

**GREATER GIYANI MUNICIPALITY**

**PERFORMANCE AGREEMENT**

**2025/2026**

Greater Giyani Municipality herein represented by

**KHOZA VUSI DUNCAN,**

in his capacity as the Municipal Manager (hereinafter referred to as  
the Employer or Supervisor)

and

**RALIPHADA MASINDI PHILLECENT,**

employee of the Municipality (hereinafter referred to as the  
Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

## 1. Introduction

- 1.1. The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 This agreement does not at all replace the Employment Contract signed between the parties.
- 1.4 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.
- 1.5 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:

- 2.2 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
- 2.3 Specify objectives in terms of the key performance indicators 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
- 2.4 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement
- 2.5 Monitor and measure performance against set targeted outputs
- 2.6 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his job
- 2.7 In the event of outstanding performance, to appropriately reward the employee
- 2.8 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 **1 February 2026** and will remain in force until **30 June 2026** (**provided the employment contract signed with the employer is still in force**) 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
- 3.3 The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than one month after the beginning of each successive financial year
- 3.4 This Agreement will **automatically terminate** on termination of the Employee's contract of employment for any reason
- 3.5 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon
- 3.6 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. Key Performance Areas that the employee should focus on
  - 4.1.2. Core competencies required from employees
  - 4.1.3. The performance objectives, key performance indicators, projects and targets that must be met by the Employee
  - 4.1.4. The time frames within which those performance objectives and targets must be met
- 4.2. The performance objectives, key performance indicators 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

MP U<sup>2</sup>

strategic objectives; key performance indicators, targets, projects and activities that may include dates and weightings. A description of these elements follows:

- 4.2.1. The strategic objectives describe the strategic intent of the organisation that needs to be achieved
- 4.2.2. The performance indicators provide the measurement on how a strategic objective needs to be 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 performance areas, key objectives, key performance indicators to each other
- 4.2.5. The activities are the actions to be achieved within a project

## 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 KPA's (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, Key Performance Areas and core Competency Requirements, 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 (KPA's) and the Core Competency Requirements (CCRs) respectively.
  - 5.5.2. KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
  - 5.5.3. Each area of assessment will be weighted and will contribute a specific part to the total score.
  - 5.5.4. The Employee's assessment will be based on his performance in terms of the key performance indicator outputs / outcomes 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	WEIGHT
1.Spatial Rationale	0%
1.Municipal Transformation and Organisational Development	9%
3. Basic Service Delivery and Infrastructure Development	0%
4. Local Economic Development	0%
5. Municipal Finance Management and Viability	55%
6. Good Governance and Public Participation	36%
<b>TOTAL WEIGHTING</b>	<b>100%</b>

- 5.6. Senior Manager's responsibilities are directed in terms of the abovementioned key performance areas.
- 5.7. The CCRs will make up the other 20% of the Employee's assessment score. The following CCRs are deemed to be most critical for the Employee's specific job.

MP

<b>Core Managerial and Occupational Competencies</b>	<b>Weight</b>
Strategic Direction and Leadership	11%
Financial Management	12%
Change Leadership	7%
Knowledge Management	8%
Problem Solving and Analysis	8%
People Management and Empowerment	6%
Communication	7%
Honesty and Integrity	6%
<b>Core Occupational Competencies</b>	
Interpretation and implementation within the legislative and national policy frameworks	6%
Knowledge of developmental local government	6%
Knowledge of performance management and reporting	6%
Competency in policy conceptualisation, analysis and implementation	6%
Knowledge of more than one functional municipal field/discipline	6%
Competency as required by other national line sector departments	6%
<b>Total percentage</b>	<b>100%</b>

## 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

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 strategic objectives 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) Values on actual performance are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are

*MP UD*

calculated and converted to the 1-5-point scale. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to motivate for higher scores. The panel members have a chance to ask questions regarding

- (c) The final scores are converted to % Performance by making use of COGTA Performance Assessment Rating Calculator

6.5.2. 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 CCR
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score
- (d) The score is translated to a final CCR percentage through COGTA Performance Assessment Rating Calculator (refer to paragraph 6.5.1)

6.5.3. Overall rating

An overall rating is calculated by using the Performance Assessment Rating Calculator whereby a weighting of 80% is applied to KPA performance and a weighting of 20% to CCR's.

