

FINANCIAL YEAR (PERIOD OF AGREEMENT): 1 JULY 2021 – 30 JUNE 2022

FOR THE

AS GENERAL MANAGER: DEVELOPMENT PLANNING
THE EMPLOYEE OF THE MUNICIPALITY

MRS. TSHIVHINDA MUFUNWA

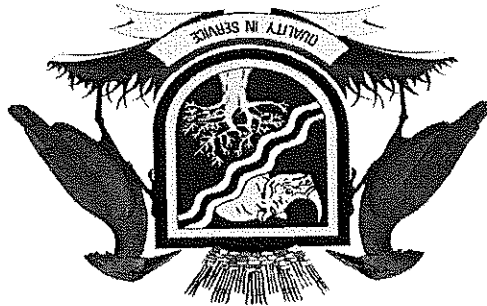
AND

MRS. NDOU TSHIMANGADZO SYLVIA

AS REPRESENTED BY THE MUNICIPAL MANAGER
THE MUNICIPALITY OF VHEMBE DISTRICT

MADE AND ENTERED INTO BY AND BETWEEN:

PERFORMANCE AGREEMENT



VHEMBE DISTRICT MUNICIPALITY

ENTERED INTO BY AND BETWEEN:

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

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance Agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.

1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

2.1 Comply with the provisions of Section 57(1)(b),(4A) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;

2.2 Specify objectives and targets established for the Employee and to communicate to the Employer's expectations of the Employee's performance expectations and accountabilities;

2.3 Specify accountabilities as set out in the Performance Plan (**Annexure A**);

2.4 Monitor and measure performance against set targeted outputs;

2.5 Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her job;

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.

4.2

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.

3.5

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.

3.4

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

3.3

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.

3.2

3.1 This Agreement will commence on the 01 July 2021 and will remain in force until 30 June 2022 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.

3.1

3. DELIVERY

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

2.7

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

2.6

- 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 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.
- 6.1 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. 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. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS.

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

5. PERFORMANCE MANAGEMENT SYSTEM

- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

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 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	05
2	Basic Service Delivery and Infrastructure Development	30
3	Local economic Development	30
4	Financial Viability and Management	05
5	Good Governance and Public participation	30
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

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		<ul style="list-style-type: none"> 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 and guide strategy
COMPETENT		<ul style="list-style-type: none"> 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
ADVANCED		<ul style="list-style-type: none"> Evaluate all activities to determine value and alignment to strategic intent Display in-depth knowledge and understanding of strategic planning and align strategy and goals across all functional areas Actively define performance measures to monitor the progress and
SUPERIOR		<ul style="list-style-type: none"> 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

6.5. Competency Descriptions
Leading Competencies

7	CORE COMPETENCIES	• Cooperative Governance
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

ACHIEVEMENT LEVELS	
Competency Name	Competency Definition
Leading Competencies	People Management
Cluster	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objective
BASIC	<ul style="list-style-type: none"> 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
COMPETENT	<ul style="list-style-type: none"> 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
ADVANCED	<ul style="list-style-type: none"> 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
SUPERIOR	<ul style="list-style-type: none"> Develop and incorporate best practice people management processes, approaches and tools across the institution Foster a culture of discipline, responsibility and accountability

<ul style="list-style-type: none"> 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 all stakeholders in the achievement of the strategic mandate Understand the aim and objectives of the institution and relate it to own work 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Provide impact and influence through building and maintaining strategic relationships Create an environment that facilitates loyalty and innovation Display a superior level of self-discipline and integrity in actions Integrate various systems into a collective whole to optimise institutional performance Uses understanding of competing interests to manoeuvre successfully to a win/win outcome
<ul style="list-style-type: none"> Demonstrate a basic understanding of key decision makers 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 all stakeholders in the achievement of the strategic mandate Understand the aim and objectives of the institution and relate it to own work 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Provide impact and influence through building and maintaining strategic relationships Create an environment that facilitates loyalty and innovation Display a superior level of self-discipline and integrity in actions Integrate various systems into a collective whole to optimise institutional performance Uses understanding of competing interests to manoeuvre successfully to a win/win outcome

