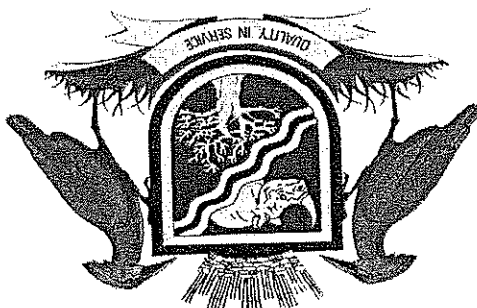


VHEMBE DISTRICT MUNICIPALITY



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

Mr. TSHIKOVHA CEDRICK

THE EMPLOYEE OF THE MUNICIPALITY

AS GENERAL MANAGER: CORPORATE SERVICES

FOR THE

FINANCIAL YEAR (PERIOD OF AGREEMENT): 01 July 2022 - 30 June 2023

ENTERED INTO BY AND BETWEEN:

The Vhembe District Municipality herein represented by Ms. Ndou Tshimangadzo Sylvia in his capacity as Municipal Manager of Vhembe District Municipality (hereinafter referred to as the Employer or Supervisor) and Mr. Tshikoyha Cedrick as Employee (General Manager – Corporate Services) 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 assess whether the Employee has met the performance expectations applicable to his/her job;

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

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

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

4.1 The Performance Plan (Annexure A) sets out –

4. PERFORMANCE OBJECTIVES

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.

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

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.

3.1 This Agreement will commence on the 01 July 2022 and will remain in force until 30 June 2023 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. DELIVERY

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

2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and

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

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult with the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

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

- 6.1 The Employee undertakes to actively focus 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.
- 6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

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

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

6.2.3 KPAs covering the main areas of work will account for 80% and CMC's and the Batho Pele Principles will account for 20% of the final assessment.

6.3 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 KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

KPA No	Key Performance Areas	Weight
1	Municipal Transformation and Institutional development	70
2	Basic Service Delivery and Infrastructure Development	05
3	Local economic Development	05
4	Financial Viability and Management	05
5	Good Governance and Public participation	15
Total (Cannot exceed 100%)		100%

6.4 The CMC's and the Batho Pele Principles will make up the other 20% of the Employee's assessment score. CMC's that are deemed to be most critical for the Employee's specific job are reflected in the list below as agreed to between the Employer and Employee:

Number	LEADING COMPETENCIES		WEIGHT
1	Strategic Direction and Leadership	• Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness	8
2	People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management	8
3	Program and Project Management	• Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation	6
4	Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring	6
5	Change Leadership	• Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation	6
6	Governance Leadership	• Policy Formulation • Risk and Compliance Management	6

6.5. Competency Descriptions

Leading Competencies

Cluster	Competency Name	Competency Definition
Leading Competencies	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	COMPETENT	ADVANCED
• 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 • Has a basic understanding of institutional performance management, but lacks the ability to integrate	• 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 • Develop actions plans to execute and guide strategy implementation • Assist in defining	• 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 • Actively define performance measures to monitor the progress and effectiveness of the
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 • Hold self-accountable for strategy execution and results • Provide impact and

7	CORE COMPETENCIES	5
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

• Cooperative Governance

Cluster	Leading Competencies		
	People Management	Competency Name	Competency Definition
Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objective			
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Participate in team goal setting and problem solving • Interact and collaborate with people of diverse backgrounds • Aware of guidelines for employee development, but requires support in implementing development initiatives	• Seek opportunities to increase team contribution and responsibility • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach • Effectively delegate tasks and empower others to	• Identify ineffective team and work processes and recommend remedial interventions • Recognise and reward effective and desired behaviour • Provide mentoring and guidance to others in order to increase personal effectiveness • Identify development	• Develop and incorporate best practice people management processes, approaches and tools across the institution • Foster a culture of discipline, responsibility and accountability • Understand the impact of diversity in

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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 fulfil the strategic mandate	• 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	• Develop the institution actively incorporate a diversity strategy in comprehensive integrated strategies and approaches to human capital development • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management
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Cluster	Competency Name	Competency Definition	ACHIEVEMENT LEVELS			
Leading Competencies	Program and Project Management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives	BASIC	COMPETENT	ADVANCED	SUPERIOR
			• Initiate projects after approval from higher authorities • Understand procedures of program and project management methodology, implications and stakeholder involvement • Understand the rational of projects in relation to the institution's strategic objectives • Document and communicate factors	• Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance between project deadline and the quality of deliverables	• Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk management strategies through impact assessment and resource requirements • Modify project scope and budget when required without compromising the quality and objectives of the	• Understand and conceptualise the long-term implications of desired project outcomes • Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives • Consider and initiate projects that focus on achievement of the long-term objectives

and risk associated with own work	
• Use results and approaches of successful project implementation as guide	• 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
• 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	• 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

