



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE MUNICIPALITY OF VHEMBE DISTRICT
AS REPRESENTED BY THE MUNICIPAL MANAGER**

Mr. KUTAMA ZWANNDANORMAN

AND

ADVOCATE MUKOMA MICHEAL

**THE EMPLOYEE OF THE MUNICIPALITY
AS GENERAL MANAGER: COMMUNITY SERVICES**

FOR THE

FINANCIAL YEAR (PERIOD OF AGREEMENT): 1 JULY 2025 - 30 JUNE 2026

ENTERED INTO BY AND BETWEEN:

The Vhembe District Municipality herein represented by Mr. Kutama Zwannda Norman in her capacity as Municipal Manager of Vhembe District Municipality (hereinafter referred to as the Employer or Supervisor) and Advocate Mukoma Micheal as Employee (General Manager – Community Services) of Vhembe (hereinafter referred to as the Section 56 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 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 Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (**Annexure A**);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to

assess whether the Employee has met the performance expectations applicable to his/her job;

- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 Give effect to the 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 **01 July 2025** and will remain in force until **30 June 2026** 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 abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (**Annexure A**) sets out –
 - 4.1.1 The performance objectives and targets that must be met by the Employee; and
 - 4.1.2 The time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in **Annexure A** are set by the Employer in consultation with the Employee and based on the Integrated

Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

- 4.3 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 KPA's 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 KPA's, 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	05
2	Basic Service Delivery and Infrastructure Development	80
3	Local economic Development	05
4	Financial Viability and Management	05
5	Good Governance and Public participation	05
Total (Cannot exceed 100%) 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	6

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		• Change Impact Monitoring and Evaluation	
6	Governance Leadership	• 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	Strategic Direction and Leadership		
Competency Definition	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	SUPERIOR
• 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	• 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	• 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	• 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-

understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole • Demonstrate a basic understanding of key decision makers	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	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 among key players to frame communications and develop strategies, positions and alliances	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 management • Uses understanding of competing interests to manoeuvre successfully to a win/win outcome
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Cluster	Leading Competencies		
Competency Name	People Management		
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.	• Seek opportunities to increase team contribution and responsibility • Respect and support the diverse nature of others and be aware of the	• Identify ineffective team and work processes and recommend remedial interventions • Recognise and reward effective and desired behaviour	• Develop and incorporate best practice people management processes, approaches and tools across the institution • Foster a culture of

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but requires support in implementing development initiatives	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 fulfil the strategic mandate	• 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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Cluster	Leading Competencies		
Competency Name	Program and Project Management		
Competency Definition	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS			
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	• Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity	• Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk management strategies through impact assessment and resource	• Understand and conceptualise the long-term implications of desired project outcomes • Direct a comprehensive strategic macro and micro analysis and scope projects

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	around expectations • Find a balance between project deadline and the quality of deliverables • 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	requirements • Modify project scope and 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	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 plans • Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed
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Cluster	Leading Competencies		
Competency Name	Financial Management		
Competency Definition	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			
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 • Understand the	• 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 financial	• 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 the institution	• 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 expenditure and other

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importance of financial accountability • Understand the importance of asset control	management • Prepare financial reports based on specified formats • Consider and understand the financial implications of decisions and suggestions • 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	financial processes • 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	Change Leadership		
Competency Definition	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	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 resistance to change	• 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	• 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	• 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,

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	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	resistance factors and how to integrate change • Motivate and inspire others around change initiatives
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Cluster	Leading Competencies		
Competency Name	Governance Leadership		
Competency Definition	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		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these	• Able to link risk initiatives into key institutional objectives and drivers • Identify, analyse and measure risk, create valid risk forecasts,	• Demonstrate a high level of commitment in complying with governance requirements • Implement governance and

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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	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	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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Core Competencies

Cluster	Core Competencies		
Competency Name	Moral Competence		
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• 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	• Conduct self in alignment with the values of Local Government and the institution • Able to openly admit own mistakes and weaknesses and seek assistance	• Identify, develop, and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments • Make proposals and recommendations that	• Create an environment conducive of moral practices • Actively develop and implement measures to combat fraud and corruption • Set integrity

