

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

**CAPRICORN DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER**

RAMAKUNTWANE SELEPE

.....

AND

MOLATELO MASHEGO

.....

**EXECUTIVE MANAGER: DEVELOPMENT,
PLANNING AND ENVIRONMENTAL MANAGEMENT
SERVICES (DPEMS)**

**FOR THE FINANCIAL YEAR:
01 July 2022 TO 30 JUNE 2023**

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WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Municipality has, in terms of Section 57(1)(a) of the Local Government: Municipal Systems Act, No. 32 of 2000 ("the Systems Act") entered into a contract of employment with the Executive Manager for a period of 5 Years, commencing on 03 September 2018.
- 1.2 Section 57(1) (b) of the Systems Act, read with the contract of employment concluded between the Parties; require the Parties to conclude an annual performance agreement.
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Manager to a set of outcomes that will secure local government policy goals.
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4A), (4B) and (5) of the Systems Act as well as the contract of employment entered into by the Parties.
- 1.5 In this Agreement the following words will have the meaning ascribed thereto:

"this Agreement" - means the performance agreement between the Municipality and the Executive Manager and the annexures thereto.

"the Executive Authority" - means the Executive Committee of the Municipality constituted in terms of Section 43 of the Local Government: Municipal Structures Act as represented by its chairperson, the Mayor.

"the Executive Manager" – means Senior Manager directly accountable to the Municipal Manager in terms of Section 56(a) of the Systems Act.

"the Municipal Manager" – means the Municipal Manager appointed in terms of Section 54(A) of the Local Government: Municipal Systems Act, No. 32 of 2000.

"the Municipality" – meansMunicipality.

"the Parties" - means the Municipal Manager and / or Executive Council and the Executive Manager.

2. PURPOSE OF THIS AGREEMENT:

- 2.1 The Parties agree that the purposes of this Agreement are to:
- 2.1.1. comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the contract of employment entered into between the Parties;
 - 2.1.2. specify objectives and targets defined and agreed with the Executive Manager and to communicate to the Executive Manager the Municipality's expectations of the Executive Manager's performance and accountability in alignment with the Integrated Development Plan (IDP), the Service Delivery and Budget Implementation Plan (SDBIP) and the budget of the Municipality;
 - 2.1.3. specify accountabilities as set out in a performance plan.
 - 2.1.4. monitor and measure performance against targeted outputs and outcomes;
 - 2.1.5. use performance plan as a basis for assessing the Executive Manager for permanent employment and/or to assess whether the Executive Manager has met the performance expectations applicable to her job;
 - 2.1.6. appropriately reward the Executive Manager in accordance with the Municipality's performance management policy in the event of outstanding performance;
 - 2.1.7. establish a transparent and accountable working relationship; and
 - 2.1.8. give effect to the Municipality's commitment to a performance-orientated relationship with its Executive Manager in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature this Agreement will commence on the **1st July 2022** and will remain in force until a new performance agreement including a Performance Plan and Personal Development Plan is concluded between the Parties as contemplated in Clause 3.2
- 3.2 The Parties will review the provisions of this Agreement during June each year. The Parties will conclude a new performance agreement including a Performance Plan and Personal Development Plan that replaces this Agreement at least once a year by not later than the 31st of July each year.
- 3.3 The payment of the performance bonus is determined by the performance score obtained during the annual performance calculations as informed by the quarterly performance assessments.

- 3.4 The payment of a performance bonus for the year in which the Executive Manager's contract of employment expires will be done as set out in clause 3.3.
- 3.5 In the event of the Executive Manager commencing or terminating her services with the Municipality during the validity period of this Agreement, the Executive Manager's performance for the portion of the period referred to in clause 3.1 during which she was employed, will be evaluated and she will be entitled to a pro rata performance bonus based on her evaluated performance and the period of actual service.
- 3.6 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon by the Parties.
- 3.7 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.
- 3.8 This Agreement will terminate on the termination of the Executive Manager's contract of employment for any reason.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan in **Annexure A** sets out:
- 4.1.1 the performance objectives and targets which must be met by the Executive Manager; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The Core Competency Requirements (CCRs) in **Annexure B** set out those management skills regarded as critical to the position held by the Executive Manager.
- 4.3 The Personal Development Plan in **Annexure C** sets out the Executive Manager's personal developmental requirements in line with the objectives and targets of the Municipality.
- 4.4 The performance objectives and targets reflected in **Annexure A** are set by the Municipality in consultation with the Executive Manager and based on

the IDP, SDBIP and the budget of the Municipality, and include key objectives, key performance areas, target dates and weightings.