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Cluster	Leading Competencies	Competency Name	Competency Definition
	Financial Management		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
ACHIEVEMENT LEVELS			
	COMPETENT	ADVANCED	SUPERIOR
• Understand basic financial concepts and methods as they relate to institutional processes and activities	• Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate	• Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility	• Develop planning tools to assist in evaluating and monitoring future expenditure trends
• Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	Assess, identify and manage financial risks	• Prepare budgets that are aligned to the strategic objectives of the institution	• Set budget frameworks for the institution
• Understand the importance of financial accountability	• Prepare financial reports based on specified formats	• Address complex budgeting and financial management concerns	• Build and nurture partnerships to improve financial management and achieve financial savings
• Understand the importance of asset control	• Consider and understand the	• Put systems and processes in place to enhance the quality	

	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	and integrity of financial management practices	• Advise on policies and procedures regarding asset control • Promote National Treasury's regulatory framework for Financial Management	• Actively identify and implement new methods to improve asset control • Display professionalism in dealing with financial data and processes

Leading Competencies		Competency Name		Competency Definition	
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		ACHIEVEMENT LEVELS	
BASIC		• 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 resistance to change factors • Participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within		COMPETENT	
• 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 on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from		ADVANCED		• 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 approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic	
SUPERIOR		• 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 effects of change, resistance factors and how to integrate change • Motivate and inspire others around change initiatives			

Cluster	Leading Competencies	Competency Name	Competency Definition
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution • Actively drive policy formulation	• Able to link risk initiatives into key institutional objectives and drivers • Identify, analyse and measure risk, create 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	• Demonstrate a high level of commitment in complying with governance requirements • Implement 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

the broader scope of Local government	• Identify change relevant stakeholders • Design change interventions that are aligned with the institution's strategic objectives and goals • Assist in resolving resistance to change factors • Benchmark change programs • 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	• Take the lead in change impactful change • 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	
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Core Competencies

	to ensure the achievement of objectives		
	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	
		• 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	

Cluster	Core Competencies	Competency Name	Competency Definition
		Moral Competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence
ACHIEVEMENT LEVELS			
BASIC	• Realise the impact of acting with integrity, but requires guidance and development in implementing principles • Follow the basic rules and regulations of the institution • Able to identify basic moral situations, but requires guidance and development in reasoning with moral intent	COMPETENT	• Conduct self in alignment with the values of Local Government and the institution • Able to openly admit own mistakes and weaknesses • Seek assistance from others when unable to deliver • Actively report fraudulent activity and corruption within local government • Understand and honour the confidential nature
ADVANCED	• Identify, develop, and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments • Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders • Present values, beliefs and ideas that are congruent with the institution's rules and regulations • Takes an active stance against	SUPERIOR	• Create an environment conducive of moral practices • Actively develop and implement measures to combat fraud and corruption • 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	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
	of matters without seeking personal gain	• Able to deal with situations of conflict and in the best interest of local government

Cluster		Core Competencies		Competency Name	Competency Definition
		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	
ACHIEVEMENT LEVELS					
BASIC		COMPETENT		ADVANCED	
• Able to follow basic plans and organise tasks around set objectives		• Actively and appropriately organise information and resources required for a task		• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation	
• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans		• Recognise the urgency and importance of tasks		• Identify in advance required stages and actions to complete tasks and projects	
• Able to follow existing plans and ensure that objectives are met		• Balance short and long-term plans and goals and incorporate into the team's performance objectives		• Schedule realistic timelines, objectives and milestones for tasks and projects	
• Focus on short-term objectives in developing plans and actions		• Ensure they are performed within budget and with efficient use of time and resources		• Produce clear, detailed and comprehensive plans to achieve institutional objectives	
• Arrange information and resources required for a task, but require further structure and organisation		performance results monitor progress and		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	

