

## PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE MUNICIPALITY OF **KWADUKUZA**,  
AS REPRESENTED BY THE ACCOUNTING OFFICER

**MR N. J MDAKANE**  
MUNICIPAL MANAGER

AND

**MR A. M MANZINI**  
CHIEF OPERATIONS OFFICER

FOR THE

FINANCIAL YEAR: 1 JULY 2025 – 30 JUNE 2026

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ppm      QPM

## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The Municipality of **KwaDukuza**, herein represent by **Mr N. J Mdakane** in his capacity as **Municipal Manager** (hereinafter referred to as the Employer or Accounting Officer)

and

**MR A. M MANZINI, CHIEF OPERATIONS OFFICER**  
of **KwaDukuza** (hereinafter referred to as the Employee).

### WHEREBY IT IS AGREED AS FOLLOWS:

#### 1. INTRODUCTION

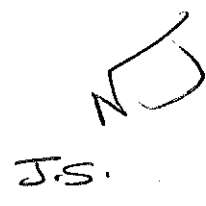

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of Section 57 of the Local Government: Municipal Systems Acts 32 of 2000 ("the System Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57 of the Systems Act, read with the Contract of Employment concluded between 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 the relevant Sections of the Systems Act.

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## 2. PURPOSE OF THIS AGREEMENT

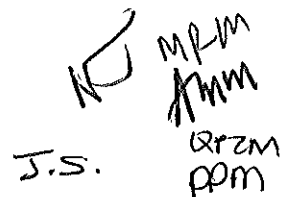
The Purpose of this Agreement is to:

- 2.1 Comply with the provisions of the Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 Specify accountabilities as set out in the Performance Plan, which forms an annexure to the performance agreement.
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with it's Employee in attaining equitable and improved service delivery.

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### 3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1 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 the parties for the next financial year or any portion thereof.<sup>5</sup>
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

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#### 4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan sets out:
  - 4.1.1 The performance objectives and targets that must be met by the Employee; and
  - 4.1.2 The time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in the performance plan is set by the employer in consultation with the employee and based on the Integrated Development Plan and the Budget of the municipality and shall include key objectives; key performance indicators; target dates and weightings.
- 4.3 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 timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

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## 5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for 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 Employer, management, and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standard that will be included in the Performance Management System as applicable to the Employee.
- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPAs) (including special projects relevant to the employee's responsibilities) within the local government framework
- 5.5 The criteria upon which the performance of the employee must be assessed consist of two components, both of which must be contained in the performance agreement. The employee must be assessed against both components, with a weighting of 80: 20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs), respectively. Each area of assessment will be weighted and will contribute a specific part to the total score. KPAs covering the main areas of work will account for 80 % and CCR s will account for 20 % of the final assessment.
- 5.6 The employee's assessment will be based on his or her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee.

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KEY PERFORMANCE AREAS (KPA'S)	WEIGHTING
Spatial Planning & Environmental Management	0%
Basic Service Delivery	4%
Local Economic Development (LED)	2%
Municipal Financial Viability and Management	11%
Good Governance and Public Participation	63%
Municipal Transformation and Institutional Development	20%
<b>TOTAL</b>	<b>100%</b>


- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The Competency Framework (CF) will make up the other 20% of the employee's assessment score. The Competency Framework as contained in the Local Government Regulations on Appointment and Conditions of Employment of Senior Managers, 2014 must be used for this purpose. The Regulations state that there is no hierarchal connotation to the structure and all competencies are essential to the role of a Senior Manager to influence high performance. All competencies must therefore be considered as measurable and critical in assessing the level of a Senior Managers performance.

*Competency Framework Structure (Competency Descriptions attached as Annexure B)*

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The competencies that appear in the competency framework are detailed below : -

Leading competencies		Weighting in %
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>	10
People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul>	5
Program and Project Management	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Program and Project Monitoring and Evaluation</li> </ul>	5
Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>	10
Change Leadership	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and Improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>	10
Governance & Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>	10
<b>Core competencies</b>		
Moral Competence		5
Planning and Organising		10
Analysis and Innovation		10
Knowledge and Information Management		10
Communication		10
Results and Quality Focus		5
<b>TOTAL WEIGHT</b>		<b>100%</b>

  
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## 6. EVALUATING PERFORMANCE

6.1 This Agreement sets out:

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

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

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

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


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

6.5 The annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the performance plan:

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

(b) An indicative rating on the five-point scale should be provided for each KPA.

  
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- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.

#### 6.5.2 Assessment of the Competency Framework

- to
- (a) Each Competency should be assessed according to the extent which the specified standards have been met.
  - (b) An indicative rating on the five-point scale should be provided for each competency.
  - (c) The applicable assessment rating calculator then be used to add the scores and calculate a final competency score.

#### 6.5.3 Overall Rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcomes of the performance appraisal.

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6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and Competency Framework:

RATING	CATEGORY	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 indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable Performance	Performance does not meet the standard expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established –

(i) Mayor.

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- (ii) Chairperson of the performance audit committee.
- (iii) Member of the executive committee.
- (iv) Mayor and/or municipal manager from another municipality; and
- (v) Member of a ward committee as nominated by the Mayor.

- 6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established –
- (i) Municipal Manager.
  - (ii) Chairperson of the performance audit committee.
  - (iii) Member of the executive committee.
  - (iv) Municipal manager from another municipality.

- 6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.1g

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## 7. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter	:	July - September
Second quarter	:	October - December
Third quarter	:	January-March
Fourth quarter	:	April-June

- 7.2 The employer must keep a record of the mid-year review and annual assessment meetings.

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- 7.3 Performance feedback must be based on the employer's assessment of the employee's performance.
- 7.4 The employer will be entitled to review and make reasonable changes to the provisions of the performance plan from time to time for operational reasons on agreement between both parties.
- 7.5 The employer may amend the provisions of the performance plan whenever the performance management system is adopted, implemented and/or amended as the case may be on agreement between both parties.

## 8. DEVELOPMENTAL REQUIREMENTS

A personal development plan (PDP) for addressing developmental gaps must form part of the performance agreement.

## 9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer must:
  - 9.1.1 Create an enabling environment to facilitate effective performance by the Employee;
  - 9.1.2 Provide access to skills development and capacity building opportunities;
  - 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
  - 9.1.4 On the request of the Employee delegates such powers reasonably required by the Employee to enable him/her to meet the performance objectives and targets established in term of this Agreement; and
  - 9.1.5 Make available to the Employee such resources as the

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employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.


## **10. CONSULTATION**

- 10.1 The Employer agrees to consult the Employee timeously were the exercising of the powers will have amongst others:
- 10.1.1 A direct effect on the performance of any of the Employee's functions;
  - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
  - 10.1.3 A substantial financial effect on the Employer.
- 10.2 The employer agrees to inform the employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 above, as soon as is practicable to enable the employee to take any necessary action without delay.
- 10.3 As soon as is practicable to enable the Employee to take any necessary action without delay.