- 4.5 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 time frame in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.6 The Executive Manager's performance will, in addition, be measured in terms of contributions to the development objectives and strategies set out in the Municipality's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Executive Manager agrees to participate in the performance management system that the Municipality adopts or introduces for the municipal management and municipal staff of the Municipality.
- 5.2 The Executive Manager accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the municipal management and municipal staff to perform to the standards required.
- 5.3 The Executive Committee/Council and/or Municipal Manager will consult the Executive Manager about the specific performance standards that will be included in the performance management system as applicable to the Executive Manager
- 5.4 The Executive Manager undertakes to actively focus towards the promotion and implementation of his Key Performance Areas as set out in the performance plan including special projects relevant to the Executive Manager's responsibilities within the Local Government Framework.

6. PERFORMANCE ASSESSMENT

The performance of the Executive Manager will be assessed against the outputs and outcomes achieved in terms of her Key Performance Areas (KPAs) as fully described in performance plan and her Core Competency Requirements (CCRs) determined at the commencement of this Agreement with a weighting of 80:20 allocated to the KPAs and CCRs respectively. Therefore, the KPAs that refer to the main tasks of the Executive Manager account for 80% of her assessment while the CCRs make up the other 20% of the Executive Manager's assessment score.

The weightings agreed to in respect of the Executive Manager's KPAs attached as Annexure A are set out in the table below:

KEY PERFORMANCE AREAS (KPAS)	WEIGHT
KPA 1: Municipal Transformation and Institutional Development	05%
KPA 2: Basic Service Delivery	05%
KPA 3: Local Economic Development and Planning	40%
KPA 4: Financial Viability	10%
KPA 5: Good governance and public participation	15%
KPA 6 : Spatial Rationale	25%
TOTAL PERCANTAGE	100%

The weightings agreed to in respect of the CCRs considered most critical for the Executive Manager's position are set out in the table below: (tick the chosen CCRs as in the performance plan)

CORE COMPETENCY REQUIREMENTS - CCRs				
CORE MANAGERIAL COMPETENCIES (CMC)	INDICATE CHOICE	WEIGHT	Current level(1-3)	Desired Level
Strategic Capability and Leadership	✓	10%	2	3
Programme and Project Management	✓	10%	3	3
Financial Management	Compulsory	10%	3	3
Change Management	✓	3%	3	3
Knowledge Management	✓	2%	2	3
Service Delivery Innovation	✓	5%	2	3
Problem Solving and Analysis	✓	10%	3	
People Management and Empowerment	Compulsory	10%	3	3
Client Orientation and Customer Focus	Compulsory	7%	3	3
Communication	✓	5%	3	3
Honesty and Integrity	✓	5%	3	3
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CORE OCCUPATIONAL COMPETENCIES (COCs)				
CORE MANAGERIAL COMPETENCIES (CMC)	CHOICE	WEIGHT	Current Level (1-3)	Desired Level
Competence in Self Management				
Interpretation of and implementation within the legislative and national policy frameworks	✓	5%	2	3
Knowledge of Developmental Local Government	✓	5%	2	3
Knowledge of Performance Management and Reporting	✓	5%	3	3
Knowledge of Global and SA specific political, social and economic contexts			3	3
Competence in Policy Conceptualisation, Analysis and Implementation	✓	5%	3	3
Knowledge of more than one functional municipal field or discipline			3	3
Mediation Skills			3	3
Governance Skills			3	3
Competence as required by other national line sector departments			3	3
Exceptional and dynamic creativity to improve the functioning of the Municipality			3	3
100% implementation of RMC resolutions	✓	1%	3	3
100% implementation of mitigations actions due.	✓	1%	3	3
100% implementation of the Impact of the mitigations measures	✓	1%	3	3

The assessment of the performance of the Executive Manager will be based on the following levels for KPAs and CCRs:

LEVEL	TERMINOLOGY	DESCRIPTION	RATING				
			1	2	3	4	5
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above Expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					

2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.			
1	Unacceptable Performance	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.			

