evidence
KPI 44	Unemployment	To ensure sustainable Local Economic Development by 2027	Number of jobs created through LED programmes within the municipality	500	Number	Quarterly reports, Confirmation of employment from the employer, Listing of people employed	250	50	12	n/a	Quarterly reports, Confirmation of employment from the employer, Listing of people employed	n/a	Quarterly reports, Confirmation of employment from the employer, Listing of people employed	n/a	Quarterly reports, Confirmation of employment from the employer, Listing of people employed	13	n/a	Quarterly reports, Confirmation of employment from the employer, Listing of people employed
KPI 45		To ensure sustainable Local Economic Development by 2027	Number of jobs created through Expanded Public Works Programme	1078	Number	Quarterly reports, Contracts of people employed, Listing of people employed	500	200	50	n/a	Quarterly reports, Contracts of people employed, Listing of people employed	n/a	Quarterly reports, Contracts of people employed, Listing of people employed	n/a	Quarterly reports, Contracts of people employed, Listing of people employed	50	n/a	Quarterly reports, Contracts of people employed, Listing of people employed

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KPI 47	To ensure sustainable Local Economic Development by 2027	Number of economic activities supported	15	Quarterly reports, Expenditure Report, Pictures, Concept document approved by the MM. (Cooperative Indaba, Cultural Week, SMIME day, Market Day, Agricultural Week)	28	6	1 Cultural week	n/a	Quarterly reports, Expenditure Report, Pictures, Concept document approved by the MM.	2 (Bedford Garden Festival and Market Day)	Quarterly reports, Expenditure Report, Pictures	2 (SMIME Day and Cooperative Indaba)	Quarterly reports, Expenditure Report, Pictures	1 (Agricultural show)	Quarterly reports, Expenditure Report, Pictures				
			193	Quarterly reports, Expenditure Register, Proof of support provided.	50	10	3 (Food security garden - irrigation equipment and industrial sheering machine)	n/a	Quarterly reports, Expenditure Register, Proof of support provided.	2 (Dam scooping and livestock improvement)	Quarterly reports, Expenditure Register, Proof of support provided.	n/a	Quarterly reports, Expenditure Register, Proof of support provided.	2 (Production inputs and brick making machine)	Quarterly reports, Expenditure Register, Proof of support provided.	3 (industrial sewing machine and poultry)	Quarterly reports, Expenditure Register, Proof of support provided.		
			New Indicator	Quarterly Reports on number of activities implemented. Approved tourism master plan	8	4	1 (Music in the snow)	n/a	Quarterly reports, Expenditure Register, Proof of support provided.	1 (Bedford Garden Festival)	Quarterly reports, Expenditure Register, Proof of support provided.	n/a	Quarterly reports, Expenditure Register, Proof of support provided.	1 (Digitalization of V/Cs)	Quarterly Reports on number of activities implemented. Approved tourism master plan	Quarterly Reports on number of activities implemented. Approved tourism master plan	Quarterly Reports on number of activities implemented. Approved tourism master plan		
			New Indicator	Quarterly reports on number of Home Stays assisted. Listing, Expenditure reports	4	2	1 (promotional material)	n/a	Quarterly reports, Expenditure Register, Proof of support provided.	1 (marketing programmes Home Stays assisted. Listing, Expenditure reports	Quarterly reports on number of Home Stays assisted. Listing, Expenditure reports	n/a	Quarterly reports on number of Home Stays assisted. Listing, Expenditure reports	n/a	Quarterly reports on number of Home Stays assisted. Listing, Expenditure reports	n/a	Quarterly reports on number of Home Stays assisted. Listing, Expenditure reports	Quarterly reports on number of Home Stays assisted. Listing, Expenditure reports	
