

# HARRY GWALA DEVELOPMENT AGENCY



## PERFORMANCE AGREEMENT OF ANTIONETTE CR WHYTE

<b>ASSESSMENT PERIOD:</b> <b>2024/2025</b>
_____
<b>File No.</b> _____

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# 2024/2025 PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN  
**HARRY GWALA DEVELOPMENT AGENCY (PTY) LTD**  
*"The Employer"*

Herein represented by **MS. SB. DLUNGWANE** in her capacity as the  
**CHAIRPERSON OF THE BOARD**

And

**CHIEF EXECUTIVE OFFICER (CEO)**  
**MS ANTIONETTE CLARISSA RONNELLE WHYTE**

Hereinafter referred to as the *"Employee"* as employed by the Harry Gwala  
Development Agency (Pty) Ltd.

**WHEREBY IT IS AGREED AS FOLLOWS:**

## **ABSTRACT**

The signature of the Performance Agreement serves as compliance with the provisions of Sections 4(A), 4(B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties.

**FOR THE FINANCIAL YEAR:**

**1 JULY 2024 – 30 JUNE 2025**

## ACRONYMS

<b>BEE</b>	-	Black Economic Empowerment
<b>CCR</b>	-	Core Competency Requirement
<b>CEO</b>	-	Chief Executive Officer
<b>Board</b>	-	Board of Directors
<b>HOD</b>	-	Head of Department
<b>IDP</b>	-	Integrated Development Plan
<b>KPA</b>	-	Key Performance Area
<b>KPI</b>	-	Key Performance Indicators
<b>LED</b>	-	Local Economic Development
<b>MSA</b>	-	Municipal Systems Act no. 32 of 2000
<b>Nedlac</b>	-	National Economic Development and Labour Council
<b>OPMS</b>	-	Organisational Performance Management System
<b>IPMS</b>	-	Individual Performance Management System
<b>PA</b>	-	Performance Agreement
<b>PDP</b>	-	Personal Development Plan
<b>PIMS</b>	-	Planning Implementation and Management Support
<b>PP</b>	-	Performance Plan
<b>RSA</b>	-	Republic of South Africa
<b>SCM</b>	-	Municipal Supply Chain Management Policy
<b>SDBIP</b>	-	Service Delivery and Budget Implementation Plan

## DEFINITIONS

<b>Ruling Language</b>	-Refers to the language parties to the contract choose to use as a medium for formal communication between them.
<b>Financial Year</b>	-Refers to the 12-month period which the organization determines as its budget year.

**Chief Executive Officer** – Refers to the accounting officer of the Agency (CEO)

**Office of the CEO** - Refers to the office of the accounting officer.

**The employee** – Refers to Antoinette Whyte

**The employer** – Refers to Harry Gwala Development Agency

**CFO** -Refers to the Chief Financial Services (Chief Financial Officer)

### **INTERPRETATION**

In this agreement, unless the context clearly indicates a contrary intention: -

- The head notes are for reference purposes only and shall not affect the interpretation of any part hereof.
- The singular includes the plural and vice versa
- A reference to one gender includes the other genders.
- Any schedules and annexure shall be initialed by the parties for the purposes of identification and form part of this agreement as if specifically included herein.

## GENERAL PROVISIONS

### 1. INTRODUCTION

- 1.1 The Employer has entered a contract of employment with the employee Ms ACR Whyte for a period of five (5) years, in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act").
- 1.2 Section 57(1) (b) of the Municipal Systems Act, read with the contract of employment concluded between the parties, requires the parties to conclude an Annual Performance Agreement. That the parties hereby agree to have this contract developed in terms of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly accountable to Municipal Managers, 2006.
- 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 This performance contract is between **ANTOINETTE CLARISSA RONNELLE WHYTE (ID. 7811040057088)**, the Chief Executive Officer (CEO), and **MS SB DLUNGWANE (ID: 8609280955089)** the Board Chairperson of Harry Gwala Development Agency. It is for the 2024/ 2025 financial year only. The expected performance reflected in this contract is based on the Growth and Development Strategy, the Integrated Development Plan 2022/23 – 2026/27 adopted in May 2024, the 2024/25 Service Delivery and Budget Implementation Plan. The aforementioned documents have been adopted as the working documents of the Harry Gwala District Municipality as well as Harry Gwala Development Agency and therefore, shall be the basis of the performance assessment.

### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to

- 2.1. Comply with the provisions of Sections 57 4(A), 4(B) and (5) of the Systems Act as well as the Contract of Employment entered 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 Employers commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

### 3. **COMMENCEMENT AND DURATION**

- 3.1. This Agreement will commence on 01 July 2022 and will remain in force until 30 June 2027- (5 years), notwithstanding that a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for each 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 or 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, council or agency decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4. **STRATEGIC OBJECTIVES AND KEY PERFORMANCE AREAS**

- 4.1 The Chief Executive Officer (CEO) has the overall responsibility of ensuring overall management of the Agency and that it executes its functions properly and that departments are assisted and co-ordinated to reach their targets as set in the Service Delivery and Budget Implementation Plan.

- 4.2 Provide overall executive strategic leadership to the management and staff of the Agency.
- 4.3 Provide leadership in business modelling and strategy development, implementation and monitoring for economic growth and key priority sectors.
- 4.4 Ensure effective management capacity for the Agency to realise its strategic goals and in accordance with national and provincial legislation and policies and procedures approved by the Board.
- 4.5 Establish linkages with the shareholders, local industry players and local municipalities on driving the mandate of the Agency with open, transparent and cooperative relationships.
- 4.6 Develop funding model for the Agency's financial sustainability.
- 4.7 Manages the key performance indicators of the Agency, including overall budget control, financial performance, key stakeholders' relations and staff morale.
- 4.8 Ensures total compliance to all legislative and regulatory provisions governing the Agency and its stakeholders.
- 4.9 Support the Board in achieving the vision of the municipal entity.

As the head of Municipal Entity, the CEO is, subject to the policy directions of the Agency, responsible and accountable, *inter alia* for:

- The management of an economical, effective, efficient and accountable Municipal entity.
- The management of the Municipal entity's administration in accordance with all legislation and policy applicable to the municipality.
- The implementation of municipal entity's plans including but not limited to, the IDP, Growth and Development Strategy, Performance Management Plan and Service Delivery and Budget Implementation Plan.
- Promotion of sound labour relations and compliance by the municipal entity with applicable labour legislation
- Advising the Board and Council on areas of performance.

## 5. PERFORMANCE OBJECTIVES

- 5.1. The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Business Plan of the Agency as well as the Growth and Development Strategy and the Budget of the Employer and shall include key objectives; key performance indicators; target dates and weighting.
- 5.2. The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 5.3. The Employee's performance will, in addition, be measured in terms of contribution.
- 5.4. The Performance Plan (Annexure A) sets out the performance objectives and targets that must be met by the Employee; and the time frames within which those performance objectives and targets must be met.

