

**COLLINS CHABANE
LOCAL MUNICIPALITY**

Since 2016



PERFORMANCE AGREEMENT

2022/2023

Collins Chabane Municipality herein represented by

CLLR. MALULEKE MOSES,

in his capacity as the Mayor (hereinafter referred to as the Employer or Supervisor)

and

SHILENGE RISENGA RICHARD,

employee of the Municipality (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

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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 This agreement does not at all replace the Employment Contract signed between the parties.
- 1.4 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.
- 1.5 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

The purpose of this Agreement is to:

- 2.2 Comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Act as well as the employment contract entered into between the parties
- 2.3 Specify objectives in terms of the key performance indicators and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality
- 2.4 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement
- 2.5 Monitor and measure performance against set targeted outputs
- 2.6 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his job
- 2.7 In the event of outstanding performance, to appropriately reward the employee

2.8 Give effect to the employer's commitment to a performance-orientated relationship with its 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 2023 (provided the employment contract signed with the employer is still in force)** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or **any portion thereof**
- 3.2 The parties will review the provisions of this Agreement during June each year
- 3.3 The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than one month after the beginning of each successive financial year
- 3.4 This Agreement will **automatically terminate** on termination of the Employee's contract of employment for any reason
- 3.5 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon
- 3.6 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised

4. Performance Objectives

- 4.1. The Performance Plan (Annexure A) sets out-
- 4.1.1. Key Performance Areas that the employee should focus on
- 4.1.2. Core competencies required from employees
- 4.1.3. The performance objectives, key performance indicators, projects and targets that must be met by the Employee
- 4.1.4. The time frames within which those performance objectives and targets must be met
- 4.2. The performance objectives, key performance indicators 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 strategic objectives; key performance indicators, targets, projects and activities that may include dates and weightings. A description of these elements follows:

- 4.2.1. The strategic objectives describe the strategic intent of the organisation that needs to be achieved
- 4.2.2. The performance indicators provide the measurement on how a strategic objective needs to be achieved
- 4.2.3. The target dates describe the timeframe in which the work must be achieved
- 4.2.4. The weightings show the relative importance of the key performance areas, key objectives, key performance indicators to each other
- 4.2.5. The activities are the actions to be achieved within a project

5. Performance Management System

- 5.1. The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer
- 5.2. The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required
- 5.3. The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee
- 5.4. The Employee undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework
- 5.5. The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Key Performance Areas and core Competency Requirements, both of which shall be contained in the Performance Agreement.
 - 5.5.1. The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCRs) respectively.

5.5.2. KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

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

5.5.4. The Employee's assessment will be based on his performance in terms of the key performance indicator outputs / outcomes 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:

	Weighting
Municipal Transformation and Organisational Development	32.14
Spatial Rationale	3.57
Basic Service Delivery and Infrastructure Development	7.14
Local Economic Development (LED)	3.57
Municipal Financial Viability and Management	25.00
Good Governance and Public Participation	28.57

5.6. Municipal Manager's responsibilities are directed in terms of the abovementioned key performance areas.

5.7. The CCRs will make up the other 20% of the Employee's assessment score. The following CCRs are deemed to be most critical for the Employee's specific job.

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COMPETENCES	
Leading Competencies	Weights
Strategic Capability and Leadership	5
Programme and Project Management	10
Financial Management(compulsory)	10
Change Management	5
Knowledge Management	5
Service Delivery Innovation	10
Problem Solving and Analysis	5
People Management and Empowerment(compulsory)	10
Client Orientation and Customer Focus(compulsory)	15
Core Competencies:	Weights
Interpretation of and implementation within the legislative and national policy frameworks	5
Knowledge of developmental local government	5
Knowledge of more than one functional municipal field/discipline	5
Competence as required by other national line sector Departments	5
Exceptional and dynamic creativity to improve the functioning of the municipality	5

6. Evaluating Performance

6.1. The Performance Plan (Annexure A) to this Agreement sets out:

6.1.1. The standards and procedures for evaluating the Employee's performance

6.1.2. The intervals for the evaluation of the Employee's performance

6.2. 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

6.3. 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

6.4. The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP

6.5. The Annual performance appraisal will involve:

6.5.1. Assessment of the achievement of results as outlined in the Performance Plan

(a) 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

(b) Values on actual performance are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5-point scale. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to motivate for higher scores. The panel members have a chance to ask questions regarding

(c) The final scores are converted to % Performance by making use of COGTA Performance Assessment Rating Calculator

6.5.2. Assessment of the CCRs

(a) Each CCR should be assessed according to the extent to which the specified standards have been met

(b) An indicative rating on the five-point scale should be provided for each CCR

(c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score

(d) The score is translated to a final CCR percentage through COGTA Performance Assessment Rating Calculator (refer to paragraph 6.5.1)

6.5.3. Overall rating

An overall rating is calculated by using the Performance Assessment Rating Calculator whereby a weighting of 80% is applied to KPA performance and a weighting of 20% to CCR's.