KPI 48	To ensure sustainable Local Economic Development by 2027	Number of SMIMEs supported by the Municipality	193	Quarterly reports, Expenditure Register, Proof of support provided.	50	10	3 (Food security garden - irrigation equipment and industrial sheering machine)	n/a	Quarterly reports, Expenditure Register, Proof of support provided.	2 (Dam scooping and livestock improvement)	Quarterly reports, Expenditure Register, Proof of support provided.	n/a	Quarterly reports, Expenditure Register, Proof of support provided.	2 (Production inputs and brick making machine)	Quarterly reports, Expenditure Register, Proof of support provided.	3 (industrial sewing machine and poultry)	Quarterly reports, Expenditure Register, Proof of support provided.		
KPI 49	To ensure sustainable Local Economic Development by 2027	Number of tourism master plan activities implemented	New Indicator	Quarterly Reports on number of activities implemented. Approved tourism master plan	8	4	1 (Music in the snow)	n/a	Quarterly reports, Expenditure Register, Proof of support provided.	1 (Bedford Garden Festival)	Quarterly reports, Expenditure Register, Proof of support provided.	n/a	Quarterly Reports on number of activities implemented. Approved tourism master plan	Quarterly Reports on number of activities implemented. Approved tourism master plan	Quarterly Reports on number of activities implemented. Approved tourism master plan	Quarterly Reports on number of activities implemented. Approved tourism master plan	Quarterly Reports on number of activities implemented. Approved tourism master plan	Quarterly Reports on number of activities implemented. Approved tourism master plan	
KPI 50	To ensure sustainable Local Economic Development by 2027	Number of Home Stays assisted & (registered) through out RMM	New Indicator	Quarterly reports on number of Home Stays assisted. Listing, Expenditure reports	4	2	1 (promotional material)	n/a	Quarterly reports, Expenditure Register, Proof of support provided.	1 (marketing programmes Home Stays assisted. Listing, Expenditure reports	Quarterly reports on number of Home Stays assisted. Listing, Expenditure reports	n/a	Quarterly reports on number of Home Stays assisted. Listing, Expenditure reports	n/a	Quarterly reports on number of Home Stays assisted. Listing, Expenditure reports	n/a	Quarterly reports on number of Home Stays assisted. Listing, Expenditure reports	Quarterly reports on number of Home Stays assisted. Listing, Expenditure reports	
KPI 51	To ensure sustainable Local Economic Development by 2027	Number of successfully registered informal traders	New Indicator	Quarterly reports on registered informal traders. Listing, Registration reports. Updated Database	40	20	5	n/a	Quarterly reports on registered informal traders. Listing, Registration reports. Updated Database	5	Quarterly reports on registered informal traders. Listing, Registration reports. Updated Database	n/a	Quarterly reports on registered informal traders. Listing, Registration reports. Updated Database	5	Quarterly reports on registered informal traders. Listing, Registration reports. Updated Database	n/a	Quarterly reports on registered informal traders. Listing, Registration reports. Updated Database	Quarterly reports on registered informal traders. Listing, Registration reports. Updated Database	
REF	Strategic Objective	Key Performance Indicator	Baseline	Frequency	Means of Verification	Accumulative Annual Target (2022-2027)	Budget 2025 - 2026	Qtr. 1 target	Qtr. 1 financial target	Qtr. 1 audit evidence	Qtr. 2 target	Qtr. 2 financial target	Qtr. 2 audit evidence	Qtr. 3 target	Qtr. 3 financial target	Qtr. 3 audit evidence	Qtr. 4 target	Qtr. 4 financial target	Qtr. 4 audit evidence
KPI 63	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Percentage spent of EPWP grant	100%	Percentage	Quarterly reports, System Generated Report	100%	100%	25%		Quarterly reports, System Generated Report	50%		Quarterly reports, System Generated Report	75%		Quarterly reports, System Generated Report	100%		Quarterly reports, System Generated Report
KPI 65	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Number of procurement plans developed and approved (Departmental)	6	Number	Developed procurement plan; Proof of approval by the Director	5	1	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1 procurement plan for 2026/ 2027 FY	n/a	Developed and approved procurement plan