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## **11. MANAGEMENT OF EVALUATION OUTCOMES**

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus 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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The Performance Management Regulations stipulates that a minimum of 130% qualifies for a 5% bonus and a score of 167% qualifies for a 14% performance bonus, since there are amendments made in terms of COGTA performance guidelines which have percentages below 130%, the following criteria will be used to cover both the Regulations and the amended COGTA guidelines:


- A score of 100% -114% is awarded a bonus of 3%
- A score of 115% -129% is awarded a bonus of 4%
- A score of 130% -149% is awarded a bonus between 5% - 9%
- A score of 150% -159% is awarded a bonus of 10%
- A score of 160% -167% is awarded a bonus between 12% - 14%

The table below stipulates the guidelines on the exact % paid out according to the scores achieved:

Rating score achieved	Percentage score achieved	Bonus paid
1	69% and below	0%
2	70% - 99%	0%
3	100% - 114%	3%
	115% - 129%	4%
4	130% - 135%	5%
	136% - 140%	7%
	141% - 143%	8%
	144% - 149%	9%
5	150% - 159%	10%
	160%- 167%	12% - 14%

11.3 In the case of unacceptable performance, the employer shall –

- (a) provide systematic remedial or developmental support to assist the employee to improve his or her performance; and

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- (b) after appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance, and performance does not improve, the employer may consider steps to terminate the contract of employment of the employee on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by:

(a) In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC ; and

(b) In the case of managers directly accountable to the municipal manager, the mayor within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by –

(a) In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC ; and

(b) 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 Local Government:

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Municipal Regulations for Municipal Managers & Managers Directly Accountable to Municipal Managers, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

**13. GENERAL**

- 13.1 The contents of the performance agreement must be made available to the public by the employer in accordance with the Municipal Finance Management Act, 2003 and Section 46 of the Act.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the employee in terms of his or her employment contract, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

  
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Thus, done and signed at KwaDukuza on this the 13 day of June 2025.

**EMPLOYEE :**

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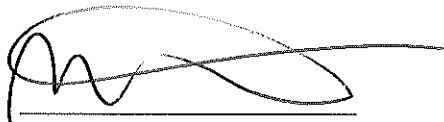
  
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WITNESS 2 : Pearl Mbili  
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SIGNATURE

**EMPLOYER :**


N. J. Mankane  
PRINT NAME


  
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WITNESS 1 : J.S. Phahla  
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WITNESS 2 : Mphahlele R. Mkhahlele  
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## **CODE OF CONDUCT FOR MUNICIPAL STAFF MEMBERS**

### **1. Definitions**

In this Schedule “partner” means a person who permanently lives with another person in a manner as if married.

### **2. General conduct**

A staff member of a municipality must at all times –

- (a) loyally execute the lawful policies of the municipal council;
- (b) perform the functions of office in good faith, diligently, honestly and in a transparent manner;
- (c) act in such a way that the spirit, purport and objects of section 50 of the Local Government: Municipal Systems Act, Act 32 of 2000 are promoted;
- (d) act in the best interest of the municipality and in such a way that the credibility and integrity of the municipality are not compromised; and
- (e) act impartially and treat all people, including other staff members, equally without favour or prejudice.

### **3. Commitment to serving the public interest**

A staff member of a municipality is a public servant in a developmental local system, and must accordingly—

- (a) implement the provisions of section 50 (2); of the Local Government: Municipal Systems Act, Act 32 of 2000;
- (b) foster a culture of commitment to serving the public and a collective sense of responsibility for performance in terms of standards and targets;
- (c) promote and seek to implement the basic values and principles of public administration described in section 195 (1) of the Constitution;
- (d) obtain copies of or information about the municipality’s integrated development plan, and as far as possible within the ambit of the staff member’s job description, seek to implement the objectives set out in the integrated development plan, and achieve the performance targets set for each performance indicator;
- (e) participate in the overall performance management system for the municipality, as well as the staff member’s individual performance appraisal and reward system, if such exists, in order to maximize the ability of the municipality as a whole to achieve its objectives and improve the quality of life of its residents.

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4. **Personal gain**

(1) A staff member of a municipality may not—

(a) use the position or privileges of a staff member, or confidential information obtained as a staff member, for private gain or to improperly benefit another person; or (b) take a decision on behalf of the municipality concerning a matter in which that staff member, or that staff member's spouse, partner or business associate, has a direct or indirect personal or private business interest.

(2) Except with the prior consent of the council of a municipality a staff member of the municipality may not —

(a) be a party to a contract for —

(i) the provision of goods or services to the municipality; or

(ii) the performance of any work for the municipality otherwise than as a staff member;

(b) obtain a financial interest in any business of the municipality; or

(c) be engaged in any business, trade or profession other than the work of the municipality.

5. **Disclosure of benefits**

(1) A staff member of a municipality who, or whose spouse, partner, business associate or close family member, acquired or stands to acquire any direct benefit from a contract concluded with the municipality, must disclose in writing full particulars of the benefit to the council.

(2) This item does not apply to a benefit which a staff member, or a spouse, partner, business associate or close family member, has or acquires in common with all other residents of the municipality.

6. **Unauthorised disclosure of information**

(1) A staff member of a municipality may not without permission disclose any privileged or confidential information obtained as a staff member of the municipality to an unauthorised person.

(2) For the purpose of this item "privileged or confidential information" includes any information -

(a) determined by the municipal council or any structure or functionary of the municipality to be privileged or confidential;

(b) discussed in closed session by the council or a committee of the council;

(c) disclosure of which would violate a person's right to privacy; or

(d) declared to be privileged, confidential or secret in terms of any law.

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- (3) This item does not derogate from a person's right of access to information in terms of national legislation.

**7. Undue influence**

A staff member of a municipality may not –

- (a) unduly influence or attempt to influence the council of the municipality, or a structure or functionary of the council, or a councillor, with a view to obtaining any appointment, promotion, privilege, advantage or benefit, or for a family member, friend or associate;
- (b) mislead or attempt to mislead the council, or a structure or functionary of the council, in its consideration of any matter; or
- (c) be involved in a business venture with a councillor without the prior written consent of the council of the municipality.

**8. Rewards , gifts and favours**

(1) A staff member of a municipality may not request, solicit or accept any reward, gift or favour for –

- (a) persuading the council of the municipality, or any structure or functionary of the council, with regard to the exercise of any power or the performance of any duty;
- (b) making a representation to the council, or any structure or functionary of the council;
- (c) disclosing any privileged or confidential information; or
- (d) doing or not doing anything within that staff member's powers or duties.


(2) A staff member must without delay report to a superior official or to the speaker of the council any offer which, if accepted by the staff member, would constitute a breach of subitem (1).

**9. Council property**

A staff member of a municipality may not use, take, acquire, or benefit from any property or asset owned, controlled or managed by the municipality to which that staff member has no right.

**10. Payment of arrears**

A staff member of a municipality may not be in arrears to the municipality for rates and service charges for a period longer than 3 months, and a municipality may deduct any outstanding amounts from a staff member's salary after this period.

  
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**11. Participation in elections**

A staff member of a municipality may not participate in an election of the council of the municipality, other than in an official capacity or pursuant to any constitutional right.

**12. Sexual harassment**

A staff member of a municipality may not embark on any action amounting to sexual harassment.

**13. Reporting duty of staff members**

Whenever a staff member of a municipality has reasonable grounds for believing that there has been a breach of this Code, the staff member must without delay report the matter to a superior officer or to the speaker of the council.

**14. Breaches of Code**

Breaches of this Code must be dealt with in terms of the disciplinary procedures of the municipality envisaged in section 67(1)(h) of this Act

**14 A. Disciplinary steps**


(1) A breach of this Code is a ground for dismissal or other disciplinary steps against a staff member who has been found guilty of such a breach.

(2) Such other disciplinary steps may include –

- (a) suspension without pay for no longer than three months;
- (b) demotion;
- (c) transfer to another post;
- (d) reduction in salary, allowances or other benefits; or
- (e) an appropriate fine.