6.6. The assessment of the performance of the Employee by panel members will be based on the following rating scale for KPA's and CCRs:

The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:				
5 (167%)	4 (133%-166%)	3 (100%-132%)	2 (67%-99%)	1 (0%-66%)
<b>Outstanding Performance</b>	<b>Performance Significantly Above Expectations</b>	<b>Fully Effective</b>	<b>Not Fully Effective</b>	<b>Unacceptable Performance</b>
Performance far exceeds the standard expected of an employee at this level.	Performance is significantly higher than the standard expected in the job.	Performance fully meets the standards expected in all areas of the job.	Performance is below the standard required for the job in key areas.	Performance does not meet the standard expected for the job.

6.7. For purposes of evaluating the annual performance of the Senior manager, an evaluation panel constituted

of the following persons must be established –

- 6.7.1. Municipal Manager
- 6.7.2. Chairperson of the Performance Audit Committee or a member of the Performance Audit Committee in the absence of the Chairperson of the Performance Audit Committee;
- 6.7.3. Member of the Executive Committee
- 6.7.4. Municipal manager from another municipality; and
- 6.7.5. Member from COGHSTA
- 6.7.6. The manager responsible for human resources of 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 within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

MP

VD

- o First quarter: July – September 2025
- o Second quarter: October – December 2025
- o Third quarter: January – March 2026
- o Fourth quarter: April – June 2026

- 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**

The Employer shall:

- 9.1. Create an enabling environment to facilitate effective performance by the employee
- 9.2. Provide access to skills development and capacity building opportunities
- 9.3. Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee
- 9.4. 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
- 9.5. 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
  - 10.1.3. A substantial financial effect on the Employer
  - 10.1.4. The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 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 all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

% Rating Over Performance %	% Rating Over Performance % Bonus
130 - 133.8	5%
133.9 – 137.6	6%
137.7 – 141.4	7%
141.5 - 145.2	8%
145.3 – 149	9%
150 – 153.4	10%
153.5 – 156.8	11%
156.9 – 160.2	12%

MP

V-D

160.2 – 163.6	13%
163.7 – 167	14%

- 11.3. In the case of unacceptable performance, the Employer shall:
- 11.4. Provide systematic remedial or developmental support to assist the Employee to improve his performance.
- 11.5. 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 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 appointed by the MEC

**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 Giyani on this the 02 day of 02 2026.

**AS WITNESSES:**

- 1. [Signature]
- 2. [Signature]

[Signature]  
 RALIPADA MP  
 EMPLOYEE

**AS WITNESSES:**

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_

[Signature]  
 KHOZA VD  
 MUNICIPAL MANAGER

MPVD

MA d.w



**GREATER GIYANI MUNICIPALITY  
PERFORMANCE PLAN  
CHIEF FINANCIAL OFFICER: RALIPHADA MP  
2025/2026 FY**

**Table of Contents**

1.LEGISLATION
2.STRATEGIC OBJECTIVES
3.KPA 2 : INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT
4.KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY
5.KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION
6.PERFORMANCE WEIGHTINGS PER KEY PERFORMANCE AREAS
7.PERFORMANCE EVALUATION
8.PERFORMANCE ASSESSMENT
9.PERSONAL DEVELOPMENT PLANS (PDP)
10.SIGNATURES

**1.LEGISLATION**

The following legislation governs the development of the SDBIP and Performance management plan and functions within the Budget and Treasury Office.

**a. Legislation Governing the Development of the SDBIP and Performance Contracts of Section 57 Managers**

- Municipal Finance Management Act 56 of 2003 (MFMA), requires municipalities to develop Service Delivery and Budget Implementation Plan (SDBIP) and must be signed by the Mayor within 28 days after the budget has been approved.
- Municipal Systems Act 32 of 2000, requires municipalities to develop Performance Management Plan that must be reviewed quarterly. The performance management plan must be aligned to the IDP and indicate measurable and realistic targets for each Key Performance Indicator.
- Performance Regulations, 2006, for managers reporting to the municipal manager and the municipal manager, outlines the process of the development of Performance agreements. The MFMA, 56 of 2003, further requires that Section 56 manager and municipal manager must develop performance agreement that must be signed by the municipal manager and the Mayor respectively. This Performance plans must be linked to the SDBIP, IDP and Budget.

