

SENIOR MANAGEMENT SERVICES PERFORMANCE AGREEMENT

Mr. S.P Mosia

The Municipal Manager reporting to the Mayor
("The Municipal Manager")

AND

Ms N.S. Msibi

The Chief Financial Officer reporting to the Municipal Manager
("The Chief Financial Officer")

Financial year: 01 July 2026 - 30 June 2027



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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Zululand District Municipality herein represented by the Municipal Manager (hereinafter referred to as the Employer or Supervisor)

And

Ms NS Msibi, Employee of the Municipality (hereinafter referred to as the Employee or Chief Financial Officer).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Municipality has entered into a contract of employment with the Chief Financial Officer for a period of five years, ending on 30 November 2027 in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act").
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Chief Financial Officer reporting to the Municipal Manager to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that the Municipal Manager will be responsible for facilitating the setting and evaluation of performance objectives and targets on behalf of the Municipality. The Municipal Manager shall report to the Mayor in regard to the above.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

- 2.1 comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality.

Chief Financial Officer

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- 2.3 specify accountability as set out in a Departmental Service Delivery and Budget Implementation Plan for the Chief Financial Officer 2026/2027, reflected as Annexure B to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 monitor and measure the core competencies against competency behavioural standards;
- 2.6 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.7 in the event of outstanding performance, to appropriately reward the employee;
- 2.8 proactively focus on the development of the Chief Financial Officer (Personal Development Plan – Annexure C);
- 2.9 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3. GENERAL RESPONSIBILITIES OF THE SENIOR MANAGER

- 1) Each senior manager of a municipality and each official of a municipality exercising financial management responsibilities must take all reasonable steps within their respective areas of responsibility to ensure –
 - a) that the system of financial management and internal control established for the municipality is carried out diligently;
 - b) that the financial and other resources of the municipality are utilised effectively, efficiently, economically and transparently;
 - c) that any unauthorised, irregular or fruitless and wasteful expenditure and any other losses are prevented;
 - d) that all revenue due to the municipality is collected;
 - e) that the assets and liabilities of the municipality are managed effectively and that assets are safeguarded and maintained to the extent necessary;
 - f) that all information required by the accounting officer for compliance with the provisions of this Act is timeously submitted to the accounting officer: and
 - g) that the provisions of this Act, to the extent applicable to that senior manager or official, including any delegations in terms of section 79, are complied with.
- 2) A senior manager or such official must perform the functions referred to in

subsection (1) subject to the directions of the accounting officer of the municipality.

4. COMMENCEMENT AND DURATION

- 4.1 This Agreement will commence on the 1st July 2026 and will be applicable until the 30th of June 2027. This agreement will remain until a new Performance Agreement is concluded between the parties, if required during the performance cycle.
- 4.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Departmental Service Delivery and Budget Implementation Plan for the Chief Financial Officer 2026/2027 that replaces this Agreement at least once a year by no later than the beginning of each successive financial year.
- 4.3 This Agreement should be read in conjunction with the Contract of Employment and this agreement will terminate on the termination of the Chief Financial Officer's Contract of Employment.
- 4.4 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.
- 4.5 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.

5. PERFORMANCE OBJECTIVES

- 5.1 The Departmental Service Delivery and Budget Implementation Plan for the Chief Financial Officer 2026/2027 (Annexure "B") sets out:
- 5.1.1 The performance objectives and targets that must be met by the Chief Financial Officer; and
- 5.1.2 the time frames within which those performance objectives and targets must be met.
- 5.2 The performance objectives and targets reflected in Annexure "B" are set by the Municipal Manager in consultation with the Chief Financial Officer, and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP), and shall include key objectives, key performance indicators, target dates and weights.
- 5.3 The key objectives describe the main tasks that need to be done.
- 5.4 The key performance indicators provide a means to measure the extent to which a key objective has been achieved.

Chief Financial Officer

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6. PERFORMANCE MANAGEMENT SYSTEM

- 6.1 The Chief Financial Officer accepts that the purpose of the Performance Management System will be to provide a comprehensive system with specific performance standards to assist the Municipality, management and municipal staff to perform to the standards required.
- 6.2 The Municipal Manager will consult the Chief Financial Officer about the specific performance standards that will be included in the Performance Management System as applicable to the Chief Financial Officer.
- 6.3 The Municipal Manager 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.
- 6.4 The criteria upon which the performance of the Chief Financial Officer shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 6.5 The Chief Financial Officer must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and Competencies (Critical Leading Competencies (CLC) and Core Competencies (CC) respectively.
- 6.6 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.7 KPAs covering the main areas of work will account for 80% and CLC's and CC's will account for 20% of the final assessment.
- 6.8 The Chief Financial Officer's assessment will be based on her performance in terms of the performance indicators identified as per attached Departmental Service Delivery and Budget Implementation Plan for the Chief Financial Officer 2026/2027 (**Annexure B**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Municipal Manager and the Chief Financial Officer.