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moral situations, but requires guidance and development in understanding and reasoning with moral intent	from others when unable to deliver • Actively report fraudulent activity and corruption within local government • 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	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 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	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	Planning and Organising		
Competency Definition	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	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 • Focus on short- term	• 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 objectives	• 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 tasks and projects	• 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 facilitate the

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	• 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	achievement of institutional objectives
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Cluster	Core Competencies		
Competency Name	Analysis and Innovation		
Competency Definition	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	• 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 • Consult internal and external	• 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	• 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

and perspectives of others and explore opportunities to enhance such innovative thinking	stakeholders on opportunities to improve processes and service delivery • 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	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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Cluster	Core Competencies		
Competency Name	Knowledge and Information Management		
Competency Definition	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	SUPERIOR
• 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	• 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	• 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	• 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

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members	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	various institutions • Establish accurate measures and monitoring systems for knowledge and information management • Create a culture conducive of learning and knowledge sharing • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	information sharing with an abundance and assistance approach • Recognise and exploit knowledge points in interactions with internal and external stakeholders
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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	COMPETENT	ADVANCED	SUPERIOR
• 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	• 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	• 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	• 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

	a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structured written documents	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	negotiations at different levels within local government and externally
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Cluster	Core Competencies		
Competency Name	Results and Quality Focus		
Competency Definition	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		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• 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	• 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,	• 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	• 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

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	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. 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. 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 KPA's and CMCs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The 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%)				

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		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 2024 (Verbal and informal)
Second quarter	:	October-December 2024
Third quarter	:	January-March 2025 (Verbal and informal)
Fourth quarter	:	April-June 2025

- 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.

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

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

10.2.2 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.

11. DISPUTE RESOLUTION

11.1 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 –

11.1.1 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.

11.1.2 Any other person appointed by the Mayor.

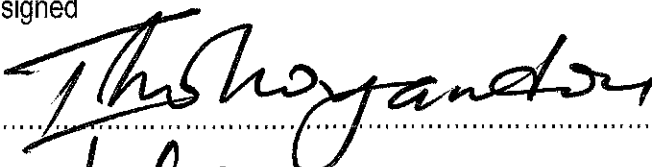
11.2 In the event that the mediation process contemplated above fails, clause 16 of the Contract of Employment shall apply.

12. GENERAL

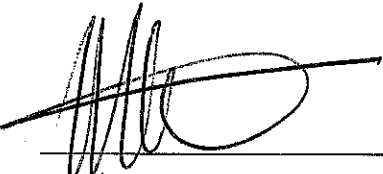
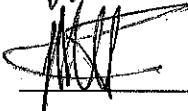
12.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

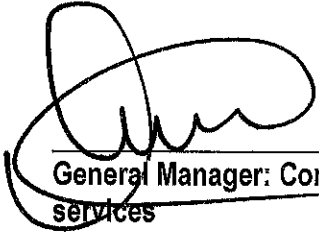
12.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and
signed


.....
July.....of 2025.

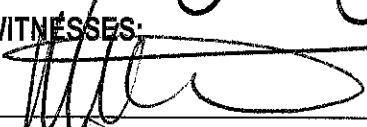
.....on this the 28th day

1. 
2. 


General Manager: Community
services

Thus done and signed Therese Gordon on
this the 28th day July of 2025.

AS WITNESSES:

1. 
2. 


Municipal Manager

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.	Services delivery and infrastructure development	75%
2.	Local Economic Development	05%
3.	Spatial planning and management	00%
4.	Good governance and management- Transformation and organizational development	05%
5.	Good governance and management –Financial viability and management	05%
6.	Good Governance and Public Participation	05%
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: ADVOCATE MUKOMA MICHEAL: GENERAL MANAGER COMMUNITY SERVICES

