



Mogale City
Local Municipality

REVISED PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN:

MOGALE CITY LOCAL MUNICIPALITY

AS REPRESENTED BY THE

MUNICIPAL MANAGER:

MAKHOSANA MSEZANA

AND

EXECUTIVE DIRECTOR: INTEGRATED ENVIRONMENTAL
MANAGEMENT:

MADIKANA THENGA

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 01 JULY 2026 TO 30 JUNE 2027

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PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN

MOGALE CITY LOCAL MUNICIPALITY herein represented by **Makhosana Msezana** as the **Municipal Manager** (hereinafter referred to as the Employer or Supervisor)

and

Madikana Thenga as the **Executive Director: Integrated Environmental Management** (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in Terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as the "the Parties".
- 1.2 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.
- 1.3 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B), 57(C) and 57(5) of the Systems Act, Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006 & Local Government: Competency Framework for Senior Managers, 2014.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

- 2.1 Comply with the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;

2026/2027 Performance Management Agreement entered into by and between the Municipal Manager, Makhosana Msezana and the Integrated Environmental Management: Executive Director, Madikana Thenga

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- 2.3 Specify accountabilities as set out in the Performance Management Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Management Agreement and Performance Management Plan as the basis for assessing whether the employee has met the performance expectations applicable to his 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 the Employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **01 JULY 2026** and will remain in force until **30 JUNE 2027**; where after a new Performance Management Agreement, Performance Management Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of the Agreement during February each year. The parties will conclude a new Performance Management Agreement and Performance Management Plan that replaces this Agreement at least once a year by not later 31 July 2026.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above- mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

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4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

4.1.1 The performance objectives and targets that must be met by the Employee; and

4.1.2 The time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target 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 within which the work must be achieved. The weightings show the relative importance of the key objectives to each other (section 26(6) of the Performance Regulation, 2006).

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

5 PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

6 THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS

6.1 The Employee undertakes to actively focus on the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

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6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the performance agreement.

6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Competency Requirements (CRs) (Leading & Core Competencies) respectively.

6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

6.2.3 KPAs covering the main areas of work will account for 80 weighting and CRs will account for 20 weighting of the final assessment.

6.3 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPAs, and will constitute 80 weighting of the overall assessment result as per the weightings agreed to between the employer and Employee:

KEY PERFORMANCE AREAS (KPA'S)	WEIGHTING
Good Governance and Public Participation	20%
Municipal Transformation and Organizational Development	20%
Infrastructure Development and Service Delivery	20%
Local Economic Development	20%
Municipal Financial Viability and Management	20%
Total	100%

6.4 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPAs, and will constitute 80% weighting of the overall assessment result as per the weightings agreed between the Employer and Employee.

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The six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.

LEADING COMPETENCY REQUIREMENTS		WEIGHTS %
Strategic Direction and Leadership	• Impact and influence • Institutional Performance Management • Strategic Planning and Management • Organizational Awareness	15%
Program & Project Management	• Program & Project Planning and Implementation • Service Delivery Management • Program & Project Monitoring & Evaluation	20%
Financial Management	• Budget Planning & Execution • Financial Strategy & Delivery • Financial Reporting & Monitoring	30%
Change Leadership	• Change Vision & Strategy • Process Design & Improvement • Change Impact Monitoring & Evaluation	20%
People Management and Empowerment	• Human Capital Planning & Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management	5%
Governance Leadership	• Policy Formulation • SOP Formulation • Risk and Compliance Management • Cooperative Governance	10%
CORE COMPETENCIES		
Moral Competence		
Planning and Organizing		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Result and Quality Focus		
TOTAL		100%

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7 EVALUATING PERFORMANCE

7.1 The Performance Management Plan (Annexure A) to this Agreement sets out-

7.1.1 The standards and procedures for evaluating the Employee's performance; and

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

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

7.3 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.

