

PERFORMANCE AGREEMENT



Fezile Dabi
District Municipality

Made and entered into by and between:

Mr. Sipho Joseph Thomas (Municipal Manager)

AND

Mrs Gladys Dibueng Ramaboea (Director: Corporate Support Services)

For the period – 01 July 2025 to 30 June 2026

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Page | 1
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4

Table of Contents

1. Introduction.....	3
2. Purpose of this agreement	3
3. Commencement and duration	4
4. Performance objectives	4
5. Performance management system	5
6. Evaluating performance.....	7
7. Schedule for performance reviews	9
8. Developmental requirements	9
9. Obligations of the employer	10
10. Consultation.....	10
11. Management of evaluation outcomes	10
12. Consequences of substandard performance	11
13. Dispute resolution.....	12
14. General.....	12
Annexure A:.....	14
Performance Plan of the Municipal Manager of Fezile Dabi District Municipality.....	14

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PERFORMANCE AGREEMENT ENTERED INTO BY AND BETWEEN:

Fezile Dabi District Municipality herein represented by **Mr Sipho Joseph Thomas** in his capacity as the Municipal Manager (hereinafter referred to as the Employer or Supervisor), and

Mrs Gladys Dibueng Ramaboea, the Director: Corporate Services of the Fezile Dabi District 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 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 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 Systems Act as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her job;

- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 Give effect to the Employee'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 **1st July 2025** and will remain in force until **30th June 2026** where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next quarter or any portion thereof, if applicable.
- 3.2. The parties will review the provisions of this Agreement at the end of each quarter. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least every quarter (if applicable) by not later than the beginning of each successive quarter.
- 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 and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

4.2 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.3 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 agrees to participate in the performance management and development system that the Employer adopts.
- 5.5 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.
- 5.6 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.
- a) The employee must be assessed against both components with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.
 - b) Each area of assessment will be weighted and will contribute a specific part to the total score.
 - c) KPAs covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.
- 5.7 The Employee's assessment will be based on his/her 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 weights agreed to between the Employer and the Employee:

Key Performance Areas (80% of Total)	Weighting
Municipal Transformation and Organizational Development	80
Infrastructure Development and Basic Service Delivery	0
Local Economic Development (LED)	0
Municipal Financial Viability and Management	10
Good Governance and Public Participation	10
Total	100%

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- 5.8 The CMCs will make up the other 20% of the Employee's assessment score. CMCs 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:

No.	LEADING COMPETENCIES		
	Competency Description	Driving Competencies	Weighting
1	Strategic Direction and Leadership	- Impact and influence - Institutional Performance Management - Strategic Planning and Management - Organisational Awareness	20
2	People Management	- Human Capital Planning and Development - Diversity Management - Employee Relations Management - Negotiation and Dispute Management	5
3	Program and Project Management	- Program and Project Planning and Implementation - Service Delivery Management - Program and Project Monitoring and Evaluation	5
4	Financial Management	- Budget Planning and Execution - Financial Strategy and Delivery - Financial Reporting and Monitoring	10
5	Change Leadership	- Change and Vision and Strategy - Process Design and Improvement - Change Impact Monitoring and Evaluation	10
6	Governance Leadership	- Policy Formulation - Risk and Compliance Management - Cooperative Governance	10

No	LEADING COMPETENCIES	Weighting
	Competency Description	
1	Moral Competence	5
2	Planning and Organising	5
3	Analysis and Innovation	10
4	Knowledge and Information Management	5
5	Communication	5
6	Resulting and Quality Focus	10
TOTAL		100
(NB: the sum total of weighted Leading and Core Competencies must always be equals to 100)		

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6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure A) to this Agreement sets out;

- a) The standards and procedures for evaluating the Employee's performance; and
- b) 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 timeframes.

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 shall 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 KPA
- b) An indicative rating on the five-point scale shall 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.

6.5.2 Assessment of CMCs:

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

6.5.3 Overall rating

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

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- b) The assessment of the performance of the employee will be based on the following five-point rating scale for both KPAs and Leading and CMCs:

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

6.6 For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established:-

- 6.1.1 The Municipal Manager
- 6.1.2 Chairperson of the Audit Committee
- 6.1.3 Member of the Mayoral Committee
- 6.1.4 Municipal Manager or Senior Manager from another municipality

7. Schedule for performance reviews

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

Period	Time Frames	Performance Review time lines
1 st Quarter	1 July to 30 September 2025	Not later than 30 October 2025
2 nd Quarter	1 October to 31 December 2025	Not later than 28 February 2026
3 rd Quarter	1 January 2026 to 31 March 2026	Not later than 30 April 2026
4 th Quarter	1 April 2026 to 30 June 2026	Not later than 30 September 2026

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

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

7.3 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.