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An indicative rating on the five-point scale should be provided for each KPA and CCR using the following as guidance:

1	Unacceptable
2	Not fully effective
3	Fully effective
4	Above expectations
5	Outstanding

Each KPA and CCR 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 to determine which rating on the five-point scale did the Executive Manager achieved. The following criteria could assist:

Duration of task	<ul style="list-style-type: none"> - Was the target achieved within the projected time frame?
Level of complexity	<ul style="list-style-type: none"> - Required problem solving - Reconciling different perceptions - Innovative alternatives used
Cost	<ul style="list-style-type: none"> - within budget - saving - overspending
Constraints	<ul style="list-style-type: none"> - Did envisaged constraints materialise? - If so, were steps taken to manage/reduce the effect of the constraint? - If not, did it beneficially affect the completion of the target? - Any innovative/pro-active steps to manage the constraint

An applicable assessment rating calculator must be used to add the KPA and CCR scores and calculate final KPA and CCR percentages.

7. PANEL AND SCHEDULE FOR PERFORMANCE ASSESSMENTS

An assessment panel consisting of the following persons must be established to evaluate the performance of the Executive Managers directly accountable to the Municipal Manager.

- Municipal Manager
- Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee
- A member of the Executive Committee and the relevant portfolio Committee chairperson
- Municipal Manager of another municipality

In addition, the following assessments may also form part of the performance evaluation at the end of the quarter if so agreed between the Parties:

- Executive Manager (own assessment)
- Fellow section 57 managers
- Divisional Head reporting to the manager.

The performance of the Executive Manager will be assessed in relation to his achievement of:

- the targets indicated for each KPA
- the CCRs as defined

on a date to be determined for each of the following quarterly periods:

1 st Quarter	-	July to September
2 nd Quarter	-	October to December
3 rd Quarter	-	January to March
4 th Quarter	-	April to June

The Municipality will keep a record of the mid-year and annual assessment meetings.

The Municipality may appoint an external facilitator to assist with the annual assessment.

The Executive Manager responsible for the Corporate Services Department of the Municipality must provide secretariat services to the evaluation panel for the annual performance assessment.

8. EVALUATING PERFORMANCE

The Executive Manager will submit quarterly performance reports and a comprehensive annual performance report prior to the performance assessment meetings to the Municipal Manager.

The Municipal Manager will give performance feedback to the Executive Manager after each quarterly and the annual assessment meetings.

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

At the end of the 4th quarter, the Executive Authority will determine if the Executive Manager is eligible for a performance bonus as envisaged in his contract of employment.

The results of the annual assessment and the scoring report of the Executive Manager for the purposes of bonus allocation, if applicable, will be submitted to the Executive Authority for a recommendation to the full Council.

Personal growth and development needs identified during any performance assessment discussion, must be documented in the Executive Manager's Personal Development Plan as well as the action steps and set time frames agreed to.

Despite the establishment of agreed intervals for assessment, the Municipal Manager may, in addition, review the Executive Manager's performance at any stage while his contract of employment remains in force.

9. OBLIGATIONS OF THE MUNICIPALITY

The Municipality will create an enabling environment to facilitate effective performance by the Executive Manager.

The Executive Manager will be provided with access to skills development and capacity building opportunities.

The Municipality will work collaboratively with the Executive Manager to solve problems and generate solutions to common problems that may impact on the performance of the Executive Manager.

The Municipality will make available to the Executive Manager such resources including employees as the Executive Manager may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement; provided that it will at all times remain the responsibility of the Executive Manager to ensure that she complies with those performance obligations and targets.

The Executive Manager will, at her request, be delegated such powers by the Municipality as may in the discretion of the Municipality be reasonably required from time to time to enable her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Executive Committee/Council and / or Municipal Manager agrees to consult the Executive Manager within a reasonable time where the exercising of the Executive Authority's and / or Municipal Manager's powers will –

10.1.1 have a direct effect on the performance of any of the Executive Manager's functions;

10.1.2 commit the Executive Manager to implement or to give effect to a decision made by the Executive Committee/Council and/or Municipal Manager;

10.1.3 have a substantial financial effect on the Municipality.

10.2 The Municipal Manager agrees to inform the Executive Manager of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable, to enable the Executive Manager to take any necessary action without delay.

11. CONSEQUENCE OF UNACCEPTABLE OR POOR PERFORMANCE

11.1 Where the Municipal Manager is, at any time during the Executive Manager's employment, not satisfied with the Executive Manager's performance with respect to any matter dealt with in this Agreement, the Municipal Manager will give notice to the Executive Manager to attend a meeting with the Municipal Manager.