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

7.5 The annual performance appraisal will involve:

7.5.1 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 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 CCRs

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

7.5.3 Overall rating

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

- 7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPAs and CRs:

Overall Performance	Rating	Performance Score
Unacceptable Performance Performance does not meet the standard expected for the job. The employee has failed to demonstrate the commitment level expected in the job despite management efforts to encourage improvement.	1	59% and below
Performance 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.	2	60 – 69 %
Performance Fully Effective Performance fully meets the standards expected in all areas of the job	3	70 – 79 %
Performance Significantly Above Expectations / Exceptional Performance Performance is significantly higher than the standard expected in the job.	4	80 – 89 %
Outstanding Performance Performance far exceeds the standard expected of an employee at this level.	5	90 – 100 %

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7.7 For purposes of evaluating the annual performance of the Employee, 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 Mayoral Committee; and
- iv. Municipal Manager from another Municipality.

8 SCHEDULES FOR PERFORMANCE REVIEWS

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

Quarter	Timeline	Date of the Review
First Quarter	July – September 2026	October 2026 - Verbal
Second Quarter	October – December 2026	January 2027
Third Quarter	January – March 2027	April 2027 - Verbal
Fourth Quarter	April – June 2027	July 2027

8.2 The Employer shall keep a record of all formal and informal reviews, including the mid-year review and annual assessment meetings.

8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

8.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

8.5 The Employer may amend the provisions of Annexure "A" whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

9 DEVELOPMENTAL REQUIREMENTS

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

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10. OBLIGATIONS OF THE EMPLOYER

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 Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 10.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 10.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this agreement.

11 CONSULTATIONS

11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

- 11.1.1 A direct effect on the performance of any of the Employee's functions;
- 11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
- 11.1.3 A substantial financial effect on the Employer.

11.2 The Employer agrees to inform the Employee 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 Employee to take any necessary action without delay.

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12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 12.2 A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of performance and the amount payable would be calculated on the following basis:

Performance Rating			Bonus Amount
1.	0% - 59%	Performance Unacceptable	0% of total package
2.	60% - 69%	Performance Not Fully Effective	
3.	70% - 79%	Performance Fully Effective	Remuneration Progression
4.	80% - 89%	Performance Significantly Above Expectations/ Exceptional Performance	• Remuneration Progression • 5% - 9% of Total Package
5.	90% - 100%	Outstanding Performance	• Remuneration Progression • 10% - 14% of total package

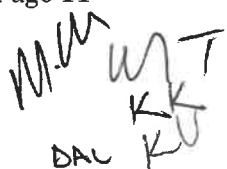
- 12.3 In the case of unacceptable performance, the Employer shall –

- 12.3.1 provide systematic remedial or developmental support to assist the Employee to improve his performance; and
- 12.3.2 after appropriate counseling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his duties.

13 DISPUTE RESOLUTION

- 13.1. 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 provide for, shall be mediated by –
- 13.1.1 The Executive Mayor within thirty (30) days of receipt of a formal dispute from the Employee; or
- 13.1.2 Any other person appointed by the Executive Mayor.
- 13.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

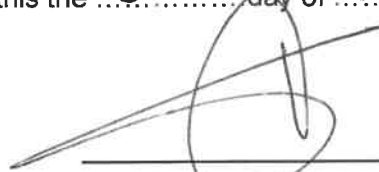



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14 GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 14.2 Nothing in this agreement diminished the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at Kaungasodorp on this the 31 day of July 2026.



MADIKANA THENGA
EXECUTIVE DIRECTOR: INTEGRATED
ENVIROMENTAL MANAGEMENT

AS WITNESSES:

1. Mokolae
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Thus done and signed at Kaungasodorp on this the 31 day of July 2026.

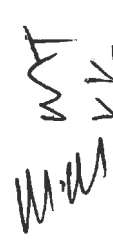
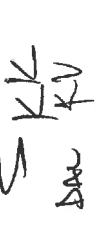