6.6. The assessment of the performance of the Employee by panel members will be based on the following rating scale for KPA's and CCRs:

PERFORMANCE ASSESSMENT RATING SCALE				
Rating	Description	Weighting	Comments	Overall Rating
5	Performance far exceeds the standard expected of an employee at this level.	20%	Performance is significantly higher than the standard expected in the job.	5
4	Performance fully meets the standards expected in all areas of the job.	20%	Performance is below the standard required for the job in key areas.	4
3				
2				
1				

6.7. For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established –

- 6.7.1. Mayor;
- 6.7.2. Chairperson of the Performance Audit Committee or a member of the Performance Audit Committee in the absence of the Chairperson of the Performance Audit Committee;
- 6.7.3. Member of the Executive Committee
- 6.7.4. Mayor or municipal manager from another municipality; and
- 6.7.5. Member of a Ward Committee as nominated by Mayor
- 6.7.6. The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

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7. Schedule for Performance Reviews

7.1. The performance of each Employee in relation to his Performance Agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

- First quarter: July – September 2022
- Second quarter: October – December 2022
- Third quarter: January – March 2023
- Fourth quarter: April – June 2023

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

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

7.4. 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

7.5. 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

8. Developmental Requirements

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. Obligations of the Employer

The Employer shall:

- 9.1. Create an enabling environment to facilitate effective performance by the employee
- 9.2. Provide access to skills development and capacity building opportunities

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

10. Consultation

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

11. Management of Evaluation Outcomes

- 11.1. The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2. A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

% Rating Over Performance %	% Rating Over Performance % Bonus
130 - 133.8	5%
133.9 – 137.6	6%

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137.7 – 141.4	7%
141.5 - 145.2	8%
145.3 – 149	9%
150 – 153.4	10%
153.5 – 156.8	11%
156.9 – 160.2	12%
160.2 – 163.6	13%
163.7 – 167	14%

11.3. In the case of unacceptable performance, the Employer shall:

- 11.4. Provide systematic remedial or developmental support to assist the Employee to improve his performance
- 11.5. 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 duties

12. Dispute Resolution

- 12.1. 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 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 appointed by the MEC

13. General

- 13.1. 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
- 13.2. Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments

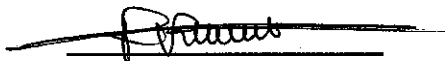
13.3. The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the National Minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus, done and signed at Malamulele on this the 17 day of June 2022

AS WITNESSES:


1.  _____

2.  _____

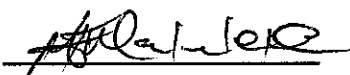
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**SHILENGE RISENGA RICHARD
EMPLOYEE**

AS WITNESSES:

1.  _____

2.  _____

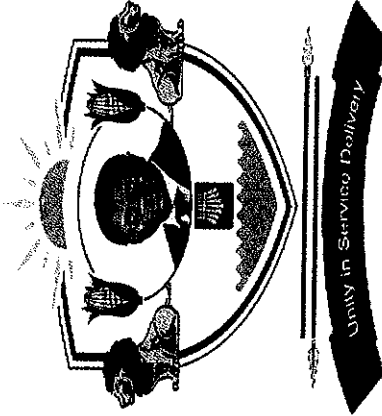
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MAYOR

CLLR. MALULEKE MOSES

COLLINS CHABANE LOCAL MUNICIPALITY

**COLLINS CHABANE
LOCAL MUNICIPALITY**
Since 2016



**PERFORMANCE PLAN
MUNICIPAL MANAGER: SHILENGE RR
2022/23**

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LEGISLATION

The following legislation governs the development of the SDBIP and Performance management plan and functions within the Budget and Treasury Office.

a. **Legislation Governing the Development of the SDBIP and Performance Contracts of Section 57 Managers**

- **Municipal Finance Management Act 56 of 2003 (MFMA)**, requires municipalities to develop Service Delivery and Budget Implementation Plan (SDBIP) and must be signed by the Mayor within 28 days after the budget has been approved.
- **Municipal Systems Act 32 of 2000**, requires municipalities to develop Performance management Plan that must be reviewed quarterly. The performance management plan must be aligned to the IDP and indicate measurable and realistic targets for each Key Performance Indicator.
- **Performance Regulations, 2006, for managers reporting to the municipal manager and the municipal manager**, outlines the process of the development of Performance agreements. The MFMA, 56 of 2003, further requires that Section 56 manager and municipal manager must develop performance agreement that must be signed by the municipal manager and the Mayor respectively. This Performance plans must be linked to the SDBIP, IDP and Budget.

b. **Legislation Governing the departmental Functions:**

- The Constitution
- The Municipal System Act, 32 of 2000
- The Municipal Structures Act
- Municipal Finance Management Act 56 of 2003
- Performance regulations of 2006

VISION AND MISSION

Vision

"A spatially integrated and sustainable local economy by 2030"

Mission:

To ensure the provision of sustainable basic services and infrastructure to improve the quality of life of our people and to grow the local economy for benefit of all citizens

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STRATEGIC OBJECTIVES

Chapter two of the IDP indicates Municipal Strategic Objectives which further indicates what the municipality needs to achieve. These strategic objectives were developed to ensure that all National Key Performance Areas are addressed.