11.2 The Executive Manager will have the opportunity at the meeting to satisfy the Municipal Manager of the measures being taken to ensure that the Executive Manager's performance becomes satisfactory in accordance with a documented programme, including any dates, for implementing these measures.

- 11.3 The Municipality will provide systematic remedial or developmental support to assist the Executive Manager to improve her performance.
- 11.4 If, after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Municipal Manager holds the view that the performance of the ACFO is not satisfactory, the Municipal Manager will table a report before the Municipal Council through the Executive Mayor. Upon receipt the Executive Mayor will within 7 days request the Speaker to convene a Special Council to consider the report.
- 11.5 Where there is a dispute or difference as to the performance of the Executive Manager under this Agreement, the Parties will confer with a view to resolving the dispute or difference.
- 11.6 Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the Executive Manager's contract of employment with or without notice for any other breach by the Executive Manager of his obligations to the Municipality or for any other valid reason in law.

12. DISPUTES

- 12.1 In the event that the Executive Manager is dissatisfied with any decision or action of the Executive Committee/Council and/or Municipal Manager in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Executive Manager has achieved the performance objectives and targets established in terms of this Agreement, the Executive Manager may meet with the Municipal Manager with a view to resolving the issue. At the Executive Manager's request, the Municipal Manager will record the outcome of the meeting in writing.
- 12.2 If any dispute about the nature of the Executive Manager's performance agreement whether it relates to key responsibilities, priorities, methods of assessment or any other matter provided for cannot be resolved through an internal mechanism as contemplated above, the dispute will be mediated by the Executive Mayor within thirty (30) days of receipt of a formal dispute from the Executive Manager whose decision shall be final and binding on both Parties.
- 12.3 If any dispute about the outcome of the Executive Manager's performance evaluation cannot be resolved through an internal mechanism as contemplated above, the dispute will be mediated by a member of the Council, provided that such member was not part of the evaluation panel

provided for in clause 7 within thirty (30) days of receipt of a formal dispute from the Manager whose decision shall be final and binding on both Parties.

12.4 In the event that the mediation process contemplated above fails, the relevant arbitration clause of the contract of employment will apply.

13. GENERAL

13.1 The contents of this Agreement and the outcome of any review conducted in terms of Annexure "A" will not be confidential and may be made available to the public by the Municipality.

13.2 Nothing in this Agreement diminishes the obligations, duties, or accountabilities of the Executive Manager in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

Signed at Polokwane on this 13 day of July 2022.

As Witnesses:

- 1. [Signature]
- 2. [Signature]

[Signature]
Executive Manager

Signed at Polokwane on this 18 day of June 2022.

As Witnesses:

- 1. [Signature]
- 2. [Signature]

[Signature]
Municipal Manager

PERSONAL DEVELOPMENT PLAN

Skills/performance gaps	Outcomes Expected	Suggested training /development activity	Suggested mode of delivery	Suggested timeframes	Work opportunity to practice skill/development area	Support person
Change management	Updates on new regulations					

[Signature]

EXECUTIVE MANAGER

13/07/2022

DATE

[Signature]

MUNICIPAL MANAGER

18/07/2022

DATE

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2022/2023 PERFORMANCE PLAN

EXECUTIVE MANAGER - DPEMS

(01 JULY 2022 – 30 JUNE 2023)

CAPRICORN DISTRICT MUNICIPALITY

This plan defines the Council's expectations of the employee in accordance with the departmental business plan. This document provides the performance objectives and targets that must be based on the key performance indicators set out from time to time in the Municipality's Integrated Development Plan and the Service Delivery Budget Implementation Plan.

There are 2 parts to this review:

1. Score card detailing key objectives and their related performance indicators, weightings and target dates
2. Core managerial functions

The period of this plan is from 01 JULY 2022 – 30 JUNE 2023

Signed and accepted by the Executive Manager -
DPEMS

 13 July 2022

Signed by the Municipal Manager on behalf of Council:



1.1. DEVELOPMENT, PLANNING AND ENVIRONMENTAL MANAGEMENT SERVICES DEPARTMENT:

Development, Planning and Environmental Management Services Department - Vote 5															
Responsive, Accountable, Effective and Efficient Local Government System															
Implementation of the community works programme Actions supportive of human settlement outcome															
To enhance conditions of economic growth and job creation															
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
TRANSPORT PLANNING															
DP-EM-S-01	Basic service delivery	To coordinate and promote reliable, safe road network, efficient, accessible and affordable transport services	Rural Roads Assets Management System (Public Transport Rural Infrastructure Planning)	Rural Roads Assets Management Systems (Traffic data, bridge condition survey, mapping of visual condition)	CDM	Number of Rural Roads Asset Management Systems updated	0 Rural Roads Assets Management System implemented and updated	1 Rural Roads Asset Management Systems updated	3%	Traffic data, bridge condition survey, mapping of visual condition	Traffic data, bridge condition survey, mapping of visual condition	Traffic data, bridge condition survey, mapping of visual condition	1 Rural Roads Asset Management Systems updated	2 591 000	Rural Roads Asset Management Systems report

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Development, Planning and Environmental Management Services Department - Vote 5															
Responsive, Accountable, Effective and Efficient Local Government System															
Implementation of the community works programme Actions supportive of human settlement outcome															
To enhance conditions of economic growth and job creation															
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
DP EM S-02	Basic service delivery	To coordinate and promote reliable, safe road network, efficient, accessible and affordable transport services	Monitoring of public transport facilities	Monitoring of public transport facilities	Bloubaerg, Lepelle-Nkumpi, Molemole and Polokwane	Number of Public Transport Facilities monitored	16 public transport facilities monitored in each municipality (Bloubaerg, Molemole, Lepelle-Nkumpi and Polokwane)	16 public transport facilities monitored in each municipality (Bloubaerg, Molemole, Lepelle-Nkumpi and Polokwane)	3%	4 public transport facilities monitored in all the municipal municipality (Bloubaerg, Molemole, Lepelle-Nkumpi and Polokwane)	4 public transport facilities monitored in each municipal municipality (Bloubaerg, Molemole, Lepelle-Nkumpi and Polokwane)	4 public transport facilities monitored in each municipal municipality (Bloubaerg, Molemole, Lepelle-Nkumpi and Polokwane)	4 public transport facilities monitored in each municipal municipality (Bloubaerg, Molemole, Lepelle-Nkumpi and Polokwane)	OPEX	Monitoring Reports
DP EM S-03	Basic service delivery	To coordinate and promote	Road safety awareness campaign	Conduct Road safety awareness campaign	CDM	Number of road safety awareness campaign coordinated	16 road safety awareness campaign conducted	16 Road Safety Awareness campaign coordinated	3%	4 Road Safety Awareness campaign	4 Road Safety Awareness campaign	4 Road Safety Awareness campaign	4 Road Safety Awareness campaign	50 000	Programmes /Attendance register

Development, Planning and Environmental Management Services Department - Vote 5															
Responsive, Accountable, Effective and Efficient Local Government System															
Implementation of the community works programme Actions supportive of human settlement outcome															
To enhance conditions of economic growth and job creation															
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
		reliable, safe road network, efficient, accessible and affordable transport services		to promote road safety in the district.					9	coordinated	coordinated	coordinated	coordinated		

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Development, Planning and Environmental Management Services Department - Vote 5															
Responsive, Accountable, Effective and Efficient Local Government System															
Implementation of the community works programme Actions supportive of human settlement outcome															
To enhance conditions of economic growth and job creation															
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
DP-04	Basic service delivery	To coordinate and promote reliable, safe road network, efficient, accessible and affordable transport services	Transport Forum Engagement	Conduct Transport Forum Engagement	CDM	Number of Transport Forum engagement coordinated	4 Transport Forum engagement coordinated	4 Transport Forum engagements coordinated	3%	1 Transport Forum engagement coordinated	1 Transport Forum engagement coordinated	1 Transport Forum engagement coordinated	1 Transport Forum engagement coordinated	OPEX	Minutes/ Attendance register

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Development, Planning and Environmental Management Services Department - Vote 5															
Responsive, Accountable, Effective and Efficient Local Government System															
Implementation of the community works programme Actions supportive of human settlement outcome															
To enhance conditions of economic growth and job creation															
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
DP-EM-S-05	Basic service delivery	To coordinate and promote reliable, safe road network, efficient, accessible and affordable transport services	Integrated Transport Plan	Development of District Integrated Transport Plan	CDM	Number of District Integrated Transport Plan developed	New Indicator	1 District Integrated Transport Plan developed	4%	Progress Report	1 Integrated Transport Plan Developed	No target for the quarter	No target for the quarter	1 200 000 the budget should be the balance of the 1 200 000 as at the end of the current financial year	Progress Report / Integrated transport plan