**b. Legislation Governing the departmental Functions:**

- The Constitution
- The Municipal System Act, 32 of 2000
- The Municipal Structures Act
- Municipal Finance Management Act 56 of 2003
- Performance regulations of 2006

**2.STRATEGIC OBJECTIVES**

Chapter two of the IDP indicates Municipal Strategic Objectives which further indicates what the municipality needs to achieve. These strategic objectives were developed to ensure that all National Key Performance Areas are addressed

Table A: Strategic Objectives are as follows:

KPA		STRATEGIC OBJECTIVES	
1. Spatial Rationale	Integrated spatial and human settlement.	Improved governance and administration	Improved access to sustainable basic services and Promote community well-being and environmental welfare
2. Municipal Transformation and Organisational Development	Improved governance and administration	Integrated Local economy	Sound Financial Management and Viability
3. Basic Service Delivery and Infrastructure Development	Improved governance and administration	Improved governance and administration and Effective Community Participation	
4. Local Economic Development			
5. Municipal Finance Management and Viability			
6. Good Governance and Public Participation			

**KPA 2: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

**KPA 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT: KPA WEIGHT = 9%**

**OUTCOME NINE: RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM**

**OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY**

**STRATEGIC OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION**

No.	Measurable Objective	Programme	Key Performance Indicators/Measurable Objective	Baseline 2024/25	Budget 2025/26	Annual Targets	1st Q Target	2nd Q Targets	3rd Q Targets	4th Q Targets	KPI Weight	Portfolio of Evidence	Dept
1	To advise EXCO on policy matters and make recommendations to EXCO	Council Services	Number of Portfolio Committee Meetings conducted	12 Portfolio Committee Meetings held	Operational	12 Portfolio Committee Meetings conducted by 30 June 2026	3 portfolio committee meetings conducted	3 portfolio committee meetings conducted	3 portfolio committee meetings conducted	3 portfolio committee meetings conducted	50	Notices of Invitations Agenda and Attendance Register	BTO
2	To ensure good governance of ICT	Information Technology	Number of IT Steering Committee Meetings to be attended	4 meetings held	Operational	4 IT Steering Committee meetings attended by 30 June 2026	1 IT Steering Committee meeting attended	1 IT Steering Committee meeting attended	1 IT Steering Committee meeting attended	1 IT Steering Committee meeting attended	50	Invitations, Minutes and Attendance Register	BTO

**6. KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY (HIGHER SDBIP)**

**KPA 5: KPA WEIGHT = 55%**

**STRATEGIC OBJECTIVES: TO SUSTAINABLE BASIC SERVICES AND PROMOTE COMMUNITY WELL-BEING AND ENVIRONMENTAL WELFARE**

No.	Development Objective	Priority Issue/Programme	Key Performance Indicators/Measurable Objective	Baseline 2024/25	Budget 2025/26	Annual Targets	1st Q Target	2nd Q Targets	3rd Q Targets	4th Q Targets	KPI Weight	Portfolio of Evidence	Dept
1	To improve financial management systems to enhance venue base	Revenue Management	Revenue enhancement strategy reviewed and implemented	Revenue enhancement strategy reviewed and implemented	Operational	Revenue enhancement strategy implemented by 30 June 2026	Report on Implementation of Revenue Enhancement Strategy	Report on Implementation of Revenue Enhancement Strategy	Report on Implementation of Revenue Enhancement Strategy	Report on Implementation of Revenue Enhancement Strategy	9.1	Report on Implementation of the Revenue Enhancement Strategy	BTO

Handwritten initials: "MD" and "MP" in the top right corner of the page.

M.A.C.W.