MAKHOSANA MSEZANA
MUNICIPAL MANAGER

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National Outcome 9 Responsive accountable effective and efficient local government system												
Chapter 3: Economy and Employment, Chapter 4: Economic Infrastructure and Chapter 8: Transforming Human Settlements												
To foster a conducive environment for broadbased economic development												
DEPARTMENT: INTEGRATED ENVIRONMENTAL MANAGEMENT												
KPA: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT - 20%												
PLANNING LEVEL	MSCOA PROJECT	WARD TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME / PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	INDIVIDUAL PERFORMANCE MEASUREMENT	RESPONSIBLE PERSON
Executive Director Output	IEM-Kagiso Cemetery Hydro Survey & Drainage Construction	All Wards	% implementation of Kagiso Cemetery Hydro Survey & Drainage Construction project (Phase 2) milestones in line with project plan	10%	Percentage	100%	100%	Q1		Q3: Project Plan, Progress Report, Milestone Certificate including Calculation Schedule Q4: Progress Report, Milestone Certificate including Calculation Schedule	1= 59% and below implementation of planned activities against target set	Executive Director: Integrated Environmental Management
								Q2			2= 60% to 69% of implementation of planned activities against target set	
								Q3	100% implementation of planned activities		3= 100% of implementation of planned activities against target set	
								Q4	100% implementation of planned activities		4= 100% of implementation of planned activities against target set but 1 (one) week before deadline	
											5= 100% of implementation of planned activities against target set but 2 (two) weeks or more before deadline	
Executive Director Output	Waste Management	All Wards	Number of informal settlements provided with refuse removal services	10%	Number	19	19	Q1		Q1 - Q4: SOP, List of informal settlements receiving refuse removal services with GPS Coordinates and Councilor/Ward representative verification service confirmation	1= 12 and below informal settlements provided with refuse removal services against target set	Executive Director: Integrated Environmental Management
								Q2			2= 13 - 18 informal settlements provided with refuse removal services against target set	
								Q3			3= 19 informal settlements provided with refuse removal services against target set	
								Q4			4= 19 informal settlements provided with refuse removal services against target set and 5 informal settlements with established recycling programs	
											5= 19 informal settlements provided with refuse removal services against target set and more than 8 informal settlements with established recycling programs	

PLANNING LEVEL	MSCOA PROJECT	WARD TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME / PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	INDIVIDUAL PERFORMANCE MEASUREMENT	RESPONSIBLE PERSON
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION: 20%												
Executive Director Output	AG Audit Action Plan/s	All Wards	% implementation of AG Audit Action plan/s	10%	%	80%	85%	Q1	–	Q4: OPCA pane	1= Less than 70% implemented	Executive Director: Integrated Environmental Management
								Q2	–		2= 70%-84% implemented	
								Q3	–		3= 85% implemented	
								Q4	85%		4= 86%-95% implemented	
											5= 96%-100% implemented	
Executive Director Output	Risk Management	All Wards	% implementation of departmental mitigation actions on the Strategic Risk Register	10%	%	80%	85%	Q1	–	Q4: Strategic Risk Report	1= Less than 80% implemented	Executive Director: Integrated Environmental Management
								Q2	–		2= 80%-84% implemented	
								Q3	–		3= 85% implemented	
								Q4	85%		4= 86%-95% implemented	
											5= 96%-100% implemented	
KPA: FINANCIAL VIABILITY: 20%												
Executive Director Output	Revenue	All Wards	Total rand value generated through cemeteries, parks and refuse collection	10%	Rand value	R115 million	R120 million	Q1	–	Q4: Annual Departmental Revenue Report	1= Less than R115 million total rand value generated through cemeteries, parks and refuse collection	Executive Director: Integrated Environmental Management
								Q2	–		2= More than R115 million but less than R120 million total rand value generated through cemeteries, parks and refuse collection	
								Q3	–		3= R120 million total rand value generated through cemeteries, parks and refuse collection	
								Q4	R120 million		4= More than R120 million but less than R125 million total rand value generated through cemeteries, parks and refuse collection	
											5= R125 million and more of total rand value generated through cemeteries, parks and refuse collection	
Executive Director Output	Revenue Generation	All Wards	Rand value of external funding sourced	10%	Rand value	R5 million	R50 million	Q1	–	Q4: Proof of Rand value of external funding sourced	1= Less than R20 million value of external sourced	Executive Director: Integrated Environmental Management
								Q2	–		2= R20 million and less than R50 million value of external funding sourced	
								Q3	–		3= R50 million value of external funding sourced	
								Q4	R50 million		4= More than R50 million but less than R60 million value of external funding sourced	
											5= More than R60 million value of external funding sourced	