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Business Unit Development, Planning and Environmental Management Services Department - Vote 5

Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System

Outputs 1 & 7: Implementation of the community works programme Actions supportive of human settlement outcome

Key Strategic Organisational Objectives: To enhance conditions of economic growth and job creation

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
ENVIRONMENTAL MANAGEMENT															
DEM S-06	Spatial Planning and Ratio	To protect the environment	Procurement of miscellaneous tools & equipment	Purchase of tools and equipment for operational use	CDM	Number of tools & equipment purchased	200 Litter waste picker tools purchased	400 Litter picker tools purchased	4%	Development of Terms of Reference document for tools to be procured	Submission of ToR to Bid Specification Committee	Appointment of service provider	400 Litter picker tools purchased	100 000	Terms of Reference / Memo submission to SCM / Order / Invoice
DEM S-07	Spatial planning and Ratio	To protect the environment	Operation, maintenance and repair of ambient air quality monitoring station	Operation, maintenance and repair of ambient air quality monitoring station	Polokwane LM	Number of continuous air quality monitoring reports compiled	12 Continuous air quality monitoring reports compiled	12 Continuous air quality monitoring reports compiled	3%	Continuous air quality monitoring reports compiled	Continuous air quality monitoring reports compiled	Continuous air quality monitoring reports compiled	Continuous air quality monitoring reports compiled	1 700 000	Air quality monitoring reports

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Development, Planning and Environmental Management Services Department - Vote 5															
Responsive, Accountable, Effective and Efficient Local Government System															
Implementation of the community works programme Actions supportive of human settlement outcome															
To enhance conditions of economic growth and job creation															
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
DEM S-08	Spatial planning and Ratio	To protect the environment	Under take compliance monitoring inspections and enforcement actions	Environmental compliance monitoring inspections and enforcement	CDM	Number of environmental compliance monitoring inspections & enforcement reports compiled	58 Environmental compliance inspections conducted	60 Environmental compliance monitoring inspection reports compiled	3%	15 Environmental compliance monitoring inspection reports compiled	15 Environmental compliance monitoring inspection reports compiled	15 Environmental compliance monitoring inspection reports compiled	15 Environmental compliance monitoring inspection reports compiled	20 000	Environmental compliance monitoring inspection reports
DEM S-09	Spatial planning and Ratio	To protect the environment	Planting of trees	Greening and beautifying the district	All Municipal areas	Number of trees planted	1211 trees planted	1000 trees purchased	3%	Development of a Reference document for trees to be procured	Submission of ToR to Bid Specification Committee	Appointment of service provider	1000 Trees purchased	810 000	Tree Planting reports / Delivery note / Invoice

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Development, Planning and Environmental Management Services Department - Vote 5

Responsive, Accountable, Effective and Efficient Local Government System

Implementation of the community works programme
Activities supportive of human settlement outcome

To advance conditions of economic growth and job creation

Key Strategic Organisational Objectives:

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
DP EM S-10	Spatial planning and Ratio	To protect the environment	Implementation of EPWP projects	Implementation of EPWP projects (Environment Sector)	All municipal areas	Number of EPWP jobs created	50 EPWP jobs created	100 EPWP jobs created	3%	No target for the quarter	No target for the quarter	50 EPWP jobs created	50 EPWP jobs created	1 873 000	EPWP job creation report
DP EM S-11	Spatial planning and Ratio	To protect the environment	Support to Wildlife and Environmental Society of South Africa (WESA) Eco Schools Environmental Education campaign	Support to provide WESSA Eco Schools Environmental Education campaign	CDM	Number of signed MoUs for transfer of funds to WESSA and number of progress reports on eco-school activities	1 Signed MoU and 4 progress reports on Eco-School activities	1 Signed MoU and 4 progress reports on Eco-school activities	3%	1 Draft MoU available and 1 progress report on Eco-School activities	1 Signed MoU, proof of funds transferred and 1 progress report on Eco-School activities	1 Progress report on Eco-School activities	1 Progress report on Eco-School activities	250 000	Signed MoU/Proof of transfer of funds/ progress reports

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Development, Planning and Environmental Management Services Department - Vote 5