2	To improve financial management systems to enhance revenue base	Budget and Reporting	Draft budget tabled to council	Draft budget was tabled to council	Operational	2026/27 FY Draft budget tabled to council by 31 March 2026	N/A	N/A	Draft budget tabled to council	N/A	9.1	Draft budget and Council Resolution	BTO
3	To improve financial management systems to enhance revenue base	Budget and Reporting	Submit the final budget to council	Final budget was submitted to council	Operational	Final budget for the 2026/27 FY submitted to council by 31 May 2026	N/A	N/A	N/A	Final budget approved by council	9.1	Approved Final budget and Council Resolution	BTO
4	To improve financial management systems to enhance revenue base	Budget and Reporting	Submit the Annual Financial statements to AG	Annual Financial statements compiled and submitted to AG	Operational	2024/25 FY Annual Financial Statements compiled and submitted to AG by 31 August 2025	N/A	N/A	N/A	N/A	9.1	Copy of Annual Financial Statement Financial statements	BTO
5	To improve financial management systems to enhance revenue base	Budget and Reporting	Number of section 71 reports submitted to Treasury within 10 working days after the end of the	12 Section 71 Reports submitted to Treasury	Operational	12 Section 71 Reports submitted to Treasury for the 2025/26 FY	Submit 3 Section 71 reports to Treasury as per legislation	Submit 3 Section 71 reports to Treasury as per legislation	Submit 3 Section 71 reports to Treasury as per legislation	Submit 3 Section 71 reports to Treasury as per legislation	9.1	Proof of submission to Treasury	BTO
6	To improve financial management systems to enhance revenue base	Budget and Reporting	Compile the section 72 report and submit to the Mayor and Treasury on or before 25 January 2025 as per the legislation.	1 Section 72 Report submitted to Mayor and Treasury	Operational	1 Section 72 Report submitted to Mayor and Treasury on or before 25 January 2026.	N/A	N/A	Compile section 72 report and submit to the Mayor and Treasury on or before 25 January 2025 as per the legislation.	N/A	9.1	Sec 72 Report, Mayor's and Treasury acknowledgment of receipt.	BTO
7	To improve financial management systems to enhance revenue base	Supply Chain Management	Number of Quarterly UJF report/ Letter submitted to MEC for local government AGSA	2 Quarterly UJF letters/ report submitted on UJF identified per quarter	Operational	4 Quarterly UJF report/ Letter submitted to MEC for local government and AGSA by 30 June 2026	Submit 1 Quarterly UJF letter/ report on UJF identified to MEC and AGSA	Submit 1 Quarterly UJF letter/ report on UJF identified to MEC and AGSA	Submit 1 Quarterly UJF letter/ report on UJF identified to MEC and AGSA	Submit 1 Quarterly UJF letter/ report on UJF identified to MEC and AGSA	9.1	Proof of submission to MEC and AGSA	BTO
8	To improve financial management systems to enhance revenue base	Supply Chain Management	Number of Quarterly SCM reports submitted to the MM per quarter	4 Quarterly SCM reports submitted to MM	Operational	4 Quarterly SCM reports submitted to MM for the 2025/26 FY by 30 June 2026	Submit 1 SCM report to MM	Submit 1 SCM report to MM	Submit 1 SCM report to MM	Submit 1 SCM report to MM	9.1	Quarterly SCM reports and MM's Acknowledgment of receipt	BTO

9	To improve financial management systems	Asset Management	Number of Quarterly Insurance Report submitted to Risk Management unit	4 Quarterly Insurance reports be submitted to Risk Management Unit	Operational	4 Quarterly Insurance reports submitted to Risk Management Committee for the 2025/26 FY by 30 June 2026	Submit 1 quarterly Insurance report to Risk Management Unit	Submit 1 quarterly Insurance report to Risk Management Unit	Submit 1 quarterly Insurance report to Risk Management Unit	Submit 1 quarterly Insurance report to Risk Management Unit	9.1	Insurance Report & Proof of submission	BTO
10	To improve financial management systems	Asset Management	Number of Quarterly Assets Management Report submitted to MM	4 Quarterly asset report developed	Operational	4 Quarterly Assets management reports to be submitted to MM for the 2025/26 FY by 30 June 2026	Submit 1 quarterly Asset management report to MM	Submit 1 quarterly Asset management report to MM	Submit 1 quarterly Asset management report to MM	Submit 1 quarterly Asset management report to MM	9.1	Asset Management Report and proof of submission	BTO
11	To improve financial management systems to enhance venue base	Asset Management	Number of Asset verification report submitted to MM	1 Asset verification report submitted to MM	Operational	1 Asset verification report submitted to MM for 2025/26 FY by 30 June 2026	N/A	N/A	N/A	1 Assets verification report submitted to MM	9	Signed Asset Verification Report	BTO

