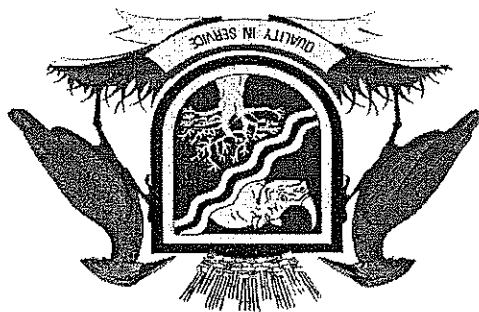


VHEMBE DISTRICT MUNICIPALITY



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE MUNICIPALITY OF VHEMBE DISTRICT

AS REPRESENTED BY THE MUNICIPAL MANAGER

Ms. NDOU TSHIMANGADZO SYLVIA

AND

Ms. TSHIVHINDA MUFUNWA

THE EMPLOYEE OF THE MUNICIPALITY

AS GENERAL MANAGER, DEVELOPMENT PLANNING

FOR THE

FINANCIAL YEAR (PERIOD OF AGREEMENT): 1 JULY 2022 – 30 JUNE 2023

ENTERED INTO BY AND BETWEEN:

The Vhembe District Municipality herein represented by Ms. Ndou Tshimangadzo Sylvia in her capacity as Municipal Manager of Vhembe District Municipality (hereinafter referred to as the Employer or Supervisor) and Ms. Tshivhinda Mufunwa as Employee (General Manager – Development Planning) of Vhembe (hereinafter referred to as the Section 57 manager).

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 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

2.1 Comply with the provisions of Section 57(1)(b),(4A) and (5) of the Systems Act as well 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

2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.	3. DELIVERY
3.1 This Agreement will commence on the <u>01 July 2022</u> and will remain in force until <u>30 June 2023</u> where after a new Performance Agreement, Performance Plan and if applicable a 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	Page 3 of 46

6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's), Leading Competencies, Core Managerial Competencies (CMC's) and the Eight Batho Pele Principles respectively.

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

6.1 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPA's) (including special projects relevant to the employee's responsibilities) within the local government framework.

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

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

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.

5.1 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. PERFORMANCE MANAGEMENT SYSTEM

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

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

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.

		• Process Design and Improvement • Change Impact Monitoring and Evaluation	
6	Governance	• Policy Formulation • Risk and Compliance Management • Cooperative Governance	6
7	CORE COMPETENCIES		
8	Moral Competence		5
9	Planning and Organising		5
10	Analysis and Innovation		5
11	Knowledge and Information Management		5
12	Communication		5
13	Results and Quality Focus		5
	EIGHT BATHO-PELE PRINCIPLES		
14	Consultation		4
15	Service Standards		4
16	Access		3
17	Courtesy		3
18	Information		4
19	Openness and Transparency		4
20	Redress		4
21	Value for Money		4
	TOTAL		100

6.5. Competency Descriptions

Leading Competencies

Cluster	Leading Competencies	Competency Name	Competency Definition
		Strategic Direction and Leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate
ACHIEVEMENT LEVELS			
BASIC			• Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate • Describe how specific tasks link to institutional strategies but has limited influence in directing strategy
COMPETENT			• Give direction to a team in realising the institution's strategic mandate and set objectives • Has a positive impact and influence on the morale, engagement and participation of team members
ADVANCED			• Evaluate all activities to determine value and alignment to strategic intent • Display in-depth knowledge and understanding of strategic planning • Align strategy and goals across all functional areas
SUPERIOR			• Structure and position the institution to local government priorities • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework

• Has a basic understanding of institutional performance and guide strategy implementation • Assist in defining performance measures to monitor the progress and effectiveness of the institution • Consistently challenge strategic plans to ensure relevance • Understand institutional structures and political factors, and the consequences of actions Empower others to follow strategic direction and deal with complex situations • Guide the institution through complex and ambiguous concern • Use understanding of power relationships and dynamic tensions to manoeuvre among key players to frame communications and develop strategies, positions and alliances	• Develop actions plans to execute and guide strategy implementation • Assist in defining performance measures to monitor the progress and effectiveness of the institution • Displays an awareness of institutional structures and political factors • Effectively communicate barriers to execution to relevant parties • Provide guidance to all stakeholders in the achievement of the strategic mandate • Understand the aim and objectives of the institution and relate it to own work	• Actively define performance measures to monitor the progress and effectiveness of the institution • Consistently challenge strategic plans to ensure relevance • Understand institutional structures and political factors, and the consequences of actions Empower others to follow strategic direction and deal with complex situations • Guide the institution through complex and ambiguous concern • Use understanding of power relationships and dynamic tensions to manoeuvre among key players to frame communications and develop strategies, positions and alliances	• Hold self-accountable for strategy execution and results • Provide impact and influence through building and maintaining strategic relationships • Create an environment that facilitates loyalty and innovation Display a superior level of self-discipline and integrity in actions • Integrate various systems into a collective whole to optimise institutional performance • Uses understanding of competing interests to manoeuvre successfully to a win/win outcome
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Cluster	Leading Competencies	Competency Name	Competency Definition	ACHIEVEMENT LEVELS		
		People Management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objective			
				BASIC	COMPETENT	ADVANCED
						SUPERIOR
						• Develop and incorporate best practice people management processes, approaches and tools across the institution • Identify ineffective team and work processes and recommend remedial interventions • Recognise and reward effective and
						• Participate in team goal-setting and problem solving • Interact and collaborate with people of diverse backgrounds • Aware of guidelines for nature of others and support the diverse