  
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EMPLOYEE SIGNATURE

MANZINI A.M  
PRINT NAME

  
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EMPLOYER SIGNATURE

MDAKANE N.J  
PRINT NAME

13 JUNE 2025

  
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## FINANCIAL DISCLOSURE FORM

I, the undersigned (surname and initials) **MANZINI, A M**, of **Lot 789 La Lucia Extension** (Postal address) and **Lot 789 La Lucia Extension** (Residential address) employed as **CHIEF OPERATIONS OFFICER** at the **KwaDukuza Municipality** hereby certify that the following information is complete and correct to the best of my knowledge:

1. **Shares and other financial interests (Not bank accounts with financial institutions)**

*See information sheet: Note (1)*

Number of shares / extent of financial interest	Nature	Nominal value	Name of Company or entity
N/A	N/A	N/A	N/A

2. **Directorships and Partnerships**

*See information sheet: Note (2)*

Name of Corporate entity, partnership or firm	Type of business	Amount of Remuneration or Income
N/A	N/A	N/A

3. **Remunerated work outside the Municipality (As sanctioned by Council)**

*See information sheet: Note (3)*

Name of Employer	Type of work	Amount of Remuneration or Income
N/A	N/A	N/A

Council sanction confirmed :

Signature of Municipal Manager :

Date : 20/06/2025

4. **Consultancies and retainerships**

*See information sheet: Note (4)*

Name of client	Nature	Type of business activity	Value of benefits received
N/A	N/A	N/A	N/A

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5. Sponsorships

*See information sheet: Note (5)*

Source of sponsorship	Description of sponsorship	Value of sponsorship
N/A	N/A	N/A

6. Gifts and hospitality from a source other than a family member

*See information sheet: Note (6)*

Description	Value	Source
N/A	N/A	N/A

7. Land and property

*See information sheet: Note (7)*

Description	Extent	Area	Value
Dwelling House	800sqm	La Lucia x10	R2 100 000

  
SIGNATURE OF EMPLOYEE

DATE: 13-06-2026

PLACE: KwaDukuza

WJ  
J.S.

Amn  
Qpm  
ppm



## OATH/AFFIRMATION

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:

(i) Do you know and understand the contents of the declaration?

Answer Yes

(ii) Do you have any objection to taking the prescribed oath or affirmation?


Answer No

(iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?

Answer Yes

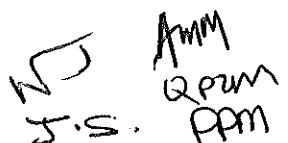
2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true".

The signature/mark of the deponent is affixed to the declaration in my presence.

  
\_\_\_\_\_  
Commissioner of Oath / ~~Justice of the Peace~~  
Full first names and surname: William Mthandeni Mkhize (Block letters)  
Designation (rank): Ex-Officio WILLIAM MTHANDENI MKHIZE Ex-Officio Republic of South Africa  
Street address of institution: 14 CHIEF ALBERT LUTHULI STREET  
\_\_\_\_\_  
KWAZULU-NATAL PROVINCE  
KWADUKUZA MUNICIPALITY  
COMMISSIONER OF OATHS  
(EX-OFFICIO)  
TEL: 032 437 5145  
CELL: 083 562 9638

  
\_\_\_\_\_  
CONTENTS NOTED: MUNICIPAL MANAGER

DATE: 20/06-2025

  
J.S.  
Amm  
Qpm  
PPM

**INFORMATION SHEET FOR THE GENERIC FINANCIAL  
DISCLOSURE FORM**

The following notes is a guide to assist with completing the Financial Disclosure form (Annexure 1):

**NOTE 1: Shares and other financial interests**

Designated employees are required to disclose the following details with regard to shares and other financial interests held in any private or public company or any other corporate entity recognised by law:

- The number, nature and nominal value of shares of any type;
- The nature and value of any other financial interests held in any private or public company or any other corporate entity; and
- The name of that entity.

**NOTE 2: Directorships and partnerships**

Designated employees are required to disclose the following details with regard to directorships and partnerships:

- The name and type of business activity of the corporate entity or partnership/s; and
  - The amount of any remuneration received for such directorship or partnership/s.
- Directorship includes any occupied position of director or alternative director, or by whatever name the position is designated.
- Partnership is a legal relationship arising out of a contract between two or more persons with the object of making and sharing profits.

**NOTE 3: Remunerated work outside the Municipality (As sanctioned by Council)**

Designated employees are required to disclose the following details with regard to remunerated work outside the public service:

- The type of work;
- The name and type of business activity of the employer; and
- The amount of the remuneration received for such work.

Remuneration means the receipt of benefits in cash or kind, and work means rendering a service for which the person receives remuneration.

**NOTE 4: Consultancies and retainerships**

Designated employees are required to disclose the following details with regard to consultancies and retainerships:

- The nature of the consultancy or retainership of any kind;
- The name and type of business activity, of the client concerned; and
- The value of any benefits received for such consultancy or retainerships.

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**NOTE 5: Sponsorships**

Designated employees are required to disclose the following details with regard to sponsorships:

- The source of the sponsorship;
- The description of the sponsorship; and
- The value of the sponsorship.

**NOTE 6: Gifts and hospitality from a source other than a family member**

Designated employees are required to disclose the following details with regard to gifts and hospitality:

- A description and the value and source of a gift with a value in excess of R350.00;
- A description and the value of gifts from a single source which cumulatively exceed the value of

R350.00 in the relevant 12 month period; and

- Hospitality intended as a gift in kind.

Designated employees must disclose any material advantages that they received from any source e.g.

any discount prices or rates that are not available to the general public. All personal gifts within the family

and hospitality of a traditional or cultural nature need not be disclosed.

**NOTE 7: Land and Property**

Designated employees are required to disclose the following details with regard to their ownership and

other interests in land and property (residential or otherwise both inside and outside the Republic):

- A description of the land or property;
- The extent of the land or property;
- The area in which it is situated; and
- The value of the interest.

NJ MRM  
J.S. Ann PM  
QPM

# **PERFORMANCE PLAN**

**Entered into by and between**

**THE KWADUKUZA MUNICIPALITY**

**And**

**CHIEF OPERATIONS OFFICER**

**MR A.M MANZINI**

## **1. Purpose**

The performance plan defines the Council's expectations of the Municipal Manager's 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 as reviewed annually.

## **2. Key responsibilities**

The following objects of local government will inform the Municipal 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. Key Performance Areas**

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006), inform the strategic objectives listed in the table below:

- 3.1 Basic Service Delivery.
- 3.2 Municipal Institutional Development and Transformation.
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

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#### 4. Key Performance Objectives and Indicators, for the Municipal Manager

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

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

#### PERFORMANCE PLAN (SCORECARD ATTACHED)

Signed and accepted by  \_\_\_\_\_

Job title: CHIEF OPERATIONS OFFICER

Date: 13-06-2025

Signed by the **MUNICIPAL MANAGER** on behalf of the **KWADUKUZA** Council

SIGN:  \_\_\_\_\_

Date: 20/06/2025

WS

## PERSONAL DEVELOPMENT PLAN

**MUNICIPALITY** : KWADUKUZA  
**INCUMBENT** : A. M MANZINI

**SALARY** : \_\_\_\_\_  
**JOB TITLE** : CHIEF OPERATIONS OFFICER  
**REPORT TO** : MUNICIPAL MANAGER

1. What are the competencies required for this job (refer to competency profile of job description)?
  - Understanding of local government legislation
  - Financial management
  - Strategic management
  - Programme management
2. What competencies from the above list, does the job holder already possess?
  - Understanding of local government legislation
  - Financial management
  - Strategic management
  - Programme management
  - Personnel management
3. What then are the competency gaps? (If the job holder possesses all the necessary competencies, complete No's 5 and 6.)
  - N/A
4. Actions/Training interventions to address the gaps/needs
  - N/A
5. Indicate the competencies required for future career progression/development
  - N/A
6. Actions/Training interventions to address future progression
  - N/A
7. Comments/Remarks of the Incumbent
  - N/A

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PPM


8. Comments/Remarks of the supervisor

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Agreed upon

Signature :  Employer

Supervisor : Municipal Manager

Date : 20/06/2025

Signature :  Employee

Incumbent : A. M MANZINI

Date : 13-06-2025

Date of next review: 30 June 2026

✓ MPM  
J.S. Ann QDM  
PPM

# CHIEF OPERATIONS OFFICE: 2025/2026 SCORECARD

INTERNAL REF	PROJECT NAME	ANNUAL BUDGET & SOURCE OF FUNDING IF OTHER THAN COUNCIL	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ANNUAL TARGET DESCRIPTION	July-September 2025		October-December 2025		January-March 2026		April-June 2026		WARD	SOURCE OF EVIDENCE
						Q1 TARGET	TARGET DESCRIPTION	Q2 TARGET	TARGET DESCRIPTION	Q3 TARGET	TARGET DESCRIPTION	Q4 TARGET	TARGET DESCRIPTION		