7.4 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 part of the attached **Annexure A**.

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

10. Consultation

10.1 The Employer agree 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.

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 between 5% and 14% of all-inclusive annual remuneration package may be paid to the employee in recognition of outstanding performance to be constituted as follows:

11.2.1 The second performance bonus (cash rewards) payment band ranges between 10% and 14% of the all-inclusive remuneration package, as follows:

- (i) A score of 130% -138% to qualify for 5% bonus;
- (ii) A score of above 138%-148% to qualify for 7% bonus;
- (iii) A score of above 148%-149% to qualify for 9%.

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11.2.2 The second performance bonus (cash rewards) payment band ranges between 10% and 14% of the all-inclusive remuneration package, as follows:

- (i) A score of 150% - 155% to qualify for 10% bonus;
- (ii) A score of above 155% - 160% to qualify for 13% bonus;
- (iii) A score of above 160% to qualify for 14% bonus.

11.3 The performance achievement ranging between 100% and 129% shall be regarded as performance that 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. This will imply that 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. **This category of performance shall not be rewarded.**

11.4 In the case of unacceptable performance, the Employer shall;

11.4.1 provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

11.4.2 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 or her duties.

12. Consequences of substandard performance

12.1 A level of performance achievement of below 60% shall warrant the employer to execute corrective measures that may include disciplinary measures due to incapacity.

12.2 Should the employee score below 130%, the employer, together with the employee shall develop a Remedial and Developmental Support Plan within 30 days of the Mid-Year Performance Review to assist the employee to improve performance. The design of the plan will be such that there should be performance improvement within 6 months of its implementation.

12.3 The plan will clearly specify that there should be performance improvement within 6 months of its implementation, and will also outline the responsibilities of the employer as well as the responsibilities of the employee with regard to its implementation.

12.4 If after 6 months, during the end-year performance review, the employee concerned still achieves a score of less than 60% and the employer has evidence or proof that it met its responsibilities in terms of implementing the remedial and developmental support plan, the employer will

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consider steps to terminate the contract of the employee on the grounds of poor performance or operational incapacity.

13. Dispute resolution

13.1 Any dispute 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:

13.1.1 The MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or

13.1.2 Any person appointed by the MEC;

13.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A must be made available to the public by the Employer.

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the employee in terms of his/her contract of employment, or effects of existing or new regulations, circulars, policies, directives of other instruments.

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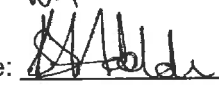
Thus done and signed at SASOLBURG this 22nd day of July 2025

Employee:

Signature:  Name Print: GLADYS DIBUENG RAMABOEAE

Witnesses:

1. Signature:  Name Print: PETRONELLA MAPULE MABULA

2. Signature:  Name Print: DUDUZILE MAKHANDA

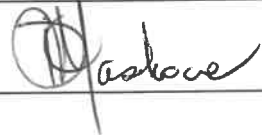
For and on behalf of Fezile Dabi District Municipality:

Employer:

Signature:  Name Print: SIPHO JOSEPH THOMAS

Witnesses:

1. Signature:  Name Print: YASMEEN SEKULISA

2. Signature:  Name Print: Kadeo Masekane

Annexure A:

Performance Plan of the Municipal Manager of Fezile Dabi District Municipality

1. Purpose

The performance plan defines the Council's expectations of the Employee's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. Key responsibilities

The following objects of local government will inform Employee'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 Municipal Transformation and Organisational Development.
- 3.2 Infrastructure Development and Service Delivery.
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

This plan consists of the following 4 parts:

- 1) Key Performance Areas (KPA)s schedule, detailing key objectives and their related performance indicators, weightings and target dates
- 2) A Competency Requirements (CR) schedule, setting out Leading and Core Competencies
- 3) Personal Development Plan (PDP), for addressing developmental gaps
- 4) Record of assessment meetings (Control Sheet)

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1. Key Performance Areas schedule, details key objective and their related performance indicators, weightings and target dates