## 6. PERFORMANCE BONUS & ANNUAL SALARY ADJUSTMENT

In accordance with Regulation 32, a performance bonus, based on affordability may be paid to the Employee after: -

- 6.1 If the CEO performs or achieves an outstanding performance, she shall qualify for the annual performance bonus in accordance with the contract of employment entered between the Board chairperson and the CEO on 01 July 2024 as well as the results of the performance evaluation agreed to in terms of this contract.
- 6.2 The acceptability of the level of her performance or otherwise shall be determined and declared by the performance evaluation team in accordance with the provision of this agreement, following the receipt of a report on the CEO's achievement or otherwise of the KPIs as reflected in Annexure "A" of this contract.
- 6.3 The attached Annexure "A" and referred to above has listed Key Performance Areas (KPAs) and Core Competency Requirements (CCRs) that are worth 100 points.



- 6.4 Each KPA consists of Key Performance Indicators and CCR that have different weightings.
- 6.5 A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus, the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that:
- I. A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9% and
  - II. A score of 150% and above is awarded a performance bonus ranging from 10% to 14%
- 6.7 In the case of unacceptable performance, the employer shall:
- a) Provide systematic or developmental support to assist the employee to improve his/her performance; and
  - b) After appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance, and performance does not improve, the employer may consider steps to terminate the contract of employment of the CEO on grounds of unfitness or incapacity to carry out his or her duties.
- 6.8 A performance bonus for outstanding performance or an in-kind recognition of effective performance shall only be effected after,
- I. The annual report for the financial year under review has been tabled and adopted by the Board and municipal council.
  - II. An evaluation of performance in accordance with the provisions of regulation 23 and this contract; and
  - III. Approval of such evaluation by the Board and municipal council as a reward for outstanding performance or effective performance.
- 6.9 The increment for 2024/2025 shall be based on clauses in the CEO's employment contract concluded between him/her and the Board and the provisions of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006.
- 6.10 The employer shall grant annual salary adjustment linked to a cost-of-living adjustment based on market indicators which is not performance based, upon the signing of performance contract.

The increment shall only be affected only after this performance contract has been signed by the Chief Executive Officer of the Agency.

## **8. PERFORMANCE MANAGEMENT SYSTEM**

- 8.1. The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the Employer, Management and officials of the Agency.
- 8.2. 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 officials to perform to the standards required.
- 8.3. The Employer will consult the Employee about the specific performance standard that will be included in the Performance Management System as applicable to the Employee.

## **9. INDIVIDUAL PERFORMANCE CONTRACT SIGNING AND REPORTING**

- 9.1. The performance contract shall be concluded between each employee within 30 calendar days reckoned from the first day of the new financial year or 60 calendar days upon commencement of employment in respect of all officials appointed and entered into a performance management system. This is in line with section 57 (2) of the Municipal Systems Act of 2000. Failure to comply with this deadline means an employee is not eligible for a performance bonus or a progression for the performance cycle in question, unless proof of compliance can be provided to the Accounting Officer and may result in the employee and his supervisor being subjected to disciplinary action.
- 9.2. The employee who incurred Unauthorised, Irregular Fruitless and Wasteful (UIFW) expenditure, will not receive performance bonuses for the year under review.
- 9.3. The Chairperson shall ensure inclusion of the attainment of Unqualified Audit Opinion as a minimum in the Performance Agreement of Chief Executive Officer.
- 9.4. The Chief Executive Officer shall choose all Six (6) National KPAs, with a total weight of 100%.
- 9.5. The employee other than Chief Executive Officer and Section 56 Managers, will choose a maximum of ten (10) core competency requirements (CCRs) including compulsory core managerial requirements (CMRs) with a total weight of 100%.

whilst Chief Executive Officer and Section 56 Managers are required to choose all CCRs.

- 9.6. Employees who are on performance contract shall report their performance in a prescribed to. All individual quarterly performance reports shall be due for submission to the immediate superiors on or before the 15th or should the 15th fall on the weekend, they will be due on a Monday following the 15th after the end of each quarter. Failure to comply with this deadline means an employee is not eligible for a performance bonus or a progression for the performance cycle in question unless proof of compliance can be provided to the Accounting Officer and may result in the employee and his or her supervisor being subjected to disciplinary action.
- 9.7. Quarterly, Mid-year and annual performance reports will be due for submission to the IPMS unit on or before the 20th after the end of each quarter, first six-month period and financial year respectively. And thereafter submitted by IPMS to Internal Audit on or before the 30th after the end of each quarter. Failure to comply with this deadline means an employee is not eligible for a performance bonus or a progression for the performance cycle in question unless proof of compliance can be provided to the Accounting Officer and may result in the employee and his supervisor being subjected to disciplinary action.
- 9.8. Each employee will be responsible for keeping his or her personal copies of the performance contract and individual performance reports in a safe place for reference purposes.
- 9.10. Signed copies of the Performance Contracts of the Accounting Officer and Section 56 Managers will be presented to the Audit Committee as evidence of compliance as a matter of due diligence on the part of the Agency.
- 10. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS**
- 10.1. The Employee undertakes to actively focus on the promotion and implementation of KPA's (including special projects relevant to the employee's responsibilities) within the Local Government Framework.
- 10.2. 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.

- 10.3. The Employee must be assessed against both components and each area of assessment will be weighted and will contribute a specific part to the total score.
- 10.4 A weighting for the KPA's that cover the main areas of work will account for 80% of the final assessment and CF will account for 20% of the final assessment.
- 10.5 The Employee's assessment will be based on his 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
- 10.6 The Competency Framework CF will make the other 20% of the Employee's assessment score. The Competency Framework (CF) as contained in the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers must be used for this purpose. The said Regulations state that there is no hierarchical connotation to the structure and all competencies must therefore be considered as measurable and critical in assessing the level of a Chief Executive Officer's performance.

## 11. EVALUATING PERFORMANCE

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

The annual performance appraisal will involve:

- I. Assessment of the achievement of results as outlined in the performance plan.
- II. Assessing the extent to which the specified standards or KPIs have been met with due regards to ad-hoc tasks that had to be performed under the KPAs and CCRs.

The criterion upon which the performance of the employee shall be assessed consists of two components, both of which shall be contained in the performance plan: -

- I. The employee must be assessed against both components, with a weighting of **80:20** allocated to the KPAs and the CCRs respectively.
- II. Each area of assessment will be weighted and will contribute a specific part to the total score.
- III. The assessment of the performance of the Employee will be based on the following

A five-point rating scale to be used for both KPAs and CCRs is the following:-

Level	Terminology	Description Rating	Rating
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5	Superior	<p>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</p> <p>all performance criteria and indicators as specified in the PA and Annual Work Plan and maintained this in all areas of responsibility throughout the year.</p>	
4	Advanced	<p>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.</p>	
3	Competent	<p>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 Annual Work Plan.</p>	
2	Basic	<p>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 Annual Work Plan.</p> <p>Applies basic concepts, methods and understanding of local government operations, but requires supervision and development intervention.</p>	

1	Basic	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all the performance criteria and indicators as specified in the PA and Annual Work 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.	
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The achievement levels indicated in the table below serve as a benchmark leading and core competencies.