employee development, but requires support in implementing development initiatives	be aware of the benefits of a diverse approach • Effectively delegate tasks and empower others to increase contribution and execute functions optimally • Apply relevant employee legislation fairly and consistently • Facilitate team goal-setting and problem-solving • Effectively identify capacity requirements to fulfill the strategic mandate	desired behaviour • Provide mentoring and guidance to others in order to increase personal effectiveness • Identify development and learning needs within the team • Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism • Inspire a culture of performance excellence by giving positive and constructive feedback to the team • Achieve agreement or consensus in adversarial environments • Lead and unite diverse teams across divisions to achieve institutional objectives	discipline, responsibility and accountability • Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution • Develop comprehensive integrated strategies and approaches to human capital development and management • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management
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- Understand the rational of projects in relation to the institution's strategic objectives - Document and communicate factors and risk associated with own work - Use results and approaches of successful project implementation as guide	- Find a balance around expectations and create clarity - Identify deliverables quality of - Identify appropriate project resources to facilitate the effective completion of the deliverables - Comply with statutory requirements and apply policies in a consistent manner - Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation	- Modify requirements and resource and resource - budget when required without compromising the quality and objectives of the project - Involve top-level authorities and relevant stakeholders in seeking project buy-in - Identify and apply contemporary project management methodology - Influence and motivate project team to deliver exceptional results - Monitor policy implementation and apply procedures to manage risks	- scope projects accordingly to realise institutional objectives - Consider and initiate projects that focus on achievement of the long-term objectives - Influence people in positions of authority to implement outcomes of projects - Lead and direct translation of policy into workable actions - Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed
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Cluster	Competency Name	Competency Definition	ACHIEVEMENT LEVELS			
	Leading Competencies	Financial Management	all financial transactions are managed in an ethical manner			
		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				
			BASIC	COMPETENT	ADVANCED	SUPERIOR
			• Understand basic financial concepts and methods as they relate to institutional processes and activities • Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	• Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate • Assess, identify and manage financial risks • Assume a cost saving approach to	• Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility • Prepare budgets that are aligned to the strategic objectives of	• Develop planning tools to assist in evaluating and monitoring future expenditure trends • Set budget frameworks for the institution • Set strategic direction for the institution on

• Understand the importance of financial accountability • Understand the importance of asset control	• Prepare financial reports based on specified formats • Consider and understand the financial implications of decisions and suggestions that • Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	• Address complex budgeting and financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management practices • Advise on policies and procedures regarding asset control • Promote National Treasury's regulatory framework for Financial Management	• Build and nurture partnerships to improve financial management and achieve financial savings • Actively identify and implement new methods to improve asset control • Display professionalism in dealing with financial data and processes
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Cluster	Leading Competencies	Competency Name	Competency Definition	ACHIEVEMENT LEVELS			
		Change Leadership	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				
BASIC	COMPETENT	ADVANCED	SUPERIOR	• Display an awareness of change interventions, and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including	• Perform an analysis of the change impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused	• Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new	• Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the

resistance to change factors	• Participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of Local government	• Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals	- approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	- effects of change, resistance factors and how to integrate change • Motivate and inspire others around change initiatives
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Cluster	Leading Competencies	Competency Name	Competency Definition	ACHIEVEMENT LEVELS		
			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 conceptualisation of relevant policies and enhance cooperative governance relationships			
				BASIC	COMPETENT	ADVANCED
			• Display a basic awareness of risk, compliance and governance factors but require guidance and development in	• Display a thorough understanding of governance and risk factors and compliance	• Able to link risk initiatives into key institutional objectives and drivers • Identify, analyse and measure risk, create	• Demonstrate a high level of commitment in complying with governance requirements • Implement
					SUPERIOR	

Core Competencies

implementing such requirements	• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation	• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution • Actively drive policy formulation within the institution to ensure the achievement of objectives	• valid risk forecasts, and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives • Demonstrate a thorough understanding of risk retention plans • Identify and implement comprehensive risk management systems and processes • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	• governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework • Able to advise Local Government on risk management strategies, best practice interventions and compliance management • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government • Able to shape, direct and drive the formulation of policies on a macro level
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Cluster	Core Competencies	Competency Name	Competency Definition
ACHIEVEMENT LEVELS			
BASIC			
COMPETENT			
ADVANCED			
SUPERIOR			
			• Create an environment conducive of moral practices • Actively develop and implement measures to combat fraud and corruption
			• Identify, develop, and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments • Make proposals and
			• Conduct self in alignment with the values of Local Government and the institution • Able to openly admit own mistakes and weaknesses
			• Realise the impact of acting with integrity, but requires guidance and development in implementing principles and regulations of the institution • Follow the basic rules

• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	• Understand and honour the confidential nature of matters without seeking personal gain • Able to deal with situations of conflict of interest promptly and in the best interest of local government • Actively report fraudulent activity and corruption within local government • Present values, beliefs and ideas that are congruent with the institution's rules and regulations • Takes an active stance against corruption and dishonesty when noted • Actively promote the value of the institution to internal and external stakeholders • Able to work in unity with a team and not seek personal gain • Apply universal moral principles consistently to achieve moral decisions	• Set integrity standards and shared accountability measures across the institution to support the objectives of local government • Take responsibility for own actions and decisions, even if the consequences are unfavourable
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Cluster	Core Competencies	Competency Name	Competency Definition	ACHIEVEMENT LEVELS		
		Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk			
BASIC	COMPETENT	ADVANCED	SUPERIOR			
• Able to follow basic plans and organise tasks around set objectives • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans • Able to follow existing plans and ensure that objectives are met	• Actively and appropriately organise information and resources required for a task • Recognise the urgency and importance of tasks • Balance short and long-term plans and goals and incorporate into the team's performance	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation • Identify in advance required stages and actions to complete	• Focus on broad strategies and initiatives when developing plans and actions • Able to project and forecast short, medium and long term requirements of the institution and local government • Translate policy into relevant projects to			