Table A: Strategic Objectives are as follows:

KPA's	STRATEGIC OBJECTIVES
1. Municipal Transformation and Organisational Development	Improved governance and administration
2. Spatial Rationale	Integrated spatial and human settlement
3. Basic Service Delivery and Infrastructure Development	Improved access to sustainable basic services and Promote community well-being and environmental welfare
4. Local Economic Development	Integrated Local economy
5. Municipal Finance Management and Viability	Sound Financial Management and Viability
6. Good Governance and Public Participation	Improved governance and administration and Effective Community Participation

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT: KPA WEIGHT=32.14 %

OUTCOME NINE: RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY

STRATEGIC PLANNING: IMPROVED GOVERNANCE AND ADMINISTRATION

NO.	MEASURABLE OBJECTIVES/ KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	FUNDING SOURCE	BUDGET	START DATE	END DATE	1 ST Q TARGET	2 ND Q TARGET	3 RD Q TARGET	4 TH Q TARGET	PORTFOLIO OF EVIDENCE	KPI WEIGHT
1	No of management meetings held by 30 June 2023	New indicator	12 Management meetings to be held by 30 June 2023	Operational Income	Operational	01/07/2022	30/06/2023	3 Management meetings to be held	3 Management meetings to be held	3 Management meetings to be held	3 Management meetings to be held	Attendance register and minutes	11.11
2	% Senior Managers with signed performance plans and agreements by 30 June 2023 (# of Performance Agreements signed /# of Senior Managers appointed)	New indicator	100% Senior Managers to sign Performance Agreement and Plans by 30 June 2023# of Performance Agreements signed /# of Senior Managers appointed)	Operational Income	Operational	01/07/2022	30/06/2023	100% Senior Managers to sign Performance Agreement and Plans	100% Senior Managers to sign Performance Agreement and Plans	100% Senior Managers to sign Performance Agreement and Plans	100% Senior Managers to sign Performance Agreement and Plans	Signed Performance Agreements and Plans	11.11
3	Number of Individual Assessment for senior managers to be conducted by 30 June 2023	New indicator	2 Individual Assessment for Senior managers to be conducted by 30 June 2023	Operational Income	Operational	01/07/2022	30/06/2023	N/A	Conducting 1 formal Assessment of Senior managers	N/A	Conducting 1 formal Assessment of Senior managers	Reports and Attendance Registers	11.11
4	No of local IGR forum attended by 30 June 2023	New indicator	4 Local IGR forum to be attended by 30 June 2023	Operational Income	Operational	01/07/2022	30/06/2023	1 Local IGR forum to be attended	1 Local IGR forum to be attended	1 Local IGR forum to be attended	1 Local IGR forum to be attended	Attendance register	11.11
5	% of implementation of IGR resolutions by 30 June 2023	New indicator	100% implementation of IGR forum resolutions by 30 June 2023	Operational Income	Operational	01/07/2022	30/06/2023	100% implementation of IGR forum resolutions	100% implementation of IGR forum resolutions	100% implementation of IGR forum resolutions	100% implementation of IGR forum resolutions	Resolution Register	11.11

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6	No of Executive Committee meetings Coordinated and Supported by 30 June 2023	New indicator	12 EXCO meetings and 1 Special to be Coordinated and Supported by 30 June 2023	Operational Income	Operational	01/07/2022	30/06/2023	3 EXCO meetings	3 EXCO meetings	3 EXCO meetings	3 EXCO meetings	Notices of Invitations, Minutes, Attendance Register	1.1.11
7	Number of Council Meeting Coordinated and Supported by 30 June 2023	New indicator	6 Council Meetings coordinated and supported by 30 June 2023	Operational Income	Operational	01/07/2022	30/06/2023	1 Council meeting to be Coordinated and Supported	2 Council meetings to be Coordinated and Supported	2 Council meetings to be Coordinated and Supported	2 Council meeting to be Coordinated and Supported	Notices of Invitations, Minutes, Attendance Register	1.1.11
8	% of implementation of Council Resolutions by 30 June 2023	New indicator	100% implementation of Council resolutions by 30 June 2023	Operational Income	Operational	01/07/2022	30/06/2023	100% implementation of Council resolutions	100% implementation of Council resolutions	100% implementation of Council resolutions	100% implementation of Council resolutions	Resolution Register	1.1.11
9	% litigation cases attended by 30 June 2023 (# of cases attended /# of cases received)	New indicator	100% cases attended by 30 June 2023 (# of cases attended /# of cases received)	Operational Income	Operational	01/07/2022	30/06/2023	100% cases attended /# of cases received)	100% cases attended /# of cases received)	100% cases attended /# of cases received)	100% cases attended /# of cases received)	Litigation Register and Report	1.1.11