Cluster	Core Competencies	Competency Name	Competency Definition
		Analysis and Innovation	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
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 quo • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	• Demonstrate logical techniques and approaches and provide rationale for recommendations • Demonstrate objectivity, insight, and thoroughness when analysing problems • Able to break down complex problems into manageable parts and identify solutions and internal and external stakeholders on opportunities to improve processes and service delivery • Clearly communicate the benefits of new innovative solutions to stakeholders • Continuously identify opportunities	• 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 institution • 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	• 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 • 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 seminars and conferences

	engage in research to identify client needs	• Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	

Cluster	Core Competencies	Competency Name	Competency Definition
ACHIEVEMENT LEVELS			
BASIC	• 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 stakeholders and team members	COMPETENT	• 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 • 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
ADVANCED	• 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 various institutions • Establish accurate measures and monitoring systems for knowledge and information management • Create a culture conducive of learning and knowledge sharing • Hold regular sessions to elicit new information sharing	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 knowledge and information sharing with an abundance and assistance approach • Recognise and exploit knowledge points in interactions with internal and external stakeholders

			ideas and share best practice approaches	
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Cluster	Core Competencies
Competency Name	Communication
Competency Definition	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

ACHIEVEMENT LEVELS	
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 a 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 a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structured written documents
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 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
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

Cluster		Core Competencies	Results and Quality Focus	Competency Name	Competency Definition
ACHIEVEMENT LEVELS					
and measure results and quality against identified objectives encourage others to meet quality standards. Further, to actively monitor objectives while consistently striving to exceed expectations and able to maintain high quality standards, focus on achieving results and					
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 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 and tasks 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, quality of work, and use of resources; provide status updates, and make adjustments as needed			
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 • Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating of the institution			
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 goals • Overcome setbacks and adjust action plans to realise goals • Focus people on critical activities that yield a high impact			

7. PERFORMANCE MANAGEMENT SYSTEM

- 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
- 7.5.2.1 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.

Overall rating 7.5.3
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 in the PA and Performance Plan.	3 (51-64%)
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 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	1 (less than 30%)

	commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	

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

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

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

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.

13. DISPUTE RESOLUTION

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

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.

13.1.2 Any other person appointed by the Mayor.

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

14. GENERAL

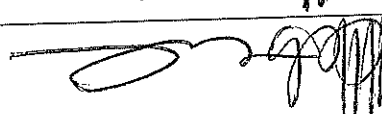
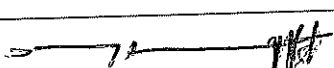
14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

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

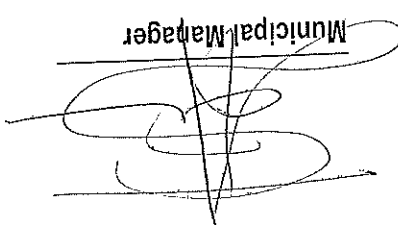
Thus done and signed
at Thebongdun
Tshutokola N.C. [Signature]
8 July 2022
on this the 22nd day

Thus done and signed at Therayandon on day 8 July 2022

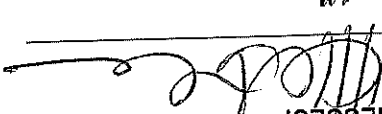
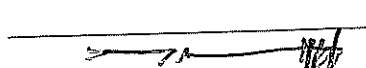
AS WITNESSES:

1. 
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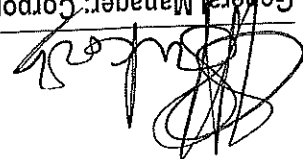
Municipal Manager



AS WITNESSES:

1. 
2. 

General Manager: Corporate services



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 No	Key Performance Areas	Weight
1.	Municipal Transformation and organizational Development	75%
2.	Basic Service Delivery	05%
3.	Local Economic Development	05%
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: Mr. TSHIKOVHA CEDRICK – GENERAL MANAGER CORPORATE SERVICES

9.5. CORPORATE SERVICES 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 4: Municipal transformation and organizational development															
Strategic Objective 4.1: To establish an efficient and productive administration that prioritizes quality service delivery															
1.	Finance and administration	Maintenance of Buildings and Facilities	Maintaining municipal buildings	District wide	Equitable share	Number of municipal buildings maintenance report produced	4	4	-	1	1	1	1	R15 660 000.	Report
2.	Finance and administration	Office rental	Office rental	District wide	Equitable share	100% office rental payments done	100%	100%	-	100%	100%	100%	100%	R2 096 000.00	Proof of payment
3.	Finance and administration	Maintenance of vehicles and equipment's	Maintenance of vehicles and equipment's	District wide	Equitable share	Number of municipal vehicles and equipment's maintenance report produced	4	4	-	1	1	1	1	R 15 000 000.00	Report
4.	Finance and administration	Installation of air conditioners	Installation of air conditioner	District wide	Equitable share	Number of air conditioners installed	5	10	-	Terms of reference developed	Specification and advertisement	Appointment of service	10 Air conditioners installed	R1 700 000.00	Report