**6. KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

**KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION KPA WEIGHT=38%**

**OUTCOME NINE: RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM**

**OUTPUT 8: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL**

**OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY**

No.	Development Objective	Priority Issue/Program	Key Performance Indicators/Measurable Objective	Baseline 2024/25	Budget 2025/26	Annual Targets	1st Q Target	2nd Q Targets	3rd Q Targets	4th Q Targets	KPI Weight	Portfolio of Evidence	Dept
1	To improve financial management systems to enhance venue base	Budget and Reporting	Obtaining Unqualified Audit Opinion with no other matters for the 2025/26 FY	Obtaining Unqualified Audit Opinion	Operational	Obtaining Unqualified Audit Opinion with no other matters for the 30 November 2025	N/A	Obtaining Unqualified Audit Opinion with no other matters for the 2024/25 FY	N/A	N/A	14.28	AGSA Audit Report	BTO

*Handwritten initials/signature*

V.A d/W

2	To develop governance structures and systems that will ensure effective public consultation and organizational discipline	Performance Management	Number of reports (SDBIP, Back to Basics, and Circular 88) submitted to the PMS Unit within 12 calendar days after the end of each quarter	12 Compliance Reports (SDBIP, Back to Basics and Circular 88) submitted to PMS	Operational	12 quarterly reports (SDBIP, Back to Basics, and Circular 88) submitted to PMS by 30 June 2026	Submit 3 quarterly reports (SDBIP, Back to Basics, and Circular 88) to the PMS Unit within 12 calendar days after the end of each quarter	Submit 3 quarterly reports (SDBIP, Back to Basics, and Circular 88) to the PMS Unit within 12 calendar days after the end of each quarter	Submit 3 quarterly reports (SDBIP, Back to Basics, and Circular 88) to the PMS Unit within 12 calendar days after the end of each quarter	14.28	Reports and POEs	BTO
3	To develop governance structures and systems that will ensure effective public consultation and organizational discipline	Risk Management	Number of risk management meetings to be attended	4 risk activities attended	Operational	4 Risk management meeting attended by 30 June 2026	1 Risk management Committee meeting attended	1 Risk management Committee meeting attended	1 Risk management Committee meeting attended	14.28	Minutes and Attendance Register	BTO
4	To develop governance structures and systems that will ensure effective public consultation and organizational discipline	Risk Management	% of total number of risk implemented (Strategic and Operational)	55% (136/236) of risk implemented Strategic and Operational	Operational	100% of total risk implemented (Strategic and Operational) by 30 June 2026	100% of risk implementation plan (Strategic and Operational)	100% of risk implementation plan (Strategic and Operational)	100% of risk implementation plan (Strategic and Operational)	14.29	Updated Risk register.	BTO
5	To develop governance structures and systems that will ensure effective public consultation and organizational discipline	Internal Auditing	% of findings resolved in the AG(SA) Action Plan	14% of findings (7 out of 49) resolved in the AG(SA) Action Plan	Operational	100% of findings resolved (BTO) in the AG(SA) Action Plan by 30 June 2026	100% of findings resolved in the AGSA's Action Plan	50% of findings resolved (BTO) in the AGSA's Action Plan	100% of findings resolved (BTO) in the AGSA's Action Plan	14.29	Updated Audit Action Plan	BTO
6	To develop governance structures and systems that will ensure effective public consultation and organizational discipline	Internal Auditing	Number of Audit and Committee meetings to be attended	9 Audit and Performance Committee meeting held	Operational	4 Audit and Performance Committee meeting attended by 30 June 2026	1 Audit and Performance Committee meeting to be attended	1 Audit and Performance Committee meeting to be attended	1 Audit and Performance Committee meeting to be attended	14.29	Attendance Register, and Minutes	BTO

7	To develop governance structures and systems that will ensure effective public consultation and organizational discipline	Internal Auditing	% of findings resolved in the Internal Audit Action Plan	60.45% of findings (133 out of 220) resolved in the Internal Audit Action Plan	Operational	100% of findings resolved (BTO) in the Internal Audit Action Plan by 30 June 2026	100% of findings resolved (BTO) in the Internal Audit Action Plan	100% of findings resolved (BTO) in the Internal Audit Action Plan	100% of findings resolved (BTO) in the Internal Audit Action Plan	14.29	Updated Audit Action Plan	BTO
---	---	-------------------	--	--	-------------	---	---	---	---	-------	---------------------------	-----

The criterion upon which the performance of the employee must be assessed consists of 2 components both of which must be contained in the performance agreement. The employee will be assessed against both components, with a weight of 80:20 allocated to the Key Performance Areas (KPA's) 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 will account for 20% of final assessment.