ACHIEVEMENT LEVELS	
Competency Name	Competency Definition
Leading Competencies	Program and Project Management
Cluster	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives
BASIC	<ul style="list-style-type: none"> Initiate projects after approval from higher authorities Understand procedures of program and project management methodology, implications and stakeholder involvement of the project team and create clarity around expectations Find a balance between project budget when required
COMPETENT	<ul style="list-style-type: none"> 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 budget when required
ADVANCED	<ul style="list-style-type: none"> 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
SUPERIOR	<ul style="list-style-type: none"> 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

<ul style="list-style-type: none"> Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution Develop comprehensive integrated strategies to and approaches to human capital development and management Actively identify trends and predict capacity requirements to facilitate unified and performance management 	<ul style="list-style-type: none"> Identify development and learning needs within the team and build a work environment conducive to sharing, innovation, ethical behaviour and professionalism Inspire a culture of performance excellence by giving positive feedback to the team Achieve agreement or consensus in adversarial environments Lead and unite diverse teams across divisions to achieve institutional objectives 	<ul style="list-style-type: none"> Empower others to delegate tasks and increase contribution and execute functions optimally Apply relevant employee legislation and fairly consistently Facilitate team goal-setting and problem-solving Effectively identify capacity requirements to fulfill the strategic mandate 	
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ACHIEVEMENT LEVELS	
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
Cluster	Leading Competencies
BASIC	<ul style="list-style-type: none"> • 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 importance of financial accountability • Understand the
COMPETENT	<ul style="list-style-type: none"> • 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 management • Prepare financial reports based on
ADVANCED	<ul style="list-style-type: none"> • 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 • Address complex budgeting and financial management
SUPERIOR	<ul style="list-style-type: none"> • 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 financial processes • Build and nurture partnerships to

<ul style="list-style-type: none"> • Document and quality objectives • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Document and quality objectives and risk associated with successful project implementation as guide • Use results and approaches of project • Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation
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ACHIEVEMENT LEVELS	
Competency Name	Competency Definition
Leading Competencies	Change Leadership
Cluster	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community
BASIC	<ul style="list-style-type: none"> • 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
COMPETENT	<ul style="list-style-type: none"> • 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 introduce new approaches to enhance institutions' effectiveness • 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 introduce new approaches to enhance institutions' effectiveness
ADVANCED	<ul style="list-style-type: none"> • 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 institutions' effectiveness • 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 institutions' effectiveness
SUPERIOR	<ul style="list-style-type: none"> • 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 • 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

importance of asset control	<ul style="list-style-type: none"> • 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
improve financial and management systems and processes in place to achieve financial savings and integrity of financial management	<ul style="list-style-type: none"> • Put concerns • 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

ACHIEVEMENT LEVELS	
BASIC	<ul style="list-style-type: none"> • Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing requirements • Understand the structure of cooperative
COMPETENT	<ul style="list-style-type: none"> • Display a thorough understanding of risk, compliance and governance factors and implement plans to address these • Demonstrate understanding of the techniques and
ADVANCED	<ul style="list-style-type: none"> • 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
SUPERIOR	<ul style="list-style-type: none"> • Demonstrate a high level of commitment in complying with governance requirements • Implement governance and compliance strategy to ensure achievement of institutional
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

<ul style="list-style-type: none"> • Build and nurture relationships with others around change initiatives • Motivate and inspire 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Able to gain buy-in from stakeholders • Assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals • 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 	<ul style="list-style-type: none"> • Understand the impact of change interventions on the institution within the broader scope of local government
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ACHIEVEMENT LEVELS	
Competency Name	Competency Definition
Core Competencies	Moral Competence
Cluster	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence
BASIC	<ul style="list-style-type: none"> Realise the impact of acting with integrity, but requires guidance and development in Follow the basic rules and regulations of the institution Able to identify basic moral situations, but requires guidance and development in
COMPETENT	<ul style="list-style-type: none"> 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
ADVANCED	<ul style="list-style-type: none"> 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
SUPERIOR	<ul style="list-style-type: none"> 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

