

LEKWA LOCAL MUNICIPALITY



2025/2026 PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE LEKWA LOCAL MUNICIPALITY
AS REPRESENTED BY**

**M. JIYANE
ACTING MUNICIPAL MANAGER**

AND

**K. D. NEMAVHIDI
CHIEF FINANCIAL OFFICER**

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 1 JULY 2025 - 30 JUNE 2026

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The **Lekwa Local Municipality** herein represented by **M.Jiyane** in his capacity as Acting Municipal Manager (hereinafter referred to as the **Employer**)

and

K. D. Nemavhidi (Employee of the Lekwa Local Municipality (hereinafter referred to as the **Employee**)).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b)(ii) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement within one (1) month after the beginning of each financial year of the municipality.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the Employee and to communicate to the employer's expectations of the Employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the Employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the Employee; and

- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its Employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **3rd November 2025** and will remain in force until **30th June 2026** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the Employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Competency Requirements (CRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CRs will account for 20% of the final assessment.
- 5.5.4 The total score must be determined using the rating calculator.
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Service Delivery & Infrastructure Development	— %
Municipal Institutional Development and Transformation	5 %
Financial Viability and Management	90 %
Good Governance and Public Participation	5 %
Local Economic Development	— %
Spatial Rationale	— %
Total	100%

- 5.7 In the case of managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the Municipal Manager and the relevant Manager.
- 5.8 The CRs will make up the other 20% of the Employee's assessment score. CRs that are deemed to be most critical for the Employee's specific job should be selected (✓)

from the list below as agreed to between the Employer and Employee. Three of the CRs are compulsory for Municipal Managers:

COMPETENCY REQUIREMENTS FOR EMPLOYEES		
LEADING COMPETENCIES	√	WEIGHT
Strategic Direction and Leadership		5
People Management		5
Program and Project Management		5
Financial Management		5
Change Leadership		5
Governance Leadership		5
CORE COMPETENCIES		
Moral Competence		10
Planning and Organising		5
Analysis and Innovation		10
Knowledge and Information Management		10
Communication		10
Results and Quality Focus		25
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
 - 6.1.1 the standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 the intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 6.5 The annual performance appraisal will involve:
 - 6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**
 - (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
 - (b) An indicative rating on the five-point scale should be provided for each KPA.
 - (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CRs

- (a) Each CR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CR.
- (c) This rating should be multiplied by the weighting given to each CR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CR score.

6.5.3 Overall rating

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

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

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

Level	Terminology	Description	Rating				
			1	2	3	4	5
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 -

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the mayoral;
- 6.7.4 Mayor and/or municipal manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal manager, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the mayoral; and
- 6.8.4 Municipal manager from another municipality.

6.9 The Manager: PMS in the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter	:	July – September 2025 – by end October 2025
Second quarter	:	October – December 2025 – by end January 2026
Third quarter	:	January – March 2026 by end April 2026
Fourth quarter	:	April – June 2025 by end August 2026
Annual Performance Assessment:		To be held at a session after the 4th quarter assessment

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

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

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

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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the Employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

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

- 10.1.1 a direct effect on the performance of any of the Employee's functions;
- 10.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and
- 10.1.3 a substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the total remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

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

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

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

12. DISPUTE RESOLUTION

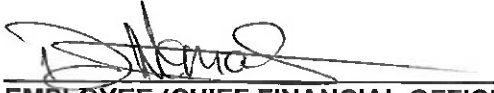
- 12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and / or any other matter provided for, shall be mediated by –
 - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or
 - 12.1.2 any other person appointed by the MEC.
 - 12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the Employee; whose decision shall be final and binding on both parties.
- 12.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments
- 13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Standerton on this the 10 day of December 2025.

AS WITNESSES:

1. 
EMPLOYEE (CHIEF FINANCIAL OFFICER)

2. _____

3. _____

Thus done and signed at Standerton on this the day of 2025.