## NATIONAL KEY PERFORMANCE AREA 1 : MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT ( WEIGHTING 20% ) 11 TARGETS

COO 01	Good governance meetings	R0	The number of Organisational Good Governance and Compliance Meetings held	12	12 Organisational Good Governance and Compliance Meetings held by 30 June 2026	3	Organisational Good Governance & Compliance Meetings held	3	Organisational Good Governance & Compliance Meetings held	3	Organisational Good Governance & Compliance Meetings held	3	Organisational Good Governance & Compliance Meetings held	Internal	Notice of the agenda, Minutes, attendance register
COO 02	Data cleansing project	R10 000 000	Multi year project (Year-2 phase I & phase II a). The number of presentations or progress report in the implementation of data cleansing project submitted to Manco and Council/ Exco	4	4 presentations or progress report on the implementation of data cleansing project submitted to Manco and Exco/ Council by 30 June 2026	1	Presentation or progress report on the implementation of data cleansing project to Manco	1	Presentation or progress report on the implementation of data cleansing project to Exco/ Council	1	Presentation or progress report on the implementation of data cleansing project to Manco	1	Presentation or progress report on the implementation of data cleansing project Exco/ Council	Internal	(i) Presentation/progress report (ii) Exco/ Council resolution or proof of item submitted to the Secretariat or the Agenda with the index page.
OPMS 07	Top layer of the SDBIP and SDBIP	R0	The turnaround time for the approval of the SDBIP by the Mayor after the approval of the Budget	28D	2026/2027 Service Delivery and Budget Implementation Plan (SDBIP) approved by Mayor within 28 Days from the approval of the budget.	0	No target	0	No Target	0	No target	28D	2026/2027 Service Delivery and Budget Implementation Plan (SDBIP) approved by Mayor within 28 Days from the approval of the budget.	Internal	SDBIP signed by Mayor.
OPMS 08	APR submission to AG	R0	The number of the Annual Performance Reports submitted to the Auditor General, by target date.	1	1 Annual Performance Report (APR) 2024/2025 submitted to the Auditor General (AG) by 31 August 2025	1	Submission of the 2024/2025 (APR) to the (AG) by 31 August 2025	0	No target	0	No Target	0	No Target	Internal	E-mail to Internal Audit or e-mail from Internal Audit to AGSA of confirmation of submission to AG.
OPMS 09	Tabling of Annual Report	R0	The number of Annual Report for 2024/2025 tabled at Council by target date.	1	1 Annual Report 2024/2024 tabled at Council by 31 January 2026.	0	No target	0	No target	1	KDM 2024/2025 Annual Report is tabled at Council by 31 January 2026	0	No target	Internal	Council resolution or proof of item submitted to the Secretariat or the Agenda with the index page.
OPMS 10	Oversight report	R0.	The number of MPAC Oversight reports on the Annual report submitted to Council for adoption by target date.	1	1 MPAC Oversight report on the Annual report submitted to Council for adoption by 31 March 2026	0	No Target	0	No target	0	Submission of the 2024/2025 Oversight report to Council for adoption by 31 March 2026	0	No target	Internal	Council resolution or proof of item submitted to the Secretariat or the Agenda with the index page.
OPMS 11	Reports to EXCO or Council on Performance Information.	R0.	The number of quarterly performance reports submitted to the EXCO/ Council by target date.	4	4 quarterly performance reports submitted to the EXCO/Council by 30 June 2026.	1	Q4/Year End PMS quarterly performance report submitted to the Council/Exco.	1	Q1 PMS quarterly performance report submitted to the Council/Exco.	1	Q2/Mid year PMS quarterly performance report submitted to the Council/Exco.	1	Q3 PMS quarterly performance report submitted to the Council/Exco.	Internal	Council resolution or proof of item submitted to the Secretariat or the Agenda with the index page.
COO 03	Performance Agreements made public	R0	The turnaround time for Performance Agreements to be placed on the municipal website.	14D	Publication of the Performance Agreements on the municipal website 14 days after the approval of the SDBIP.	14D	Publication of the Performance Agreements on the municipal website 14 working days after the approval of the SDBIP.	0	No target	0	No target	0	No target	Internal	Website link from the communications section.
COO 04	Publication of Oversight report	R0	The turnaround time for the Publication of the Oversight Report on the Annual Report.	5D	Publication of the Oversight report on the municipal website within 5 work days of Council adoption.	0	No target	0	No target	0	No target	5D	Publication of the Oversight report on the municipal website within 5 work days of Council adoption.	Internal	Website link from the communications section.
COO 05	Cascading of PMS	R0	The percentage implementation of cascading of the Individual Performance Management System (IPMS) from Task Grade 19 to Task Grade 12.	100%	100% Implementation of cascading of the Individual Performance Management System (IPMS) from Task Grade 19 to Task Grade 12 by 31 March 2026	40%	(1) Conducting Annual performance assessments for all employees who have signed IPPs under OMM BU by 30 September 2025. (20%)  (2) 2025/2026 Signed Performance plans for 22 employees from T19 to T12 submitted to the IPMS Office by the 31 July 2025 (20%).	20%	Conducting Departmental Performance Moderations for employees from T19 to T12 under OMM BU by 31 December 2025 (20%).	40%	(1) Mid-Term Reviews for 22 employees from T19 to T12 by 28 February 2026 (20%).  (2) Adjustments of scorecards for T19 to T12 submitted to IPMS office by 31 March 2026 (20%).	0%	No Target	Internal	(1) Print out from VIP payroll for KDM employees from T19 to T12 and List signed by Director HR showing all KDM employees from T19 to T12 who have signed and submitted the performance agreements. (2) Notice of the reviews and attendance registers of all Mid-Term Reviews conducted. (3) Signed list of KDM employees from T19 to T12 submitted adjusted individual performance plans. (4) Notice of the moderation meeting, Agenda, Attendance register, and minutes.

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J.S.  
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ppm



INTERNAL REF	PROJECT NAME	ANNUAL BUDGET & SOURCE OF FUNDING IF OTHER THAN COUNCIL	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ANNUAL TARGET DESCRIPTION	July-September 2025		October-December 2025		January-March 2026		April-June 2026		WARD	SOURCE OF EVIDENCE
						Q1 TARGET	TARGET DESCRIPTION	Q2 TARGET	TARGET DESCRIPTION	Q3 TARGET	TARGET DESCRIPTION	Q4 TARGET	TARGET DESCRIPTION		
COO 06	Implementation of IPP	R0	The percentage Implementation of cascading of the Individual Performance Management System for KDM employees in Task Grade 11 by target date.	100%	100% implementation of cascading of the Individual Performance Management System for KDM employees in Task Grade 11 by 31 March 2026.	33%	Performance plans for employees in T11 submitted to the IPMS Office by the 31 July 2025 (33%).	0%	No Target	67%	(1) Mid-Term Reviews for 13 employees in T11 by 28 February 2026 (34%).  (2) Adjustments of scorecards for T11 employees(13) submitted to IPMS office by 31 March 2026 (33%).	0%	No Target	Internal	(1) Print out from VIP payroll of KDM employees in T11. (2) List signed by Director HR showing all KDM employees in T11. (2) Notice of the reviews/assessments for employees in T11. (3) Minutes and attendance registers of all Mid-Term Reviews conducted for employees in T11. (4) Signed list of KDM employees from T19 to T12 submitted adjusted individual performance plans.