Key Performance Areas (KPA's)	Weighting
Basic Services Delivery & Infrastructure	10
Local Economic & Social Development	5
Municipal Transformation & Institutional Development	10
Municipal Financial Viability & Management	70
Good Governance & Public Participation	5
Spatial & Environmental Management	0

Total	100%
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6.9 The critical Leading Competencies (CLC) and Core Competencies (CC) as per Annexure A of the Local Government: Competency Framework for Senior Managers will make up the other 20% of the Employee's assessment score. There is no hierarchical connotation and all competencies are essential to the role of the Head of Department. All competencies must therefore be selected from the list below as agreed to between the Employer and the Employee :

Chief Financial Officer

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CRITICAL LEADING COMPETENCIES		WEIGHT
Strategic Direction and Leadership	• Impact and influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness	5%
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management	5%
Programme and Project Management	• Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation	5%
Financial Management	• Budget Planning and Evaluation • Financial Strategy and Delivery • Financial Reporting and Monitoring	25%
Change Leadership	• Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation	10%
Governance Leadership	• Policy Formulation • Risk and Compliance Management • Co-operative Governance	10%
CORE COMPETENCIES		
Moral Competence		10%
Planning and Organising		5%
Analysis and Innovation		5%
Knowledge and Information Management		5%
Communication		5%
Results and Quality Focus		10%
Total percentage		100%

7. EVALUATING PERFORMANCE

7.1 The Departmental Service Delivery and Budget Implementation Plan for the Chief Financial Officer 2026/2027 (Annexure "B") to this Agreement sets out:

Chief Financial Officer

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- 7.1.1 the standards and procedures for evaluating the Chief Financial Officer performance; and
- 7.1.2 the intervals for the evaluation of the Chief Financial Officer: performance.
- 7.2 Despite the establishment of agreed intervals for evaluation, the Municipal Manager may, in addition, review the Chief Financial Officer's performance at any stage while the Contract of Employment remains in force.
- 7.3 Personal growth and development needs identified during any performance review discussion must be documented in Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 7.4 Any submission/achievement required in accordance with a KPI will be deemed to be submitted/achieved, only after the Municipal Manager was satisfied that the submission/achievement was of sufficient quality.
- 7.5 The annual performance appraisal will involve:
- 7.5.1 **Assessment of the achievement of results as outlined in the Departmental Service Delivery and Budget Implementation Plan for the Chief Financial Officer 2026/2027**
- (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 must then be used to add the scores and calculate a final KPA score.
- 7.5.2 **Assessment of the CLC AND CCs**
- (a) Each CLC and CC 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 CLC and CC
 - (c) This rating should be multiplied by the weighting given to each CLC and CC during the contracting process, to provide a score.
 - (d) The applicable assessment rating calculator must then be used to add the scores and calculate a final CLC and CC score.
- 7.5.3 **Overall rating**

- (a) An overall rating is calculated by using the applicable assessment-rating calculator. Such overall ratings represent the outcome of the performance appraisal.

7.5.4 The assessment of the performance of the Chief Financial Officer will be based on the following rating scale for KPA's, CLC and CCs:

Level	Terminology	Description
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods.
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses.
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
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7.6 For purpose of evaluating the annual performance of the Chief Financial Officer an evaluation panel constituted of the following persons must be established –

- Municipal Manager;
- Chairperson of performance audit committee
- Member of the executive committee
- Municipal Manager from another municipality

7.7 The Manager responsible for performance management of the municipality must provide secretariat services to the evaluation panel referred to in sub-regulations (d) and (e) of the Municipal Systems Act (Act no 32 of 2000).

8 SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of the employee in relation to his performance agreement shall be reviewed on the dates provided by the Municipal Manager and one member of the Executive Committee and in case of managers reporting to the Municipal Manager, the Municipal Manager with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

Chief Financial Officer

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First quarter	:	October 2026
Second quarter	:	January 2027
Third quarter	:	April 2027
Fourth quarter	:	July 2027

8.2 The Municipal Manager shall keep record of the mid-year review and annual assessment meetings.

8.3 Performance feedback shall be based on the Municipal Managers assessment of the Chief Financial Officer's performance.