AS WITNESSES:

1. 
EMPLOYER (ACTING MUNICIPAL MANAGER)

2. _____

3. _____

ANNEXURE “A”

LEKWA LOCAL MUNICIPALITY



**2025/2026
PERSONAL PERFORMANCE PLAN (PPP)**

MADE AND ENTERED INTO BY AND BETWEEN:

**THE LEKWA LOCAL MUNICIPALITY
AS REPRESENTED BY**

**M. JIYANE
ACTING MUNICIPAL MANAGER**

AND

**K. D. NEMAVHIDI
CHIEF FINANCIAL OFFICER**

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 1 JULY 2025 - 30 JUNE 2026

1. Purpose

The performance plan defines the Council's expectations of the senior 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) as reviewed annually.

2. Key responsibilities

The following objects of local government will inform the senior manager's performance against set performance indicators:

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

3. Key Performance Areas

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Service Delivery and Infrastructure Development
- 3.2 Municipal Institutional Development and Transformation
- 3.3 Financial Viability and Management
- 3.4 Good Governance and Public Participation
- 3.5 Local Economic Development
- 3.6 Spatial Rationale

PERFORMANCE PLAN FOR THE CHIEF FINANCIAL OFFICER FOR THE PERIOD: 1st JULY 2025 to 30th JUNE 2026



Signed by the CHIEF FINANCIAL OFFICER

Date: 10/12/2025

Signed and accepted by the ACTING MUNICIPAL MANAGER on behalf of the Employer

Date:

Municipal KPA: Basic Service Delivery and Infrastructure Development

KPI No.	KPI	5 Year Target	2025/2026 SDBIP KPI	Baseline	2025/26 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/ Funding Source	Ward Location/ Regional Identifier	Portfolio of Evidence	Department
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Municipal KPA: Municipal Transformation and Institutional Development

Municipal Priority:

Improved and capable Institution
Customer Care

Improved individual and organizational performance

Municipal employees and councillors trained – compliance and adherence to the approved WSP

Strategic Objective:

Ensure participative, transparent and accountable governance

Impact Statement:

Improved organizational performance

MTDP Target:

A capable, ethical and developmental state

KPI No.	KPI	5 Year Target	2025/2026 SDBIP KPI	Baseline	2025/26 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/ Funding Source	Ward Location/ Regional Identifier	Portfolio of Evidence	Department
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KPI No.	KPI	5 Year Target	2025/2026 SDBIP KPI	Baseline	2025/26 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/ Funding Source	Ward Location/ Regional Identifier	Portfolio of Evidence	Department
33	Number of performance self-scoring reviews submitted	100% senior management with signed performance agreements	Number of performance self-scoring reviews submitted	New KPI	5 performance self-scoring reviews submitted	Q4 2024/2025 performance self-scoring review submitted Annual 2024/25 performance self-scoring review submitted	Q1 2025/26 Performance self-scoring review submitted	Midyear 2025/26 Performance self-scoring review submitted	Q3 2025/26 Performance self-scoring review submitted		OPEX	MP305	Completed performance self-scoring review	All Departments
36	Number of Departmental Meetings held	Number of Top Management formal (minuted) meetings	Number of Departmental Meetings held	New KPI	4 Departmental Meetings held	1 Departmental Meeting held	1 Departmental Meeting held	1 Departmental Meeting held	1 Departmental Meeting held		OPEX	MP305	Notice, Agenda, Minutes	All Departments

Municipal KPA: Spatial Rationale

Municipal Priority:

Integrated human settlements

Strategic Objective:

Provision of sustainable integrated human settlements

Facilitate creation of disaster ready communities

Impact Statement:

Reduced unemployment and poverty

MTDP Target:

KPI No.	KPI	5 Year Target	2025/2026 SDBIP KPI	Baseline	2025/26 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/ Funding Source	Ward Location/ Regional Identifier	Portfolio of Evidence	Department
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Spatial integration, human settlements and local government

KPI No.	KPI	5 Year Target	2025/26 SDBIP KPI	Baseline	2025/26 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/ Funding Source	Ward Location/ Regional Identifier	Portfolio of Evidence	Department
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Municipal KPA: Local Economic Development

Municipal Priority:

Economic growth

Strategic Objective:

Grow local economy by 2-3%

Reduce unemployment rate by 5% over 5 years;

Impact Statement:

Reduced unemployment and poverty

MTDP Target:

Drive inclusive growth and job creation

KPI No.	KPI	5 Year Target	2025/26 SDBIP KPI	Baseline	2025/26 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/ Funding Source	Ward Location/ Regional Identifier	Portfolio of Evidence	Department
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Municipal KPA: Good governance and public participation