Core Competencies

<p>processes for</p> <p>optimising risk taking decisions within the institution</p> <ul style="list-style-type: none"> Actively drive policy formulation within the institution to ensure the achievement of objectives <p>thorough understanding of risk retention plans and identify and implement comprehensive risk management systems and processes enhance effectiveness of local government and</p> <ul style="list-style-type: none"> Identify and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement 	<p>approaches to prevent and reduce risk that impede on the achievement of institutional objectives</p> <ul style="list-style-type: none"> Demonstrate a thorough understanding of risk retention plans and identify and implement comprehensive risk management systems and processes enhance effectiveness of local government and Identify and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement 	<p>processes for</p> <p>optimising risk taking decisions within the institution</p> <ul style="list-style-type: none"> Actively drive policy formulation within the institution to ensure the achievement of objectives <p>thorough understanding of risk retention plans and identify and implement comprehensive risk management systems and processes enhance effectiveness of local government and</p> <ul style="list-style-type: none"> Identify and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement 	<p>government but requires guidance on fostering workable relationships between stakeholders</p> <ul style="list-style-type: none"> Provide input into policy formulation
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Cluster	Competency Name	Competency Definition	Achievement Levels
Core Competencies	Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	
			BASIC
			COMPETENT
			ADVANCED
			SUPERIOR

understanding and reasoning with moral intent	fraudulent activity and corruption local within government	<ul style="list-style-type: none"> • 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
	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

institution to support the objectives of local government

- Take responsibility for own actions and decisions, even if the consequences are unfavourable

Core Competencies		Competency Name	Competency Definition	ACHIEVEMENT LEVELS	
		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		
BASIC	<ul style="list-style-type: none"> • Understand the basic operation of analysis, but lack detail and thoroughness • Able to balance independent analysis with 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 	<ul style="list-style-type: none"> • Demonstrate logical techniques and approaches for provide rationale and 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 stakeholders on opportunities to improve processes 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	
COMPETENT				ADVANCED	SUPERIOR

and resources required for a task, but require further structure and organisation	<ul style="list-style-type: none"> • Measures progress and monitor performance results 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
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ACHIEVEMENT LEVELS	
Competency Definition	<p>the collective knowledge base of local government information through various processes and media, in order to enhance the generation and sharing of knowledge and</p>
Competency Name	Knowledge and Information Management
Cluster	Core Competencies
BASIC	<ul style="list-style-type: none"> • 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 with internal stakeholders and team members
COMPETENT	<ul style="list-style-type: none"> • 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
ADVANCED	<ul style="list-style-type: none"> • Effectively predict future information and knowledge requirements and systems • Develop standards and processes to meet future knowledge management needs • Share and promote best practice knowledge to management across various institutions • Establish accurate measures and monitoring systems for
SUPERIOR	<ul style="list-style-type: none"> • 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

<p>and service delivery interventions from relevant stakeholders</p> <ul style="list-style-type: none"> • Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders • Continuously identify opportunities to enhance internal processes • Identify and analyse opportunities to innovative approaches and propose remedial intervention 	<p>learning organisation approach</p> <ul style="list-style-type: none"> • 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		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	<ul style="list-style-type: none"> • Demonstrate an understanding for individuals and groups in formal and informal settings in a manner that is interesting and motivating • 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	<ul style="list-style-type: none"> • 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, • Adapt attitudes and beliefs when communicating • Balance political perspectives with institutional needs • Develop a well-defined strategy to communication • Communicate high-risk and sensitive matters relevant to stakeholders • Develop a well-defined strategy to communication through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical conversations • Able to coordinate negotiations at different levels within local government and externally
ADVANCED	<ul style="list-style-type: none"> • 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 conversations • Able to coordinate negotiations at different levels within local government and externally 	SUPERIOR	<ul style="list-style-type: none"> • 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 conversations • Able to coordinate negotiations at different levels within local government and externally

information	<ul style="list-style-type: none"> • Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency 	<ul style="list-style-type: none"> • Create a culture of learning and knowledge sharing • Hold regular sessions to share best ideas and practice approaches 	<ul style="list-style-type: none"> • Recognise and exploit knowledge points in interactions with internal and external stakeholders
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Cluster	Core Competencies	Competency Name	Competency Definition	Achievement Levels
		Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Focus on high-priority actions and does not become distracted by lower-priority activities • Display firm commitment and pride in achieving the correct results • Set quality standards and design processes around achieving 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 	<ul style="list-style-type: none"> • 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 and monitor own performance and implement remedial interventions when required • 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, 	<ul style="list-style-type: none"> • Coach and guide others to exceed quality standards and results • Develop challenging, client-focused goals and sets high standards for personal performance and • 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 	