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ACHIEVEMENT LEVEL	DESCRIPTION
Competent (rating= 3)	Develops and applies more progressive concepts, method and understanding, plans and guides the work of others and executes progressive analyses.
Advanced (rating =4)	Develops and applies complex concepts, methods and understanding. Effectively directs and leads group and executes in-depth analyses.
Superior (rating =5)	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods.

Number	Key Performance Areas (80% of Total)	Weighting
1	Municipal Institutional Development and Transformation	15%
2	Basic Service Delivery	15%

3	Local Economic Development	30%
4	Municipal Financial Viability and Management	20%
5	Good Governance and Public Participation	10%
6	Cross Cutting Interventions	10%
	Total	100%

### 7.5. Competency framework structure.

7.5.1. The competencies that appear in the competency framework are detailed below.

<b>LEADING COMPETENCIES</b>	
People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul>
Program and Project Management	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Program and Project Monitoring and Evaluation</li> </ul>
Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>
<b>CORE COMPETENCIES</b>	
Moral Competencies	
Planning and organising	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Result and Quality Focus	

<b>COMPETENCY FRAMEWORK STRUCTURE</b>			
<b>Number</b>	<b>CRITICAL LEADING COMPETENCIES</b>	<b>✓</b>	<b>WEIGHT</b>
1	Strategic Direction and Leadership		10%
2	People Management		8%
3	Program and Project Management		10%
4	Financial Management		10%

5	Change Leadership		10%
6	Governance Leadership		10%
<b>Number</b>	<b>CORE COMPETENCIES</b>		
1	Moral Competence		7%
2	Planning and organising		7%
3	Analysis and Innovation		7%
4	Knowledge and Information Management		7%
5	Communication		7%
6	Results and Quality Focus		7%
	<b>Total percentage</b>		<b>100%</b>

Managers must subscribe to the following Batho Pele principles.

- Consultation
- Setting service standards
- Increasing access
- Ensuring courtesy
- Providing information
- Openness and transparency
- Redress
- Value for money
- Encouraging Innovation and Rewarding excellence
- Customer Impact
- Leadership and Strategic Direction

## 12. MONITORING AND EVALUATION

The monitoring and performance reviews for each quarter as determined in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006 shall be comprised of the Board chairperson, and their brief will be to assess the performance of the Chief executive Officer in line with the performance requirements as outlined in Annexure "A" of this contract.

Despite the in-year reviews, the employer shall establish an assessment team to conduct an annual performance review.

The **evaluation panel/ team** to conduct an annual assessment shall be composed as follows:

The Chairperson of the Board  
The Deputy Mayor of Harry Gwala District Municipality  
Chairperson of the Audit /Performance Audit Committee.  
Chairperson of HR and Finance Portfolio Committee



### 13. SCHEDULE FOR PERFORMANCE REVIEWS

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:

QUARTER	REVIEW PERIOD	REVIEWS TO BE COMPLETED BY
Second Quarter	October to December 2024	31 January 2025
Mid-term	July to December 2024	28 February 2025
Third Quarter	January to March 2025	30 April 2025
Fourth Quarter	April to June 2025	31 July 2024
Annual	July 2024 to June 2025	28 February 2026

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

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

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.

The Employer may amend the provisions of Annexure A whenever the Performance Management System is adopted, implemented) and/or amended. In that case the Employee will be fully consulted before any such change is made.

### 14. DEVELOPMENTAL REQUIREMENTS

10.1 The Personal Development Plan (PDP) (Annexure C) for addressing development gaps is attached as Annexure A. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any change is made.

### 15. OBLIGATIONS OF THE EMPLOYER

The Employer shall:

- 15.1 Create an enabling environment to facilitate effective performance by the Employer.
- 15.2 Provide access to skills development and capacity building opportunities

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

**16. CONSULTATION**

- 16.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others.
- 16.2 A direct effect on the performance of any of the Employee's functions.
- 16.3 Commit the Employee to implement or to give effect to a decision made by the Employer
- 16.4 A substantial financial effect on the Employer.
- 16.5 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 1 1.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

**17. AWARDING PERFORMANCE BONUS**

- 17.1 The following table will be used to determine the payment of performance bonus to a Performance contract employee:

FINAL SCORE	BONUS/REWARD
150% and above	5% to 14% of the annual total remuneration package
130% to 149%	4% to 9% of the annual total remuneration package
99% and below	Compulsory performance counselling

**18. MANAGEMENT OF EVALUATION OUTCOMES**

- 18.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 18.2 A performance bonus of 5% to 14% of inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.
- 18.3 In the case of Chief Executive Officer, the MEC for Local Government in the Province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and whose decision shall be final and binding on both parties.

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18.4 If the mediation process contemplated above fails] clause 19.3 of the contract of employment shall apply.

## **19. GENERAL**

19.1 The contents of this Agreement and the outcome of any review conducted in terms of Annexure A may be available to the public by the Employer

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

## **20. DISPUTE RESOLUTION**

In case of disputes, which cannot be resolved through negotiations and mediation, the employee has a right to refer the case to the Mayor who must settle the case within thirty (30) days of receipt of a formal written dispute referral. The decision of the Mayor shall be deemed final and binding on both parties.

## **21. JURISDICTION**

Regardless of the place of execution, performance or domicile of the parties, this contract and all modifications and amendments hereof shall be governed by and construed under and in accordance with the laws of the Republic of South Africa.

## **22. WHOLE AGREEMENT**

The parties to this contract agree that this contract constitutes the whole agreement and arrangement for the performance of the Chief Financial Officer with effect from 01 July 2024.

No agreement, varying, adding to, deleting from or cancelling this contract, shall be effective unless reduced to writing and signed by both parties. The following appendices attached to this contract will have the same force and effect as if they were written in this section of the contract:

**ANNEXURE A: PERFORMANCE PLAN (SDBIP)**

**ANNEXURE B: KPA'S AND CORE COMPETENCY REQUIREMENTS (CCR'S)**

**ANNEXURE C: PERSONAL DEVELOPMENT PLAN**

**APPENDIX 1: COMMITMENT OF TEAM REPORTING DIRECTLY TO THE CHIEF EXECUTIVE OFFICER**

**COMMITMENT OF THE CEO**

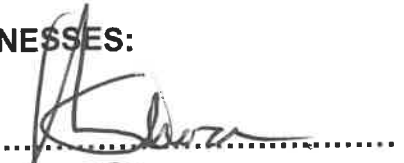

I, Mr/ Ms... **ANTIONETTE CLARISSA RONNELLE WHYTE** ....., hereby make this commitment to achieve targets as set in this performance contract between myself and the employer. As the CEO, I understand that targets are impossible to achieve without my full support and co-operation. I therefore, accept both our individual and collective responsibilities towards the attainment of the set targets.

**Signed by**

  
MS ACR WHYTE  
CHIEF EXECUTIVE OFFICER  
EMPLOYEE

29/07/2024  
DATE

**AS WITNESSES:**

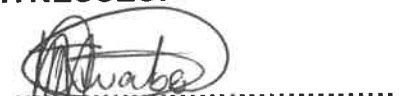

- 1.  .....
- 2.  .....