No	Project Name	Project Description	Baseline	Annual targets	Output indicators	Quarterly Targets				Source of funds	Budget 2025/26	Portfolio of evidence	Responsible department
						Quarter 1	Quarter 2	Quarter 3	Quarter 4				
Key Performance Area (KPA) 1: Basic Services delivery and Infrastructure development (KPA Weighting= 75%)													
Priority/Focus Area: 1.6. Emergency Services (Fire and Rescue & Disaster Management)													
1.6.1. To improve access to emergency services through provision, operation and maintenance of socio-economic and environmental infrastructure													
1.6.2. To improve access to emergency services through provision, operation and maintenance of socio-economic and environmental infrastructure													
1.	Dzanani Fire Station	Construction of Dzanani Fire Station	0%	100% construction of Dzanani fire station done by 30 June 2026	% in progress on the construction of Dzanani fire station done by 30 June 2026	10% construction of Dzanani fire station done	45% construction of Dzanani fire station done	80% construction of Dzanani fire station done	100% construction of Dzanani fire station done	General revenue	R 6,808,696.00	Progress report	Community services
2.	Xigalo Fire Station	Construction of 2400 square meters surface paving done	0%	100% construction of Xigalo fire station surface paving by 30 June 2026	% in progress on the construction of Xigalo station surface paving done	5% construction of Xigalo fire station surface paving done	42% construction of Xigalo fire station surface paving done	85% construction of Xigalo fire station surface paving	100% construction of Xigalo fire station surface paving done	General revenue	R 375,888.00	Progress report	Community services

No:	Project Name	Project Description	Baseline	Annual targets	Output indicators	Quarterly Targets				Source of funds	Budget 2025/26	Portfolio of evidence	Responsible department
						Quarter 1	Quarter 2	Quarter 3	Quarter 3				
Key Performance Area (KPA) 1: Basic Services delivery and Infrastructure development (KPA Weighting= 75%)													
Strategic objectives:													
1. To ensure the provision of services to communities in a sustainable manner													
1.1. To ensure total functionality of VDM water service business to identify and plan for the financial, institutional, and overall sustainability needs.													
1.2. To ensure efficient, affordable, economic and sustainable access to water services.													
1.3. To improve access to sanitation services through provision, operation and maintenance of socio-economic and environmental infrastructure													
1.	Operation and maintenance	IT System purchase	Disaster operations Relief done	100% disaster operations relief done within 72 hours	% of disaster operations relief done within 72 hours	100% disaster operations relief done within 72 hours	100% disaster operations relief done within 72 hours	100% disaster operations relief done within 72 hours	100% disaster operations relief done within 72 hours	General revenue	R 1,638,231.00	Listing	Community services
2.	Operation and maintenance	IT System purchase	Disaster operations Temporal shelters provided	100% disaster operations temporal shelters provided	% disaster operations temporal shelters provided	100% disaster operations temporal shelters provided	100% disaster operations temporal shelters provided	100% disaster operations temporal shelters provided	100% disaster operations temporal shelters provided	General revenue	R 2,233,951.00	Listing	Community services

No:	Project Name	Project Description	Baseline	Annual targets	Output Indicators	Quarterly Targets				Source of funds	Budget 2025/26	Portfolio of evidence	Responsible department
						Quarter 1	Quarter 2	Quarter 3	Quarter 4				

No:	Project Name	Project Description	Baseline	Annual targets	Output indicators	Quarterly Targets	Source of funds	Budget 2025/26	Portfolio of	Responsible department
Key Performance Area (KPA): 2 Local Economic development (KPA Weighting= 05%)										
To promote social and economic development										
1.	SMMES corporate support	SMMES corporate support	1	1	% of SMMES appointed to render services by 30 Jun3 20206	100% SMMES appointed to render services	100% SMMES appointed to render services	100% SMMES appointed to render services	Operating Income	OPEX
						100% SMMES appointed to render services	100% SMMES appointed to render services	100% SMMES appointed to render services	Listing	EDP

No:	Project name	Project description	Baseline	Annual targets	Output indicators	Quarterly targets				Source of funds	Budget 2025/26	Portfolio of evidence	Responsible department
						Quarter 1	Quarter 2	Quarter 3	Quarter 4				
Key Performance Area (KPA) 5: Good governance and management –Financial viability and management (KPA Weighting= 05%)													
Strategic Objective: To ensure sound financial management of municipality													
1.	Capital budget	Capital budget	100%	100% capital budget spent	% of allocated capital budget spent by 30 June 2026	100%	100%	100%	100%	General revenue	Opex	Attendance register	EDP
2.	Operational budget	Operational budget	100%	100% operational budget spent	% of allocated operational budget spent by30 June 2026	100%	100%	100%	100%	General revenue	Opex	Attendance register	EDP
3.	Internal audit queries	Internal audit	100%	100% internal audit queries addressed	% audit queries raised by Internal audit addressed	100%	100%	100%	100%	General revenue	Opex	Attendance register	EDP
4.	External Audit queries	External Audit queries	100%	100 external audit queries addressed	% audit queries raised by external audit addressed	100%	100%	100%	100%	General revenue	Opex	Attendance register	EDP
5.	Revenue collection	% of revenue collected	100%	100% revenue collected through tendering depot implements	% of revenue collected through health compliance and building compliance by 30 June 2026	100%	100%	100%	100%	General revenue	Opex	Report	EDP