9.5. CORPORATE SERVICES 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.	Finance and administration	Maintenance of air conditioners	Maintenance of air conditioner	District wide	Equitable share	100% of municipal air conditioners maintained	100%	100%	-	Terms of reference developed	Specification and advertisement	Appointment of service provider	100% Air conditioners maintained	R1 000 000.0	Report
6.	Finance and administration	Licences and permits	Vehicle Licences and permits	District wide	Equitable share	100% Vehicle Licences and permit done	100%	100%	-	100%	100%	100%	100%	R2 000 000.0	Report
7.	Finance and administration	Operating leases machinery and equipment	Operating leases machinery and equipment	District wide	Equitable share	100% of leases machinery and equipment operationalized	100%	100%	-	Terms of reference developed	Specification and advertisement	Appointment of service provider	100% Air lease progress report	R1 956 616.00	Signed lease agreements
8.	Finance and administration	Deeds Registration and PTO	Coordinating the Registration of title deeds and PTO for District building	District wide	Equitable share	Number of Registration of title deeds and PTO for District building done		10	-	-	2	6	2	R78 600.00	PTO
Key priority area 4: Municipal transformation and organizational development															
Strategic objective 4.4. To restore, retrieve, manipulate, transmit or receive information electronically or in a digital form for planning and management															
9.	Finance and administration	Web Maintenance	Ensuring that the	District wide	Equitable share	100% of website	100%	100%	-	100%	100%	100%	100%	R200 000.00	Report

9.5. CORPORATE SERVICES 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		
	n		Website in not hacked and is available			protection done									
10.	Finance and administration	Software licences	Payment of Software licences	District wide	Equitable share	100% Software licence payments done	100%	100%	-	100%	100%	100%	R3 510 800.00	Proof of payment	
11.	Finance and administration	Software maintenance and support	Provide Software maintenance and support	District wide	Equitable share	100% software maintenance and support provided	100%	100%	-	100%	100%	100%	R200 000.00	Report	
12.	Finance and administration	Virtual Private Network	Conduct server virtualization	District wide	Equitable share	Number of server virtualization conducted		6	-	-	-	-	R3 200 000.00	Progress report	
13.	Finance and administration	Server Virtualization	Ensure the server is well-maintained and functional	District wide	Equitable share	100% of server maintained done	100%	100%	-	100%	100%	100%	R500 000.00	Report	
14.	Finance and administration	Disaster Recovery	ICT Disaster recovery	District wide	Equitable share	Number of ICT Disaster recovery developed	0	1	-	-	-	-	R600 000.00	Disaster recovery plan	

9.3. CORPORATE SERVICES 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		
15.	Finance and administration	CCTV Maintenance	CCTV Maintenance	District wide	Equitable share	Number of CCTV maintained		100%	100%	-	100%	100%	100%	R500 000.00	Report
16.	Finance and administration	IT services (router, LAN and Projectors) maintenance	IT services (router, LAN and Projectors) maintenance	District wide	Equitable share	100% of IT equipment's maintained (Router, LAN and Projectors)	100%	100%	-	100%	100%	100%	100%	R500 000.00	Report
17.	Finance and administration	IT Master Plan	IT Master Plan	District wide	Equitable share	Number of IT Master Plan developed	0	1	-	Terms of reference developed	Specification and advertisement	Appointment of service provider	1 IT Master Plan developed	R1 500 000.00	IT Master Plan
18.	Finance and administration	Computer equipment	Procurement of 1 computer equipment	District wide	Equitable share	Number of computer equipment's procured			-	Terms of reference developed	Specification and advertisement	Appointment of service provider	Delivery of goods computer equipment's	R25 000.00	Delivery note
19.	Finance and administration	Steel cabinet	Procurement of Steel cabinet	District wide	Equitable share	Number of Steel cabinet procured	0	5	-	Terms of reference developed	Specification and advertisement	Appointment of service provider	Delivery of goods Steel cabinet procured	R1 500 000.00	Delivery note
Key priority area 4: Municipal transformation and organizational development															
Strategic Objective 4.1: To establish an efficient and productive administration that prioritizes quality service delivery															
20.	Finance and administration	Legal Cost: Legal Advice	Legal advice	District wide	Equitable share	100% of legal advice and	100%	100%	-	100%	100%	100%	100%	R25 000.000.00	Report