*SB Dlungwane*

MS S.B DLUNGWANE  
BOARD CHAIRPERSON

30/07/2024  
DATE

**AS WITNESSES:**

- 1.  .....
- 2.  .....

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Thus, done and signed at .....on this the .....day of .....

**ANNEXURE "A"**

**PERFORMANCE PLAN FOR THE FINANCIAL YEAR 2024/2025**

**KEY PERFORMANCE AREAS (KPA's)**

- MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT
- BASIC SERVICE DELIVERY
- LOCAL ECONOMIC DEVELOPMENT
- FINANCIAL VIABILITY AND MANAGEMENT
- GOOD GOVERNANCE AND COMMUNITY PARTICIPATION
- CROSS CUTTING INTERVENTIONS

**ANNEXURE "B"**

**CORE COMPETENCY REQUIREMENTS (CCR's) FOR PERFORMANCE ASSESSMENTS PURPOSES**

KEY PERFORMANCE AREAS FOR CHIEF EXECUTIVE OFFICER	WEIGHTING	SCORE
Municipal Transformation and Institutional Development	10%	
Basic Service Delivery	8%	
Local Economic Development	10%	
Financial Viability and Management	10%	
Good Governance and Public Participation	10%	
Cross Cutting Interventions	10%	

<b>TOTAL</b>	<b>100%</b>	
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**LEADING CORE COMPETENCIES:**

<b>LEADING COMPETENCIES</b>		
<b>STRATEGIC DIRECTION AND LEADERSHIP</b>	<ul style="list-style-type: none"> <li>▪ Impact and influence</li> <li>▪ Institutional performance Management</li> <li>▪ Strategic Planning and Management</li> <li>▪ Organizational awareness</li> </ul>	<b>WEIGHT %</b>
		15%
<b>PEOPLE MANAGEMENT</b>	<ul style="list-style-type: none"> <li>▪ Human Capital planning and Development</li> <li>▪ Diversity Management</li> <li>▪ Employee relations Management</li> <li>▪ Negotiation and dispute Management</li> </ul>	15%
<b>PROGRAM AND PROJECT MANAGEMENT</b>	<ul style="list-style-type: none"> <li>▪ Program and Project planning and Implementation</li> <li>▪ Service Delivery Management</li> <li>▪ Program and Project Monitoring and Evaluation</li> </ul>	30%
<b>FINANCIAL MANAGEMENT</b>	<ul style="list-style-type: none"> <li>▪ Budget planning and Execution</li> <li>▪ Financial strategy and Delivery</li> <li>▪ Financial reporting and Monitoring</li> </ul>	20%
<b>CHANGE LEADERSHIP</b>	<ul style="list-style-type: none"> <li>▪ Change Vision and Strategy</li> <li>▪ Process design and improvement</li> <li>▪ Change impact, Monitoring and Evaluation</li> </ul>	10%
<b>GOVERNANCE LEADERSHIP</b>	<ul style="list-style-type: none"> <li>▪ Policy Formulation</li> <li>▪ Risk and Compliance Management</li> <li>▪ Cooperative Governance</li> </ul>	10%
<b>TOTAL</b>		<b>100%</b>

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CORE COMPETENCIES	WEIGHT %
Moral Competencies	7%
Planning and organizing	7%
Analysis and Innovation	7%
Knowledge and information management	7%
Communication	7%
Results and Quality focus	7%
<b>TOTAL</b>	<b>100%</b>

ACHIEVEMENT LEVELS							
ACHIEVEMENT LEVEL	DESCRIPTION	RATING					
<b>BASIC</b>	Applies basic concepts, methods and understanding of local government operations, but requires supervision and development intervention.	1	2	3	4	5	
<b>COMPETENT</b>	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses.	1	2	3	4	5	
<b>ADVANCED</b>	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses.	1	2	3	4	5	

**ANNEXTURE "C"**

**2024/2025 PERSONAL DEVELOPMENT PLAN**

**NAME : ANTIONNETTE WHYTE**

**JOB TITLE : CHIEF EXECUTIVE OFFICER**

**EMPLOYER : HARRY GWALA DEVELOPMENT AGENCY**

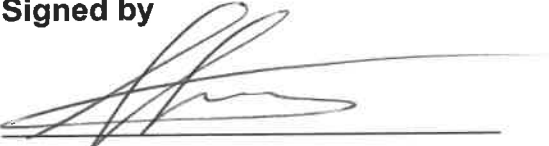
COMPETENCY TO BE ADDRESSED	PROPOSED ACTIONS	TIME-FRAME	EXPECTED OUTCOME



**Commitment of Management Team reporting directly to the Chief Executive Officer**

I, ~~Mr~~ <sup>Ms</sup> L.L. Makhade....., hereby make this commitment to support the Chief Executive Officer (CEO), to achieve targets as set in this performance contract between him and the employer. As a support manager, I understand that her targets are impossible to achieve without our full support and co-operation. I therefore, accept both our individual and collective responsibilities towards the attainment of the set targets.