Responsive, Accountable, Effective and Efficient Local Government System

Implementation of the community works programme
Actions supportive of human settlement outcome

To enhance conditions of economic growth and job creation

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance Indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
			awareness campaign												
DP EMS-12	Spatial planning and Ratio nale	To protect the environment	Environmental awareness campaigns	Conduct environmental awareness campaigns	All municipal areas	Number of environmental awareness campaigns conducted	New Indicator	4 Environmental awareness campaigns conducted	3%	No target for the quarter	1 Environmental awareness campaign conducted	2 Environmental awareness campaign conducted	1 Environmental awareness campaign conducted	40 000	Environmental awareness campaign reports
DP EMS-14	Spatial planning and Ratio nale	To protect the environment	Air quality monitoring equipment	Purchase of air quality monitoring sensors	CDM	Number of air quality monitoring sensors purchased	New indicator	2 air quality monitoring sensors purchased	3%	Development of a Terms of Reference document for air quality monitoring sensors to be purchased	Submission of ToR to Bid Specification Committee	Appointment of a service provider	2 air quality monitoring sensors purchased	450 000	Terms of Reference / Delivery Note / Invoice

Development, Planning and Environmental Management Services Department - Vote 5															
Responsive, Accountable, Effective and Efficient Local Government System															
Implementation of the community works programme Actions supportive of human settlement outcome															
To enhance conditions of economic growth and job creation															
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
INTERGRATED DEVELOPMENT PLANNING															
DEM-15	Good Governance and Public Participation	To manage and coordinate the development and review of IDP/Budget within the District	Review of IDP/Budget	Review of Integrated Development Plan	CDM	Number of IDP/Budget developed / reviewed	1 IDP/Budget developed	1 IDP/Budget reviewed	4%	IDP/Review Process Plan developed	IDP Status report compiled	Draft IDP developed	1 IDP/Budget reviewed	374 000	IDP/Budget

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Development, Planning and Environmental Management Services Department - Vote 5															
Responsive, Accountable, Effective and Efficient Local Government System															
Implementation of the community works programme Actions supportive of human settlement outcome															
To enhance conditions of economic growth and job creation															
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance Indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
DP EM S-16	Good Governance and Public Participation	To manage and coordinate the development and review of IDP/Budget	Strategic Planning Sessions	Coordination of strategic planning sessions	CDM	Number of strategic planning sessions coordinated	7 strategic planning sessions coordinated	8 strategic planning sessions coordinated	4%	No target for the quarter	No target for the quarter	7 strategic planning sessions coordinated	1 strategic planning sessions coordinated	275 000	Strategic planning session packages/ Attendance register/ Strat Plan reports
DP EM S-17	Good Governance and Public Participation	To manage and coordinate the development and review	Implementation of 2040 GDS	Implementation of 2040 GDS	CDM	Number of reports on implementation of 2040 Growth & Development Strategy compiled.	4 reports on implementation of 2040 GDS	4 reports on implementation of 2040 Growth & Development Strategy compiled.	3%	1 report on implementation of 2040 Growth & Development Strategy	1 report on implementation of 2040 Growth & Development Strategy	1 report on implementation of 2040 Growth & Development Strategy	1 report on implementation of 2040 Growth & Development Strategy	OPEX	Reports on implementation of 2040 GDS

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Development, Planning and Environmental Management Services Department - Vote 5															
Responsive, Accountable, Effective and Efficient Local Government System															
Implementation of the community works programme Actions supportive of human settlement outcome															
To enhance conditions of economic growth and job creation															
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
DP EM S-17	Good Governance and Public Participation	w of IDP/Budget within the district	IDP awareness	Coordination of IDP awareness	CDM	Number of IDP awareness sessions coordinated	1 IDP awareness coordinated	2 IDP awareness coordinated	3%	1 IDP awareness session coordinated	1 IDP awareness session coordinated	No target for the quarter	No target for the quarter	35 000	IDP awareness report/Attendance register