Table B: WEIGHTING ON KPAs

KEY PERFORMANCE AREAS	Weight
1. Spatial Rationale	0%
2. Municipal Transformation and Organisational Development	9.00%
3. Basic Service Delivery and Infrastructure Development	0%
4. Local Economic Development	0%
5. Municipal Finance Management and Viability	55.00%
6. Good Governance and Public Participation	36.00%
<b>TOTAL WEIGHTING</b>	<b>100%</b>

**CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)**

Core Managerial and Occupational Competencies	Weight
Strategic Direction and Leadership	11%
Financial Management	12%
Change Leadership	7%
Knowledge Management	8%
Problem Solving and Analysis	8%
People Management and Empowerment	6%
Communication	6%
Honesty and Integrity	6%

**CORE COMPETENCY REQUIREMENT FOR EMPLOYEES(CCR)**

Core Occupational Competencies:	Weight
Interpretation and implementation within the legislative and national policy frameworks	6%
Knowledge of developmental local government	6%
Knowledge of performance management and reporting	6%
Competency in policy conceptualisation, analysis and implementation	6%
Knowledge of more than one functional municipal field/discipline	6%
Competency as required by other national line sector departments	6%
<b>Total percentage</b>	<b>100%</b>

**PERFORMANCE EVALUATION**

Performance evaluation will be done in line with section 23(c) of the Performance Regulation of 2006: Performance Regulation of Managers Reporting to the Municipal Manager and the Municipal Manager.

**10. PERFORMANCE ASSESSMENT**

UD MF

CPA ✓


Score	Definitions
5	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
4	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment 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	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 for the job despite management efforts to encourage improvement.

**11. PERSONAL DEVELOPMENT PLANS (PDP)**

Section 29 of the Performance Regulation of 2006 requires that managers must develop personal Development Plan that must address all gaps and this plan must be part of the performance agreement. This performance is signed in line with the Municipal Finance Management Act 56 of 2003. All s57 Managers are required performance plan and sign performance agreements with the accounting officer. This performance plan serves as an Annexure to the signed Performance Agreement.

**12. SIGNATURES**

SIGNATURE   
 CHIEF FINANCIAL OFFICER  
 RALIPHADZA MP (EMPLOYEE)

  
 MUNICIPAL MANAGER  
 KHOZA VD (EMPLOYER)



**GREATER GIYANI MUNICIPALITY**

**PERSONAL DEVELOPMENT PLAN**

**2025/2026**

Greater Giyani Municipality herein represented by

**KHOZA VUSI DUNCAN,**

in his capacity as the Municipal Manager (hereinafter referred to as the Employer or Supervisor)

**RALIPHADA MASINDI PHILLECENT,**

employee of the Municipality (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

Mp V-D

## **1. INTRODUCTION**

The Aim of the Personal Development Plan (PDP) is to ensure that Employees are skilled to meet Objectives as set out in the Performance Management Agreement as prescribed by legislation. Successful career path planning ensures competent employees for current and possible future positions. It there for identifies, prioritise and implement training needs.

Legislative needs taken into account comes from the Municipal Systems Act Guidelines: Generic senior management competency framework and occupational competency profiles, Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.

## **2. COMPETENCY MODELLING**

The COGTA has decided that a competency development model will consist of both managerial and occupational competencies:

- Managerial competencies should express those competencies which are generic of all management positions.
- Occupational competence refers to competencies which are job/function specific.

## **3. COMPILING THE PERSONAL DEVELOPMENT PLAN ATTACHED AS THE APPENDIX**

The Municipal Manager, in consultation with the employee is to compile a Personal Development Plan.

VD MP

### 1. Suggested training

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
Preparation of Annual financial statements	Attend 1 training by 30 June 2026	Preparation of Annual financial statements training	Training	Within 5 months from employment date	Prepare 9 months and final annual financial statements	Khoza VD

Training needs must be identified with due regard to cost effectiveness and listed in columns.

The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of, amongst others, self-study, internal or external training. provision; coaching and / or mentoring and exchange programmes.


Training must be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine within the municipality whether unit standards have been developed with regard to a specific outcome (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency.

Thus, done and signed at Greeke...Giyani.....on this the 02 day of ..... 02..... 2026.



☺ M.D

AS WITNESSES:

1. 
2. 

  
CHIEF FINANCIAL OFFICER  
RALIPHADA MP

AS WITNESSES:

1. 
2. 

  
MUNICIPAL MANAGER  
KHOZA V