9.5. CORPORATE SERVICES 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		
21.	Finance and administrative	Compliance management system for local government	Compliance management system for local government	District wide	Equitable share	Number of Compliance management system for local government procured	0	1	-	-	-	-	1	R1 000 000.00	Delivery note
22.	Finance and administrative	Employee wellness	Conduct Employee wellness programmes	District wide	Equitable share	Number of employees wellness programmes conducted	4	4	-	1	1	1	1	R262 000.00	Attendance register
23.	Planning and development	Call center maintenance	Provide call center regular maintenance and functional	District wide	Equitable share	100% progress on municipal call center maintenance done	0	1	-	-	-	-	1	R105 000.00	Report
24.	Planning and development	Occupational Health and safety	Conducting occupational health and safety in the all district working	District wide	Equitable share	Number of occupational health and safety conducted	4	4	-	1	1	1	1	R250 000.00	Attendance register

9.5. CORPORATE SERVICES 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		
25.	Finance and administration	CODA (Compensation)	CODA payment stations	District wide	Equitable share	CODA payment done	1	1	-	-	1	-	-	R1 300 000.00	Proof of payment
26.	Finance and administration	Medical Surveillance	Conducting medical surveillance to all employees	District wide	Equitable share	Number of employees participated on medical surveillance	800	1500	-	Terms of reference developed	Specification and advertisement	Appointment of service provider	1500 employees participated on medical surveillance	R3 000 000.00	Attendance register
27.	Finance and administration	Advertising Publicity and Marketing	Publishing all the ordinary council meeting	District wide	Equitable share	Number of ordinary council meeting publication done	4	4	-	1	1	1	1	R314 400.00	Attendance register
28.	Finance and administration	Protective Clothing	Procurement of protective clothing	District wide	Equitable share	100% of procurement of protective clothing	100%	100%	-	-	-	-	100%	R1 572 000.00	Delivery note
29.	Finance and administration	Employees Training	Conduct skills development for all employees	District wide	Equitable share	Number of skills development reports municipal employees concluded	1	1	-	1	1	1	1	R 144 000.00	Report

9.5. CORPORATE SERVICES 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		
30.	Finance and administrative	MPAC and ward committee induction	Conducting MPAC and Ward committee induction support	District wide	FMG	Conducting MPAC and Ward committee induction support	1					1		R205 000.00	Attendance register

Key priority area 6: Good governance and public participation

4.3. To promote a culture of accountability, participatory, responsiveness, transparency and clean governance

31.	Finance and administrative	Municipal public account (MPAC) Public Hearing	Conducting MPAC Public Hearing	District wide	Equitable share	Number of MPAC Public Hearing conducted	2	2				2		R500 000.00	Attendance register
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Key priority area 4: Municipal transformation and organizational development

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

32.	Finance and administrative	Municipal public account (MPAC) strategic planning	Conducting Municipal public account (MPAC) strategic planning	District wide	Equitable share	Number of municipal public account (MPAC) strategic planning conducting	1	1				1		R350 000.00	Attendance register
33.	Finance and administrative	District-wide ward committee conference	Conducting District-wide ward committee conference	District wide	Equitable share	Conducting District-wide ward committee conference		1					1	R200 000.00	Attendance register

9.5. CORPORATE SERVICES 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		
34.		Biometric system phase 2	Procurement of 1 Biometric system phase 2	District wide	Equitable share	Number of Biometric system phase 2 procured	0	1	-	Terms of reference developed	Specification and advertisement	Appointment of service provider	Delivery of goods Biometric system	R1 300 000.0	Delivery note
35.		Organizational Development (OD)		District wide	Equitable share	Number of Organizational Development (OD) reviewed	1	1	-	-	-	-	1	R2 000 000.0	Organizational Development

Key priority area 5: Municipal financial viability and management

5.1. To ensure sound financial management of municipality

36.	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
37.	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