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REF	Priority Area	Strategic Objective	Key Performance Indicator	Baseline	Frequency	Means of Verification	Accumulative Annual Target (2022-2027)	25%	No Budget Required	25%	Quarterly reports: List of Cost containment measures, system generated report	Quarterly reports: List of Cost containment measures, system generated report	25%	Quarterly reports: List of Cost containment measures, system generated report	25%	Quarterly reports: List of Cost containment measures, system generated report	Quarterly reports: List of Cost containment measures, system generated report
KPI 66	Fi	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Percentage of savings achieved on implementation of cost containment measures	New indicator	Percentage	Quarterly reports: List of Cost containment measures, system generated report	25%	25%	No Budget Required	n/a	Quarterly reports: List of Cost containment measures, system generated report	25%	n/a	Quarterly reports: List of Cost containment measures, system generated report	25%	n/a	Quarterly reports: List of Cost containment measures, system generated report
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION																	
REF											Qtr. 1 audit evidence	Qtr. 2 financial target	Qtr. 2 audit evidence	Qtr. 3 financial target	Qtr. 3 audit evidence	Qtr. 4 financial target	Qtr. 4 audit evidence
KPI 73	Integrated Development Plan and Budget	To entrench the culture of good governance by 2027	Developed and approved Integrated Development Plans	2025/26	Number	Final Reviewed Integrated Development Plan Council Resolution.	5	1		n/a	2026/2027 IDP/PMS/ BUDGET Process Plan approved by August 31, 2025.	Review of the Situational analysis	Quarterly Signed situational analysis	Draft IDP table to council by March 31, 2026.	Draft IDP Council Resolutions	Final IDP approved by May 31, 2026.	Final IDP Council Resolutions.
KPI 74		To entrench the culture of good governance by 2027	Developed and Approved Annual Report	2022/2023	Number	Quarterly Report, Final Annual Report, Council Resolution.	5	1	Draft Unaudited Annual Report submitted by August 31, 2025.	n/a	1. Draft Annual Report, 2. Council Resolution	n/a	n/a	Final Annual Report approved by January 31, 2026	1. Final Annual Report, 2. Oversight report, 3. Council Resolutions.	n/a	n/a
KPI 74		To entrench the culture of good governance by 2027	Number of councillors who have declared their financial interests	45	Number	Signed declaration forms. Report on declaration forms.	45	45	No Budget Required	n/a	Signed declaration forms. Report on declaration forms.	n/a	n/a	n/a	n/a	n/a	n/a
KPI 77		To entrench the culture of good governance by 2027	Percentage of internal audit recommendations implemented	100%	Percentage	Quarterly Report, Internal Audit Report, Internal Audit Assessment Report	100%	100%	100%	n/a	Quarterly Report, Internal Audit Report, Internal Audit Assessment Report	100%	Quarterly Report, Internal Audit Report, Internal Audit Assessment Report	100%	Quarterly Report, Internal Audit Report, Internal Audit Assessment Report	n/a	Quarterly Report, Internal Audit Report, Internal Audit Assessment Report
KPI 78		To entrench the culture of good governance by 2027	Percentage of AC resolutions implemented	100%	Percentage	Quarterly Reports, AC resolution matrix.	100%	100%	100%	n/a	Quarterly Reports, AC resolution matrix	n/a	Quarterly Reports, AC resolution matrix	100%	Quarterly Reports, AC resolution matrix	n/a	Quarterly Reports, AC resolution matrix
KPI 79		To ensure proper governance, accountability and public participation	Number of risk assessment conducted (Institutional)	5	Number	Quarterly report, Risk assessment report, Attendance Register.	5	1	1	n/a	Quarterly report, Risk assessment report, Attendance Register	n/a	n/a	n/a	n/a	n/a	n/a
KPI 80		To ensure proper governance, accountability and public participation	Number of risk assessment conducted (Departmental)	4	Number	Quarterly report, Risk assessment report, Attendance Register.	20	4	1	n/a	Quarterly report, Risk assessment report, Attendance Register	n/a	Quarterly report, Risk assessment report, Attendance Register	1	Quarterly report, Risk assessment report, Attendance Register	n/a	Quarterly report, Risk assessment report, Attendance Register
KPI 80.1																	