No:	Project Name	Project Description	Baseline	Annual targets	Output indicators	Quarterly Targets				Source of funds	Budget 2025/26	Portfolio of evidence	Responsible department
Key Performance Area (KPA) 4: Good governance and management (KPA Weighting= 05%)													
To provide democratic and accountable government for local people by encouraging the involvement of communities and community organizations in the matters of local government													
1.	(b) Social development	i. Public Transport Awareness	2	(2)1 disaster festive and 1 disaster easter season operations conducted	Number of disaster festive and easter season operations conducted	0	1 disaster festive season operations conducted	1 disaster easter season operations conducted	0	General revenue	R 218 431.00	Attendance register	Community services
2.	(b) Social development	ii. Disaster Awareness	1	1 disaster awareness (IDDR) conducted	Number of International Day of Disaster reduction (IDDR) conducted	0	1 (IDDR) conducted	0	0	General revenue	R 148,930.00	Attendance register	Community services
3.	(b) Social development	ii. Disaster Awareness	1	1 DMISA conducted	Number of DMISA conducted	0	0	0	1 DMISA conducted	General revenue	R 99,192.00	Attendance register	Community services
4.	(b) Social development	ii. Disaster Awareness	1	1 disaster reduction seminar conducted	Number of disaster reduction seminar conducted	0	0	0	1 disaster reduction seminar conducted	General revenue	R 198,573.00	Attendance register	Community services
5.	(b) Social development	ii. Disaster Awareness	1	21 disaster awareness campaign conducted	Number of disaster awareness campaign conducted	5 disaster awareness campaign conducted	5 disaster awareness campaign conducted	5 disaster awareness campaign conducted	6 disaster awareness campaign conducted	General revenue	R 496,434.00	Attendance register	Community services

No:	Project Name	Project Description	Baseline	Annual targets	Output Indicators	Quarterly Targets				Source of funds	Budget 2025/26	Portfolio of evidence	Responsible department
6.	(b) Social development	iii. Primary Health	10	Air quality monitoring	Number of air quality monitoring conducted	10 air quality monitoring conducted	10 air quality monitoring conducted	10 air quality monitoring conducted	10 air quality monitoring conducted	General revenue	R 198 573.00	Attendance register	Community services
7.	(b) Social development	vii. Social Cohesion	1	1 Golden game conducted	Number of Golden Games conducted	0	0	0	0	General revenue	R 79 429.00	Report	Community services
8.	(b) Social development	vii. Social Cohesion	1	1 sports school conducted	Number of sports schools conducted	0	0	0	1 sports school conducted	General revenue	R 78 863.00	Report	Community services
9.	(b) Social development	vii. Social Cohesion	1	1 sports council activities conducted	Number of sports council activities conducted	0	0	0	1 sports council activities conducted	General revenue	R 74 567.00	Report	Community services
10.	(b) Social development	vii. Social Cohesion	1	1 disability sports conducted	Number of disability sports conducted	0	0	0	1 disability sports conducted	General revenue	R 23 124.00	Report	Community services
11.	(b) Social development	vii. Social Cohesion	1	1 Indigenous game conducted	Number of Indigenous games conducted	1 Indigenous game conducted	0	0	0	General revenue	R 104 152.00	Report	Community services
12.	(b) Social development	vii. Social Cohesion	1	1 arts and culture programme conducted	Number of arts and culture programme conducted	1 arts and culture programme conducted	0	0	0	General revenue	R 197. 157.00	Report	Community services
13.	(b) Social development	Special groups	1	1 sport academy materials conducted	Number of sport academy materials conducted	0	0	0	1 sport academy materials conducted	General revenue	R 298 579.00	Report	Community services

24. 