**Signed by**



Mr L Makhaye: Chief Financial Officer

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INDICATORS: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Indicator	Objective	Target	Unit	Frequency	Responsible Party	Reporting Period	Start Date	End Date	Current Status	Remarks
Indicator 1: Municipal Transformation and Institutional Development	Objective 1: Strengthen municipal governance and institutional capacity	Target 1: 100% compliance with municipal laws and regulations	Unit: %	Frequency: Quarterly	Responsible Party: Municipal Council	Reporting Period: Q1 2023	Start Date: 01-01-2023	End Date: 03-31-2023	Current Status: 100%	Remarks: All municipal laws and regulations are being strictly followed.
Indicator 2: Municipal Transformation and Institutional Development	Objective 2: Enhance municipal financial management and accountability	Target 2: 95% compliance with municipal financial regulations	Unit: %	Frequency: Quarterly	Responsible Party: Municipal Finance Department	Reporting Period: Q1 2023	Start Date: 01-01-2023	End Date: 03-31-2023	Current Status: 95%	Remarks: Minor non-compliance in reporting procedures.
Indicator 3: Municipal Transformation and Institutional Development	Objective 3: Improve municipal service delivery and citizen satisfaction	Target 3: 85% citizen satisfaction with municipal services	Unit: %	Frequency: Quarterly	Responsible Party: Municipal Service Department	Reporting Period: Q1 2023	Start Date: 01-01-2023	End Date: 03-31-2023	Current Status: 85%	Remarks: Citizen satisfaction is steadily increasing.
Indicator 4: Municipal Transformation and Institutional Development	Objective 4: Strengthen municipal infrastructure and urban planning	Target 4: 100% completion of municipal infrastructure projects	Unit: %	Frequency: Quarterly	Responsible Party: Municipal Infrastructure Department	Reporting Period: Q1 2023	Start Date: 01-01-2023	End Date: 03-31-2023	Current Status: 100%	Remarks: All infrastructure projects are on schedule.
Indicator 5: Municipal Transformation and Institutional Development	Objective 5: Enhance municipal transparency and public participation	Target 5: 90% transparency in municipal decision-making	Unit: %	Frequency: Quarterly	Responsible Party: Municipal Transparency Department	Reporting Period: Q1 2023	Start Date: 01-01-2023	End Date: 03-31-2023	Current Status: 90%	Remarks: Public participation is being actively encouraged.
Indicator 6: Municipal Transformation and Institutional Development	Objective 6: Strengthen municipal environmental management and sustainability	Target 6: 100% compliance with municipal environmental regulations	Unit: %	Frequency: Quarterly	Responsible Party: Municipal Environmental Department	Reporting Period: Q1 2023	Start Date: 01-01-2023	End Date: 03-31-2023	Current Status: 100%	Remarks: All environmental regulations are being strictly followed.
Indicator 7: Municipal Transformation and Institutional Development	Objective 7: Enhance municipal social services and community development	Target 7: 95% compliance with municipal social service regulations	Unit: %	Frequency: Quarterly	Responsible Party: Municipal Social Services Department	Reporting Period: Q1 2023	Start Date: 01-01-2023	End Date: 03-31-2023	Current Status: 95%	Remarks: Social service delivery is being improved.
Indicator 8: Municipal Transformation and Institutional Development	Objective 8: Strengthen municipal health and safety management	Target 8: 100% compliance with municipal health and safety regulations	Unit: %	Frequency: Quarterly	Responsible Party: Municipal Health and Safety Department	Reporting Period: Q1 2023	Start Date: 01-01-2023	End Date: 03-31-2023	Current Status: 100%	Remarks: Health and safety regulations are being strictly followed.
Indicator 9: Municipal Transformation and Institutional Development	Objective 9: Enhance municipal information and communication technology (ICT) management	Target 9: 100% compliance with municipal ICT management regulations	Unit: %	Frequency: Quarterly	Responsible Party: Municipal ICT Department	Reporting Period: Q1 2023	Start Date: 01-01-2023	End Date: 03-31-2023	Current Status: 100%	Remarks: All ICT management regulations are being strictly followed.
Indicator 10: Municipal Transformation and Institutional Development	Objective 10: Enhance municipal human resource management and capacity building	Target 10: 95% compliance with municipal human resource management regulations	Unit: %	Frequency: Quarterly	Responsible Party: Municipal Human Resources Department	Reporting Period: Q1 2023	Start Date: 01-01-2023	End Date: 03-31-2023	Current Status: 95%	Remarks: Human resource management is being improved.

Item #	Item Description	Category	Phase	Start Date	End Date	Duration	Priority	Status	Responsible Party	Agency	Notes
1	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU
2	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU
3	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU
4	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU
5	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU
6	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU
7	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU
8	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU
9	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU
10	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU

BOPAL BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Item #	Item Description	Category	Phase	Start Date	End Date	Duration	Priority	Status	Responsible Party	Agency	Notes
1	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU
2	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU
3	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU
4	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU
5	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU
6	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU
7	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU
8	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU
9	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU
10	1. Copy of signed MOU 2. MOU	MOU	MOU	28 May	28 May	1 day	1	1	MOU	MOU	1. Copy of signed MOU 2. MOU

Project Name	Project Description	Phase	Start Date	End Date	Location	County	Value	Phase	Start Date	End Date	Location	County	Value	Phase	Start Date	End Date	Location	County	Value	Phase	Start Date	End Date	Location	County	Value	
Project 1	...	Phase 1	...	...	...	...	...	Phase 2	...	...	...	...	...	Phase 3	...	...	...	...	...	Phase 4	...	...	...	...	...	
<b>IMPALS LOCAL ECONOMIC DEVELOPMENT</b>																										
...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...
<b>IMPALS MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>																										
...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...

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Task/Project	Agency/Department	Priority	Start Date	End Date	Status	Lead	Responsible	Frequency	Notes	Dependencies	Other Info
Task 1: Review and update the Agency's Capital Budget	Agency's Capital Budget	High	01/01/2025	03/31/2025	On Track	John Doe	Jane Smith	Quarterly	Review and update the Agency's Capital Budget for the next fiscal year.	None	001
Task 2: Review and update the Agency's Operating Budget	Agency's Operating Budget	High	01/01/2025	03/31/2025	On Track	John Doe	Jane Smith	Quarterly	Review and update the Agency's Operating Budget for the next fiscal year.	None	002
Task 3: Review and update the Agency's Financial Statements	Agency's Financial Statements	High	01/01/2025	03/31/2025	On Track	John Doe	Jane Smith	Quarterly	Review and update the Agency's Financial Statements for the next fiscal year.	None	003
Task 4: Review and update the Agency's Strategic Plan	Agency's Strategic Plan	High	01/01/2025	03/31/2025	On Track	John Doe	Jane Smith	Quarterly	Review and update the Agency's Strategic Plan for the next fiscal year.	None	004
Task 5: Review and update the Agency's Risk Management Plan	Agency's Risk Management Plan	High	01/01/2025	03/31/2025	On Track	John Doe	Jane Smith	Quarterly	Review and update the Agency's Risk Management Plan for the next fiscal year.	None	005
Task 6: Review and update the Agency's Information Security Policy	Agency's Information Security Policy	High	01/01/2025	03/31/2025	On Track	John Doe	Jane Smith	Quarterly	Review and update the Agency's Information Security Policy for the next fiscal year.	None	006
Task 7: Review and update the Agency's Human Resources Policy	Agency's Human Resources Policy	High	01/01/2025	03/31/2025	On Track	John Doe	Jane Smith	Quarterly	Review and update the Agency's Human Resources Policy for the next fiscal year.	None	007
Task 8: Review and update the Agency's Environmental Policy	Agency's Environmental Policy	High	01/01/2025	03/31/2025	On Track	John Doe	Jane Smith	Quarterly	Review and update the Agency's Environmental Policy for the next fiscal year.	None	008
Task 9: Review and update the Agency's Accessibility Policy	Agency's Accessibility Policy	High	01/01/2025	03/31/2025	On Track	John Doe	Jane Smith	Quarterly	Review and update the Agency's Accessibility Policy for the next fiscal year.	None	009
Task 10: Review and update the Agency's Data Privacy Policy	Agency's Data Privacy Policy	High	01/01/2025	03/31/2025	On Track	John Doe	Jane Smith	Quarterly	Review and update the Agency's Data Privacy Policy for the next fiscal year.	None	010