Key Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target		Assessment Score Level 5 - 1	Motivation for exceptional performance	Corrective Action for under performance
						Time frames	Quantity			
KPA 1: Municipal Transformation and Organisational Development	80	1.1	To ensure retention of adequately skilled and experience employees.	Percentage retention of Senior Managers	APR 2024/2025 FY	1 July 2025 – 30 June 2026	80% of Senior Management are retained by 30 June 2026			
		1.2	To ensure retention of adequately skilled and experienced employees.	Percentage retention of Level 1 – 3 Managers by 30 June 2026	APR 2024/2025 FY	1 July 2025 – 30 June 2026	80 % of Level 1 – 3 Managers are retained by 30 June 2026			
		1.3		Percentage retention of Level 4 – 14 Managers by 30 June 2026	APR 2024/2025 FY	1 July 2025 – 30 June 2026	80 % of Level 4 – 14 Managers are retained by 30 June 2026			

Key Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target		Assessment Score Level 5 - 1	Motivation for exceptional performance	Corrective Action for under performance
						Time frames	Quantity			
		1.4	To maintain sound labour relations so as to minimise labour disputes and improve efficiency in work.	Percentage reduction in disputes filed by employees due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and institutional policies pertaining to labour relations by 30 June 2026	APR 2024/2025 FY	1 July 2025 – 30 June 2026	Nil / Zero disputes filed by employees due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and institutional policies pertaining to labour relations by 30 June 2026.			
		1.5		Number of Quarterly reports on the performance of the Local Labour Forum (LLF)	APR 2024/2025 FY	1 July 2025 – 30 June 2026	Four Quarterly reports on the performance of the Local Labour Forum (LLF) prepared and submitted to council by 30 June 2026.			
		1.6	To maintain sound labour relations so as to minimise labour disputes and improve efficiency in work.	Number of Human Resource related policies reviewed 2025.	APR 2024/2025 FY	1 July 2025 – 30 June 2026	Four Human Resource related policies reviewed and submitted for approval by Council by 31 May 2026 when there are amendments to legislation.			
		1.7		Number of quarterly case management	New KPI	1 July 2025 – 30 June 2026	Four quarterly case management report developed and			

Key Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target		Assessment Score Level 5 - 1	Motivation for exceptional performance	Corrective Action for under performance
						Time frames	Quantity			
		1.8	relations so as to minimise labour disputes and improve efficiency in work.	report developed and submitted to Council			submitted to Council by 30 June 2026			
			Improve administrative and financial capability of the municipality.	Percentage increase in the number of Auditor-General's findings relating to financial management, leadership, predetermined objectives and other matters addressed	Audit report for 2024/2025 FY	1 July 2025 – 30 June 2026	80% of Auditor-General's findings relating to financial management, leadership, predetermined objectives and other matters addressed by 30 June 2026.			
		1.9	Improve administrative and financial capability of the municipality.	Number of quarterly internal (SHREQ) compliance reports with indicators of highest level of compliance with all applicable SHREQ legislation	APR 2024/2025 FY	1 July 2025 – 30 June 2026	Four quarterly internal (SHREQ) compliance reports with indicators of highest level of compliance with all applicable SHREQ legislation prepared and submitted by 30 June 2026.			
				Number of reviewed PDP per departments	APR 2024/2025 FY	1 July 2025 – 30 June 2026	141 PDPs reviewed for all departments by 30 June 2026.			
		1.10		100% implementation of the WPSP approved by the training committee.	APR 2024/2025 FY	1 July 2025 – 30 June 2026	100% implementation of the WPSP approved by the training committee by 30 June 2026.			
		1.11		Number of annual reports and plans reviewed & submitted to LGSETA	APR 2024/2025 FY	1 July 2025 – 30 June 2026	One annual report and an attendant plan reviewed & submitted to LGSETA by 30 April 2026 viz: Workplace Skills Plan (WSP),			
		1.12	Improve administrative and financial capability of the municipality.		APR 2024/2025 FY	1 July 2025 – 30 June 2026				