relevant stakeholders	<ul style="list-style-type: none"> • Complete clear, focused, concise and well-structured written documents 	<ul style="list-style-type: none"> • Able to communicate with the media with high levels of moral competence and discipline 	
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- 7.1 The Performance Plan (Annexure A) to this Agreement sets out –
 - 7.1.1 The standards and procedures for evaluating the Employee's performance; and
 - 7.1.2 The intervals for the evaluation of the Employee's performance.
- 7.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP).
- 7.5 The annual performance appraisal will involve:
 - 7.5.1 Assessment of the achievement of results as outlined in the performance plan;
 - 7.5.1.1 Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
 - 7.5.1.2 An indicative rating on the five-point scale should be provided for each KPA.
 - 7.5.1.3 The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7. PERFORMANCE MANAGEMENT SYSTEM

<ul style="list-style-type: none"> • Focus people on critical activities that yield a high impact 	defining responsibilities, tracking, monitoring and measuring success, evaluating the work of the institution	as adjustments needed	
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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%)
		Performance is below the standard required for the job in key areas. Performance meets some	2 (31-50%)

7.5.2 Assessment of the CMC's

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

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

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

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

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

- 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.

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%)
2	Not fully effective	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.	

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 2021 (Verbal and informal)
Second quarter	:	October-December 2021
Third quarter	:	January-March 2022 (Verbal and informal)
Fourth quarter	:	April-June 2022

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;

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

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

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.

12.2 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.

12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

12. MANAGEMENT OF EVALUATION OUTCOMES

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.

11.1.3 A substantial financial effect on the Employer.

11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.1 A direct effect on the performance of any of the Employee's functions;

11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others-

11. CONSULTATION

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.

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

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.

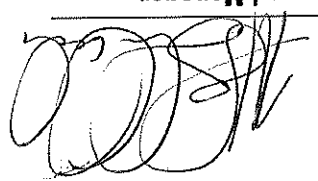
14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed

..... on this the day
..... of 2021.

AS WITNESSES:

1. _____
2. _____
General Manager



Thus done and signed

..... on this the day

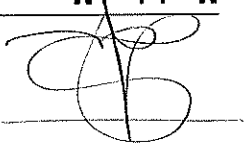
..... of 2021.

AS WITNESSES:

3.

4.

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 No	Key Performance Areas	Weight
1	Municipal Transformation and organizational Development	05
2	Basic Service Delivery	30
3	Local Economic Development	30
4	Municipal Financial Viability and Management	05
5	Good Governance and Public Participation	30

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: TSHIVHINDA MUFUNWA - GENERAL MANAGER DEVELOPMENT PLANNING

DEVELOPMENT PLANNING DEPARTMENT

No:	Priority Area/Function	Sub-Function	Municipality	Strategies/activities programme/ projects description	Source of Funds	Output indicator	Annual Targets	Revised Annual Targets			Budget	POE		
								Quarter Ending 30 September 2021	Quarter Ending 30 December 2021	Quarter Ending 30 March 2022			Quarter Ending 30 June 2022	
							Projected	Actual	Variance	Measures Taken	Projected	Actual	Variance	Measures Taken

Key Priority Area (KPA) 2 : Economic Development

Strategic Objectives: To create enabling environment to attract investment to generate economic growth and job creation

1.	Planning and Development	Corporate wide strategic planning :local economic development	District Wide	Feasibility study for Construction of innovation Centre.	Equitable share	Three (3) local economic development initiatives	1	-	-	-	-	-	-	-	R 150 000.00	local economic development initiatives report	
			District Wide	Enterprise youth competition	Equitable share		1	-	-	-	-	-	-	-	-	R 350 000.00	
			District Wide	Proudly Vhembe campaigns	Equitable share		1	1/4				1				1	R 150 00.00
2.	Planning and Development	Corporate wide strategic Planning :Local Economic Development	District Wide	Creation of EPWP Job opportunities	EPWP Grant	Seventy (70) job opportunities created through EPWP	70	-	-	-	-	-	-	-	R 2 245 000.00	Appointed letter	