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Area	Item	Department/Division	Responsible Officer	Priority	Status	Start Date	End Date	Frequency	Notes	Approval
Financial & Administrative	1. Review budget & financial statements	Director, Finance & Administration	Chief Financial Officer	High	On Track	01-Jul-23	31-Dec-23	Quarterly	Regular reporting	NA
	2. Monitor compliance with financial regulations	Director, Finance & Administration	Chief Financial Officer	High	On Track	01-Jul-23	31-Dec-23	Quarterly	Regular reporting	NA
	3. Manage budget variance	Director, Finance & Administration	Chief Financial Officer	High	On Track	01-Jul-23	31-Dec-23	Quarterly	Regular reporting	NA
Human Resources	4.1. Develop recruitment strategy	Director, HR & Talent Management	HR Manager	Medium	Completed	01-Jan-23	31-Mar-23	One-time	Finalized	NA
	4.2. Implement performance management	Director, HR & Talent Management	HR Manager	Medium	On Track	01-Jul-23	31-Dec-23	Annual	Mid-year review	NA
	4.3. Conduct training & development	Director, HR & Talent Management	HR Manager	Medium	On Track	01-Jul-23	31-Dec-23	Ongoing	Quarterly sessions	NA
Community Engagement	5.1. Conduct stakeholder consultations	Director, Community Relations	Community Eng. Manager	High	Completed	01-Jun-23	31-Aug-23	One-time	Stakeholder feedback	NA
	5.2. Develop communication strategy	Director, Community Relations	Community Eng. Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Quarterly updates	NA
	5.3. Organize public meetings	Director, Community Relations	Community Eng. Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Monthly sessions	NA
Planning & Development	6.1. Review planning applications	Director, Planning & Development	Planning Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Weekly reviews	NA
	6.2. Prepare planning strategy	Director, Planning & Development	Planning Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Annual updates	NA
	6.3. Monitor development progress	Director, Planning & Development	Planning Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Quarterly reports	NA
Customer Services	7.1. Review service standards	Director, Customer Services	Service Manager	High	On Track	01-Jul-23	31-Dec-23	Annual	Service audits	NA
	7.2. Implement service improvements	Director, Customer Services	Service Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Project-based	NA
	7.3. Monitor customer feedback	Director, Customer Services	Service Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Weekly surveys	NA

MPAA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Area	Item	Department/Division	Responsible Officer	Priority	Status	Start Date	End Date	Frequency	Notes	Approval
Financial & Administrative	1. Review budget & financial statements	Director, Finance & Administration	Chief Financial Officer	High	On Track	01-Jul-23	31-Dec-23	Quarterly	Regular reporting	NA
	2. Monitor compliance with financial regulations	Director, Finance & Administration	Chief Financial Officer	High	On Track	01-Jul-23	31-Dec-23	Quarterly	Regular reporting	NA
	3. Manage budget variance	Director, Finance & Administration	Chief Financial Officer	High	On Track	01-Jul-23	31-Dec-23	Quarterly	Regular reporting	NA
Human Resources	4.1. Develop recruitment strategy	Director, HR & Talent Management	HR Manager	Medium	Completed	01-Jan-23	31-Mar-23	One-time	Finalized	NA
	4.2. Implement performance management	Director, HR & Talent Management	HR Manager	Medium	On Track	01-Jul-23	31-Dec-23	Annual	Mid-year review	NA
	4.3. Conduct training & development	Director, HR & Talent Management	HR Manager	Medium	On Track	01-Jul-23	31-Dec-23	Ongoing	Quarterly sessions	NA
Community Engagement	5.1. Conduct stakeholder consultations	Director, Community Relations	Community Eng. Manager	High	Completed	01-Jun-23	31-Aug-23	One-time	Stakeholder feedback	NA
	5.2. Develop communication strategy	Director, Community Relations	Community Eng. Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Quarterly updates	NA
	5.3. Organize public meetings	Director, Community Relations	Community Eng. Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Monthly sessions	NA
Planning & Development	6.1. Review planning applications	Director, Planning & Development	Planning Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Weekly reviews	NA
	6.2. Prepare planning strategy	Director, Planning & Development	Planning Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Annual updates	NA
	6.3. Monitor development progress	Director, Planning & Development	Planning Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Quarterly reports	NA
Customer Services	7.1. Review service standards	Director, Customer Services	Service Manager	High	On Track	01-Jul-23	31-Dec-23	Annual	Service audits	NA
	7.2. Implement service improvements	Director, Customer Services	Service Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Project-based	NA
	7.3. Monitor customer feedback	Director, Customer Services	Service Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Weekly surveys	NA

MPAA: CROSS CUTTING INTERVENTIONS

Area	Item	Department/Division	Responsible Officer	Priority	Status	Start Date	End Date	Frequency	Notes	Approval
Financial & Administrative	1. Review budget & financial statements	Director, Finance & Administration	Chief Financial Officer	High	On Track	01-Jul-23	31-Dec-23	Quarterly	Regular reporting	NA
	2. Monitor compliance with financial regulations	Director, Finance & Administration	Chief Financial Officer	High	On Track	01-Jul-23	31-Dec-23	Quarterly	Regular reporting	NA
	3. Manage budget variance	Director, Finance & Administration	Chief Financial Officer	High	On Track	01-Jul-23	31-Dec-23	Quarterly	Regular reporting	NA
Human Resources	4.1. Develop recruitment strategy	Director, HR & Talent Management	HR Manager	Medium	Completed	01-Jan-23	31-Mar-23	One-time	Finalized	NA
	4.2. Implement performance management	Director, HR & Talent Management	HR Manager	Medium	On Track	01-Jul-23	31-Dec-23	Annual	Mid-year review	NA
	4.3. Conduct training & development	Director, HR & Talent Management	HR Manager	Medium	On Track	01-Jul-23	31-Dec-23	Ongoing	Quarterly sessions	NA
Community Engagement	5.1. Conduct stakeholder consultations	Director, Community Relations	Community Eng. Manager	High	Completed	01-Jun-23	31-Aug-23	One-time	Stakeholder feedback	NA
	5.2. Develop communication strategy	Director, Community Relations	Community Eng. Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Quarterly updates	NA
	5.3. Organize public meetings	Director, Community Relations	Community Eng. Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Monthly sessions	NA
Planning & Development	6.1. Review planning applications	Director, Planning & Development	Planning Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Weekly reviews	NA
	6.2. Prepare planning strategy	Director, Planning & Development	Planning Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Annual updates	NA
	6.3. Monitor development progress	Director, Planning & Development	Planning Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Quarterly reports	NA
Customer Services	7.1. Review service standards	Director, Customer Services	Service Manager	High	On Track	01-Jul-23	31-Dec-23	Annual	Service audits	NA
	7.2. Implement service improvements	Director, Customer Services	Service Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Project-based	NA
	7.3. Monitor customer feedback	Director, Customer Services	Service Manager	High	On Track	01-Jul-23	31-Dec-23	Ongoing	Weekly surveys	NA