### NATIONAL KEY PERFORMANCE AREA 2: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT (WEIGHTING 11%) 06 TARGETS

COO 07	Management of CAPEX	R6 426 221	The percentage expenditure on Departmental Capital budget	90%	90% expenditure on Departmental Capex by 30 June 2026. (R5 783 598)	20%	20% expenditure on CAPEX (R1 156 716)	50%	50% expenditure on CAPEX (R2 891 799)	60%	60% expenditure on CAPEX (R3 470 159 )	90%	90% expenditure on CAPEX (R5 783 598)	Internal	Report from finance showing CAPEX Spend
COO 08	Management of OPEX	R49 741 113	The percentage expenditure Departmental Operating Budget	90%	90% expenditure Departmental Operating Budget by 30 June 2026. (Total R44 767 001)	15%	15 % expenditure departmental Operating Budget (R6 715 050)	50%	50 % expenditure on departmental operating budget (R22 383 500)	75%	75% expenditure departmental Operating Budget (R33 575 251)	90%	90 % expenditure departmental Operating Budget (R44 767 001)	Internal	Report from finance showing Budget Spent
COO 09	Management of Overtime	R750 000	The percentage expenditure on Departmental overtime budget	100%	100% of Overtime expenditure kept within the allocated budget in each quarter.	100%	100% of Overtime expenditure kept within the allocated budget of R750 000	100%	100% of Overtime expenditure kept within the allocated budget of R750 000	100%	100% of Overtime expenditure kept within the allocated budget of R750 000	100%	100% of Overtime expenditure kept within the allocated budget of R750 000	Internal	Report from finance showing spend on overtime
COO 10	SCM - Procurement plan	R0	The number of Progress Reports on the Departmental Procurement Plan submitted to SCM Unit & GG/Manco/Exco.	8	8 Progress Reports on the Departmental Procurement Plan submitted to SCM Unit (4) and GG/Manco/Exco (4) by 30 June 2026	2	2 progress report for Q4 of 2024/2025 submitted SCM Unit (1) & GG/Manco/Exco(1).	2	2 progress report for Q1 of 2025/2026 submitted SCM Unit (1) & GG/Manco/Exco(1).	2	2 progress report for Q2 of 2025/2026 submitted SCM Unit(1) & GG/Manco/Exco(1).	2	2 progress report for Q3 of 2025/2026 submitted SCM Unit (1) & GG/Manco/Exco(1).	Internal	Progress Report signed by COO and submitted to SCM Unit and GG or Manco or Exco.
COO 11	Departmental Procurement Plan	0	The turnaround time to submit the Departmental Procurement Plan to the SCM Unit.	7D	Submission of the Departmental Procurement Plan to the SCM Unit within 7 days of the approval of the budget.	0	No target	0	No target	0	No target	7D	Submission of the Departmental Procurement Plan to the SCM Unit within 7days of the approval of the budget.	Internal	e-mail submission to SCM unit of Procurement Plan. Show date of approval of the budget and your e-mail to scm within 7 days.
COO 12	Irregular Expenditure	R0	The percentage of Irregular expenditure maintained.	0%	Maintain 0% Irregular expenditure by 30 June 2026	0%	Nil departmental Irregular expenditure.	0%	Nil departmental Irregular expenditure.	0%	Nil departmental Irregular expenditure.	0%	Nil departmental Irregular expenditure.	Internal	Spreadsheet from the Expenditure Office Indicating departmental Irregular expenditure.

### NATIONAL KEY PERFORMANCE AREA 3 : LOCAL ECONOMIC DEVELOPMENT (WEIGHTING 2% ) 01 TARGET

COO 13	Service Provider Assessments	R0	The number of Service Provider Assessments reports submitted to Manco & SCM contract's manager on all service providers within the department by target date.	8	8 Service Provider Assessments reports submitted to Manco/GG(4) and SCM Contract's Manager (4) on all service providers within the department by 30 June 2026	2	Q4 of 2024/2025 Service Provider Assessments reports submitted to Manco/GG(1) AND SCM Contract's Manager (1).	2	Q1 of 2025/2026 Service Provider Assessments reports submitted to Manco/GG(1) AND SCM Contract's Manager (1).	2	Q2 of 2025/2026 Service Provider Assessments reports submitted to Manco/GG(1) AND SCM Contract's Manager (1).	2	Q3 of 2025/2026 Service Provider Assessments reports submitted to Manco/GG(1) AND SCM Contract's Manager (1).	Internal	1. E-mail to Contracts Manager. 2.GG/Manco resolution/E-mail of Manco item to Manco/GG secretariat.
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MRM  
J.S. ppm



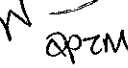
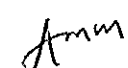
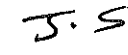
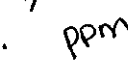
INTERNAL REF	PROJECT NAME	ANNUAL BUDGET & SOURCE OF FUNDING IF OTHER THAN COUNCIL	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ANNUAL TARGET DESCRIPTION	July-September 2025		October-December 2025		January-March 2026		April-June 2026		WARD	SOURCE OF EVIDENCE
						Q1 TARGET	TARGET DESCRIPTION	Q2 TARGET	TARGET DESCRIPTION	Q3 TARGET	TARGET DESCRIPTION	Q4 TARGET	TARGET DESCRIPTION		

#### NATIONAL KEY PERFORMANCE AREA 4 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION (WEIGHTING 63% ) 35 TARGETS