• Focus on short-term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation	• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources • Measures progress and monitor performance results	tasks and projects • Schedule realistic timelines, objectives and milestones for tasks and projects • Produce clear, detailed and comprehensive plans to achieve institutional objectives • Identify possible risk factors and design and implement appropriate contingency plans • Adapt plans in light of changing circumstances • Prioritise tasks and projects according to their relevant urgency and importance	facilitate the achievement of institutional objectives

Cluster	Core Competencies	Competency Name	Competency Definition
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand the basic operation problem solving of analysis, but lack detail and thoroughness • Able to balance independent analysis with requesting assistance from others • Recommend new ways to perform tasks within own function • Propose simple remedial interventions that marginally challenges the status	• Demonstrate logical techniques and approaches for provide rationale for recommendations • Demonstrate objectivity, insight, and thoroughness when analysing problems • Able to break down complex problems into manageable parts and identify solutions • Consult internal	• Coaches team members on analytical and innovative approaches and techniques • Engage with appropriate individuals in analysing and resolving complex problems • Identify solutions on various areas in the institution • Formulate and implement new ideas throughout the	• Demonstrate complex analytical and problem-solving approaches and techniques • Create an environment conducive to analytical and fact-based problem-solving • Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence

Cluster	Competency Name	Competency Definition
Core Competencies	Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government
ACHIEVEMENT LEVELS		
BASIC	COMPETENT	ADVANCED
• Collect, categorise and track relevant information required for specific tasks and projects • Analyse and interpret information to draw conclusions • Seek new sources of information to increase the knowledge base • Regularly share information and knowledge with internal	• Use appropriate information systems and technology to manage institutional knowledge and information sharing • Evaluate data from various sources and use information effectively to influence decisions and provide solutions	• Effectively predict future information and knowledge management requirements and systems • Develop standards and processes to meet future knowledge management needs • Share and promote best practice knowledge management across
SUPERIOR		• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information • Establish partnerships across local government to facilitate knowledge management • Demonstrate a mature approach to

• Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	• Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders • Continuously identify opportunities to enhance internal processes • Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	• Able to gain approval and buying for proposed interventions from relevant stakeholders • Identify trends and best practices in process and service delivery and propose institutional application • Continuously engage in research to identify client needs	• Create an environment that fosters innovative thinking and follows a learning organisation approach • Be a thought leader on innovative customer service delivery, and process optimisation • Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences
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stakeholders and team members	• Actively create mechanisms and structures for sharing of information • Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	• Establish accurate measures and monitoring systems for knowledge and information management • Create a culture conducive of learning and knowledge sharing • Hold regular sharing • Hold regular and knowledge and knowledge sharing sessions to elicit new ideas and share best practice approaches	• Recognise and exploit knowledge points in interactions with internal and external stakeholders
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Cluster	Core Competencies	Competency Name	Competency Definition
ACHIEVEMENT LEVELS			
Outcome Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome			
BASIC			
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools • Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration • Disseminate and convey information and knowledge adequately			
COMPETENT			
• Express ideas to individuals and groups in formal and informal settings in an manner that is interesting and motivating • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs • Adapt communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in			
ADVANCED			
• Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Balance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex matters and arrive at a win-win situation that			
SUPERIOR			
• Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical and appreciative conversations • Able to coordinate			

negotiations at different levels within local government and externally	• Promotes Batho Pele principles • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline	• Compile clear, focused, concise and well-structured written documents	

Cluster	Core Competencies	Competency Name	Competency Definition
ACHIEVEMENT LEVELS			
Results and Quality Focus		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	
BASIC		• Understand quality of work but requires guidance in attending to important matters • Show a basic commitment to achieving the correct results • Produce the minimum level of results required in the role • Produce outcomes that is of a good standard • Focus on the quantity of output but requires development in incorporating the quality of work • Produce quality work in general circumstances, but fails to meet expectation when under pressure	
COMPETENT		• Focus on high-priority actions and does not become distracted by lower-priority activities • Display firm commitment and pride in achieving the correct results • Set quality standards and design processes around achieving set standards • Produce output of high quality • Able to balance the quantity and quality of results in order to achieve objectives • Monitors progress,	
ADVANCED		• Consistently verify own standards and outcomes to ensure quality output • Focus on the end result and avoids being distracted • Demonstrate a determined and committed approach to achieving results and quality standards • Follow task and projects through to completion • Set challenging goals and objectives to self and team and display commitment to achieving expectations • Maintain a focus on quality outputs when placed under pressure	
SUPERIOR		• Coach and guide others to exceed quality standards and results • Develop challenging, client-focused goals and sets high standards for personal performance • Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required • Work with team to set ambitious and challenging team goals, communicating long-and short-term expectations • Take appropriate risks to accomplish	

7. PERFORMANCE MANAGEMENT SYSTEM

	quality of work, and use of resources; provide status updates, and make adjustments as needed	Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	goals - Overcome setbacks and adjust action plans to realise goals - Focus people on critical activities that yield a high impact
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7.1 The Performance Plan (Annexure A) to this Agreement sets out –

7.1.1 The standards and procedures for evaluating the Employee's performance; and
7.1.2 The intervals for the evaluation of the Employee's performance.

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

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

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

7.5 The annual performance appraisal will involve:

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

7.5.1.1. 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.

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

7.5.1.3. The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CMC's

7.5.2. Each CMC should be assessed according to the extent to which the specified standards have been met.

7.5.3. An indicative rating on the five-point scale should be provided for each CMC.

7.5.4. The applicable assessment rating calculator (refer to paragraph 7.5.1) must then be used to add the score and calculate a final CMC score.