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SPATIAL PLANNING & RATIONALE

KPA 2: SPATIAL PLANNING & RATIONALE (KPA WEIGHT) = 3.57%
OUTCOME 9: RESPONSIVE, ACCOUNTABLE, EFFICIENT AND EFFICENT LOCAL GOVERNMENT SYSTEM
OUTPUT 9.1: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES
STRATEGIC OBJECTIVE: INTEGRATED SPATIAL AND HUMAN SETTLEMENT

NO.	MEASURABLE OBJECTIVES/ KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	PROJECT NAME	FUNDING SOURCE	BUDGET	START DATE	END DATE	1 ST Q TARGET	2 ND Q TARGET	3 RD Q TARGET	4 TH Q TARGET	PORTFOLIO OF EVIDENCE	KPI WEIGHT
10	To review the IDP by 31 May 2023	New indicator	IDP reviewed by 31 May 2023	IDP	Operating Income	500 000	01/07/2022	30/06/2023	Preparation of the IDP Process Plan	Needs analysis and Rep forum	Conduct Strategic Planning and Adoption of Draft IDP	Public participation and Final IDP	Draft IDP AND Final IDP	100.00

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BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

KPA 3: BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT: KPA WEIGHT= 7.14 %

OUTCOME NINE: RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES

OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME

STRATEGIC OBJECTIVE: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES AND PROMOTE COMMUNITY WELL-BEING AND ENVIRONMENTAL WELFARE

NO	PROGRAMME	MEASURABLE OBJECTIVES/KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	BUDGET	START DATE	END DATE	15% TARGET	30% TARGET	60% TARGET	75% TARGET	100% TARGET	PORTFOLIO OF EVIDENCE	KPI WEIGHT
1.1	MIG Projects	% MIG Spent by 30 June 2023. R Value spent/ R Value Budget	New indicator	100 % MIG Spent by 30 June 2023. R Value spent/ R Value Budget	R86 758 000	01/07/2022	30/06/2023	100 % MIG Spent (R Value spent/ Value Budget)	100 % MIG Spent (R Value spent/ Value Budget)	100 % MIG Spent (R Value spent/ Value Budget)	100 % MIG Spent (R Value spent/ Value Budget)	100 % MIG Spent (R Value spent/ Value Budget)	MIG spending Report	50.00
1.2	INEP Projects	% INEP Grant Spent by 30 June 2023 (R Value spent/ R-value budget)	New indicator	100% INEP Grant Spent by 30 June 2023 (R Value spent/ R-value budget)	R15 000 000	01/07/2022	30/06/2023	N/A	N/A	N/A	N/A	100 % INEP Grant spent (R Value spent/ R Value budget)	INEP Spending Report	50.00

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LOCAL ECONOMIC DEVELOPMENT

KPA 4: LOCAL ECONOMIC DEVELOPMENT: KPA WEIGHT= 3.57 %

OUTCOME NINE: RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME

STRATEGIC OBJECTIVE: INTEGRATED LOCAL ECONOMY

NO.	PROGRAMME	MEASURABLE OBJECTIVES/KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	BUDGET	START DATE	END DATE	1ST TARGET	2ND TARGET	3RD TARGET	4TH TARGET	PORTFOLIO OF EVIDENCE	KEY WEIGHT
13	LED Strategy Implementation	To monitor the review and submission of the LED Strategy to Council for approval by 30 June 2023	New indicator	Monitoring the Review of the LED Strategy by 30 June 2023	Operational	01/07/2022	30/06/2023	Monitor the Appointment of Service Provider	Monitor the development of inception and situational analysis reports	Monitor the Stakeholder consultations & Draft LED strategy document	Ensure the submission of the LED Strategy to Council for approval	LED strategy and Council resolution	100.00