OPMS 13	Approval of IDP	R0	The percentage adoption of the 2026/2027 IDP in line with S129 MFMA & Chapters 5&6 MSA by Council.	100%	Approval and adoption of the 2026/2027 IDP in line with S129 MFMA & Chapters 5&6 MSA by Council by 31 May 2026	40%	1) Approval and adoption of the DRAFT Process Plan.(10%) 2) Advertisement for comments of the Draft Process Plan. (10%) 3) Adoption of the FINAL 2026/2027 IDP Process Plan in line with S129 MFMA & Chapters 5&6 MSA by Council by 30th of August 2025. (10%) 4) Proof of submission to COGTA of the FINAL process Plan (10%)	20%	1) Advertisement of the Final Schedule of all road shows/Mayoral Izimbizo.(10%) 2) Attendance registers of all road shows/Mayoral Izimbizo.(10%)	20%	Prepare and Submit Draft IDP to council for adoption by 31 March 2026. 1) Council resolution for the adoption of the DRAFT IDP .(10%) 2) advertisement for public comments .(10%)	20%	1) Approval/adoption of the 2026/2027 IDP in line with S129 MFMA & Chapters 5&6 MSA by Council by 31 May 2026. (10%) 2) Submission to Cogta within 10 days.(10%)	Internal	1) Council resolution or proof of item submitted to the Secretariat or the Agenda with the index page 2) newspaper adverts 3) IDP process plan 4) List of community needs, 5) Attendance registers of road shows attended 6) Acknowledgement of receipt from COGTA for IDP submission.
COO 14	Community Based Planning	R0	The number of community based plan (2026/2027) developed and approved in line with MSA Sec 16(1) and 29 (b) by target date	30	30 community based plans (2026/2027) developed for all KDM wards in line with MSA Sec16(1) and 29(b) by 30 June 2026	0	No Target	0	No target	30	Draft community based plans developed for 30 wards by 31 March 2026	30	Final Community based plans developed for 30 wards by 30 June 2026	All wards	1) 30 copies of draft community-based plans 2) 30 copies of final community-based plans
COO 15	Functionality of Ward Committees	R0	The number of reports on functionality of ward committees received, consolidated and submitted to Council or Exco	4	4 Reports on functionality of ward committees received, consolidated and submitted to Council or Exco by 30 June 2026	1	1 report on functionality of ward committees received, consolidated and submitted to Council or Exco	1	1 report on functionality of ward committees received, consolidated and submitted to Council	1	1 report on functionality of ward committees received, consolidated and submitted to Council or Exco	1	1 report on functionality of ward committees received, consolidated and submitted to Council or Exco	Internal	1) ward committee reports 2) Council or Exco resolution or proof of item submitted to the Secretariat or the Agenda with the index page.
COO 16	Community Engagements	R0	The number of Community engagement meetings held	120	120 community engagement meetings held by 30 June 2026	30	30 community engagement meetings held by	30	30 community engagement meetings held	30	30 community engagement meetings held	30	30 community engagement meetings held	All wards	Attendance registers, minutes
COO 17	Risk Based Internal Audit Plan to be approved and adopted by Audit Committee	R0.	The number of Risk based Annual Internal Audit Plan to be approved by Audit Committee by target date.	1	1 Risk based Annual Internal Audit Plan for 2026/2027 to be approved and adopted by Audit Committee by 30 June 2026	0	No target	0	No target	0	No target	1	1 Risk based Annual Internal Audit Plan for 2026/2027 to be approved and adopted by Audit Committee by 30 June 2026	Internal	1) Approved Risk Based Annual internal audit plan 2) Minutes of Audcom, Notice of meeting, agenda,
OPMS 14	Risk Based Annual Internal Audit Plan submitted to Council	R0.	The number of Risk Based Annual Internal Audit Plan submitted to Council by target date	1	1 Risk Based Annual Internal Audit Plan for 2025/2026 submitted to Council by 30 September 2025	1	2025/2026 Risk based Annual Internal Audit Plan submitted to Council by 30 September 2025	0	No target	0	No target	0	No Target	Internal	1st POE Accepted is the Council/ EXCO Resolution. 2nd - Only if Council or EXCO do not take place then proof of item submitted to the Secretariat or the Agenda with the index page.
COO 18	Clean Audit- Organisational Compliance Reports to Audit committee	R0.	The number of quarterly reports on organisational compliance with relevant laws and regulations compiled by Internal Audit and submitted to Audit Committee	2	2 quarterly reports on organisational compliance with relevant laws and regulations compiled by Internal Audit and submitted to Audit Committee by 30 June 2026.	1	Quarter 3&4 of 2024/2025 reports on organisational compliance with relevant laws and regulations compiled by Internal Audit and submitted to Audit Committee	0	No target	1	Quarter 1&2 of 2025/2026 reports on organisational compliance with relevant laws and regulations compiled by Internal Audit submitted to Audit Committee	0	No target	Internal	1) Organisational Compliance reports, 2) Audit committee Minutes or Resolution
OPMS 15	Organisational Compliance Reports to EXCO /Council	R0.	The number of quarterly reports on organisational compliance with relevant laws and regulations compiled by Internal Audit and submitted to EXCO/Council by target date.	2	2 Quarterly reports on organisational compliance with relevant laws and regulations compiled by Internal Audit and submitted to EXCO/Council by 30 June 2026	1	Quarter 3&4 of 2024/2025 report on organisational compliance with relevant laws and regulations compiled by Internal Audit and submitted to EXCO/Council	0	No target	1	Quarter 1&2 of 2025/2026 reports on organisational compliance with relevant laws and regulations compiled by Internal Audit submitted to EXCO/Council	0	no target	Internal	1st POE Accepted is the Council/ EXCO Resolution. 2nd - Only if Council or EXCO do not take place then proof of item submitted to the Secretariat or the Agenda with the index page.
COO 19	Organisational Compliance Reports Information	R0	The turnaround time for risk management office to submit information on organisational compliance with relevant laws and regulations to Internal Audit	25D	Risk management office to submit information on organisational compliance with relevant laws and regulations to Internal Audit on the 25th of the first month on the biannual basis.	25D	Submission of Q3&4 of 2024/2025 information to IA by 25 July 2025	0	No target	25D	Submission of Q1&2 of 2025/2026 information to IA by 25 January 2026	0	No target	Internal	Proof of submission to Internal audit

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INTERNAL REF	PROJECT NAME	ANNUAL BUDGET & SOURCE OF FUNDING IF OTHER THAN COUNCIL	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ANNUAL TARGET DESCRIPTION	July-September 2025		October-December 2025		January-March 2026		April-June 2026		WARD	SOURCE OF EVIDENCE
						Q1 TARGET	TARGET DESCRIPTION	Q2 TARGET	TARGET DESCRIPTION	Q3 TARGET	TARGET DESCRIPTION	Q4 TARGET	TARGET DESCRIPTION		
OPMS 16	Audit & Performance Audit Committee reports to Council as required by Municipal Planning & Performance Management Regulations (MPPMR) 14(4) (a) (iii) & Interims of MFMA requirements	R0.	The number of Audit and Performance Audit Committee Reports submitted to Council as required by MPPMR 14(4) (a) (iii), by target date.	2	2 Audit & Performance Audit Committee reports submitted to Council by the Audit Committee by 30 June 2026.	1	Q3 and Q4 (24/25) Audit & Performance Audit Committee reports submitted to Council.	0	No target	1	Q1 and Q2 (25/26) Audit & Performance Audit Committee reports submitted to Council	0	No target	Internal	1st POE Accepted is the Council/ EXCO Resolution. 2nd - Only if Council or EXCO do not take place then proof of item submitted to the Secretariat or the Agenda with the index page.
COO 20	Clean Audit- AG action plan reports	R0	The number of progress reports on the percentage of AG findings resolved in the AG action plan, compiled by IA and submitted to Audit comm by target date.	4	4 progress reports on the percentage of AG findings resolved in the AG action plan, compiled by IA and submitted to Audit comm by 30 June 2026.	1	Progress report on the % of AG findings resolved in the 2023/2024 AG action plan compiled by IA and submitted to Audit Committee	1	Progress report on the % of AG findings resolved in the 2023/2024 AG action plan, compiled by IA submitted to Audit committee	1	Closeout report on the % of AG findings resolved in the 2023/2024 AG action plan compiled by IA and submitted to Audit Committee	1	Progress report on the % of AG findings resolved in the 2024/2025 AG action plan, compiled by IA submitted to Audit committee	Internal	1) Report containing of AG findings resolved in the AG action plan 2) Audit committee minutes or resolution
OPMS 17	AG action plan reports to EXCO/Council	R0.	The number of progress reports on the percentage of AG findings resolved in the AG action plan, compiled by IA and submitted to EXCO/Council	4	4 progress reports on the percentage of AG findings resolved in the AG action plan, compiled by IA and submitted to EXCO/Council by 30 June 2026	1	Progress report on the % of AG findings resolved in the 2023/2024 AG action plan compiled by IA and submitted to EXCO/Council	1	Progress report on the % of AG findings resolved in the 2023/2024 AG action plan compiled by IA and submitted to EXCO/Council	1	Closeout report on the % of AG findings resolved in the 2023/2024 AG action plan compiled by IA and submitted to EXCO/Council	1	Progress report on the % of AG findings resolved in the 2024/2025 AG action plan, compiled by IA submitted EXCO /Council	Internal	1st POE Accepted is the Council/ EXCO Resolution. 2nd - Only if Council or EXCO do not take place then proof of item submitted to the Secretariat or the Agenda with the index page.
COO 21	Development and approval of AG Action plan	R0	The number of 2024/2025 AG action plan developed and approved by Exco/Council by target date	1	The number of 2024/2025 AG action plan developed and approved by Exco/Council by 28 February 2026	0	No target	1	Draft AG Action plan submitted to PM of submission in the tabling of the 24/25 Annual report	1	2024/2025 Final AG action plan developed and approved by Exco/Council by 31 March 2026	0	No target	Internal	i) proof of Draft AG Action plan submission to director PME ii) Final 2024/25 AG action plan iii) council/Exco resolution/Proof of submission to the Council/ Exco secretariat
COO 22	Audit Projects	R0	The percentage of audit projects in the 2024/2025 Risk Based Annual Audit plan completed and submitted to Audcom by target date	80%	80% of audit projects in the 2024/2025 Risk Based Annual Audit plan completed and submitted to Audcom by 31 September 2025	80%	Quarter 4 of 2024/2025 Risk Based Annual Internal Audit Plan completed and submitted to Audcom showing 80% audits projects by 31 Sept 2025	0%	No target	0%	No target	0%	No Target	Internal	1) Notice of meeting or agenda, 2) Minutes of meetings; and 3) Quarterly spread sheet or report showing performance against activities and progress as a %.
COO 23	Audit Projects	R0	The percentage of audit projects in the 2025/2026 Risk Based Annual Audit plan completed and submitted to Audcom by target date	60%	60% of audit projects in the 2025/2026 Risk Based Annual Audit plan completed and submitted to Audcom 30 June 2026	0%	No target	30%	Quarter 1 of 2025/2026 of Risk Based Annual Internal Audit Plan completed and submitted to Audcom showing 30% audits projects by 31 Dec 2025	50%	Quarter 2 of 2024/2025 Risk Based Annual Internal Audit Plan completed and submitted to Audcom showing 60% audits projects by 31 March 2026	60%	Quarter 3 of 2024/2025 Risk Based Annual Internal Audit Plan completed and submitted to Audcom showing 80% audits projects by 30 June 2026	Internal	1) Notice of meeting or agenda, 2) Minutes of meetings; and 3) Quarterly spread sheet or report showing performance against activities and progress as a %.
COO 24	AG Matters	R0	The percentage of the business unit AG findings resolved in the AG action plan for the 2023/2024 financial year	100%	100% of AG findings resolved in the business unit AG action plan for the 2023/2024 financial year by 31 March 2026.	50%	AG Findings for 2023/2024 resolved.	75%	AG Findings for 2023/2024 resolved.	100%	AG Findings for 2023/2024 resolved.	N/A	No Target	Internal	List of AG findings contained in the AG action plan; quarterly % resolution of AG findings resolved in the AG action plan
COO 25	AG Matters	R0	The percentage of the business unit AG findings resolved in the AG action plan for the 2024/2025 financial year	25%	25% of AG findings resolved in the business unit AG action plan for the 2024/2025 financial year by 30 June 2026.	0%	No target	0%	No target	0%	No target	25%	AG Findings for 2024/2025 resolved.	Internal	List of AG findings contained in the AG action plan; quarterly % resolution of AG findings resolved in the AG action plan
COO 26	AG Matters	R0	The turnaround time for risk management office to submit information on AG findings resolved in the AG action plan to Internal Audit	25D	Risk management office to submit information on AG findings resolved in the AG action plan to Internal Audit on the 25th of the first month on quarterly bases	25D	Submission of Q4 of 2024/2025 information to IA by 25 July 2025	25D	Submission of Q1 of 2025/2026 information to IA by 25 October 2025	25D	submission of Q2 of 2025/2026 information to IA by 25 January 2025	25D	submission of Q3 of 2025/2026 information to IA by 25 April 2025	Internal	Proof of submission to IA
COO 27	Risk mitigation - reports to Risk Management Committee (RMC)	R0	The number of reports on strategic top 20 risk action plans submitted to Risk Management Committee (RMC)	4	4 reports on strategic and top 20 risk action plans submitted to Risk Management Committee (RMC) by 30 June 2026	1	Q4 of 2024/2025 report on strategic and Top 20 risk action plans submitted to Risk Management Committee	1	Q1 of 2025/2026 report on strategic and Top 20 risk action plans submitted to Risk Management Committee	1	Q2 of 2025/2026 report on strategic and Top 20 risk action plans submitted to Risk Management Committee	1	Q3 of 2025/2026 report on strategic and Top 20 risk action plans submitted to Risk Management Committee	Internal	Risk management reports on strategic and Top 20 risk action plans Minutes/Resolution of RMC