DEVELOPMENT PLANNING DEPARTMENT

NO:	Priority Area/Function	Sub-Function	Municipality	Strategies/activities programme/ projects description	Source of Funds	Output indicator	Annual Targets	Revised Annual Targets	Quarter Ending 30				Budget	POE				
									September 2021	December 2021	March 2022	June 2022						
3.	Planning and Development	Corporate wide strategic Planning .Local Economic Development	District Wide	Creation of EPWP Job opportunities	Equitable share	Two hundred (200) job opportunities created through EPWP	200	Projected -	Actual	Variance	Measures Taken	Projected -	Actual	Variance	Measures Taken	200	R 5 6000 00,00	Appointed letter
4.	Planning and Development	Corporate wide strategic Planning .Local Economic Development	District Wide	Ratakuwa concrete cooperative support	Equitable share	One (1) concrete cooperative financially supported	1	Projected 1/4	Actual	Variance	Measures Taken	Projected 1/3	Actual	Variance	Measures Taken	1	R 600 000,00	Proof of payment
5.	Planning and Development	Regional Planning and Development	Twinning agreement with Zimbabwe	District Wide	Equitable share	One (1) Twinning Agreement signed	1	Projected -	Actual	Variance	Measures Taken	Projected -	Actual	Variance	Measures Taken	1	R300000,00	Signed Twinning Agreement signed
6.	Tourism	Tourism Promotion	District Wide	Conducting and attending tourism marketing activities	Equitable share	One (1) Tourism youth competition conducted	1	Projected -	Actual	Variance	Measures Taken	Projected 1	Actual	Variance	Measures Taken	-	R350 000,00	Attendance register
7.	Tourism	Tourism Promotion	District Wide	Conducting and attending tourism marketing activities	Equitable share	One (1) Tourism youth competition conducted	1	Projected -	Actual	Variance	Measures Taken	Projected 1	Actual	Variance	Measures Taken	-	R250000,00	Attendance register

DEVELOPMENT PLANNING DEPARTMENT

No.	Priority Area/Function	Sub-Function	Municipality	Strategies/activities programme/ projects description	Source of Funds	Output indicator	Annual Targets	Revised Annual Targets	Quarter Ending 30 September 2021			Quarter Ending 30 December 2021			Quarter Ending 30 March 2022			Quarter Ending 30 June 2022			Budget	POE
									Projected	Actual	Variance	Measures Taken	Projected	Actual	Variance	Measures Taken	Projected	Actual	Variance	Measures Taken		
8.	Tourism	Tourism Promotion	District Wide	Conducting and attending tourism marketing activities	Equitable share	One (1) Rand show attended	1	-	-	-	1	-	-	-	-	-	-	-	-	-	R380 000.00	Attendance register
9.	Tourism	Tourism Promotion	District Wide	Conducting and attending tourism marketing activities	Equitable share	One (1) World trade market attended	1	-	-	-	1	-	-	-	-	-	-	-	-	-	R350 000.00	Attendance register
10.	Planning and Development	Regional planning and development	District Wide	Conducting of regional tourism meetings	Equitable share	Two (2) regional tourism meetings Conducted	2	-	-	-	1	-	-	-	-	-	-	-	-	-	R70 000.00	Attendance register
11.	Planning and Development	Regional Planning and Development	District Wide	Signing of Big tree Twining agreement with Mexico	Equitable share	One (1) Twining agreement of Big tree with Mexico signed	1	-	-	-	-	-	-	-	-	-	-	-	-	-	R250 000.00	Signed Twining Agreement signed
12.	Tourism	Tourism Promotion	District Wide	Development of tourism infrastructure	Equitable share	Fifty (50) tourism signage developed	50	-	-	-	-	-	-	-	-	-	-	-	-	-	R350 000.00	Completion certificate