Initials and Surname: Ch ZD Normed

Position: He Wanship Tna Mayor

Initials and Surname: Mt. SD Dingswee

Position: Chairperson of the Board

Initials and Surname: Ma. ACR Whyte

Position: Chief Executive Officer

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INDUSTRIAL, TOURISM, TRANSPORTATION AND INFRASTRUCTURE DEVELOPMENT

Project Name	Project Description	Phase	Start Date	End Date	Status	Responsible Agency	Project Manager	Department	Priority	Notes
1.1.1. Construction of the new industrial park in the area of the old airport.	Phase 1: Site selection and land acquisition. Phase 2: Infrastructure development (roads, water, sewer, electricity). Phase 3: Construction of industrial buildings.	Phase 1	2023-01-01	2023-12-31	On Track	DCD	John Doe	DCD	High	Phase 1 completed. Phase 2 in progress.
1.1.2. Construction of the new industrial park in the area of the old airport.	Phase 1: Site selection and land acquisition. Phase 2: Infrastructure development (roads, water, sewer, electricity). Phase 3: Construction of industrial buildings.	Phase 2	2024-01-01	2024-12-31	On Track	DCD	Jane Smith	DCD	High	Phase 2 completed. Phase 3 in progress.
1.1.3. Construction of the new industrial park in the area of the old airport.	Phase 1: Site selection and land acquisition. Phase 2: Infrastructure development (roads, water, sewer, electricity). Phase 3: Construction of industrial buildings.	Phase 3	2025-01-01	2025-12-31	On Track	DCD	Mike Johnson	DCD	High	Phase 3 completed. Project finished.
1.1.4. Construction of the new industrial park in the area of the old airport.	Phase 1: Site selection and land acquisition. Phase 2: Infrastructure development (roads, water, sewer, electricity). Phase 3: Construction of industrial buildings.	Phase 1	2023-01-01	2023-12-31	On Track	DCD	John Doe	DCD	High	Phase 1 completed. Phase 2 in progress.
1.1.5. Construction of the new industrial park in the area of the old airport.	Phase 1: Site selection and land acquisition. Phase 2: Infrastructure development (roads, water, sewer, electricity). Phase 3: Construction of industrial buildings.	Phase 2	2024-01-01	2024-12-31	On Track	DCD	Jane Smith	DCD	High	Phase 2 completed. Phase 3 in progress.
1.1.6. Construction of the new industrial park in the area of the old airport.	Phase 1: Site selection and land acquisition. Phase 2: Infrastructure development (roads, water, sewer, electricity). Phase 3: Construction of industrial buildings.	Phase 3	2025-01-01	2025-12-31	On Track	DCD	Mike Johnson	DCD	High	Phase 3 completed. Project finished.
1.1.7. Construction of the new industrial park in the area of the old airport.	Phase 1: Site selection and land acquisition. Phase 2: Infrastructure development (roads, water, sewer, electricity). Phase 3: Construction of industrial buildings.	Phase 1	2023-01-01	2023-12-31	On Track	DCD	John Doe	DCD	High	Phase 1 completed. Phase 2 in progress.
1.1.8. Construction of the new industrial park in the area of the old airport.	Phase 1: Site selection and land acquisition. Phase 2: Infrastructure development (roads, water, sewer, electricity). Phase 3: Construction of industrial buildings.	Phase 2	2024-01-01	2024-12-31	On Track	DCD	Jane Smith	DCD	High	Phase 2 completed. Phase 3 in progress.
1.1.9. Construction of the new industrial park in the area of the old airport.	Phase 1: Site selection and land acquisition. Phase 2: Infrastructure development (roads, water, sewer, electricity). Phase 3: Construction of industrial buildings.	Phase 3	2025-01-01	2025-12-31	On Track	DCD	Mike Johnson	DCD	High	Phase 3 completed. Project finished.
1.1.10. Construction of the new industrial park in the area of the old airport.	Phase 1: Site selection and land acquisition. Phase 2: Infrastructure development (roads, water, sewer, electricity). Phase 3: Construction of industrial buildings.	Phase 1	2023-01-01	2023-12-31	On Track	DCD	John Doe	DCD	High	Phase 1 completed. Phase 2 in progress.
1.1.11. Construction of the new industrial park in the area of the old airport.	Phase 1: Site selection and land acquisition. Phase 2: Infrastructure development (roads, water, sewer, electricity). Phase 3: Construction of industrial buildings.	Phase 2	2024-01-01	2024-12-31	On Track	DCD	Jane Smith	DCD	High	Phase 2 completed. Phase 3 in progress.
1.1.12. Construction of the new industrial park in the area of the old airport.	Phase 1: Site selection and land acquisition. Phase 2: Infrastructure development (roads, water, sewer, electricity). Phase 3: Construction of industrial buildings.	Phase 3	2025-01-01	2025-12-31	On Track	DCD	Mike Johnson	DCD	High	Phase 3 completed. Project finished.
1.1.13. Construction of the new industrial park in the area of the old airport.	Phase 1: Site selection and land acquisition. Phase 2: Infrastructure development (roads, water, sewer, electricity). Phase 3: Construction of industrial buildings.	Phase 1	2023-01-01	2023-12-31	On Track	DCD	John Doe	DCD	High	Phase 1 completed. Phase 2 in progress.
1.1.14. Construction of the new industrial park in the area of the old airport.	Phase 1: Site selection and land acquisition. Phase 2: Infrastructure development (roads, water, sewer, electricity). Phase 3: Construction of industrial buildings.	Phase 2	2024-01-01	2024-12-31	On Track	DCD	Jane Smith	DCD	High	Phase 2 completed. Phase 3 in progress.
1.1.15. Construction of the new industrial park in the area of the old airport.	Phase 1: Site selection and land acquisition. Phase 2: Infrastructure development (roads, water, sewer, electricity). Phase 3: Construction of industrial buildings.	Phase 3	2025-01-01	2025-12-31	On Track	DCD	Mike Johnson	DCD	High	Phase 3 completed. Project finished.

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Project Name	Phase	Start Date	End Date	Status	Progress (%)	Responsible Party	Notes	Next Steps	Review Date
1.1. Creating a... Phase 1: Building... Phase 2: Building... Phase 3: Building... Phase 4: Building... Phase 5: Building... Phase 6: Building... Phase 7: Building... Phase 8: Building... Phase 9: Building... Phase 10: Building...	Phase 1: Building... Phase 2: Building... Phase 3: Building... Phase 4: Building... Phase 5: Building... Phase 6: Building... Phase 7: Building... Phase 8: Building... Phase 9: Building... Phase 10: Building...	2023-01-01 2023-02-01 2023-03-01 2023-04-01 2023-05-01 2023-06-01 2023-07-01 2023-08-01 2023-09-01 2023-10-01	2023-01-31 2023-02-28 2023-03-31 2023-04-30 2023-05-31 2023-06-30 2023-07-31 2023-08-31 2023-09-30 2023-10-31	On Track On Track On Track On Track On Track On Track On Track On Track On Track On Track	100% 100% 100% 100% 100% 100% 100% 100% 100% 100%	Project Manager Project Manager Project Manager Project Manager Project Manager Project Manager Project Manager Project Manager Project Manager Project Manager	None None None None None None None None None None	Final Review Final Review Final Review Final Review Final Review Final Review Final Review Final Review Final Review Final Review	2023-11-01 2023-11-01 2023-11-01 2023-11-01 2023-11-01 2023-11-01 2023-11-01 2023-11-01 2023-11-01 2023-11-01
1.2. Creating a... Phase 1: Building... Phase 2: Building... Phase 3: Building... Phase 4: Building... Phase 5: Building... Phase 6: Building... Phase 7: Building... Phase 8: Building... Phase 9: Building... Phase 10: Building...	Phase 1: Building... Phase 2: Building... Phase 3: Building... Phase 4: Building... Phase 5: Building... Phase 6: Building... Phase 7: Building... Phase 8: Building... Phase 9: Building... Phase 10: Building...	2023-01-01 2023-02-01 2023-03-01 2023-04-01 2023-05-01 2023-06-01 2023-07-01 2023-08-01 2023-09-01 2023-10-01	2023-01-31 2023-02-28 2023-03-31 2023-04-30 2023-05-31 2023-06-30 2023-07-31 2023-08-31 2023-09-30 2023-10-31	On Track On Track On Track On Track On Track On Track On Track On Track On Track On Track	100% 100% 100% 100% 100% 100% 100% 100% 100% 100%	Project Manager Project Manager Project Manager Project Manager Project Manager Project Manager Project Manager Project Manager Project Manager Project Manager	None None None None None None None None None None	Final Review Final Review Final Review Final Review Final Review Final Review Final Review Final Review Final Review Final Review	2023-11-01 2023-11-01 2023-11-01 2023-11-01 2023-11-01 2023-11-01 2023-11-01 2023-11-01 2023-11-01 2023-11-01