8.4 The Municipal Manager will be entitled to review and make reasonable changes to the provision of Annexure B from time to time for operational reasons. The Chief Financial Officer will be fully consulted before any such change is made.

8.5 The Municipal Manager may amend the provisions of Annexure B whenever the Performance Management System is adopted, implemented and / or amended as the case may be. In that case the Chief Financial Officer will be fully consulted before any such change is made.

9 CONDITIONS OF PERFORMANCE BONUSES

Bonuses based on performance may be awarded to a Municipal Manager or a manager directly accountable to the Municipal Manager after the end of the financial year and only after an evaluation of performance and approval of such evaluation by the municipal council concerned.

10 DEVELOPMENTAL REQUIREMENTS

10.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C.

10.1 The Employer shall –

10.1.1 create an enabling environment to facilitate effective performance by the employee;

10.1.2 provide access to skills development and capacity building opportunities;

10.1.3 work collaboratively with the Chief Financial Officer to solve problems and generate solutions to common problems that may impact on the performance of the Chief Financial Officer.

10.1.4 on request of the Chief Financial Officer delegate such powers reasonably required by the Chief Financial Officer to enable her to meet the performance objectives and targets established in terms of this Agreement; and

Chief Financial Officer

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10.1.5 make available to the Chief Financial Officer such resources as the Chief Financial Officer may reasonably require from time to time to assist her

10.1.6 to meet the performance objectives and targets established in terms of this Agreement.

11 CONSULTATION

11.1 The Municipal Manager agrees to consult the Chief Financial Officer timely where the exercising of the powers will have amongst others:

11.1.1 a direct effect on the performance of any of the Chief Financial Officer's functions;

11.1.2 commit the Chief Financial Officer to implement or to give effect to a decision made by the Municipal Manager; and

11.1.3 a substantial financial effect on the Municipality.

11.2 The Municipal Manager agrees to inform the Chief Financial Officer of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Chief Financial Officer to take any necessary action without delay.

12 MANAGEMENT OF EVALUATION OUTCOMES

12.1 The evaluation of the Chief Financial Officer's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

12.2 A performance bonus for the Chief Financial Officer in recognition of outstanding performance to be constituted as follows:

Chief Financial Officer

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- a) a score of 130 to 149 is awarded a performance bonus ranging from 5% to 9%

SCORE	AWARDED %
130-133	5%
134-137	6%
138-141	7%
142-145	8%
146-149	9%

- b) a score of 150 and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	AWARDED %
150-153	10%
154-157	11%
158-161	12%
162-165	13%
166-ABOVE	14%

- 12.3 In the case of unacceptable performance, the Municipal Manager shall –

- provide systematic remedial or developmental support to assist the Chief Financial Officer to improve his or her performance; and
- after appropriate performance counselling and having provided the necessary guidance and / or support as well as reasonable time for improvement in performance, the Municipal Manager may consider alternative steps as advised through a formal disciplinary hearing.

13. DISPUTES RESOLUTION

- In the event that the employee is dissatisfied with any decision or action of the Council in terms of this Agreement, or where a dispute or difference arises as to the extent to which the employee has achieved the performance objectives and targets established in terms of this Agreement, the employee may meet with the employer with a view to resolving the issue.
- During the meeting the employer will record the outcome of the meeting in writing.
- If the parties could not resolve the issues as mentioned in 13.1 the matter should be referred to the Municipal Council (or any other person appointed by the 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 Chief Financial Officer.
- If the parties do not agree, the dispute may be referred to a mediator, mutually agreed upon by both parties whose decision shall be final and binding on matters covered in this agreement.

Chief Financial Officer

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

14. GENERAL

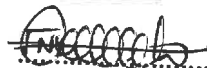
14.1 The contents of the Agreement and the outcome of any review conducted in terms of Annexure B may be made available to the public by the Municipality, where appropriate.

14.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Chief Financial Officer in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

14.3 The performance assessment results of the Chief Financial Officer must be submitted to the MEC for Local Government in the provincial government and the National Minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at **Ulundi** on this 03 day of **July 2026**

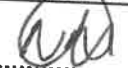
AS WITNESSES:

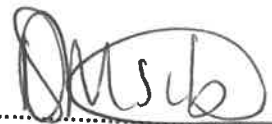
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THE MUNICIPAL MANAGER
ZULULAND DISTRICT MUNICIPALITY

Signed at **Ulundi** on this 01 day of **July 2026**

AS WITNESSES:

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CHIEF FINANCIAL OFFICER

ANNEXURE	DESCRIPTION	YES/NO
ANNEXURE A	FINANCIAL DISCLOSURE FORM	
ANNEXURE B	DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR THE CHIEF FINANCIAL OFFICER 2026/2027	
ANNEXURE C	PERSONAL DEVELOPMENT PLAN	

Chief Financial Officer

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ANNEXURE C: PERSONAL DEVELOPMENT PLAN (PDP): CHIEF FINANCIAL OFFICER

COMPETENCY REQUIRED	SKILLS/PERFORMANCE GAP	ACTION /TRAINING AND / OR DEVELOPMENT ACTIVITY	SUGGESTED FRAMES	TIME	OUTCOMES EXPECTED
1. Change Management	Inadequate skills in putting together change interventions that are aligned with the organization's strategic objectives and mandate.	1. Attend a course in Organisational Development (Change management)			1. Continuous improvement 2. Employee development
2. Knowledge & Information Management	Inadequate knowledge on relevant sources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	1. Subscribe on relevant journals to gain the latest information on Knowledge & Information Management 2. Search on the internet and engage with colleagues at the same level of management.			1. Improved Knowledge & Information Management Skills 2. Increased chances of success by facilitating decision-making as well as building learning environments.
3. Project Programme Management	Provision of Detailed and comprehensive plans in terms of integrating and coordinating activities as well as assigning appropriate resources for successful project implementation might be lacking	1. Attending Project Management Courses			1. Basic understanding of project management

Signed and accepted by Chief Financial Officer:

Date: 30 June 2026

Signed by the Municipal Manager on behalf of the Municipality

Date: 23/07/2026

DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
BUDGET AND TREASURY
FINANCIAL YEAR: 2022/2023 2026 / 2027