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FINANCIAL VIABILITY

KPA 5: FINANCIAL VIABILITY: KPA WEIGHT= 25%

OUTCOME NINE: RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

OUTCOME NINE OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY

STRATEGIC OBJECTIVE: SOUND FINANCIAL MANAGEMENT

NO.	Programme	Measurable Objectives/ key performance indicator	Baseline	Annual Target	Budget	START DATE	END DATE	1 st Q TARGET	2 nd Q TARGET	3 rd Q TARGET	4 th Q TARGET	Portfolio of evidence	KPI Weight
14	Revenue Enhancement strategy	% implementation of the Revenue Enhancement Strategy by 30 June 2023	New indicator	100% implementation of the institutional revenue strategy by 30 June 2023	Operational	01/07/2022	30/06/2023	100% Implementation of the Institutional revenue strategy	100% Implementation of the Institutional revenue strategy	100% Implementation of the Institutional revenue strategy	100% Implementation of the Institutional revenue strategy	Reports on implementation of the Institutional revenue sources	14.29
15	Assets and Inventory Management	To monitor 2 Institutional assets verifications by 30 June 2023	New indicator	Monitoring of 2 Institutional asset verifications to be conducted by 30 June 2023	Operational	01/07/2022	30/06/2023	N/A	Monitor 1 Institutional asset verification	N/A	Monitor 1 Institutional asset verification	Reports on assets in the custody of the department	14.29
16	SCM – Demand Management	To ensure the development and implementation of procurement plan developed and implemented by 30 June 2023	New indicator	Ensuring development and implementation by 30 June 2023	Operational	01/07/2022	30/06/2023	N/A	N/A	N/A	Ensuring development and implementation Annual Procurement Plan developed	Approved annual departmental procurement plan	14.29
17	Expenditure management	% budget spending on institutional Capital budget by 30 June 2023	New indicator	100 % spending of the institutional projected Capital budget by 30 June 2023	Operational	01/07/2022	30/06/2023	25% spending of the institutional projected Capital budget	25% spending of the institutional projected Capital budget	25% spending of the institutional projected Capital budget	25% spending of the institutional projected Capital budget	Quarterly Financial Report	14.29
18	Budget and Reporting	To obtain unqualified audit opinion by 30 June 2023	New indicator	Unqualified Audit Opinion Obtained by 30 June 2023	Operational	01/07/2022	30/06/2023	N/A	N/A	N/A	Obtaining of Unqualified Audit Opinion	AGSA Audit Report	14.29
19	Equitable Share	Equitable Share Spent by 30 June 2023	New indicator	Equitable Share Spent by 30 June 2023	Operational	01/07/2022	30/06/2023	25% spending of the Institutional Equitable Share	25% spending of the Institutional Equitable Share	25% spending of the Institutional Equitable Share	25% spending of the Institutional Equitable Share	Spending Report	14.29

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20	FMG	FMG Spent by 30 June 2023	New indicator	FMG Spent by 30 June 2023	Operational	01/07/2022	30/06/2023	25% spending of the FMG	25% spending of the FMG	25% spending of the FMG	25% spending of the FMG	FMG Spending Report	14.29
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PUBLIC PARTICIPATION AND GOOD GOVERNANCE

KPIs: PUBLIC PARTICIPATION AND GOOD GOVERNANCE (KPA WEIGHT = 28.57%)
OUTCOMES: RESPONSIVE, ACCOUNTABLE, EFFICIENT AND EFFICACIOUS GOVERNMENT SYSTEM
OUTPUTS: DEPENDENCY THROUGH A REFINED AND COMMITTEE MODEL
STRATEGIC OBJECTIVE: TO DEVELOP GOVERNANCE STRUCTURES AND SYSTEMS THAT WILL ENSURE EFFECTIVE PUBLIC CONSULTATION AND ORGANIZATIONAL DISCIPLINE