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2023-11-01



Project Name	Phase	Project Description	Responsible Party	Start Date	End Date	Status	Notes	Agency	Meeting Dates	Meeting Frequency	Meeting Location	Meeting Agenda
Project 1: [Project Name]	Phase 1	[Project Description]	[Responsible Party]	[Start Date]	[End Date]	[Status]	[Notes]	[Agency]	[Meeting Dates]	[Meeting Frequency]	[Meeting Location]	[Meeting Agenda]
	Phase 2	[Project Description]	[Responsible Party]	[Start Date]	[End Date]	[Status]	[Notes]	[Agency]	[Meeting Dates]	[Meeting Frequency]	[Meeting Location]	[Meeting Agenda]
	Phase 3	[Project Description]	[Responsible Party]	[Start Date]	[End Date]	[Status]	[Notes]	[Agency]	[Meeting Dates]	[Meeting Frequency]	[Meeting Location]	[Meeting Agenda]
<b>MIPAS: LOCAL ECONOMIC DEVELOPMENT</b>												
Project 2: [Project Name]	Phase 1	[Project Description]	[Responsible Party]	[Start Date]	[End Date]	[Status]	[Notes]	[Agency]	[Meeting Dates]	[Meeting Frequency]	[Meeting Location]	[Meeting Agenda]
	Phase 2	[Project Description]	[Responsible Party]	[Start Date]	[End Date]	[Status]	[Notes]	[Agency]	[Meeting Dates]	[Meeting Frequency]	[Meeting Location]	[Meeting Agenda]
	Phase 3	[Project Description]	[Responsible Party]	[Start Date]	[End Date]	[Status]	[Notes]	[Agency]	[Meeting Dates]	[Meeting Frequency]	[Meeting Location]	[Meeting Agenda]
<b>MIPAS: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>												
Project 3: [Project Name]	Phase 1	[Project Description]	[Responsible Party]	[Start Date]	[End Date]	[Status]	[Notes]	[Agency]	[Meeting Dates]	[Meeting Frequency]	[Meeting Location]	[Meeting Agenda]
	Phase 2	[Project Description]	[Responsible Party]	[Start Date]	[End Date]	[Status]	[Notes]	[Agency]	[Meeting Dates]	[Meeting Frequency]	[Meeting Location]	[Meeting Agenda]
	Phase 3	[Project Description]	[Responsible Party]	[Start Date]	[End Date]	[Status]	[Notes]	[Agency]	[Meeting Dates]	[Meeting Frequency]	[Meeting Location]	[Meeting Agenda]

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Project Name	Agency/Department	Phase	Start Date	End Date	Progress %	Responsible Party	Reporting Period	Notes	Next Steps	Completion Date	Reporting Agency	Reporting Period	Notes	Next Steps	Completion Date	Reporting Agency
Project A	Agency A	Phase 1	2023-01-01	2023-03-31	100%	John Doe	Q1 2023	Completed	Final Report	2023-03-31	Agency A	Q1 2023	Completed	Final Report	2023-03-31	Agency A
Project B	Agency B	Phase 2	2023-04-01	2023-06-30	75%	Jane Smith	Q2 2023	In Progress	Progress Report	2023-06-30	Agency B	Q2 2023	In Progress	Progress Report	2023-06-30	Agency B
Project C	Agency C	Phase 3	2023-07-01	2023-09-30	50%	Bob Johnson	Q3 2023	In Progress	Progress Report	2023-09-30	Agency C	Q3 2023	In Progress	Progress Report	2023-09-30	Agency C
Project D	Agency D	Phase 4	2023-10-01	2023-12-31	20%	Alice Brown	Q4 2023	Not Started	Initial Planning	2023-12-31	Agency D	Q4 2023	Not Started	Initial Planning	2023-12-31	Agency D

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Item	Priority	Category	Sub-category	Agency	Staff	Start Date	End Date	Status	Notes
1. Final Report on the... 2. Final Report on the... 3. Final Report on the...	High	Strategic	Policy	Office of the Chief Executive Officer	1-1-2005	1-1-2005	1-1-2005	1-1-2005	1. Final Report 2. Final Report 3. Final Report
4. To ensure... 5. To ensure... 6. To ensure...	High	Strategic	Policy	Office of the Chief Executive Officer	1-1-2005	1-1-2005	1-1-2005	1-1-2005	4. To ensure 5. To ensure 6. To ensure
7. To ensure... 8. To ensure... 9. To ensure...	High	Strategic	Policy	Office of the Chief Executive Officer	1-1-2005	1-1-2005	1-1-2005	1-1-2005	7. To ensure 8. To ensure 9. To ensure

**MARKET GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

Item	Priority	Category	Sub-category	Agency	Staff	Start Date	End Date	Status	Notes
1. Complete... 2. Complete... 3. Complete...	High	Strategic	Policy	Office of the Chief Executive Officer	1-1-2005	1-1-2005	1-1-2005	1-1-2005	1. Complete 2. Complete 3. Complete
4. Complete... 5. Complete... 6. Complete...	High	Strategic	Policy	Office of the Chief Executive Officer	1-1-2005	1-1-2005	1-1-2005	1-1-2005	4. Complete 5. Complete 6. Complete

**REPORTING AND ACCOUNTING INTERVENTIONS**

Item	Priority	Category	Sub-category	Agency	Staff	Start Date	End Date	Status	Notes
1. Complete... 2. Complete... 3. Complete...	High	Strategic	Policy	Office of the Chief Executive Officer	1-1-2005	1-1-2005	1-1-2005	1-1-2005	1. Complete 2. Complete 3. Complete
4. Complete... 5. Complete... 6. Complete...	High	Strategic	Policy	Office of the Chief Executive Officer	1-1-2005	1-1-2005	1-1-2005	1-1-2005	4. Complete 5. Complete 6. Complete

Initials and Surname: Mr. ACR Whyte  
Position: Chief Executive Officer

Initials and Surname: Ms. SG Dargavere  
Position: Chairperson of the Board

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Date of Employment: July 2022

Signature: 

Date of Signature: 27/10/2024

Signature: 

Date of Signature: 30/07/2024