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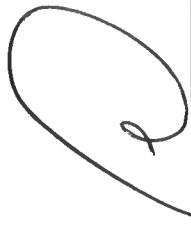
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KPI 82	Improve the municipal responsiveness to service delivery breakdowns	Percentage of official complaints responded to through the municipal complaint management system	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Quarterly reports. Reconciliation of complaints received and attended to.	n/a	Quarterly reports. Reconciliation of complaints received and attended to.	100%	n/a	Quarterly reports. Reconciliation of complaints received and attended to.	Quarterly reports. Reconciliation of complaints received and attended to.
KPI 83	Improve the municipal responsiveness to service delivery breakdowns	Number of average days in responding to complaints received	3	3	3	3	3	3	3	3	3	3	Quarterly Reports. System Generated report on number of days taken to respond.	n/a	Quarterly Reports. System Generated report on number of days taken to respond.	3	n/a	Quarterly Reports. System Generated report on number of days taken to respond.	Quarterly Reports. System Generated report on number of days taken to respond.
KPI 84	To improve community participation by 2027	Number of community consultations conducted	16	20	4	4	4	4	4	4	4	4	Quarterly reports. Attendance Register.	n/a	Quarterly reports. Attendance Register.	1	n/a	Quarterly reports. Attendance Register.	Quarterly reports. Attendance Register.
KPI 85	To improve community participation by 2028	Number of civic education conducted	4	12	4	4	4	4	4	4	4	4	Quarterly reports. Attendance Register.	n/a	Quarterly reports. Attendance Register.	1	n/a	Quarterly reports. Attendance Register.	Quarterly reports. Attendance Register.
KPI 86	To improve community participation by 2027	Percentage of ward community meetings convened	23	100%	100%	100%	100%	100%	100%	100%	100%	100%	Quarterly reports. Attendance Register. List of meeting convened.	n/a	Quarterly reports. Attendance Register. List of meeting convened.	100%	n/a	Quarterly reports. Attendance Register. List of meeting convened.	Quarterly reports. Attendance Register. List of meeting convened.
KPI 87	To improve information sharing to communities RMM by 2027	Number of communication programs implemented as per the Communication Plan	15	20	4	4	4	4	4	4	4	4	Quarterly reports. Pictures. Copy of the Communication Plan.	n/a	Quarterly reports. Pictures. Copy of the Communication Plan.	1	n/a	Quarterly reports. Pictures. Copy of the Communication Plan.	Quarterly reports. Pictures. Copy of the Communication Plan.
KPI 88	To maintain healthy trusted brand	Developed Municipal profile	3	5	1	1	1	1	1	1	1	1	Quarterly Reports. Developed Municipal Profile	n/a	Quarterly Reports. Developed Municipal Profile	n/a	n/a	Quarterly Reports. Developed Municipal Profile	Quarterly Reports. Developed Municipal Profile
KPI 89	To ensure proper governance and accountability by 2027	Number of IGR meetings convened	20	20	4	4	4	4	4	4	4	4	Quarterly reports. Attendance Register. Resolution Matrix	n/a	Quarterly reports. Attendance Register. Resolution Matrix	1	n/a	Quarterly reports. Attendance Register. Resolution Matrix	Quarterly reports. Attendance Register. Resolution Matrix
KPI 90	To entrench social cohesion through vulnerable groups by 2027	Number of sport programmes implemented	12	20	4	4	4	4	4	4	4	4	Quarterly reports. Attendance Register. Resolution Matrix	n/a	Quarterly reports. Attendance Register. Resolution Matrix	1	n/a	Quarterly reports. Attendance Register. Resolution Matrix	Quarterly reports. Attendance Register. Resolution Matrix
KPI 91	To entrench social cohesion through vulnerable groups by 2027	Number of vulnerable groups programme implemented	12	25	5	5	5	5	5	5	5	5	Quarterly reports. Attendance Register. Expenditure report	n/a	Quarterly reports. Attendance Register. Expenditure report	1	n/a	Quarterly reports. Attendance Register. Expenditure report	Quarterly reports. Attendance Register. Expenditure report

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I Lulamile Hanabe Hereby accept this plan as a basis of monitoring and evaluating my performance during the 2025/2026 financial year. I accept that the indicators and targets as presented in the performance plan are accurate and that I have been given the opportunity to provide inputs in their development.

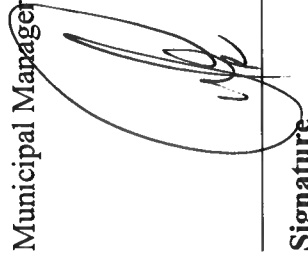


Signature

17 July 2025

Date

I Unathi T. Malinzi the Municipal Manager of Raymond Mhlaba Local Municipality approve the performance Plan in terms of the requirements of the Local Government: Municipal Planning and Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers of 2006.



Signature

17 July 2025

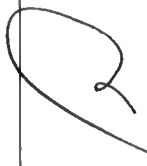
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ANNEXURE B

PERSONAL DEVELOPMENT PLAN

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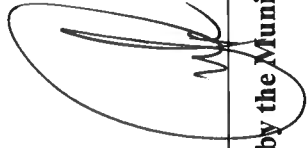
Skills Performance Gap	Outcomes Expected	Suggested training and/or development activity	Suggested mode of delivery	Suggested Frames	Time	Work opportunity created to practice skill/development area	Support Person
1.							
2.							
3.							



Signed and accepted by the Employee

17 July 2025

Date



Signed by the Municipal Manager on behalf of the Municipality

17 July 2025

Date