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

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

Level	Terminology	Description	Rating
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.	5 (75-100%)
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.	4 (65-74%)
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	3 (51-64%)

			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.	2 (31-50%)
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they 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.	1 (less than 30%)

7.7 For purposes of evaluating the performance of the Employee, an evaluation panel constituted of the following persons will be established –

- 7.7.1 Municipal manager;
- 7.7.2 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a performance audit committee;
- 7.7.3 Member of the Mayoral Committee or Executive committee or in respect of a plenary type municipality, another member of council; and
- 7.7.4 Municipal Manager from another Municipality.

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 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 first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September 2022 (Verbal and informal)
Second quarter	:	October-December 2022
Third quarter	:	January-March 2023 (Verbal and informal)
Fourth quarter	:	April-June 2023

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

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

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

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

9. DEVELOPMENTAL REQUIREMENTS

The Pro Forma Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B. Such Plan may be implemented and/or amended as the case may be after the each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall-

10.1.1 Create an enabling environment to facilitate effective performance by the employee;

10.1.2 Provide access to skills development and capacity building opportunities;

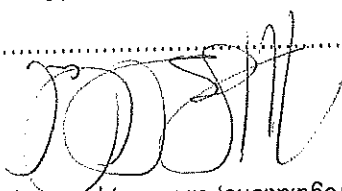
- 10.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 10.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him/her to meet the performance objectives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

11. CONSULTATION

- 11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others-
- 11.1.1 A direct effect on the performance of any of the Employee's functions;
- 11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
- 11.1.3 A substantial financial effect on the Employer.
- 11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 11.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 12.2 A performance bonus between 5% to 14% of the Employees inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.
- 12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective assessment.

Thus done and signed  on this the 22nd day of July, 2022.

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

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

14. GENERAL

13.2 In the event that the mediation process contemplated above fails, clause 16 of the Contract of Employment shall apply.

13.1.2 Any other person appointed by the Mayor.

13.1.1 The Municipal Manager or Mayor within thirty (30) days of receipt of a formal dispute from the employee, whose decision shall be final and binding on both parties.

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

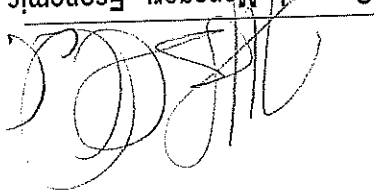
13. DISPUTE RESOLUTION

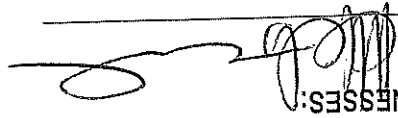
12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

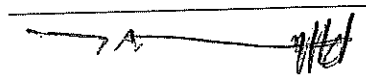
12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

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

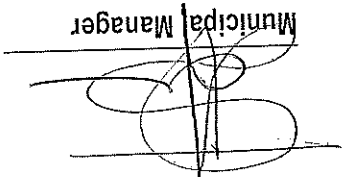
General Manager: Economic
development and planning

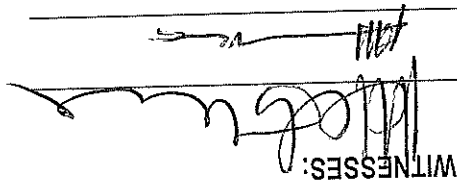


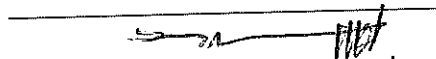
AS WITNESSES:
1. 

2. 

Thus done and signed
and day of July
on of 2022.

Municipal Manager


AS WITNESSES:
1. 

2. 

ANNEXURE A: PERFORMANCE PLAN

1. PURPOSE

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

2. KEY RESPONSIBILITIES / KEY PERFORMANCE AREAS

The main responsibility of the Municipal Manager is to implement the following Key Performance Areas (KPA's) as, outlined in the Local Government Performance Regulation for Municipal Manager and Managers Accountable to the Municipal Manager (2006):

KPA N	Key Performance Areas	Weight
1.	Municipal Transformation and organizational Development	05%
2.	Basic Service Delivery	40%
3.	Local Economic Development	40%
4.	Municipal Financial Viability and Management	05%
5.	Good Governance and Public Participation	10%
Total		100%

3. KEY PERFORMANCE INDICATORS

The following Key Performance Indicators (KPI's) provide the details of the evidence that must be provided to show that a key objective has been obtained. 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.

THE PERFORMANCE SCORECARD: Ms. TSHIVHINDA MUFUNWA - GENERAL MANAGER DEVELOPMENT PLANNING

9.4. ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT															
No:	Priority area	Strategies/activities	Project description	Location	Source of funds	Output Indicator	Baseline	Annual Targets	Revised Annual Targets	Quarterly Targets				Budget	POE
Key priority area (KPA) 2 : Economic Development															
Strategic Objective: 2.1 To create enabling environment to attract investment to generate economic growth and job creation															
1.	Diverse and innovation-driven local economies	Local Economic sectors development support programmes	Proudly Vhembe	District wide	Equitable Share	Number of Proudly Vhembe conducted	1	1	-	-	-	-	1	R150 000,00	Attendance register
2.	Diverse and innovation-driven local economies	Local Economic sectors development support programmes	Enterprise youth in competition	District wide	Equitable Share	Number of enterprise youth in competition held	1	1	-	-	-	-	1	R 350 000,00	Attendance register
3.	Tourism	Enterprise Youth in Competition	Inclusion of youth in tourism	District wide	Equitable share	Number of young farmer competition held	1	1	-	-	-	-	1	R 350 000,00	Attendance register
4.	Tourism	Enterprise Youth in Competition	Inclusion of youth in tourism	District wide	Equitable share	Number of Youth tourism competition held	1	1	-	-	-	-	1	R 350 000,00	Attendance register