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						Q1 TARGET	TARGET DESCRIPTION	Q2 TARGET	TARGET DESCRIPTION	Q3 TARGET	TARGET DESCRIPTION	Q4 TARGET	TARGET DESCRIPTION		
OPMS 18	Risk mitigation reports	R0.	The number of reports on strategic top 20 risk action plans submitted to Council or EXCO	4	4 reports on strategic and top 20 risk action plans submitted to EXCO or Council by 30 June 2026	1	Q4 of 2024/2025 report on strategic and Top 20 risk action plans submitted to EXCO or Council	1	Q1 of 2025/2026 report on strategic and Top 20 risk action plans submitted to Council or EXCO	1	Q2 of 2025/2026 report on strategic and Top 20 risk action plans submitted to Council or EXCO	1	Q3 of 2025/2026 report on strategic and Top 20 risk action plans submitted to Council or EXCO	Internal	Risk management reports on strategic and Top 20 risk action plans Minutes/Resolution of Council or EXCO or proof of item submitted to the Secretariat or the Agenda with the index page.
COO 28	Risk Registers to Council/ Exco	R0.	The number of risk registers submitted to Exco/Council	11	2025/26 11 risk registers (Strategic, ICT, Fraud and 8 Operational BU Risk Registers) submitted to Council/Exco for approval by 30 June 2026	0	No target	0	No target	0	No target	11	11 risk registers (Strategic, ICT, Fraud and 8 Operational BU Risk Registers) submitted Council/Exco for approval by 30 June 2026	Internal	1st POE Accepted is the Council/ EXCO Resolution. 2nd - Only If Council or EXCO do not take place then proof of item submitted to the Secretariat or the Agenda with the index page.
COO 29	Risk Action Plans - Fraud Risk Register	R0	The percentage of departmental risk actions implemented on the Fraud Risk Register.	70%	70% of departmental risk actions implemented on the Fraud Risk Register.	70%	70% of risk actions implemented on the Fraud Risk Register.	70%	70% of risk actions implemented on the Fraud Risk Register.	70%	70% of risk actions implemented on the Fraud Risk Register.	70%	70% of risk actions implemented on the Fraud Risk Register.	Internal	1. Risk Register showing the number of actions implemented and % actioned. 2.Submission to Risk and Compliance Office.
COO 30	Risk Action Plans - Operational Risk Register	R0	The percentage of departmental risk actions implemented on the Operational Risk Register.	70%	70% of departmental risk actions implemented on the Operational Risk Register.	70%	70% of risk actions implemented on the Operational Risk Register.	70%	70% of risk actions implemented on the Operational Risk Register.	70%	70% of risk actions implemented on the Operational Risk Register.	70%	70% of risk actions implemented on the Operational Risk Register.	Internal	1. Risk Register showing the number of actions implemented and % actioned. 2.Submission to Risk and Compliance Office.
COO 31	Compliance Register	R0	The percentage implementation of Compliance Actions from the Compliance register by target date.	100%	100% Implementation of Compliance Actions from the Compliance register by 30 June 2026.	100%	100% Implementation of Compliance Actions from the Compliance register	100%	100% Implementation of Compliance Actions from the Compliance register	100%	100% Implementation of Compliance Actions from the Compliance register	100%	100% Implementation of Compliance Actions from the Compliance register	Internal	List of compliance matters. Compliance register dated and signed off by ED indicating how many have been complied with. 2.Submission to Risk and Compliance Office.
COO 32	Risk Management reports to EXCO/Council	R0.	The number of risk management policies submitted to Exco/Council for approval by target date	7	The number of risk management policies submitted to Exco/Council for approval by 30 June 2026 ; 1.Risk Management Committee Terms of Reference. 2. Enterprise-Wide Risk Management Framework. 3.Enterprise-Wide Risk Management Strategy. 4. Risk Management Policy. 5.Anti-Fraud and Corruption Strategy. 6. Anti-Fraud and Corruption Policy 7. Whistle Blowing Policy	0	No target	0	No target	0	No target	7	7 risk management policies submitted to Exco or Council for approval 1.Risk Management Committee Terms of Reference. 2. Enterprise-Wide Risk Management Framework. 3.Enterprise-Wide Risk Management Strategy. 4. Risk Management Policy. 5.Anti-Fraud and Corruption Strategy. 6.Anti-Fraud and Corruption Policy 7. Whistle Blowing Policy	Internal	Risk Management Policies ,Council/ Exco resolution or proof of item submitted to the Secretariat or the Agenda with the index page
COO 33	Risk Management reports by Risk Management Committee (RMC) Chairperson to Council/EXCO	R0.	The number of risk reports compiled by RMC chairperson and submitted to Exco/Council by target date	4	4 risk reports submitted and compiled by RMC chairperson and Exco/Council by 30 June 2026	1	Q4 of 2024/2025 risk report compiled by RMC chairperson and submitted to Exco/council	1	Q1 of 2025/2026 risk report compiled by RMC chairperson and submitted to Exco/council	1	Q2 of 2025/2026 risk report compiled by RMC chairperson and submitted to Exco/council	1	Q3 of 2025/2026 risk report compiled by RMC chairperson and submitted to Exco/council	Internal	website link from the communications section.
COO 34	MPAC Oversight Programmes	R0.	The number of MPAC Oversight programmes conducted	4	4 MPAC Oversight Programmes conducted by 30 June 2026	1	1 programme (visit) conducted	1	1 programme (visit) conducted	1	1 programme (visit) conducted	1	1 programme (visit) conducted	Internal	Notice, Attendance register
COO 36	Consolidated MPAC reports	R0.	The number of MPAC consolidated reports submitted to council /Exco	4	4 MPAC consolidated reports submitted to council/ Exco by 30 June 2026	1	1 MPAC consolidated report submitted to council/Exco	1	1 MPAC consolidated report submitted to council /Exco	1	1 MPAC consolidated report submitted to council /Exco	1	1 MPAC consolidated report submitted to council/ Exco	Internal	Council / Exco resolutions or proof of item submitted to the Secretariat or the Agenda with the index page
COO 37	MPAC UIWF consolidated reports	R0.	The number of MPAC UIWF consolidated reports submitted to council /Exco	4	4 Consolidated MPAC UIWF consolidated reports submitted to council/Exco by 30 June 2026	1	1 Consolidated MPAC UIWF consolidated reports submitted to council /Exco	1	1 Consolidated MPAC UIWF consolidated reports submitted to council /Exco	1	1 Consolidated MPAC UIWF consolidated reports submitted to council /Exco	1	1 Consolidated MPAC UIWF consolidated reports submitted to council /Exco	Internal	Council/Exco resolutions or proof of item submitted to the Secretariat or the Agenda with the index page
COO 38	External publications	R0.	The number of External Publications produced and issued to general public by target date.	4	4 External Publication produced and issued to general public by 30 June 2026	1	1 External Publication produced and issued to general public by 30 September 2025	1	1 External Publication produced and issued to general public by 31 December 2025	1	1 External Publication produced and issued to general public by 31 March 2026	1	1 External Publication produced and issued to general public by 30 June 2026	Internal	Copy of publication