NO	PROJECT	MEASURABLE OBJECTIVE	BASELINE	ANNUAL TARGET	BUDGET	START DATE	END DATE	1 ST Q TARGET	2 ND Q TARGET	3 RD Q TARGET	4 TH Q TARGET	PORTFOLIO OF EVIDENCE	KPI WEIGHT
21	Risk Management	To monitor the development of Institutional Risk Register by 30 June 2023	Risk Register	Monitor the development and implementation of Institutional Risk register by 30 June 2023	Operational	01/07/2022	30/06/2023	Monitor the development and implementation of Institutional Risk register	Monitor the development and implementation of Institutional Risk register	Monitor the development and implementation of Institutional Risk register	Monitor the development and implementation of Institutional Risk register	Institutional register and Implementation Report	12.50
22	Auditing	To ensure the submission of 4 reports to Audit Committee by 30 June 2023	2021/22 Audit Committee Reports	Ensuring submission of 4 Audit reports to Audit Committee by 30 June 2023	Operational	01/07/2022	30/06/2023	Ensuring submission of 1 of the report to Audit Committee	Ensuring submission of 1 of the report to Audit Committee	Ensuring submission of 1 of the report to Audit Committee	Ensuring submission of 1 of the report to Audit Committee	Audit Committee Reports	12.50
23	Auditing	% Implementation of Audit Committee Resolutions by 30 June 2023	Audit Committee Resolution Register	100% Implementation of audit Committee Resolutions by 30 June 2023	Operational	01/07/2022	30/06/2023	100% Implementation of audit Committee Resolutions	100% Implementation of audit Committee Resolutions	100% Implementation of audit Committee Resolutions	100% Implementation of audit Committee Resolutions	Resolution Register	12.50
24	Auditing	No of audit committee meeting held by 30 June 2023	Audit Committee Work Programme	4 audit committee meeting held by 30 June 2023	Operational	01/07/2022	30/06/2023	1 Audit Committee meeting to be held	1 Audit Committee meeting to be held	1 Audit Committee meeting to be held	1 Audit Committee meeting to be held	Audit Committee Minutes	12.50
25	Clean Audit Report	% of audit queries raised by internal audit unit by 30 June 2023	Internal Audit Action Plan	100% implementation of audit queries by internal audit unit by 30 June 2023	Operational	01/07/2022	30/06/2023	100% implementation of audit queries by internal audit unit	100% implementation of audit queries by internal audit unit	100% implementation of audit queries by internal audit unit	100% implementation of audit queries by internal audit unit	Action plan	12.50
26	Clean Audit Report	% of audit queries raised by external audit unit by 30 June 2023	AG Action Plan	100% implementation of audit queries by external audit unit by 30 June 2023	Operational	01/07/2022	30/06/2023	100% implementation of audit queries by external audit	100% implementation of audit queries by external audit	100% implementation of audit queries by external audit	100% implementation of audit queries by external audit	Action plan	12.50
27	Clean Audit Report	No of audit steering committee meeting by 30 June 2023	AG Action Plan	24 Steering Committee meeting to be Coordinated by 30 June 2023	Operational	01/07/2022	30/06/2023	6 Steering Committee meeting to be Coordinated	6 Steering Committee meeting to be Coordinated	6 Steering Committee meeting to be Coordinated	6 Steering Committee meeting to be Coordinated	Attendance register and minutes	12.50
28	Risk Management	Identification and Implementation of the departmental strategic risk by 30 June 2023	Risk Register	Strategic Risks for the department identified and implemented by 30 June 2023	Operational	01/07/2022	30/06/2023	Mitigation of the Strategic Risks for the department	Mitigation of the Strategic Risks for the department	Mitigation of the Strategic Risks for the department	Mitigation of the Strategic Risks for the department	Departmental Risk Register and Implementation Report	12.50

PERFORMANCE WEIGHTINGS PER KEY PERFORMANCE AREAS

The criterion upon which the performance of the employee must be assessed consists of 2 components both of which must be contained in the performance agreement.

The employee will be assessed against both components, with a weight of 80:20 allocated to the Key Performance Areas (KPA) and the Core Competency Requirements (CCRs), respectively. Each area of assessment will be weighted and will contribute a specific part to the total score. KPAs covering the main areas of work will account for 80% and CCR will account for 20% of final assessment

Table B: WEIGHTING ON KPAs

KEY PERFORMANCE AREAS	WEIGHT
Municipal Transformation and Organizational Development	32.14
Spatial Rationale	3.57
Basic Service Delivery & Infrastructure Development	7.14
Local Economic Development	3.57
Municipal Financial Management and Viability	25
Good Governance & Public Participation	28.57
TOTAL WEIGHTING	100%

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TABLE C: CORE COMPETENCY REQUIREMENTS (CCRs)

CORE MANAGERIAL COMPETENCIES	Weight (75%)
Strategic Capability and Leadership	5
Programme and Project Management	10
Financial Management(compulsory)	10
Change Management	5
Knowledge Management	5
Service Delivery Innovation	10
Problem Solving and Analysis	5
People Management and Empowerment(compulsory)	10
Client Orientation and Customer Focus(compulsory)	15
CORE OCCUPATIONAL COMPETENCIES	Weight (25%)
Interpretation of and implementation within the legislative and national policy frameworks	5
Knowledge of developmental local government	5
Knowledge of more than one functional municipal field/ discipline	5
Competence as required by other national line sector Departments	5
Exceptional and dynamic creativity to improve the functioning of the municipality	5
Total	100%

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PERFORMANCE EVALUATION

Performance evaluation will be done in line with section 23(c) of the Performance Regulation of 2006: Performance Regulation of Managers Reporting to the Municipal Manager and the Municipal Manager.

PERFORMANCE ASSESSMENT

Score	Definition
5	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.
4	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.
3	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 indicators as specified in the PA and Performance Plan.
2	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	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 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 for the job. The review/assessment indicates that the employee has failed to encourage improvement. 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 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.

PERSONAL DEVELOPMENT PLANS (PDP)

Section 29 of the Performance Regulation of 2006, requires that managers must develop personal Development Plan that must address all gaps and this plan must be part of the performance agreement.

This performance is signed in line with the Municipal Finance Management Act 56 of 2003. All s57 Managers are required performance plan and sign performance agreements with the accounting officer.