DEVELOPMENT PLANNING DEPARTMENT

N.O:	Priority Area/Function	Sub-Function	Municipality	Strategies/activities programme/ projects description	Source of Funds	Output Indicator	Annual Targets	Revised Annual Targets	Quarter Ending 30 September 2021			Quarter Ending 30 December 2021			Quarter Ending 30 March 2022			Quarter Ending 30 June 2022			Budget	POE
									Projected	Actual	Variance	Measures Taken	Projected	Actual	Variance	Measures Taken	Projected	Actual	Variance	Measures Taken		
13.	Tourism	Tourism Promotion	District Wide	Reviewing tourism strategy	Equitable share	One (1) tourism strategy reviewed	1	1	-	-	-	-	-	-	-	-	-	-	-	R 300 000.00	Tourism strategy	
14.	Tourism	Tourism Promotion	District Wide	Development of tourism infrastructure	Equitable share	Ten (10) conservation of heritage sites protected	10	-	-	-	-	-	-	-	-	-	-	-	-	R300000.00	Report	
15.	Tourism	Tourism Promotion	District Wide	Development of tourism infrastructure	Equitable share	Four (4) trans-frontiers parks conservations conducted	4	1	-	-	-	-	-	-	-	-	-	-	-	R150000.00	trans-frontiers parks conservations conducted report	
16.	Tourism	Tourism Promotion	District Wide	Conductio n of tourism moth tourism Month activities	Equitable share	One (1) tourism month activity conducted	1	1	-	-	-	-	-	-	-	-	-	-	-	R80 000.00	Attendance register	
Strategic Objective: To Create Enabling Environment to attract investment to generate Economic Growth and Job Creation																						
17.	Market: fresh produce market	Fresh produce market	District Wide	Conductio n of fresh produce support Activities	Equitable share	One (1) young farmers competition connected	1	-	-	-	-	-	-	-	-	-	-	-	-	R350 000.00	Attendance register	

DEVELOPMENT PLANNING DEPARTMENT

No.	Priority Area/Function	Sub-Function	Municipality	Strategies/activities programme/ projects description	Source of Funds	Output indicator	Annual Targets	Revised Annual Targets	Quarter Ending 30 September 2021			Quarter Ending 30 December 2021			Quarter Ending 30 March 2022			Quarter Ending 30 June 2022			Budget	POE	
									Projected	Actual	Variance	Measures Taken	Projected	Actual	Variance	Measures Taken	Projected	Actual	Variance	Measures Taken			Projected
18.	Market: fresh produce market	Fresh produce market	District Wide	Conductio n of fresh produce support activities	Equita ble share	One (1) female farmer of the year Competition conducted	1		1													R350 000.00	Attendanc e register
19.	Market: fresh produce market	Market: fresh produce market	District Wide	Conductio n of Fresh Produce Support Activities	Equita ble share	One (1) Agricultural Marketing Show conducted	1															R800000.00	Attendanc e register
20.	Market: fresh produce market	Market: fresh produce market	District Wide	Conductio n of Fresh Produce Support Activities	Equita ble share	One (1) Fresh produce market resuscitat ed	1															R 1 7000 000.00	Report
21.	Market: fresh produce market	Market: fresh produce market	District Wide	Agricultural equipment lending depot operation and maintenance	Equita ble share	100% Operation and maintenance of agricultural all landing depot equipment	100 %															R1300000.00	Attendanc e register
22.	Abattoir	Abattoir	District Wide	Conductin g census for small scale	Equita ble share	One (1) census for small scale	1															R1000000.00	census for small scale livestock