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INTERNAL REF	PROJECT NAME	ANNUAL BUDGET & SOURCE OF FUNDING IF OTHER THAN COUNCIL	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ANNUAL TARGET DESCRIPTION	July-September 2025		October-December 2025		January-March 2026		April-June 2026		WARD	SOURCE OF EVIDENCE
						Q1 TARGET	TARGET DESCRIPTION	Q2 TARGET	TARGET DESCRIPTION	Q3 TARGET	TARGET DESCRIPTION	Q4 TARGET	TARGET DESCRIPTION		
COO 39	OSS-Vulnerable Groups programmes: Senior Citizens, Disabled, Gender, Women & Children, Rights of the Child	R1 500 000	The number of programmes conducted for vulnerable groups	12	12 Programmes conducted for vulnerable groups by 30 June 2026	4	4 Programmes conducted (a) Women's month programme, (b) Disability programme programmes, (c) Senior citizens Golden Games (d) Reed dance programme	4	4 Programmes conducted : (a) Men's programme (b) Senior Citizens Programme (c) 16 days of activism on Gender based violence against women and children programme (d) Disability awareness	2	2 Programme conducted (a) Dress a child campaign (b) Women's programme	2	2 Programmes conducted (a) Humans right programme (b) Children's Programme	All wards	Attendance registers
COO 40	Rapid response reports	R0.	The number of Quarterly Rapid response reports submitted to Exco/Council	4	4 Quarterly Rapid Response reports submitted to EXCO/Council by 30 June 2026	1	1 Rapid response reports submitted to Exco/Council	1	1 Rapid response reports submitted to Exco/Council	1	1 Rapid response reports submitted to Exco/Council	1	1 Rapid response reports submitted to Exco/Council	Internal	Council resolution or proof of item submitted to the Secretariat or the Agenda with the index page
COO 41	Governance	R0.	The turnaround time to upload completed Performance Information onto the Electronic Performance Management System.	10	1) Upload completed Performance Information onto the Electronic Performance Management System by the 10th of the month following quarter end. (10 days) 2) For Q2 by 5 January. (5 days)	10	Upload completed Performance Information by the 10th of October 2025 for Q1.	5	Upload completed Performance Information by the 5th of January 2026 for Q2 and mid year information.	10	Upload completed Performance Information by the 10th of April 2026 for Q3.	10	Upload completed Performance Information by the 10th of July 2026 for Q4 and Annual.	Internal	e-mail sent to PME.
COO 42	Disciplinary Board	R0	Number of disciplinary Board meetings convened by target date	2	2 disciplinary Board meetings convened by 31 March 2026	1	1 disciplinary Board Inception meeting convened by 31 September 2025	0	No target	0	1 disciplinary Board meetings convened by 31 March 2026	0	No Target	Internal	i) Attendance register ii) agenda and minutes
COO 43	C88	R0.	Number of consolidated Circular 88 National Indicators to Cogta by target date.	4	4 consolidated Circular 88 National Indicators templet to Cogta by 30 June 2026.	1	Q4 of 2024/2025 consolidated Circular 88 National Indicators submitted Cogta by 25 July 2025	1	Q1 of 2025/2026 consolidated Circular 88 National Indicators submitted to Cogta by 25 October 2025	1	Q2 of 2025/2026 consolidated Circular 88 National Indicators submitted to Cogta by 31 January 2026	1	Q3 of 2025/2026 consolidated Circular 88 National Indicators submitted to Cogta by 30 April 2026	Internal	e-mail submission to Cogta with completed C88 templet.

#### NATIONAL KEY PERFORMANCE AREA 5 : BASIC SERVICE DELIEVERY & INFRASTRUCTURE DEVELOPMENT (WEIGHTING 4%) 02 TARGETS

COO 44	% Upgrading of roads NDPG	R1 826 087	The percentage in upgrade of roads NDPG	100%	100% completion Upgrade of roads NDPG by 30 June 2026	15%	TEC -5% TAC -5 % TSC -5%	10%	i) Appointment of contractor -5% ii) Site establishment -5%	25%	Progress report signed by consultant showing 25% on works done	50%	Practical completion/ completion certificate	Ward 19	i) TAC Minutes ii) TEC Minutes iii) TSC Minutes iv) Appointment letter v) Progress report
COO 45	% Upgrade of ABM Infrastructure	R4 600 136	The percentage in Upgrade of ABM Infrastructure completed by target date	100%	100% completion of Upgrade of ABM Infrastructure completed by 30 June 2026	5%	Redesign -5%	15%	i) TSC -5% ii) TEC -5% iii) TAC -5%	40%	i) Appointment of contractor- 5% ii) Site establishment -5% iii) Progress report signed by consultant showing 30% works done	40%	Practical completion/ completion certificate	Ward 19	i) Designs ii) TAC Minutes iii) TEC Minutes iv) TSC Minutes v) Appointment letter vi) Progress report practical/ completion certificate

CHIEF OPERATIONS OFFICER : A.M MANZINI

SIGNATURE :

DATE : 13-06-2025

ACCOUNTING OFFICER : NJ MDAKANE

SIGNATURE :

DATE : 20/06/2025

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