Key priority area 4: Municipal transformation and organizational development

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

9.5. CORPORATE SERVICES 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		
38.	Finance and administrative	Conduct departmental meetings	Conduct departmental meetings	District wide	Equitable share	Number of departmental meetings held		12		3	3	3	3	3	Attendance register
Local Economic development															
2.1 To create enabling environment to attract investment to generate economic growth and job creation															
39.	LED	Coordination of EPWP job opportunities	Coordination of EPWP job opportunities	District wide	Equitable share	100% of departmental EPWP job opportunities coordinated	100%	100%		100%	100%	100%	100%	100%	Report
Good governance and public participation															
6.1. To promote a culture of accountability, participatory, responsiveness, transparency, and clean governance.															
40.	Finance and administrative	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
41.	Finance and administrative	Addressing findings raised by Auditor General	Addressing findings raised by Auditor General	District wide	Equitable share	% of findings raised by Internal Audit addressed by 30 June 2022	100%	100%		100%	100%	100%	100%	Opex	AG action plan report
42.	Finance and administrative	Identification of departmental strategic risks	Identification of departmental strategic risks	District wide	Equitable share	100% identification of departmental strategic risks	100%	100%		100%	100%	100%	100%	Opex	departmental strategic register report

9.5. CORPORATE SERVICES 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		
43.	Finance and administration	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
44.	Finance and administration	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
Key priority area (KPA) 1 : Services delivery and infrastructure development															
Strategic Objective 1.1 To improve access to services through provision, operation and maintenance of socio-economic and environmental infrastructure															
45.	Finance and administration	Finance and administration	bids evolution and adjudication coordination	bids evolution and adjudication coordination	District wide	100% support provided on the development of service delivery infrastructure	100%			100%	100%	100%	100%	Opex	Report

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.

1.1.3 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.

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

1.1.5 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.

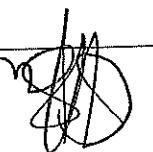
APPENDIX 1
Personal Development Plan of: Mr. Tshikova Cedrick

Compiled on: [DATE]

22 July 2022

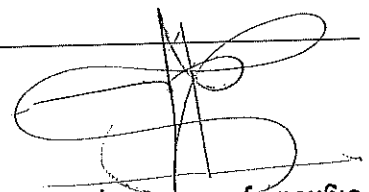
1. Skills Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
Financial Management for Non-financial Managers.	Basic budgeting expenditure Management supply chain management.	Attending a course for certification with an accredited institution	Class Contact block sessions	6 weeks	Good financial management.	Mr. Ndou T.S. - Supervisor.
Leadership in public Sector.	- Good interpersonal skills - Analytical skills - Problem Solving - Risk Management.	Attending a course for certification in contact with an accredited institution & higher learning.	attending a class on a block perspective	6 weeks	Good people management.	Mr. Ndou T.S. - Supervisor.

Signed and accepted by the Employee (General Manager: Community Services))

 Ishikawa NC

Date: 22 July 2022

Signed by the Municipal Manager on behalf of the Municipality



Date: 22 July 2022

ANNEXURE C: DISCLOSURE FORM FOR BENEFITS AND INTERESTS

I, the undersigned (Surname and Initials) Tshikaya Nenele Cedric

(Postal Address) P.O. Box 4637

Thohoyandou

(Residential Address) ~~Thohoyandou, Thohoyandou~~

(Position Held) General Manager: Corporate Services

(Name of Municipality) Umunbe District Municipality

Tel: 015 960 2035 Fax: Email: tshikaya@munibe.gov.za

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 financial interest	Nature	Nominal Value	Name of Company/Entity
N/A	N/A	N/A	N/A
None			

2. Interest in a trust		Amount of Remuneration/ Income
Name of trust		
N/A		N/A
None		

3. Membership, directorships and partnerships		
Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/ Income
The Dan Retreat	Hospitality	None
None		

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
None		

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
None			

SIGNATURE OF SENIOR MANAGER

DATE: 22 July 2022

PLACE: Theobaldton

8. Land and Property			
Description	Extent	Area	Value
Residential.	200 m ²	1/1000 Block in	15,000.00 (approx)
Residential	300 m ²	1/1000 Block in	4,000.00 (approx)
Business Site	400 m ²	1/1000 Block in	4,000.00 (approx)

Description	Value	Member
7. Gifts and Hospitality from a source rather than a family member	N/A	N/A
		N/A
		None

6. Subsidies, grants and sponsorships by any organisation	Value of assistance	Source of assistance
None	N/A	N/A