No:	Project Name	Project Description	Baseline	Annual targets	Output indicators	Quarterly Targets				Source of funds	Budget 2025/26	Portfolio of evidence	Responsible department
14.	(b) Social development	Sport, Arts and Culture support	1	1 heritage dance conducted	Number of heritage dance conducted	0	1 heritage dance conducted	0	0	General revenue	R 332 395,00	Report	Community services
15.	(b) Social development	Sport, Arts and Culture support	1	1 federation support conducted	Number of federation support conducted	0	0	1 federation support conducted	0	General revenue	R 148 930,00	Report	Community services
16.	Vuwani training centre	Vuwani training centre operation conducted	1	1 Vuwani training centre operation conducted	Number of Vuwani training centre operation conducted	0	0 Vuwani training centre operation conducted	0	1 Vuwani training centre operation conducted		R 78 105,00	Report	Community services

No:	Project Name	Project Description	Baseline	Annual targets	Output Indicators	Quarterly Targets				Source of funds	Budget 2025/26	Portfolio of evidence	Responsible department
Key Performance Area (KPA) 4: Organizational Development and Transformation (Institutional arrangement) (KPA Weighting= 05%)													
5.1. To create an outcome-driven culture that elevates performance, unlocks potential, and accelerates employee growth													
1.	Signed performance agreement		1	1	Number of signed performance agreement within a month of	1	0	0	0	Operating Income	OPEX	Signed performance agreement	Community services

24 Ann

No:	Project Name	Project Description	Baseline	Annual targets	Output indicators	Quarterly Targets				Source of funds	Budget 2025/26	Portfolio of	Responsible department
2.	Departmental Meetings		New indicator	4	Number of departmental meetings conducted by 30 June 2025	1 departmental meeting conducted	1 departmental meeting conducted	1 departmental meeting conducted	1 departmental meeting conducted	Operating Income	OPEX	Attendance Register	Community services

No:	Project name	Project description	Baseline	Annual targets	Output indicators	Quarterly targets				Source of funds	Budget 2025/26	Portfolio of evidence	Responsible department
Key Performance Area (KPA) 5: Good governance and management –Financial viability and management (KPA Weighting= 05%)													
Strategic Objective: To ensure sound financial management of municipality													
1.	Capital budget	Capital budget	100%	100% capital budget spent	% of allocated capital budget spent by 30 June 2026	100%	100%	100%	100%	General revenue	Opex	Attendance register	Community services
2.	Operational	Operational budget	100%	100%	% of allocated	100%	100%	100%	100%	General revenue	Opex	Attendance	Community

No:	Project name	Project description	Baseline	Annual targets	Output indicators	Quarterly targets				Source of funds	Budget 2025/26	Portfolio of evidence	Responsible department
						Quarter 1	Quarter 2	Quarter 3	Quarter 4				
Key Performance Area (KPA) 5: Good governance and management –Financial viability and management (KPA Weighting= 05%)													
Strategic Objective: To ensure sound financial management of municipality													
	budget			operational budget spent	operational budget spent by30 June 2026							register	services
3.	Internal audit queries	Internal audit	100%	100% Internal audit queries addressed	% audit queries raised by Internal audit addressed	100%	100%	100%	100%	General revenue	Opex	Attendance register	Community services
4.	External Audit queries	External Audit queries	100%	100 external audit queries addressed	% audit queries raised by external audit addressed	100%	100%	100%	100%	General revenue	Opex	Attendance register	Community services
5.	Revenue collection	% of revenue collected	100%	100% revenue collected through lending depot implements	% of revenue collected through health compliance and building compliance by 30 June 2026	100%	100%	100%	100%	General revenue	Opex	Report	Community services

THE PERFORMANCE SCORECARD: ADVOCATE MUKOMA MICHEAL – GENERAL MANAGER COMMUNITY SERVICES

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.

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

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

8. Land and Property			
Description	Extent	Area	Value
Land	Plot 2	Subarea	R200 000
Plot 1	Plot 1	Plot 1	R 800 000

SIGNATURE OF GENERAL MANAGER

DATE: 28/07/2025

PLACE: Thohoyandou