Key Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target		Assessment Score Level 5 - 1	Motivation for exceptional performance	Corrective Action for under performance
						Time frames	Quantity			
							Annual Training Report (ATR), and Professional, Vocational, Technical & Academic Learning (PIVOTAL).			
		1.13	Improve administrative and financial capability of the municipality.	Number of WSP monthly monitoring and implementation reports submitted to LGSETA within 7 days after the end of each month	APR 2024/2025 FY	1 July 2025 – 30 June 2026	12 WSP monthly monitoring and implementation reports submitted to LGSETA within 7 days after the end of each month by 30 June 2026.			
		1.14	Improve administrative and financial capability of the municipality.	A number of annual employee-wellness programme developed Number of quarterly wellness activity conducted	APR 2024/2025 FY	30 September 2025, 31 December 2025, 31 March 2026, 30 June 2026	One annual employee-wellness programme developed by 1 July 2025, Four quarterly wellness activities conducted by 30 June 2026.			
		1.15	Improve administrative and financial capability of the municipality.	Percentage implementation of Council resolutions by various officials and political office bearers, Number of monthly reports on the implementation of Council resolution	APR 2024/2025 FY	1 July 2025 – 30 June 2026	100% implementation of Council resolutions by various officials and political office bearers by 30 June 2026 as per the Resolution Register 12 monthly reports on the implementation of implementation of Council resolutions submitted to Council by 30 June 2026.			

Key Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target		Assessment Score Level 5 - 1	Motivation for exceptional performance	Corrective Action for under performance
						Time frames	Quantity			
KPA 4: Financial Management & Viability		1.16		Number of organisational annual leave plan for each financial year submitted to Human Resource Management unit	APR 2024/2025 FY	30 September 2026	One organisational annual leave plan submitted to Human Resource Management unit by 30 September 2026			
		1.17	Improve administrative and financial capability of the municipality.	Prepared and submitted organisational annual leave plan for 2025/26 to Human Resource Management unit by 30 September 2025.	APR 2024/2025 FY	1 July 2025 – 30 June 2026	Number of organizational annual leave plan for 2025/26 prepared by 30 September 2025.			
		4.1	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Total Capital Expenditure as a percentage of Total Capital Budget	New KPI	1 July 2025 – 30 June 2026	100% Capital Expenditure as a percentage of Total Capital Budget by June 2026			
		4.2		% reduction in repeat audit findings	New KPI	1 July 2025 – 30 June 2026	80% reduction in repeat audit findings by June 2026			
		4.3		Percentage reduction of the amount of unauthorized, irregular and fruitless & wasteful expenditure incurred due to non-compliance to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA	Audit report for 2024/2025 FY	1 July 2025 – 30 June 2026	50% reduction of the amount of UIFWs not complying to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2026			
		4.4	To secure sound financial management practices that enhance financial viability & compliance with	Amount of unauthorised, irregular and fruitless & wasteful expenditure incurred	New KPI	1 July 2025 – 30 June 2026	Nil / Zero amount of unauthorized, irregular and fruitless & wasteful expenditure			

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Key Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target		Assessment Score Level 5 - 1	Motivation for exceptional performance	Corrective Action for under performance
						Time frames	Quantity			
			the requirements of MFMA & other relevant legislation	due to non-compliance by all departments to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA			incurred due to non-compliance by all departments to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2026			
KPA 5: Good Governance & Public Participation		5.1	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Number of Corporate Support Services Forum meetings convened.	APR 2024/2025 FY	1 July 2025 – 30 June 2026	Four Corporate Support Services Forum meetings convened by 30 June 2026.			

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Leading and Core Competencies	Weighting	Description/Definition	Comments/Observations	Rating			
Leading Competencies (All compulsory)							
Strategic Direction and Leadership	20	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		1Q	2Q	3Q	4Q
People Management	5	Effectively manage, inspire and encourage people, respect and diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives					
Program and Project Management	5	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives					
Financial Management	10	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner					
Change Leadership	10	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community					
Governance Leadership	10	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualism of relevant policies and enhance cooperative governance relationships					
Core Competencies (All Compulsory)							
Moral Competence	5	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence		1Q	2Q	3Q	4Q
Planning and Organising	5	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency to plans to manage risk					
Analysis and Innovation	10	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives					

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Knowledge and Information Management	5	Able to promote the generation and sharing of knowledge and information through various process and media, in order to enhance the collective knowledge base of local government							
Communication	5	Able to share information, Knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively							
Resulting and Quality Focus	10	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.							