DEVELOPMENT PLANNING DEPARTMENT

No.	Priority Area/Function	Sub-Function	Municipality	Strategies/activities programme/ projects description	Source of Funds	Output indicator	Annual Targets	Revised Annual Targets	Quarter Ending 30 September 2021			Quarter Ending 30 December 2021			Quarter Ending 30 March 2022			Quarter Ending 30 June 2022			Budget	POE farmers report
									Projected	Actual	Variance	Measures Taken	Projected	Actual	Variance	Measures Taken	Projected	Actual	Variance	Measures Taken		
<p>KPA 1: Service delivery and Infrastructure Development</p> <p>Strategic Objectives: 1.4 To provide a safe, reliable, efficient, effective and integrated transport system for both passengers and freight that will enhance the quality of life for all</p>																						
23.	Road transport	Public transport	District Wide	Conducting transport month awareness campaign	Equitable share	One (1) public transport awareness campaigns conducted	1	-	-	-	1	-	-	-	-	-	-	-	-	-	R200 000.00	Attendance register
24.	Road transport	Road transport	District Wide	Conducting Easter road safety awareness	Equitable share	Conducting Two (2) Road Safety Awareness / Arrive Alive	1	-	-	-	1	-	-	-	-	-	-	-	-	-	R150 000.00	Attendance register
25.	Road transport	Road transport	District Wide	Conducting festive road safety awareness	Equitable share	One (1) festive road safety awareness	1	-	-	-	1	-	-	-	-	-	-	-	-	-	R150000.00	Attendance register
26.	Road transport	Road transport	District Wide	Developed Of Rural Road Management System	RAMS Grant	One (1) Rural Road Asset Management System	1	-	-	-	-	-	-	-	-	-	-	-	-	-	R229900.00	Road Asset Management System

DEVELOPMENT PLANNING DEPARTMENT

N.O.	Priority Area/Function	Sub-Function	Municipality	Strategies/activities programme/ projects description	Source of Funds	Output indicator	Annual Targets	Revised Annual Targets	Quarter Ending 30 September 2021			Quarter Ending 30 December 2021			Quarter Ending 30 March 2022			Quarter Ending 30 June 2022			Budget	POE		
									Projected	Actual	Variance	Measures Taken	Projected	Actual	Variance	Measures Taken	Projected	Actual	Variance	Measures Taken			Projected	Actual
27.	Road Transport	Public transport	District Wide	Coordination of buss subsidy workshop	Equitable share	developed and implemented One (1) Bus subsidy workshop conducted	1	1														R500000.0	Attendance register	
28.	Air transport	District Wide	Conductio n of capacity building workshop for development of Mphahlu Airport	Equitable share	One (1) capacity building workshop and benchmarking for development of Mphahlu airport	1	-															R1000000.00	Attendance register	
<p>KPA 4: Governance and Management Strategic objective 4.1. To restore, retrieve, manipulate, transmit or receive information electronically or in a digital form for planning and management</p>																								
29.	Finance and Administration: Information Technology	Geographic Information System	District Wide	Conductio n Of GIS week career expo	Equita ble share	One (1) GIS Week Activities Conducted	1	1/4														R350000.00	Attendance register	
30.	Finance and Administration	Geographic Information	District Wide	Development And Implement	Equita ble share	One (1) corporate GIS	1	-															R 3692000.00	GIS implemented report

DEVELOPMENT PLANNING DEPARTMENT

No:	Priority Area/Function	Sub-Function	Municipality	Strategies/activities programme/ projects description	Source of Funds	Output indicator	Annual Targets	Revised Annual Targets	Quarter Ending 30			Quarter Ending 30			Quarter Ending 30			Budget	POE	
									September 2021	December 2021	March 2022	September 2021	December 2021	March 2022	September 2021	December 2021	March 2022			
							Projected	Actual	Variance	Measures Taken	Projected	Actual	Variance	Measures Taken	Projected	Actual	Variance	Measures Taken		
	Information Technology	System		Integration of corporate geographic information system		developed and implemented														

KPA 3: Spatial planning and management

Strategic Objective 3.1: To be spatially integrated district striving towards effective sustainable development, service delivery and improving accessibility to economic resources																				
31.	Planning and Development	Spatial Planning	District Wide	Demarcation of sites	Equitable share	800 Sites Demarcated	20	0	200	200	200	200	200	200	200	200	200	200	R1600000.00	Sites Demarcated report
Strategic Objective 3.1: To ensure a spatially coordinated development that takes environment into consideration																				

32.	Environmental Protection	Biodiversity and landscape	District Wide	Conducting of environmental awareness activities	Equitable share	One (1) wetland day celebration conducted	1	-	-	1	-	-	-	-	-	-	-	-	R200000.00	Attendance register
33.	Development planning	Spatial planning	District Wide	Conduct land audit	Equitable share	One (1) Land audit report produced	1	1	-	-	-	-	-	-	-	-	-	-	R 3 000 000.00	Land audit report