9.4. ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT

No:	Priority area	Strategies/activities	Project description	Location	Source of funds	Output Indicator	Baseline	Annual Targets	Revised Annual Targets	Quarterly Targets				Budget	POE
										Q1 Targets	Q2 Targets	Q3 Targets	Q4 Targets		
5.	Diverse and innovation-driven local economies	Local Economic sectors development support programmes	Cooperative model development	District wide	Equitable share	Number of cooperatives established	0	1	-	-	-	-	1	R650 000.00	Progress report
6.	Local economies development	Local Economic sectors development support programmes	LED Agency	District wide		Number of Vhembe LED Agency established	0	1	-	-	1	-	-	R 300 000.00	Final report
7.	Local economies development	Exploitation of science, technology and innovation to advance sustainability, competitiveness and local productivity	Research and development of new-products/systems (Indigenous Fruits)	District wide	Equitable share	Number of Indigenous fruits research conducted	0	1	-	-	-	-	1	R350 000.00	Progress Report
8.	Tourism	Limpopo Marula festival	Marula festival, Phalaborwa exhibition, Mukumbi, Hiring of equipments and Cultural activities	District wide	Equitable share	Number of Marula festival tourism marketing activities conducted	1	1	-	-	-	1	-	R220 000.00	Attendance register
9.	Tourism	Rand show	Conducting	District	Equitable	Number of	1	1	-	-	-	-	1	R	Attendance

9.4. ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT

No:	Priority area	Strategies/activities	Project description	Location	Source of funds	Output Indicator	Baseline	Annual Targets	Revised Annual Targets	Quarterly Targets				Budget	POE
										Q1 Targets	Q2 Targets	Q3 Targets	Q4 Targets		
			and attending tourism marketing activities	wide	e share	rand show tourism marketing activities conducted		1	-	-	-	-	1	R 250 000,00	Attendance register
10.	Tourism	World Trade Market	Conducting and attending tourism marketing activities	District wide	Equitable share	Number of world trade market tourism marketing activities conducted	1	1	-	-	-	-	1	R 250 000,00	Attendance register
11.	Tourism	Regional Tourism Organisational support	Conducting of Regional tourism meetings and workshop	District wide	Equitable share	Number of regional tourism meetings conducted	0	4	-	1	1	1	1	R 60 000,00	Attendance register
12.	Tourism	Tourism Road Signage	Tourism Infrastructure Development	District wide	Equitable share	Number of tourism road signage installed	0	10	-	Specificait on and advertisem ent	Appoinm ent of service provider	Constructi on on installation of tourism road signage	10 tourism road signage installation completed	R 350 000,00	Progress report/ certificate
13.	Tourism	Conservation/protection of heritage site	Tourism Infrastructure Refurbishment	District wide	Equitable share	100% progress on tourism heritage site infrastructure	0	100%	-	Specificait on and advertisem ent	Appoinm ent of service provider	Constructi on on refurbishm ent tourism heritage site	100% constructio n on refurbishm ent tourism heritage	R 350 000,00	Progress report/ certificate

9.4. ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT

No:	Priority area	Strategies/activities	Project description	Location	Source of funds	Output Indicator	Baseline	Annual Targets	Revised Annual Targets	Quarterly Targets				Budget	POE
										Q1 Targets	Q2 Targets	Q3 Targets	Q4 Targets		
						refurbished	4		-	1	1	Infrastructure	1	R 150 000.00	Attendance register
14.	Tourism	Trans frontier Conservation Areas	Trans border Meetings and Workshop	District wide	Equitable share	Number of trans border meetings conducted	1	1	-	1	-	-	-	R 95 000.00	Attendance register
15.	Tourism		Tourism month activities	District wide	Equitable Share	Number of tourism month activities held	1	1	-	1	-	-	-		
16.	Tourism	Tourism	Tourism strategy review	District wide	Equitable Share	Number of tourism strategy gazette	1	1	-	-	-	1	-	R100 000.00	
17.	Tourism	Tourism	Twinning agreements	District wide	Equitable Share	Number of twinning agreements signed	0	1	-	-	-	1	-	R300 000.00	Signed MOU
18.	LED	LED	Lending depot implements	District wide	Equitable share	Number of lending depot operation report	4	4	-	1	1	1	1	R 0.00	Progress report

9.4. ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT

No:	Priority area	Strategies/activities	Project description	Location	Source of funds	Output Indicator	Baseline	Annual Targets	Revised Annual Targets	Quarterly Targets				Budget	POE
										Q1 Targets	Q2 Targets	Q3 Targets	Q4 Targets		
19.	P LED	LED	Ratakuwa concrete and Corporate Support	District wide	Equitable Share	Number of Ratakuwa concrete and corporate report produced	1	1	-	1	1	1	1	R400 000.00	Progress report
20.	Agricultural Development	Vhembe Fresh Produce Market	Fruits and vegetables	Makhado Tshathu ma Diambele	MIG	Number of Vhembe fresh produce market operation report produced	0	1	-	1	1	1	1	R1 739 130.00	Progress report
21.	Tourism	Lending Depot	Tractor Shelter	District wide	Equitable Share	Number of progress report lending depot tractor shelter constructed	0	4	-	1	1	Constructio	1	R1 739 130.00	Progress report
22.	Tourism	Lending Depot	Repairs of tractors	District wide	Equitable Share	100% repairs of tractors as per need	0	100%	-	100%	100%	100%	100%	R2 000 000.00	Progress report
23.	Agricultural Development	Lending Depot	Agriculture marketing	District wide	Equitable Share	Number of agriculture marketing	0	1	-	-	-	-	1	R 100 000.00	Attendance register