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FEZILE DABI DISTRICT MUNICIPALITY CROSS CUTTING KEY PERFORMANCE INDICATORS

GOVERNANCE							
LEGISLATIVE KPAS	BASIC SERVICE DELIVERY AND GOOD GOVERNANCE AND PUBLIC PARTICIPATION		IDP KPA	GOOD GOVERNANCE		KPA No (No in the IDP e.g.3	
OUTCOME	KPI	TARGET	1 ST BIENNIAL REPORT	ANNUAL FINAL REPORT	MOTIVATION FOR PERFORMANCE UNDER AND EXCEPTIONAL PERFORMANCE	Assessment Score	
						1	2 3 4 5
Ensure good governance and effective management of the city	% spent on the municipality's capital budget	95% capex spend	50% capex spend	95% capex spend			
	Percentage coordination of the implementation of 3 rd Generation DDM One Plan for Fezile Dabi	30% coordination of the implementation of 3 rd Generation DDM One Plan for Fezile Dabi	30% implementation of identified catalytic projects by 31 December 2025 Developed 1 st Q Progress Report on the implementation of catalytic projects	30% Percentage coordination of the implementation of 3 rd Generation DDM One Plan for Fezile Dabi			
	% Annual procurement plan concluded and implemented as it relates to the department	100% implementation of annual procurement plan of the department	50% implementation of annual procurement plan of the department	100% implementation of annual procurement plan of the department			
	% implementation of audit plan to address audit issues related to the department	100% implementation of audit plan to address audit issues related to the department	50% implementation of audit plan to address audit issues related to the department	100% implementation of audit plan to address audit issues related to the department			
Ensure good governance and	Number of reviewed PDP per departments	Forty-two reviewed PDP per departments	Twenty-one reviewed PDP per departments	Forty-two reviewed PDP per departments			
	Provision of inputs into the municipality's planning	Provision of inputs into the municipality's planning	Provision of inputs into the municipality's planning	Provision of inputs into the municipality's			

GOVERNANCE						
LEGISLATIVE KPAS	BASIC SERVICE DELIVERY AND GOOD GOVERNANCE AND PUBLIC PARTICIPATION			IDP KPA	GOOD GOVERNANCE	
OUTCOME	KPI	TARGET	1 ST BIENNIAL REPORT	ANNUAL FINAL REPORT	MOTIVATION FOR PERFORMANCE UNDER AND EXCEPTIONAL PERFORMANCE	KPA No (No in the IDP e.g.3)
						Assessment Score
						1 2 3 4 5
effective management of the city	processes (IDP and risk management) within stipulated time frames and in line with quality requirements	processes and risk management 2 weeks earlier than stipulated time frames and in line with quality requirements	processes and risk management 2 weeks earlier than stipulated time frames and in line with quality requirements	planning processes and risk management 2 weeks earlier than stipulated time frames and in line with quality requirements		
	Identification and management of strategic risks	100% management and mitigation of identified strategic risks	100% management and mitigation of identified strategic risks	100% management and mitigation of identified strategic risks		
	% Compliance with the municipality's system of delegation policy	100% compliance with the municipality's system of delegation policy	100% compliance with the municipality's system of delegation policy	100% compliance with the municipality's system of delegation policy		
	% increase in implementation of the municipality's SDBIP	100% implementation of the municipality's SDBIP	100% implementation of the municipality's SDBIP	100% implementation of the municipality's SDBIP		
	% implementation of employment equity targets set for OMM in the municipality's employment equity plan	100% implementation of employment equity targets set for department in the municipality's employment equity plan	50% implementation of employment equity targets set for department in the municipality's employment	100% implementation of employment equity targets set for department in the municipality's employment equity plan		
	To recommend and ensure implementation of internal controls, procedures and systems for good governance, prudent financial management and effective service delivery	100% compliance with statutory prescripts	100% compliance with statutory prescripts	100% compliance with statutory prescripts		

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GOVERNANCE						
LEGISLATIVE KPAS	BASIC SERVICE DELIVERY AND GOOD GOVERNANCE AND PUBLIC PARTICIPATION		IDP KPA	GOOD GOVERNANCE		KPA No (No in the IDP e.g.3)
OUTCOME	KPI	TARGET	1 ST BIENNIAL REPORT	ANNUAL FINAL REPORT	MOTIVATION FOR PERFORMANCE UNDER AND EXCEPTIONAL PERFORMANCE	Assessment Score
	in compliance with statutory prescripts					1 2 3 4 5
	Amount of unauthorised, irregular and fruitless & wasteful expenditure incurred due to non-compliance by all departments to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA	Nil / Zero amount of unauthorised, irregular and fruitless & wasteful expenditure incurred due to non-compliance by all departments to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2026	Nil / Zero amount of unauthorised, irregular and fruitless & wasteful expenditure incurred due to non-compliance by all departments to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2026	Nil / Zero amount of unauthorised, irregular and fruitless & wasteful expenditure incurred due to non-compliance by all departments to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2026		