Municipal Priority:

Improved audit outcome

KPI No.	KPI	5 Year Target	2025/2026 SDBIP KPI	Baseline	2025/26 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/ Funding Source	Ward Location/ Regional Identifier	Portfolio of Evidence	Department
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Community participation

Strategic Objective:

Enhance and strengthen community participation;

Ensure participative, transparent and accountable governance

Impact Statement:

Enhanced and strengthened community participation

Accountable governance

MTDP Target:

Build a capable, ethical and developmental state

KPI No.	KPI	5 Year Target	2025/2026 SDBIP KPI	Baseline	2025/26 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/ Funding Source	Ward Location/ Regional Identifier	Portfolio of Evidence	Department
118	Number of updated risk mitigation reports submitted	20 RMAFACC meetings held	Number of updated risk mitigation reports submitted	New KPI	12 Updated risk mitigation reports submitted	3 Updated risk mitigation reports submitted	3 Updated risk mitigation reports submitted	3 Updated risk mitigation reports submitted	3 Updated risk mitigation reports submitted		OPEX	MP305	Monthly updated risk mitigation reports submitted	All Departments

KPI No.	KPI	5 Year Target	2025/2026 SDBIP KPI	Baseline	2025/26 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/ Funding Source	Ward Location/ Regional Identifier	Portfolio of Evidence	Department
126	Number of progress reports on implementation of AGSA audit action plan	20 Quarterly reports on AGSA audit action plan implementation	Number of progress reports on AGSA audit action plan implementation	4 Reports	4 Progress reports on AGSA audit action plan implementation	1 Progress report on AGSA audit action plan implementation	1 Progress report on AGSA audit action plan implementation	1 Progress report on AGSA audit action plan implementation	1 Progress report on AGSA audit action plan implementation		N/A	MP305	Quarterly report	All Departments
127	Number of reports on Internal Audit action plan implementation	20 prepared quarterly reports on Internal Audit action plan implementation	Number of progress reports on internal audit action plan implementation	4 Reports	4 Progress reports on internal audit action plan implementation	1 Progress report on internal audit action plan implementation	1 Progress report on internal audit action plan implementation	1 Progress report on internal audit action plan implementation	1 Progress report on internal audit action plan implementation		N/A	MP305	Quarterly report	All Departments
128		Institutionalisation of planning, budgeting, and reporting reforms through MFMA Circular 88	Number of reports on Circular 88 updates submitted	4 Reports	4 Reports on quarterly Circular 88 updates submitted	1 Report	1 Report	1 Report	1 Report		N/A	MP305	Circular 88 updates submission emails	All Departments

Municipal KPA: Financial viability and management

Municipal Priority:

Improve financial viability of the Municipality through the implementation of the Financial Recovery Plan & Financial Long-Term Plan

KPI No.	KPI	5 Year Target	2025/2026 SDBIP KPI	Baseline	2025/26 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/ Funding Source	Ward Location/ Regional Identifier	Portfolio of Evidence	Department
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Strategic Objective:

Generate 100% revenue

Reduce debt by 100%

Ensure a financially viable and sustainable municipality

Impact Statement:

Reduced unemployment and poverty

MTDP Target:

Build a capable, ethical and developmental state

KPI No.	KPI	5 Year Target	2025/2026 SDBIP KPI	Baseline	2025/26 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/ Funding Source	Ward Location/ Regional Identifier	Portfolio of Evidence	Department
134	Improved Revenue Collection	Collection Rate 80%	% collection rate increased	57%	Collection rate increased to 80%	65%	70%	75%	80%		OPEX	MP305	Quarterly reports	Budget & Treasury Office
135		Credible billing data (100% of consumer accounts)	Number of households with data cleansing and analysis undertaken	New KPI	10 000 households with data cleaning and analysis undertaken	2500 households	2500 households	2500 households	2500 households		OPEX	MP305	Quarterly reports	Budget & Treasury Office