9.4. ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT

9.4. ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT															
No:	Priority area	Strategies/activities	Project description	Location	Source of funds	Output Indicator	Baseline	Annual Targets	Revised Annual Targets	Quarterly Targets				Budget	POE
										Q1 Targets	Q2 Targets	Q3 Targets	Q4 Targets		
Key priority area 1: Service delivery and Infrastructure Development															
Strategic Objectives: 1.4 To provide a safe, reliable, efficient, effective, and integrated transport system for both passengers and freight that will enhance the quality of life for all															
24.	Transport Planning & Regulations	Bus Subsidy Contracts	Subsidy for passenger Buses	District wide	Equitable share	Number of passenger buses subsidized meetings held	0	4	-	1	1	1	1	R100 000.0	Attendance register
25.	Transport Planning	Integrated Transport Plan	Implementing all Transport projects identified in the ITP	District wide	Equitable share	Number of (ITP) publicized and gazetted	0	1	-	-	-	1	-	R100 000.0	Gazette ITP
26.	Transport Planning	Rural Road Management System (RRAMS)	Visual Road Assessment, Bridges Evaluations & Traffic Counting	District wide	Conditional Grant	Number of rural road management system report produced	0	4	-	1	1	1	1	R 2 407 000.00	Progress report
27.	Transport Planning	Festive and Easter Season Road Safety Awareness Campaign	Conducting Arrive Alive/ Road Safety Awareness Campaign to Reduce Road Accidents &	District wide	Equitable Share	Number of arrive alive/ road safety awareness campaign conducted	2	2	-	-	1	-	1	R 90 000.00	Attendance register

9.4. ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT

No:	Priority area	Strategies/activities	Project description	Location	Source of funds	Output Indicator	Baseline	Annual Targets	Revised Annual Targets	Quarterly Targets				Budget	POE
										Q1 Targets	Q2 Targets	Q3 Targets	Q4 Targets		
28.	Transport Planning	October Public Transport Month	Fatalities Within The District Roads Conducting Srey Animals & Scholar Road Safety Awareness Campaigns	District wide	Equitable share	Number of transport month awareness campaigns conducted	1	1	-	-	1	-	-	R 50 000 00	Attendance register
29.	Transport Planning	Air transport	Coordination of development of airports	District wide		Number of coordinated development of airports report produced	0	1	-	-	-	-	1	R50 000,00	Report/Attendance register
Key priority prea 3: Spatial planning and management															
Strategic Objective 3.1. To be spatially integrated district striving towards effective sustainable development, service delivery and improving accessibility to economic resources															
30.	Planning and development: Economic Development	Land Audit	Development of land audit report	District wide	Own Funding	Number of land audit conducted	0	1	-	-	1	-	-	R 380 000,00	Progress report
31.	Planning and development	Sites Demarcations	Sites demarcation planning	District wide	Own funding	Number of demarcation sites report	800	400	-	Terms of reference, Specificat	Appointment of service	Draft layout	Draft layout plans for	R 1 300 000,0	Progress report

9.4. ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT

No:	Priority area	Strategies/activities	Project description	Location	Source of funds	Output Indicator	Baseline	Annual Targets	Revised Annual Targets	Quarterly Targets				Budget	POE
										Q1 Targets	Q2 Targets	Q3 Targets	Q4 Targets		
	nt: Economic Development		process			completed				on, and advertisement	provider	plans	400 sites	0	
32.	Planning and development: Economic Development	Spatial Development Framework Gazette process	Gazette of Spatial development framework (SDF) document	District wide	Own funding	Number of SDF publicized and gazette	1	1	-	-	-	1	-	R100 000.00	SDF gazette
33.	Planning and development: Economic Development	Environmental, Spatial Planning and Land Use Management Capacity Building	Environmental, Spatial Planning and Land Use Management Education/ Capacity Building	District wide	Own funding	Number of environmental, spatial planning and Land Use management capacity building held	4	8	-	2	2	2	2	R160 000.00	Attendance register
34.	Planning and development: Economic Development	Environmental calendar days awareness	Environmental Awareness campaigns	District wide	Own funding	Number of environmental awareness campaigns held	1	1		-	-	-	1	R20 000.00	Attendance register
35.	Planning and development	Environmental calendar days	Arbor Month celebration	District wide	Own funding	Number of arbor month celebration	1	1	-	1	-	-	-	R20 000.00	Attendance register

9.4. ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT

No:	Priority area	Strategies/activities	Project description	Location	Source of funds	Output Indicator	Baseline	Annual Targets	Revised Annual Targets	Quarterly Targets				Budget	POE
										Q1 Targets	Q2 Targets	Q3 Targets	Q4 Targets		
	nt: Economic Development	awareness				held									
36.	Planning and development: Economic Development	VBR Project Demonstration	Support to VBR Project Demonstration (Plastic Waste and Biomass project - Greening)	Makhado -Tshikwi Village-Ha-Matsa	Own Funding	Number of VBR Project demonstration (Plastic Waste supported	0	1	-	-	-	-	1	R300 000.00	Progress reports
37.	Planning and development: Economic Development	VBR Project Demonstration	Support to VBR Project Demonstration (Plastic Waste and Biomass project - Greening)	Makhado -Tshikwi Village-Ha-Matsa	Own Funding	Number of Biomass project supported	0	1	-	-	-	-	1		Progress reports
38.	Finance and Administration: Information Technology	Geographic Information System	Renewal of GIS Software license	District wide	Own funding	Number of GIS software license renewed	0	1	-	-	-	1	-	R300 000.00	Proof of payment