This performance plan serves as an Annexure to the signed Performance Agreement.

SIGNATURES 

MUNICIPAL MANAGER
SHILENGE RR

DATE 17/06/2022



MAYOR
CLLR. MALLIEKE MOSES

DATE 17/06/2022

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**COLLINS CHABANE
LOCAL MUNICIPALITY**
Since 2016



PERSONAL DEVELOPMENT PLAN

2022/2023

Collins Chabane Municipality herein represented by

CLLR. MALULEKE MOSES,

in his capacity as the Municipal Manager (hereinafter referred to as the Employer or Supervisor)

and

SHILENGE RISENGA RICHARD,

employee of the Municipality (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

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1. INTRODUCTION

The Aim of the Personal Development Plan (PDP) is to ensure that Employees are skilled to meet Objectives as set out in the Performance Management Agreement as prescribed by legislation. Successful career path planning ensures competent employees for current and possible future positions. It there for identifies, prioritise and implement training needs

Legislative needs taken into account comes from the Municipal Systems Act Guidelines: Generic senior management competency framework and occupational competency profiles, Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.

2. COMPETENCY MODELLING

The COGTA has decided that a competency development model will consist of both managerial and occupational competencies:

- Managerial competencies should express those competencies which are generic of all management positions.
- Occupational competence refers to competencies which are job/function specific.

3. COMPILING THE PERSONAL DEVELOPMENT PLAN ATTACHED AS THE APPENDIX

The Municipal Manager, in consultation with the employee is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. Appendix A serves as the Action Plan for the PDP

The identified training needs should be entered into column one. The following should be taken into consideration:

Organisational needs

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 and performance appraisal of the employee.

Individual training needs that are job / career related.

Prioritisation of the training needs in column 1 should also be determined 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 the Workplace Skills Plan.

3.2. Column 2: Outcomes Expected

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

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Consideration must be given to the outcomes expected in column 2 so that once the intervention is completed the impact it had can be measured against relevant output indicators.

3.3. Column 3: Suggested training

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

Training needs must be identified with due regard to cost effectiveness and listed in column 3.

The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of, amongst others, self-study, internal or external training provision; coaching and / or mentoring and exchange programmes.

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3.4. Column 4: Suggested mode of delivery

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

Training must be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine within the municipality whether unit standards have been developed with regard to a specific outcome (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency.

3.5. Column 5: Suggested Time Lines

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

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	and time frames)					area

An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions. The suggested time frames 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.

3.6. Column 6: Work opportunity created to practice skill /development area

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

This 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).

3.7. Column 7: Support Person

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

This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.



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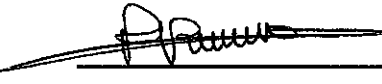
1. Skills /Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators, quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill /development area	7. Support Person
E.g. 1. Appraise Performance of Managers	The Senior manager will be able to enter into performance agreements with all managers reporting to him /her, appraise them against set criteria, within relevant time frames	3.Suggested training and / or development activity	4.Suggested mode of Delivery	5.Suggested Time Frames	6. Work opportunity created to practice skill /development	7.Support Person

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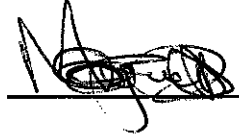
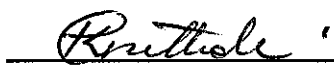
Thus, done and signed at Malanubele on this the 17 day of June 2022

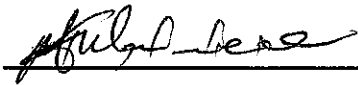
AS WITNESSES:

1. 
2. 


MUNICIPAL MANAGER
SHILENGE RR

AS WITNESSES:

1. 
2. 


MAYOR
CLLR. MALULEKE MOSES

**COLLINS CHABANE
LOCAL MUNICIPALITY**

Since 2016



FINANCIAL DISCLOSURES

2022/2023

EMPLOYEE NAME:

SHILENGE RISENGA RICHARD

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STRICTLY CONFIDENTIAL

Financial Disclosure Form

CONFIDENTIAL

I, the undersigned (surname and initials)

Shilenye R.R

(Postal address)

P. O Box 28

Saselamani 0928

(Residential address)

Magomani, Stand 339, Saselamani, 0928

(Position held)

Municipal Manager

(Name of Municipality)

Collins Chabane Local Municipality

Tel: 015 851 0110

Fax: 015 851 0099

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

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1. Shares and other financial interests (Not bank accounts with financial institutions.) See information sheet: note (1)

Number of shares/Extent of financial interests	Nature	Nominal Value	Name of Company/Entity
Horqanandichi	Event Management	£10 000 per month	Horqanandichi
Shilrich Clothing	My sponsor is selling clothes in Shilrichdevob	£10 000 some times	Shilrich Clothing