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PLANNING LEVEL	MSCOA PROJECT	WARD TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME / PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	INDIVIDUAL PERFORMANCE MEASUREMENT	RESPONSIBLE PERSON
KPA: LOCAL ECONOMIC DEVELOPMENT 20%												
Executive Director Output	Job Creation	All wards	No. of Jobs Created in the Implementation of Mogale City Job Creation Initiative in line with CSR Committee Approval	20%	Number	300	350	Q1	–	Q4: Progress reported on the programme implemented	1=Lesser than 199 employment opportunities created in the implementation of the Mogale City Job Creation Initiative in line with the CSR	Executive Director: Integrated Environmental Management
								Q2	–		2= 200 – 299 employment opportunities created in the implementation of the Mogale City Job Creation Initiative in line with the CSR	
								Q3	–		3= 300 employment opportunities created in the implementation of the Mogale City Job Creation Initiative in line with the CSR	
								Q4	300		4=more than 300 but less than 320 employment opportunities created in the implementation of the Mogale City Job Creation Initiative in line with the CSR	
											5= 320 and more employment opportunities created in the implementation of the Mogale City Job Creation Initiative in line with the CSR	
KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT: 20%												
Executive Director Output	Performance Management	All Wards	Number of Managers performance review sessions conducted	10%	Number	2	2	Q1	–	Q2 & Q4: Performance Assessment minutes/agenda and or attendance register	1= No review sessions concluded	Executive Director: Integrated Environmental Management
								Q2	1		2= 1 review session concluded	
								Q3	–		3= 2 review sessions concluded	
								Q4	1		4= Review sessions concluded, 50% of Managers achieved 90% of their planned target	
											5= Review sessions concluded, 50% of Managers achieved 100% of their planned target	
Executive Director Output	Labour disputes	All Wards	No. of days taken to attend to employee grievance within the prescribed timeline	10%	Number	New Target	10 days	Q1	–	Q4: Signed grievance form and Grievance meeting / response and minutes of the meeting	1 = None	Executive Director: Integrated Environmental Management
								Q2	–		2= More than 10 days	
								Q3	–		3= 10 working days	
								Q4	10 days		4= 7 working days/ relationship building meetings	
											5= 5 working days/ no grievances	
Total = 100%												

Signed and Accepted by the Executive Director: Integrated Environmental Management

Madikana Thenga

Approved by the Municipal Manager

Makhosana Msezana

Date:

Date:

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CORE MANAGERIAL COMPETENCIES	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE
Strategic Direction & Leadership	15%	Individual Performance Management Agreements signed with Managers within the Department by 31 August 2026	1= All Performance Management Agreements of Managers within the Department signed after the 30/09/2026	Three (3) 2026/2027 Performance Management Agreements signed with Managers
			2= All Performance Management Agreements of Managers within the Department signed after the 15/09/2026	
			3= All Performance Management Agreements of Managers within the Department signed by the 31/08/2026	
			4= All Performance Management Agreements of Managers within the Department signed by the 20/08/2026	
			5= All Performance Management Agreements of Managers within the Department signed by the 15/08/2026	
Program and Project Management	20%	% Implementation of the Service Delivery Budget and Implementation Plan	1= 59% and below implementation of the SDBIP	2026/2027 SDBIP Quarterly Performance Reports from Monitoring & Evaluation Division, Annual Performance Report
			2= 60-69% implementation of the SDBIP	
			3= 70-79% implementation of the SDBIP	
			4= 80-89% implementation of the SDBIP	
			5= 90-100% implementation of the SDBIP	