Strategic Objective(SO)	KPI No.	Key Performance Indicator	Unit of Measure	Formula	Responsible Unit	IDP Strategies Objectives Ref No	QUARTERLY TARGETS					Annual Target 01 July 2026 - 30 June 2027	Budget	target date / reporting frequency	SOOG	B2B Pillars	Strategies	Portfolio of Evidence
							Target Q1 30 Sept 2026	Target Q2 31 Dec 2026	Target Q3 31 March 2027	Target Q4 30 June 2027								
Continuously managing all existing infrastructure capital assets to minimize the total cost of owning and operating these assets.	174	Number of domestic water meters Installed annually	Number	N/A	Revenue	SO 1.1.1	N/A	N/A	N/A	200 domestic water meters installed	200 domestic water meters installed by 30 June 2027	R810384000	30 June 2027	All categories of Municipal Infrastructure and resources are stable and maintained	Pillar 2: Infrastructure delivery and Maintenance and reduced losses with regards to Water and Sanitation	Develop, Review, Monitor & Implement ZDM Water Services Development Plan; Develop & Submit Business Plans to Funding agents; Continuous implementation of Rural Roads Asset Management system & Provision and maintenance of access roads; Review Operations; and Maintenance Plan ; Eradicate water services backlogs through provision of basic water services Eradicate sanitation services backlogs through provision of basic sanitation services; Provision of public transport infrastructure facilities; Review and Implement Fleet management Plan	Installation report	
	9	Date verification on ZDM infrastructure assets performed	Date	N/A	Assets	N/A	N/A	N/A	Verification on ZDM Infrastructure assets performed by 30 June 2027	Verification on ZDM infrastructure assets performed by 30 June 2027	30 June 2027		Engineers Certificate					
KPA 02 - LOCAL ECONOMICS & SOCIAL DEVELOPMENT																		
Strategic Objective(SO)	KPI No.	Key Performance Indicator	Unit of Measure	Formula	Responsible Unit	IDP Strategies Objectives Ref No	Target Q1 30 Sept 2026	Target Q2 31 Dec 2026	Target Q3 31 March 2027	Target Q4 30 June 2027	Annual Target 01 July 2026 - 30 June 2027	Budget	target date / reporting frequency	SOOG	B2B Pillars	Strategies	Portfolio of Evidence	
Alleviate poverty and promote socio-economic development	19	Number of implementation reports on Indigent Policy submitted to EXCO per quarter (Previous quarter)	Number	N/A	Revenue	SO 2.2.1	1 implementation reports on Indigent Policy submitted to EXCO per quarter (Previous quarter)	1 implementation reports on Indigent Policy submitted to EXCO per quarter (Previous quarter)	1 implementation reports on Indigent Policy submitted to EXCO per quarter (Previous quarter)	1 implementation reports on Indigent Policy submitted to EXCO per quarter (Previous quarter)	4 implementation reports on Indigent Policy submitted to EXCO by 30 June 2027	R2119000	Quarterly	The overall economic and social conditions of the district are conducive for the creation of employment opportunities	Pillar 3: Good Governance Intervention	Develop, Review, Monitor & Implement LED Strategy; Indonsa Youth Skills Training Centre to capacitate youth; Health Awareness Campaigns; Develop, Review, Monitor & Implement Tourism Strategy; Assist Emerging Farmers with agricultural tractor; Funded & Functional Development Agency; Engineering Graduate Programme; Sports development & promotion; Promoting economic growth by providing employment opportunities for Women, Youth and People Living with Disabilities; Promote economic growth by successful implementation of EPWP and CWP	Copy of Indigent Policy Implementation report and proof of submission	
KPA 03 - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																		
Strategic Objective(SO)	KPI No.	Key Performance Indicator	Unit of Measure	Formula	Responsible Unit	IDP Strategies Objectives Ref No	Target Q1 30 Sept 2026	Target Q2 31 Dec 2026	Target Q3 31 March 2027	Target Q4 30 June 2027	Annual Target 01 July 2026 - 30 June 2027	Budget	target date / reporting frequency	SOOG	B2B Pillars	Strategies	Portfolio of Evidence	
Establishing and maintaining a sound and sustainable management of the fiscal and financial affairs of the municipality and its entities	175	Number of disconnection/ restriction reports submitted to CFO per quarter	Number	N/A	Revenue	SO 3.1.1	3 disconnections/ restrictions reports submitted to CFO per quarter	3 disconnections/ restrictions reports submitted to CFO per quarter	3 disconnections/ restrictions reports submitted to CFO per quarter	3 disconnection/ restriction reports submitted to CFO per quarter	12 disconnections/ restrictions reports submitted to CFO by 30 June 2027	R16997942	Quarterly	The Municipality is financially viable with sound financial management	Pillar 4: Sound Financial Management- Functional Management system and Rigorous controls	Develop, Review, Monitor & Implement Revenue Enhancement Strategy; Develop, Review, Monitor & Implement Debt incentive programme; Accurate and timeous billing and receipting of revenue; Develop, Review, Monitor & Implement SCM policy; develop, review & implement indigent register & policy; Accurate and timeous payments of creditors & prevent interest payments; Review and Implement Fleet management Plan; mSCOA compliant; Asset Management	Disconnections/ restrictions reports and debtors age analysis report	