Key priority area 4: Municipal transformation and organizational development

9.4. ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT

9.4. ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT															
No:	Priority area	Strategies/activities	Project description	Location	Source of funds	Output Indicator	Baseline	Annual Targets	Revised Annual Targets	Quarterly Targets				Budget	POE
Strategic objective 4.4. To restore, retrieve, manipulate, transmit or receive information electronically or in a digital form for planning and management															
39.	Finance and Administration: Information Technology	Geographic v GIS Strategy	Implementation of GIS strategy	District wide	Own funding	Number of implementations of GIS corporate enterprise report produced		4	-	1	1	1	1	R3 217 391.00	Report
40.	Finance and Administration: Information Technology	GIS Week	Coordinating GIS week awareness	District wide	Own funding	Number of g GIS week awareness coordinated		1	1	-	-	-	1	R366 800.0	Attendance register
Key priority area 1: Service delivery and Infrastructure Development															
Strategic Objectives: 1.4 To provide a safe, reliable, efficient, effective and integrated transport system for both passengers and freight that will enhance the quality of life for all															
41.	Planning and development: Corporate wide strategic planning: Local economic development	Local Economic sectors development support programmes	Female farmer of the year competition	District wide	Equitable share	Number of female farmer of the year conducted		1	1	-	1	-	-	R 200 000.00	Attendance register

9.4. ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT

No:	Priority area	Strategies/activities	Project description	Location	Source of funds	Output Indicator	Baseline	Annual Targets	Revised Annual Targets	Quarterly Targets				Budget	POE
										Q1 Targets	Q2 Targets	Q3 Targets	Q4 Targets		
42.	Planning and development - nt	procurement land depot protective clothing	procurement land depot protective clothing	District wide	Equitable share	100% procurement land depot protective clothing			-	Specification and advertisement	Appointment of service provider	100% Delivery of goods land depot protective clothing	-	R 150 000.00	Delivery note
43.	Planning and development - nt - strategic planning: Local economic development	LED advisory committee establishment	Local Economic sectors development support programmes	District wide	Equitable share	Number of LED advisory committee establishments produced	0	4	-	1	1	1	1	R 250 000.00	Progress report
44.	Agriculture	Agriculture strategy review	Agriculture strategy review	District wide	Equitable share	Number of agriculture strategy reviewed	0	1	-	Specification and advertisement	Appointment of service provider	Consultative meetings	1 Consultative meeting	R 400 000.00	Draft agricultural strategy
Key priority area 6: Good governance and public participation															
4.3. To promote a culture of accountability, participatory, responsiveness, transparency and clean governance.															
45.	Road transport: Public	Conduct district transport forum	Conduct district transport	District wide	Equitable share	Number of district transport	0	4	-	1	1	1	1	R 40 000.00	Attendance register

9.4. ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT

No:	Priority area	Strategies/activities	Project description	Location	Source of funds	Output Indicator	Baseline	Annual Targets	Revised Annual Targets	Quarterly Targets				Budget	POE
										Q1 Targets	Q2 Targets	Q3 Targets	Q4 Targets		
	transport		forum			forum held	0	2	-	1	-	-	1	R 50 000.00	Attendance register
46.	Agriculture			District wide	Equitable share	Number of agricultural forum held	0	2	-	1	-	-	1	R 50 000.00	Attendance register

Key priority area 1: Service delivery and Infrastructure Development

Strategic Objectives: 1.4 To provide a safe, reliable, efficient, effective, and integrated transport system for both passengers and freight that will enhance the quality of life for all

47.	Agriculture	Procurement of landing depot equipments	Procurement of landing depot equipments	District wide	Equitable share	100% procurement of landing depot implements	0	100%	-	Specificaton and advertisement	Appointment of service provider	100% Delivery of goods landing depot equipments	-	R 1 000 000.00	Delivery note
48.	Agriculture	Small scale farmer census report production	Small scale farmer census report production	District wide	Equitable share	Number of small scale farmer census report produced	0	4	-	1	1	1	1	R 1 000 000.00	Progress report

Key priority area 4: Municipal transformation and organizational development

4.1. To establish an efficient and productive administration that prioritizes quality service delivery

49.	Finance and administrative	Conduct departmental meetings	Conduct departmental meetings	District wide	Equitable share	Number of departmental meetings	12	3	3	3	3	Opex	Attendance register
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9.4. ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT

9.4. ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT															
No:	Priority area	Strategies/activities	Project description	Location	Source of funds	Output Indicator	Baseline	Annual Targets	Revised Annual Targets	Quarterly Targets				Budget	POE
										Q1 Targets	Q2 Targets	Q3 Targets	Q4 Targets		
Key priority area 5: Municipal financial viability and management															
5.1. To ensure sound financial management of municipality															
50.	Financial management	Department capital budget spent	Department capital budget spent	District wide	Equitable share	% of department capital budget spent	100%	100%		25%	50%	75%	100%	Opex	Report
51.	Financial management	Department operational budget spent	Department operational budget spent	District wide	Equitable share	% of department operational budget spent	100%	100%		25%	50%	75%	100%	Opex	Report
Good governance and public participation															
6.1. To promote a culture of accountability, participatory, responsiveness, transparency, and clean governance.															
52.	Finance and administration	Addressing findings raised by Auditor General	Addressing findings raised by Auditor General	District wide	Equitable share	% of findings raised Auditor General addressed by 30 June 2022	100%	100%		100%	100%	100%	100%	Opex	AG action plan report
53.	Finance and administration	Addressing findings raised by Auditor General	Addressing findings raised by Auditor	District wide	Equitable share	% of findings raised by Internal Audit addressed by 30 June	100%	100%		100%	100%	100%	100%	Opex	AG action plan report

9.4. ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT

No:	Priority area	Strategies/activities	Project description	Location	Source of funds	Output Indicator	Baseline	Annual Targets	Revised Annual Targets	Quarterly Targets				Budget	POE
										Q1 Targets	Q2 Targets	Q3 Targets	Q4 Targets		
54.	Finance and administrative	Identification of departmental strategic risks and mitigation	Identification of departmental strategic risks and mitigation	District wide	Equitable share	100% identification of departmental strategic risks and mitigation	100%	100%		100%	100%	100%	100%	Opex	departmental strategic register report
55.	Finance and administrative	Identification of departmental operational risks and mitigation	Identification of departmental operational risks and mitigation	District wide	Equitable share	100% identification of departmental operational risks and mitigation	100%	100%		100%	100%	100%	100%	Opex	departmental operational risks register report
56.	Finance and administrative	Coordination of portfolio committee meetings	Coordination of portfolio committee meetings	District wide	Equitable share	Number of portfolio committee meetings held by 30 June 2022	12	12		3	3	3	3	3	Attendance register

ANNEXURE B

1 PERSONAL DEVELOPMENT PLAN

1.1.1 A Municipality should be committed to:

- (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees and
- (b) managing training and development within the ambit of relevant national policies and legislation.