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CORE MANAGERIAL COMPETENCIES	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE
Financial Management	10%	% Reduction of Unauthorized Irregular Fruitless (UIF) expenditure	1= 0 - 54% reduction on the UIWFE	Quarterly UIF Report adopted by Council
			2= 55 -64% reduction on the UIWFE	
			3= 65 - 74% reduction on the UIWFE	
			4= 75 - 89% reduction on the UIWFE	
			5= 90 - 100% reduction including no UIWFE expenditure incurred	
Financial Management	10%	% of Opex Budget spent (Bi-Annual)	1= Less than 79%	Quarterly In-Year Monitoring Reports; 1 July 2026 to 30 June 2027 In-year monitoring report
			2= 80 - 89%	
			3= 90 - 95%	
			4= 96 - 98%	
			5= 99 - 100%	
Financial Management	10%	% of Grant / Capex Budget Spent (Bi-Annual)	1= Less than 79%	Quarterly In-Year Monitoring Reports; 1 July 2026 to 30 June 2027 In-year monitoring report
			2= 80 - 89% expenditure	
			3= 90 - 95% expenditure	
			4= 96 - 98% expenditure	
			5= 99 - 100% expenditure	
Change Management	10%	% implementation of monthly management meetings resolutions	1= 59% and below implementation of resolutions	Agenda, Attendance Registers and Resolution meeting register
			2= 60-69% implementation of resolutions	
			3= 70-79% implementation of resolutions	
			4= 80-89% implementation of resolutions	
			5= 90-100% implementation of resolutions	
Change Management	10%	2 Staff Meetings held per year	1= No meeting held	Agenda, Attendance Registers of staff meeting held
			2= 1 meeting held	
			3= 2 meetings held	
			4= 3 meetings held	
			5= 4 meetings held	

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CORE MANAGERIAL COMPETENCIES	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE
People Management and Empowerment	5%	Average time taken to respond to leave requests	1= approved in 5 days	Leave Management Reports/Summary of days taken to approve leave
			2= approved in 4 days	
			3= approved in 3 days	
			4= approved in 2 days	
			5= approved in 1 days	
Governance Leadership	5%	No. of Developed or Revised Policies	1= No policy submitted	Development and Revision of Policies adopted by SMT
			2= 1-5 policies submitted	
			3= 6 policies submitted	
			4= 7 policies submitted	
			5= More than 7 policies submitted	
	5%	No. of SOP developed or Revised	1= No SOP submitted	Development and Revision of SOP signed by the Executive Director
			2= 1-5 SOPs submitted	
			3= 6 SOPs submitted	
			4= 6-7 submitted submitted	
			5= More than 7 submitted submitted	

Signed and Accepted by the Executive Director: Integrated Environmental Management

Madikana Thenga

Date:

31/7/2026

Approved by the Municipal Manager

Makhosana Msezana

Date:

31/07/2026

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SURNAME	THENGA	NAME	MADIKANA			
POSITION	EXECUTIVE DIRECTOR: IEM	REPORT TO	MUNICIPAL MANAGER			
SALARY LEVEL	2	SALARY BAND	S57			
DEPARTMENT	INTEGRATED ENVIRONMENTAL MANAGEMENT	FINANCIAL YEAR	2026/2027			
Competency area to be developed	Specific development objectives (what to achieve)	Competency indicators (evidence of development)	Development activities (self-study, on-the-job, formal-dates and cost)	Support required (e.g. coaching)	Development review and assessment: Training provider	Sign-off review and assessment (Individual, Expert Trainer & Coach)
Change Management	· Change Vision & Strategy · Process Design & Improvement · Change Impact Monitoring & Evaluation	Portfolio of evidence as required by the Training institution.	Short course NQF 6	Training through a service provider	Service provider to be appointed.	Trainer
Program and Project Management	· Program & Project Planning and Implementation · Service Delivery Management. · Program & Project Monitoring & Evaluation · mSCOA implementation aligned to the budgeting process.	Portfolio of evidence as required by the Training institution.	Short course NQF 6	Training through a service provider	Service provider to be appointed.	Trainer
Financial Management	· Standard for Infrastructure Procurement and Delivery Management · Procurement Policy implementation.	Portfolio of evidence as required by the Training institution.	Short course NQF 6	Training through a service provider	Service provider to be appointed.	Trainer
EMPLOYEE SIGNATURE			MM's SIGNATURE			DATE
						31/07/2028

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M.M.
KK
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