KPI No.	KPI	5 Year Target	2025/2026 SDBIP KPI	Baseline	2025/26 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/ Funding Source	Ward Location/ Regional Identifier	Portfolio of Evidence	Department
136		Review of tariff on the system	Number of reviews of tariffs for correct implementation on the financial system	New KPI	2 Reviews of tariffs for correct implementation on the financial system	First Review	Not Applicable for reporting in Q2	Second review	Not Applicable for reporting in Q4		OPEX	MP305	Tariff Report	Budget & Treasury Office
137		70% write off and update on late Estate account	% insolvent late estate in debtors book reduced	New KPI	30% of insolvent late estates in debtors book written off	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	30% of insolvent late estates written off		OPEX	MP305	Quarterly reports	Budget & Treasury Office
138		Reconciliations	Number of reconciliations performed	Improved revenue generation and collection	Number of reconciliations performed	30 reconciliations performed	30 reconciliations performed	30 reconciliations performed	30 reconciliations performed		OPEX	MP305	Quarterly reports	Budget & Treasury Office
139	Number of indigent households registered	6000 registered indigent households	Number of indigent households registered	2156	4500	Report	Report	Report	Report		OPEX	MP305	Quarterly reports	Budget & Treasury Office

KPI No.	KPI	5 Year Target	2025/2026 SDBIP KPI	Baseline	2025/26 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/ Funding Source	Ward Location/ Regional Identifier	Portfolio of Evidence	Department
140	Improved Liquidity Ratio	Cost / Cash Coverage = 6 Months	Monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during a month	0 months (Monthly expenditure R285 462 524 audited 2022/23)	2 months cost coverage	1 month of cost coverage ratio calculated	1 month of cost coverage ratio calculated	2 months of cost coverage ratio calculated	2 months of cost coverage ratio calculated		OPEX	MP305	Quarterly reports	Budget & Treasury Office
141	Reduce outstanding creditors to R 606 Million	Ring Fence Major Creditors under repayment as from 2025 financial year	Reduced outstanding creditors	R606 million in creditors	Reduce outstanding creditors by R 100 Million	R 20 Million reduction	R 20 Million reduction	R 20 Million reduction	R 20 Million reduction		OPEX/EQUITABLE SHARE	MP305	Quarterly reports	Budget & Treasury Office

KPI No.	KPI	5 Year Target	2025/2026 SDBIP KPI	Baseline	2025/26 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/ Funding Source	Ward Location/ Regional Identifier	Portfolio of Evidence	Department
142	Cost Reflective Tariffs	Cost of Supply Study	Reduction in electricity trading service operating deficit	Cost of supply study not undertaken	Reduction in electricity trading service operating deficit through cost of supply study	Not Applicable for reporting in Q1	Undertake cost of supply study	Not Applicable for reporting in Q3	Updated and adjusted electricity tariffs		OPEX	MP305	Cost of Supply Report	Budget & Treasury Office
143	Number of reports on FRP implementation on	Implementation of mandatory financial recovery intervention	Number of reports on FRP implementation	11 FRP reports	12 Reports on FRP Implementation	3 FRP Reports	3 FRP Reports	3 FRP Reports	3 FRP Reports	OPEX		MP305	Monthly FRP Report	All Departments
144	Number of service provider performance Monitoring Reports Prepared	20 Reports on service provider performance monitored	Number of reports on service provider performance monitoring	4 Reports	4 Reports on service provider performance monitoring	1 Report on service provider performance monitored	1 Reports on service provider performance monitoring	1 Reports on service provider performance monitoring	1 Reports on service provider performance monitoring	OPEX		MP305	Quarterly Service provider performance assessment report	All Departments

ANNEXURE “B”

LEKWA LOCAL MUNICIPALITY



**2025/2026
PERSONAL DEVELOPMENT PLAN (PDP)**

MADE AND ENTERED INTO BY AND BETWEEN:

**THE LEKWA LOCAL MUNICIPALITY
AS REPRESENTED BY**

**M. JIYANE
ACTING MUNICIPAL MANAGER**

AND

**K. D. NEMAVHIDI
CHIEF FINANCIAL OFFICER**

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 1 JULY 2025 - 30 JUNE 2026

Personal Development Plan of: K. D. NEMAVHIDI

Compiled on (Date):						
1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard?]	External provider, in line with identified unit standard and not exceeding R 6 000	March 200...	Appraisal of managers reporting to him / her	Senior Manager: Training
2.						
3.						
4.						

Employee's signature: _____

Employer's signature: _____