	176	Date consolidated procurement plan submitted to MANCO	Date	N/A	SCM		Consolidated procurement plan submitted to MANCO by 31 Aug 2026	N/A	N/A	N/A	Consolidated procurement plan submitted to MANCO by 31 August 2026		31 Aug 2026				Copy of consolidated procurement plan and proof of submission	
Apply sound financial management practises to keep a positive cash balance, coverage and liquidity ratios	177	Percentage of Implementation of the Financial Management Grant (FMG) expenditure per quarter	Percentage	N/A	budget	SO 3.1.2	25% Implementation of the Financial Management Grant (FMG) expenditure per quarter	25% Implementation of the Financial Management Grant (FMG) expenditure per quarter	25% Implementation of the Financial Management Grant (FMG) expenditure per quarter	25% Implementation of the Financial Management Grant (FMG) expenditure per quarter	100% Implementation of the Financial Management Grant (FMG) expenditure by 30 June 2027		Quarterly				Expenditure Reports	
	178	Turnaround time for payment of creditors (days from date of receipt of invoice) per quarter	Days	N/A	Expenditure		Turnaround time for payment of creditors within 30 days per quarter	Turnaround time for payment of creditors within 30 days per quarter	Turnaround time for payment of creditors within 30 days per quarter	Turnaround time for payment of creditors within 30 days per quarter	Turnaround time for payment of creditors within 30 days, by 30 June 2027		Quarterly			Age Analysis		
	28	Date reports on Sec 13 of the MFMA submitted to AG	Date	N/A	Budget		Reports on Sec 13 of the MFMA submitted to AG by 31 July 2026	N/A	N/A	N/A	Reports on Sec 13 of the MFMA submitted to AG by 31 July 2026	31-Jul-26	Proof of submission and copy of Sec 13 reports					
Manage, monitor and review existing financial systems to support accurate and credible reporting, budget monitoring and compliance	179	Date verification report on ZDM movable and Fixed assets submitted to EXCO	Date	N/A	Assets	SO 3.1.3	N/A	N/A	N/A	Verification report on ZDM movable and Fixed assets submitted to EXCO	Verification report on ZDM movable and Fixed assets submitted to EXCO by 30 June 2027		30-Jun-27				Copy of Verification report on ZDM movable and fixed assets and Proof of submission	
	32	Date adjustment Budget submitted to council	Date	N/A	budget		N/A	N/A	Adjustment Budget submitted to council by 28 Feb 2027	N/A	Adjustment Budget submitted to council by 28 Feb 2027	28-Feb-2027	Council Resolution and copy of adjustment Budget					
	180	Number of updated grant registers submitted to EXCO per quarter (Previous quarter)	Number	N/A	Budget		1 updated grant register submitted EXCO per quarter (Previous quarter)	1 updated grant register submitted EXCO per quarter (Previous quarter)	1 updated grant register submitted EXCO per quarter (Previous quarter)	1 updated grant register submitted EXCO per quarter (Previous quarter)	4 updated grant registers submitted to EXCO by 30 June 2027	Quarterly	Copy Sec 71 report and Proof of Submission					
	26	Percentage of Collection Rate achieved per quarter	Percentage	N/A	Revenue		60% Collection Rate achieved per quarter	60% Collection Rate achieved per quarter	60% Collection Rate achieved per quarter	60% Collection Rate achieved per quarter	60% Collection Rate achieved by 30 June 2027	Quarterly	Copy of Collection report					
	181	Date 2025/2026 Budget timetable submitted to Council	Date	N/A	Budget & Planning		2025/2026 Budget time table submitted Council by 31 August 2025	N/A	N/A	N/A	2025/2026 Budget time table submitted Council by 31 August 2026	31-Aug-26	Council resolution and copy of budget timetable					
	182	Date draft Budget submitted to Council	Date	N/A	Budget		N/A	N/A	Draft Budget submitted to Council by 31 March 2027	N/A	Draft Budget submitted to Council by 31 March 2027	31 Mar 2027	Council Resolution and copy of the draft budget					
	33	Date Final Budget approved by Council	Date	N/A	Budget		N/A	N/A	N/A	Final Budget approved by Council by 31 May 2027	Final Budget approved by Council by 31 May 2027	31 May 2027	Council Resolution and copy of the final budget					
	183	Number of MSCOA data strings uploaded to Local Government portal per quarter	Number	N/A	Budget	3 MSCOA data strings uploaded to Local Government portal per quarter	3 MSCOA data strings uploaded to Local Government portal per quarter	3 MSCOA data strings uploaded to Local Government portal per quarter	3 MSCOA data strings uploaded to Local Government portal per quarter	12 MSCOA data strings uploaded to LG portal by 30 June 2027	Quarterly	Print screen of system upload and copy of data strings						

DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
BUDGET AND TREASURY
FINANCIAL YEAR: 2026/2027

Strategic Objective(SO)	KPI No.	Key Performance Indicator	Unit of Measure	Formula	Responsible Unit	IDP Strategies Objectives Ref No	QUARTERLY TARGETS					Annual Target 01 July 2026 - 30 June 2027	Budget	target date / reporting frequency	SOOG	B2B Pillars	Strategies	Portfolio of Evidence
							Target Q1 30 Sept 2026	Target Q2 31 Dec 2026	Target Q3 31 March 2027	Target Q4 30 June 2027								
	31	Date of Submission of Sec 72 Mid Year Budget & Performance Assessment to the Mayor & Provincial Treasury	DATE	N/A	Budget		N/A	N/A	Submission of Sec 72 Mid - Year Budget & Performance Assessment to the Mayor & Provincial Treasury by 25 January 2026	N/A	Submission of Sec 72 Mid Year Budget & Performance Assessment to the Mayor & Provincial Treasury by 25 January 2027		25 January 2027					Proof of submission and copy of Sec72 Mid - Year Budget & Performance Assessment
	29	Number of sec 52 reports submitted to council and PT per quarter (Previous quarter)	Number	N/A	Budget		1 sec 52 reports submitted to council and PT per quarter (Previous quarter)	1 sec 52 reports submitted to council and PT per quarter (Previous quarter)	1 sec 52 reports submitted to council and PT per quarter (Previous quarter)	1 sec 52 reports submitted to council and PT per quarter (Previous quarter)	4 sec 52 reports submitted to council and PT by 30 June 2027		Quarterly					Proof of submission Council resolution and copy of sec 52 report
	184	Number of sec 66 reports submitted to Council per quarter (Previous quarter)	Number	N/A	Expenditure		3 Sec 66 reports submitted to Council per quarter (Previous quarter)	3 Sec 66 reports submitted to Council per quarter (Previous quarter)	3 Sec 66 reports submitted to Council per quarter (Previous quarter)	3 Sec 66 reports submitted to Council per quarter (Previous quarter)	12 Sec 66 reports submitted to Council by 30 June 2027		Quarterly					Proof of submission and Soft copy of Sec 66 report
	185	Number of Sec 11 reports submitted to Council, Provincial Treasury and Auditor General per quarter (Previous quarter)	Number	N/A	Budget		1 Sec 11 report submitted to Council, Provincial Treasury and Auditor General per quarter (Previous quarter)	1 Sec 11 report submitted to Council, Provincial Treasury and Auditor General per quarter (Previous quarter)	1 Sec 11 report submitted to Council, Provincial Treasury and Auditor General per quarter (Previous quarter)	1 Sec 11 report submitted to Council, Provincial Treasury and Auditor General per quarter (Previous quarter)	4 Sec 11 reports submitted to Council, Provincial Treasury and Auditor General by 30 June 2027		Quarterly					Council Resolution; Proof of submission and Soft copy of Sec 11 reports
	186	Number of monthly budget statement (sec 71 reports) submitted to Mayor and Provincial Treasury per quarter	Number	N/A	Budget		3 monthly budget statement (sec 71 reports) submitted to Mayor and Provincial Treasury per quarter	3 monthly budget statement (sec 71 reports) submitted to Mayor and Provincial Treasury per quarter	3 monthly budget statement (sec 71 reports) submitted to Mayor and Provincial Treasury per quarter	3 monthly budget statement (sec 71 reports) submitted to Mayor and Provincial Treasury per quarter	12 monthly budget statement (sec 71 reports) submitted to Mayor and Provincial Treasury by 30 June 2027		Quarterly					Proof of submission and Soft copy of Sec 71 report
	187	Number of reconciliation performed (debtors; creditors; bank; assets; ledger & Suspense account) per quarter	Number	N/A	Revenue and Expenditure		18 reconciliation performed (debtors; creditors; bank; assets; ledger & Suspense account) per quarter	18 reconciliation performed (debtors; creditors; bank; assets; ledger & Suspense account) per quarter	18 reconciliation performed (debtors; creditors; bank; assets; ledger & Suspense account) per quarter	18 reconciliation performed (debtors; creditors; bank; assets; ledger & Suspense account) per quarter	72 reconciliation performed (debtors; creditors; bank; assets; ledger & Suspense account) by 30 June 2027		Quarterly					Monthly Recons
Refine procurement systems and processes to respond to the demand for services	188	Percentage of tenders finalised within 3 months after date of advertisement per quarter	Percentage	N/A	SCM	SO 3.1.4	100% of tenders finalised within 3 months after date of advertisement per quarter	100% of tenders finalised within 3 months after date of advertisement per quarter	100% of tenders finalised within 3 months after date of advertisement per quarter	100% of tenders finalised within 3 months after date of advertisement per quarter	100% of tenders finalised within 3 months after date of advertisement by 30 June 2027		Quarterly				Adverts and Intention to Award	
	189	Number of stock taking reports submitted to EXCO per quarter (Previous quarter)	Number	N/A	SCM		1 stock taking report submitted to EXCO per quarter (Previous quarter)	1 stock taking report submitted to EXCO per quarter (Previous quarter)	1 stock taking report submitted to EXCO per quarter (Previous quarter)	1 stock taking report submitted to EXCO per quarter (Previous quarter)	4 stock taking reports submitted to EXCO by 30 June 2027		Quarterly				Copy of Stock taking reports and proof of submission	
	34	Number of SCM quarterly reports submitted to EXCO per quarter (Previous quarter)	Number	N/A	SCM		1 SCM quarterly report submitted to EXCO per quarter (Previous quarter)	1 SCM quarterly report submitted to EXCO per quarter (Previous quarter)	1 SCM quarterly report submitted to EXCO per quarter (Previous quarter)	1 SCM quarterly report submitted to EXCO per quarter (Previous quarter)	4 SCM quarterly reports submitted to EXCO by 30 June 2027		Quarterly				Proof of submission and Copy of SCM Quarterly reports	