DEVELOPMENT PLANNING DEPARTMENT

N.O.	Priority Area/Function	Sub-Function	Municipality	Strategies/activities programme/ projects description	Source of Funds	Output indicator	Annual Targets	Revised Annual Targets	Quarter Ending 30				Budget	POE		
									September 2021	December 2021	March 2022	June 2022				
34.	Environmental protection	Biodiversity and Landscape	District Wide	Conductio n of environmental awareness activities	Equita ble share	One (1) a mbou r month celebratio n conducted	1	1							R150000.00	Attendanc e register
35.	Environmental Protection	Biodiversity and Landscape	District Wide	Conductio n of environmental awareness activities	Equita ble share	One (1) biodiverst y and environm ental day celebratio n conducted	1	-							R150000.00	Attendanc e register
36.	Environmental Protection	Biodiversity and Landscape	District Wide	Conductio n of environmental awareness activities	Equita ble share	One (1) environm ental and spatial planning education for traditional leaders	1	-							R80000.00	Attendanc e register

ANNEXURE B

1 PERSONAL DEVELOPMENT PLAN

1.1.1 A Municipality should be committed to:

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

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

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

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

1.1.4 Compiling the Personal Development Plan attached at Appendix 1.

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

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

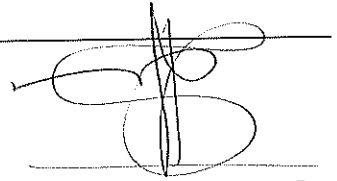
- (f) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (g) Column 4 of Appendix 1: The suggested mode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

APPENDIX 1
 Personal Development Plan of: Mrs Tshivhinda Mufunwa

Compiled on: [DATE]

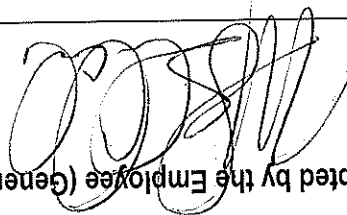
1. Performance Gap (in order of priority)	2. Skills	3. Outcomes (measurable quantity, quality and time frames)	4. Expected indicators:	5. Suggested training and /or development activity	6. Suggested mode of delivery	7. Suggested Time Frames	8. Work opportunity created to practice skill/development area	9. Support Person
	CPMD	Budgeting Financially Understanding		Municipal Finance Language	Class Attendance	12 Months	Municipal Language	Municipal Manager

Date: _____

A handwritten signature in black ink, consisting of several loops and a vertical stroke, positioned above a horizontal line.

Signed by the Municipal Manager on behalf of the Municipality

Date: _____

A handwritten signature in black ink, featuring a large, stylized 'M' and 'S' with multiple loops, positioned above a horizontal line.

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

ANNEXURE C: DISCLOSURE FORM FOR BENEFITS AND INTERESTS

I, the undersigned (Surname and Initials) ISHIVHINDA M
 (Postal Address) 311 DEVI STREET
ELTIVILAS
MARKHAD
 (Residential Address) 311 DEVI STREET
ELTIVILAS
 (Position Held) GENERAL MANAGER
 (Name of Municipality) VEMBE DISTRICT MUNICIPALITY
 Tel: 015 960 3600 Fax: _____
 hereby certify that the following information is complete and correct to the best of my knowledge:

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

2. Interest in a trust	
Name of trust	Amount of Remunerational Income

3. Membership, directorships and partnerships		
Name of corporate entity, partnership or firm	Type of business	Amount of Remunerational Income

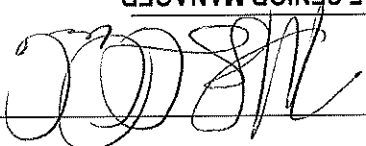
4. Remunerated work outside the Municipality (Must be sanctioned by Council.)		
Name of Employer	Type of Work	Amount of remuneration/ Income

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

PLACE: THE FOX KNUDDY

DATE: _____

SIGNATURE OF SENIOR MANAGER



8. Land and Property			
Description	Extent	Area	Value
HOUSE	390 M ²	ETIVILLAS	1.6 Mil
HOUSE	460 M ²	POLOKWIWE	1.3 Mil

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

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