1.1.2 A Municipality should follow an integrated approach to Human Resource Management, that is:

- (a) Human resource development forms an integral part of human resource planning and management.
- (b) In order for training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals and career pathing.
- (c) To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.
- (d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are attached and these should be linked to relevant registered unit standards to specifically assist them in compiling Personal Development Plans in consultation with their managers.
- (e) Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority.

1.1.3 The aim of the compilation of Personal Development Plans is to identify, prioritise and implement training needs.

1.1.4 Compiling the Personal Development Plan attached at Appendix 1.

- (a) Competency assessment instruments, which are dealt with more specifically in Appendix 1 and 2, should be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.
- (b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his/her employee, to compile a Personal Development Plan. The identified training needs should be entered into column 1 of Appendix 1, entitled Skills/Performance Gap. The following should be carefully determined during such a process:
 - i. **Organisational needs, which include the following:**
 - Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
 - The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
 - Specific competency gaps as identified during the probation period find performance appraisal of the employee.
 - ii. **Individual training needs that are job/career related.**
- (c) Next, the prioritisation of the training needs [1 to...] should be listed since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical/strategic training and development needs in the HR Plan, Personal Development Plans and Workplace Skills Plan.
- (d) Consideration must then be given to the expected outcomes, to be listed in column 2 of Appendix 1, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (e) An appropriate intervention should be identified to address training needs/skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in column 2 of Appendix 1, entitled: Suggested training and/or development activity in line with

the National Qualifications Framework which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training/Human Resource Development/Skills Development Unit within the municipality whether unit standards have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.

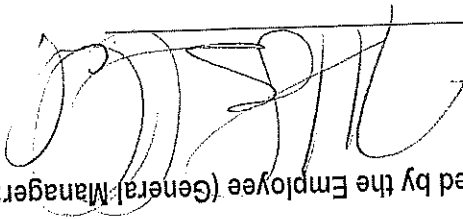
- (f) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (g) Column 4 of Appendix 1: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training/development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study. [The official takes it upon him/her to read e.g. legislation], internal or external training provision, coaching and/or mentoring and exchange programmes, etc.
- (h) The suggested time frames (column 5 Appendix 1) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (i) Work opportunity created to practice skill/development areas, in column 6 of Appendix 1, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).
- (j) The final column, column 7 of Appendix 1, provides the employee with a support person that could act as coach or mentor with regards to the area of learning.

APPENDIX 1
Personal Development Plan of: Ms. Tshivhinda Mufunwa

Compiled on: [DATE]

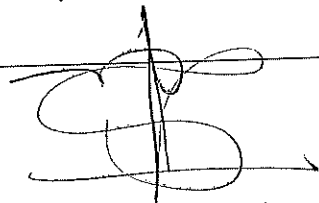
1 Performance (in order of priority)	Skills Gap (measurable quantity, quality and time frames)	2 Outcomes Expected indications and time	3. Suggested training and /or development activity	4 Suggested mode of delivery	5 Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person

Signed and accepted by the Employee (General Manager: Development Planning)



Date: 22/07/2022

Signed by the Municipal Manager on behalf of the Municipality



Date: 22/07/2022

ANNEXURE C: DISCLOSURE FORM FOR BENEFITS AND INTERESTS

I, the undersigned (Surname and Initials) ISHTIVHINDA M

(Postal Address) ~~SAHIB SINGH~~

(Residential Address) _____

(Position Held) _____

(Name of Municipality) VHENGAR DISTRICT MUNICIPALITY

Tel: _____

Fax: _____

hereby certify that the following information is complete and correct to the best of my knowledge:

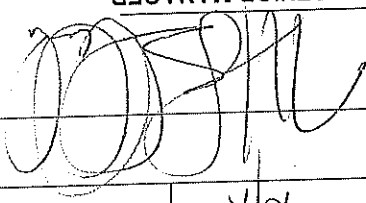
1. Shares, securities and other financial interests (Not bank accounts with financial institutions.)			
Number of shares/Extent of	Nature	Nominal Value	Name of Company/Entity
N/A	N/A	N/A	N/A

2. Interest in a trust	
Name of trust	Amount of Remuneration/ Income
N/A	N/A

3. Membership, directorships and partnerships		
Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/ Income
N/A	N/A	N/A

4. Remunerated work outside the Municipality (Must be sanctioned by Council.)		
Name of Employer	Type of Work	Amount of remuneration/ Income
N/A	N/A	N/A

5. Consultancies, Retainerships and Relationships			
Name of Client	Nature	Type of business activity	Value of any benefits received
N/A	N/A	N/A	N/A

SIGNATURE OF SENIOR MANAGER 		DATE: 22/07/2022		PLACE: THIRUVANANTHAPURAM	
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8. Land and Property					
Description	Extent	Area	Value		
N/A	N/A	N/A	N/A	N/A	N/A

7. Gifts and Hospitality from a source rather than a family member			
Description	Value	Member	
N/A	N/A	N/A	N/A

6. Subsidies, grants and sponsorships by any organisation			
Source of assistance	Descriptions of assistance	Value of assistance	
N/A	N/A	N/A	N/A