Signed and accepted by Employee: 

Date: 22 July 2025

Signed and accepted by (Municipal Manager) on behalf of Council: 

Date: 22 July 2025

1. PERSONAL DEVELOPMENT PLAN

Employee's Name: GD Ramaboea Employee Number: _____

Job Title: Director Corporate Support Services Department: CSS

Manager: S. Thomas Date: _____

Development need	Activity	When	Learning Outcome	Impact
Finance for non-financial managers	Skills programme	2025/26	Enhance financial Management	
Systems thinking and problem solving.	Skills programme	2025/26	Enhanced capacity for strategic thinking, innovation, and evidence-based policy implementation.	
Leading and managing organisational Change in the Public Sector.	Skills programme	2025/26	Enhanced ability to lead organisational transformation and innovation. Managing resistance and fostering a culture of adaptability in local governance	
Information Management and Data-Driven Decision-Making	Certificate	2025/26	- Collect, analyse, and interpret data to inform policy formulation and resource allocation. - Promote a culture of evidence-based decision-making within the municipality - Ensure compliance with data protection standards while enhancing transparency	
Strategic leadership and change management	Skills programme	2025/26	Strengthening oversight, strategic direction, accountability, and ethical leadership	Developmental, ethical and accountable Local Government
Leading High-Performance Teams	Skills programme	2025/26	- Demonstrate an understanding of the key characteristics and dynamics of high-performance teams. - Apply advanced leadership strategies to inspire, align, and empower teams towards achieving strategic goals.	

Performance Agreement 2025/26 Mrs. Ramaboea

Page | 27


 G.D.R. Ramaboea
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Woman in leadership	Certificate	2025/26	- Understand the unique challenges and opportunities faced by women in leadership roles within the public and private sectors. - Apply inclusive leadership principles to foster equity, diversity, and empowerment in the workplace.	
Cyber security governance	Certificate	2025/26	Identify and manage cybersecurity threats and digital risks in municipal systems	
Knowledge and Records Management in Municipalities	Certificate	2025/26	- Understand and apply the principles of records lifecycle management in a municipal context. - Implement document control systems to ensure accuracy, accessibility, and security of municipal records. - Comply with legislative frameworks including the Promotion of Access to Information Act (PAIA) and the Protection of Personal Information Act (POPIA). - Develop and maintain effective records classification systems and retention schedules - Ensure proper archiving and disposal practices in accordance with national and municipal standards.	
Municipal ICT Governance and Risk Management	Certificate	2025/26	- Formulate and implement ICT policies and standard operating procedures. - Manage digital infrastructure and assets to support effective service delivery. - Conduct ICT risk assessments and integrate them into broader municipal risk management frameworks.	

Signed and accepted by Employee: GLADYS DIBUENG RAMABOEA Date: **22 July 2025**

Signed and accepted by (Municipal Manager) on behalf of Council: _____ Date: **22 July 2025**

2. RECORD OF ASSESSMENT MEETINGS (CONTROL SHEET)

Employee's Name: G D Ramaboea Employee Number: _____
 Job Title: Director Corporate Support Services Department: Corporate Support Services
 Manager / Immediate Superior: S. Thomas Date: _____

Date of assessment	Employee's view on differences of assessment	Comments of the Employer	Action to be taken any (feedback to be given to employee)
Q1:			
Q2:			
Q3:			
Q4:			
Additional review:			
Signed and accepted by (Employee):			Date: 22 July 2025
Signed and accepted by (Municipal Manager) on behalf of Council:			Date: 22 July 2025

Handwritten notes:
 G.D.R. T.H.E. C.D. S. V.
 (with a large 'V' mark)

(Signature Page)

Thus done and signed at SASOLBURG this 22ND day of July 2025

EMPLOYEE:

Signature:  Name Print: GLADYS DIBEENG RAMABOEAE

WITNESSES

1. Signature:  Name Print: PETRONELLA MAPULE MABULA

2. Signature:  Name Print: DUDUZILE NAKHANDA

FOR AND ON BEHALF OF FEZILE DABI DISTRICT MUNICIPALITY

Signature:  Name Print: SIPHO JOSEPH THONATS

WITNESSES

1. Signature:  Name Print: YASMEEN SEKULISA

2. Signature:  Name Print: Cedric Mphahlele