KPA 04- GOOD GOVERNANCE & PUBLIC PARTICIPATION																		
Strategic Objective(SO)	KPI No.	Key Performance Indicator	Unit of Measure	Formula	Responsible Unit	IDP Strategies Objectives Ref No	Target Q1 30 Sept 2026	Target Q2 31 Dec 2026	Target Q3 31 March 2027	Target Q4 30 June 2027	Annual Target 01 July 2026 - 30 June 2027	Budget	target date / reporting frequency	SOOG	B2B Pillars	Strategies	Portfolio of Evidence	
Effectively handling community enquiries and responding through an effective customer care service	190	Number of reports on billing submitted to EXCO per quarter (Previous quarter)	Number	N/A	Revenue	SO 4.1.1	3 reports on billing submitted to EXCO per quarter (Previous quarter)	3 reports on billing submitted to EXCO per quarter (Previous quarter)	3 reports on billing submitted to EXCO per quarter (Previous quarter)	3 reports on billing submitted to EXCO per quarter (Previous quarter)	12 reports on billing EXCO by 30 June 2027	R12339270	Quarterly	The municipality is a well-governed institution, transparent, accountable and responsive to the needs of the community. A sound customer/client relationship,transparency, Improved accountability and responsiveness to the community is achieved and sustained	Pillar 3: Good Governance Oversight structures (S79, AC and ICR)	Provide administrative support for all Council Committees; Strengthening Council Oversight through training on Legislation and Policies; Effective Audit Committee; Effective internal audit; Implement Batho	Pele Service Charter to meet set standards; Facilitation of Stakeholder and Community participation in policy making; develop review communication strategy; Develop & Review Audit Action Plan; Develop, Review, Monitor & Implement ICT Framework Strategy; Budget & IDP Roadshows	Billing Report and proof of submission
Monitor, review and progressively improve service delivery performance through improvement of business and systems, performance auditing, risk management and oversight	191	Number of revenue steering committee held per quarter	Number	N/A	Revenue	SO 4.1.4	1 revenue steering committee held per quarter	1 revenue steering committee held per quarter	1 revenue steering committee held per quarter	1 revenue steering committee held per quarter	4 revenue steering committee held by 30 June 2027		Quarterly					Notice, Agenda, and attendance register
	192	MSTA Sec 79 (1) Number of budget steering committee meetings held per quarter	Number	N/A	Budget		1 budget steering meeting held per quarter	1 budget steering meeting held per quarter	1 budget steering meeting held per quarter	1 budget steering meeting held per quarter	4 budget steering committee meetings held by 30 June 2027		Quarterly					Notice, Agenda, and attendance register
	193	Number of departmental meetings held per quarter	Number	N/A	CFO		3 departmental meetings held per quarter	3 departmental meetings held per quarter	3 departmental meetings held per quarter	3 departmental meetings held per quarter	12 departmental meetings held by 30 June 2027		Quarterly					Notice, Agenda, and attendance register
	194	Number of reports on updated investment register submitted to EXCO per quarter (Previous quarter)	Number	N/A	Budget		3 reports on updated investment register submitted to EXCO per quarter (Previous quarter)	3 reports on updated investment register submitted to EXCO per quarter (Previous quarter)	3 reports on updated investment register submitted to EXCO per quarter (Previous quarter)	3 reports on updated investment register submitted to EXCO per quarter (Previous quarter)	12 reports on updated investment register submitted to EXCO by 30 June 2027		Quarterly				Updated Investment Register and Proof of Submission	
KPA 05 - MUNICIPAL TRANSFORMATION & ORGANISATIONAL BEHAVIOUR																		
Strategic Objective(SO)	KPI No.	Key Performance Indicator	Unit of Measure	Formula	Responsible Unit	IDP Strategies Objectives Ref No	Target Q1 30 Sept 2026	Target Q2 31 Dec 2026	Target Q3 31 March 2027	Target Q4 30 June 2027	Annual Target 01 July 2026 - 30 June 2027	Budget	target date / reporting frequency	SOOG	B2B Pillars	Strategies	Portfolio of Evidence	
Optimize workforce productivity enforcing a sound organizational culture	45	Date 2025/2026 AFS submitted to AG	Date	N/A	CFO	SO 5.1.3	2025/2026 AFS submitted to AG by 31 Aug 2026	N/A	N/A	N/A	2025/2026 AFS submitted to AG by 31 Aug 2026	R20 302 186,94	31 Aug 2026	The municipality is adequately resourced with a skilled workforce capable of carrying out its developmental mandate. Strong career pathing is achieved	Pillar 5: Building capacity- organised labour engagement	Monitor evaluate measure and review the performance of the municipality against indicators and targets set in the IDP; Create and maintain sound labour relations between employer and employees; Develop Workplace Skills Plan; Review and implement Employment Equity Policy; Review and implement EAP Policy and plans; Compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases; Review and implement Recruitment and Retention strategies; Maintenance of an organizational structure in line with organizational objectives	Proof of submission and copy of AFS	

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							Target Q1 30 Sept 2026	Target Q2 31 Dec 2026	Target Q3 31 March 2027	Target Q4 30 June 2027								

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