2. Directorships and partnerships See information sheet: note (2)

Name of corporate entity,	Type of business	Amount of Remuneration/

partnership or firm	Income

3. Remunerated work outside the Municipality must be sanctioned by Council. See information sheet: note (3)

Name of Employer	Type of Employment	Amount of Remuneration/ Income

none

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Council Mbedzi T.C

Signature on behalf of Council 

Date _____

4. Consultancies and retainerships
See information sheet: note (4)

Name of client	Nature	Type of business activity	Value of any benefits received

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5. Sponsorships

See information sheet: note (5)

Source of assistance/sponsorship	Description of assistance/ Sponsorship	Value of assistance/sponsorship
Sponsorship by Shimre	Assist in paying for school fees.	Depend on the amount
Clothing and	Assist in making	needed but is not
Hera na Ndichu	Some sponsorship	a monthly arrangement.
	Payment when needed	
	arises.	
SPR	SPR	SPR

6. Gifts and hospitality from a source other than a family member

See information sheet: note (6)

Description	Value	Source
None		

7. Land and property

See information sheet: note (7)

Description	Extent	Area	Value
None			

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SIGNATURE OF EMPLOYEE :

[Handwritten Signature]

DATE

PLACE

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OATH/AFFIRMATION

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:

(i) Do you know and understand the contents of the declaration?

Answer Yes

(ii) Do you have any objection to taking the prescribed oath or affirmation?

Answer No

(iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?

Answer Yes

2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.



Commissioner of Oath / Justice of the Peace

Full first names and surname:

MASARA VINDILOUS MAMULELE (Block letters)

Designation (rank) Ex Officio Republic of South Africa

Street address of institution Coffins Chabene Street

Hospital road Malamulele

Date 21/07/2022 Place Malamulele

SOUTH AFRICAN POLICE SERVICE COMMUNITY SERVICE CENTRE REGISTRY
2022-07-21
PRIVATE BAG X9200 MALAMULELE 0892
SUID-AFRIKAANSE POLISIEDIENS

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37

CONTENTS NOTED: CLLR MALULEKE MOSES

SIGNATURE :
DATE :

M. Maluleke

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INFORMATION SHEET FOR THE FINANCIAL DISCLOSURE FORM

The following notes is a guide to assist with completing the attached Financial Disclosure form (Appendix C):

1. SHARES AND OTHER FINANCIAL INTERESTS

Designated employees are required to disclose the following details with regard to shares and other financial interests held in any private or public company or any other corporate entity recognized by law:

- The number, nature and nominal value of shares of any type;
- The nature and value of any other financial interests held in any private or public company or any other corporate entity; and
- The name of that entity.

2. DIRECTORSHIPS AND PARTNERSHIPS

Designated employees are required to disclose the following details with regard to directorships and partnerships:

- The name and type of business activity of the corporate entity or partnership/s; and
- The amount of any remuneration received for such directorship or partnership/s.

Directorship includes any occupied position of director or alternative director, or by whatever name the position is designated.

Partnership is a legal relationship arising out of a contract between two or more persons with the object of making and sharing profits.

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3. REMUNERATED WORK OUTSIDE THE PUBLIC SERVICE (ALL REMUNERATED EMPLOYMENT MUST BE SANCTIONED PRIOR TO THE WORK BEING DONE.)

Designated employees are required to disclose the following details with regard to remunerated work outside the public service.

- The type of work;
- The name and type of business activity of the employer; and
- The amount of the remuneration received for such work.

Remuneration means the receipt of benefits in cash or kind.

Work means rendering a service for which the person receives remuneration.

4. CONSULTANCIES AND RETAINERSHIPS

Designated employees are required to disclose the following details with regard to consultancies and retainerships:

- The nature of the consultancy or retainerships of any kind;
- The name and type of business activity, of the client concerned; and
- The value of any benefits received for such consultancy or retainerships.

5. SPONSORSHIPS

Designated employees are required to disclose the following details with regard to sponsorships:

- The source and description of direct financial sponsorship or assistance; and
- The value of the sponsorship or assistance.

6. GIFTS AND HOSPITALITY FROM A SOURCE OTHER THAN A FAMILY MEMBER

Designated employees are required to disclose the following details with regard to gifts and hospitality:

- A description and the value and source of a gift with a value in excess of R350;

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- A description and the value of gifts from a single source which cumulatively exceed the value of R350 in the relevant 12-month period; and
- Hospitality intended as a gift in kind.

Designated employees must disclose any material advantage that they received from any source e.g. any discount prices or rates that are not available to the general public.

All personal gifts within the family and hospitality of a traditional or cultural nature need not be disclosed.

7. LAND AND PROPERTY

Designated employees are required to disclose the following details with regard to their ownership and other interest's in land and property (residential or otherwise both inside and outside the Republic):

- A description and extent of the land or property;
- The area in which it is situated; and
- The value of the interest.

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