Development, Planning and Environmental Management Services Department - Vote 5															
Responsive, Accountable, Effective and Efficient Local Government System															
Implementation of the community works programme Actions supportive of human settlement outcome															
To enhance conditions of economic growth and job creation															
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
SPATIAL PLANNING															
DP EM S-18	Good Governance and Public Participation	Coordinate spatial planning within the district	Implementation of SPLUMA (District Municipal Planning Tribunal)	Coordination of District Municipal Planning Tribunal	CDM	Percentage of applications received for the District Municipal Planning Tribunal coordinated	4 reports on the District Municipal Planning Tribunal	100% of applications received for the District Municipal Planning Tribunal coordinated	4%	100% of applications received for the District Municipal Planning Tribunal coordinated	100% of applications received for the District Municipal Planning Tribunal coordinated	100% of applications received for the District Municipal Planning Tribunal coordinated	100% of applications received for the District Municipal Planning Tribunal coordinated	75 000	Progress Reports / Attendance Registers
DP EM S-19	Good Governance and Public	Coordinate spatial planning	Spatial awareness	Coordination of Spatial awareness	CDM	Number of Spatial awareness sessions coordinated	4 spatial awareness sessions coordinated	1 Spatial awareness session coordinated	3%	No target for the quarter	1 Spatial awareness session coordinated	No target for the quarter	No target for the quarter	25 000	Attendance register/agenda

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Development, Planning and Environmental Management Services Department - Vote 5															
Responsive, Accountable, Effective and Efficient Local Government System															
Implementation of the community works programme Actions supportive of human settlement outcome															
To enhance conditions of economic growth and job creation															
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
DP-EM-20	Spatial planning and Rationale	To manage and coordinate spatial planning within the district	Implementation of SDF	Implementation of the Spatial Development Framework	CDM	Number of Spatial Development Framework projects implemented	1 SDF projects implemented	1 Spatial Development project implemented	3%	No target for the quarter	No target for the quarter	No target for the quarter	1 Spatial Development Framework project implemented	250 000	Progress report/ Attendance register

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Business Unit Development, Planning and Environmental Management Services Department - Vote 5

Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System

Outputs 1 & 7: Implementation of the community works programme Actions supportive of human settlement outcome

Key Strategic Organisational Objectives: To enhance conditions of economic growth and job creation

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
DP EM S-21	Good Governance and Public participation	To capture the implemented CDM Dependent and projects data into CDM GIS System	GIS coordination	Integration of GIS system with CDM departmental and relevant stakeholder's data.	CDM	Number of reports on GIS coordination	4 reports on GIS coordination	4 reports on GIS coordination	3%	1 report on GIS coordination	1 report on GIS coordination	1 report on GIS coordination	1 report on GIS coordination	50 000	Reports/ Attendance registers/ Maps
DP EM S-23	Local Economic Development	To address unemployment through	EPWP Coordination	EPWP work opportunities created	CDM	Number of EPWP work opportunities created	2465 EPWP work opportunities created	1 746 EPWP work opportunities created (Infrastructure Sector – 1243 Environment	4%	685 Work Opportunities created	683 Work Opportunities created	278 Work Opportunities created	100 Work Opportunities created	OPEX	EPWP Reports

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Business Unit Development, Planning and Environmental Management Services Department - Vote 5

Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System

Outputs 1 & 7: Implementation of the community works programme Activities supportive of human settlement outcome

Key Strategic Organisational Objectives: To enhance conditions of economic growth and job creation

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
DP EM S-24	Local Economic Development	EPWP To address unemployment through EPWP	Implementation of EPWP grant projects	Implementation of EPWP grant projects	CDM	Number of EPWP grant work opportunities created.	8 grant projects implemented & Culture Sector - 503	247 EPWP grant work opportunities created.	3%	97 Work Opportunities created	75 Work Opportunities created	75 Work Opportunities created	No target for the quarter	3 747 000	EPWP RS Reports/ EPWP projects reports

LOCAL ECONOMIC DEVELOPMENT

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
DP EM S-25	Local Economic Development	To create a conducive environment and ensure support to key economic	LED stakeholder engagement initiative	Hosting of LED forum meetings to integrate plans	CDM	Number of LED Forum Meetings held.	4 Forum Meetings held.	4 LED Forum Meetings held.	3%	1 Forum Meeting held.	1 LED Forum Meeting held.	1 LED Forum Meeting held.	1 LED Forum Meeting held.	80 000	Attendance registers and LED forum minutes
DP EM S-26	Local Economic Development	and ensure support to key economic	Entrepreneurship Support (farmers)	Supporting farmers with linkages and information	CDM	Number of Farmers supported with linkages and information	17 farmers supported with linkages to markets and information	10 farmers supported with linkage to markets and information	3%	1 Information sharing session linking farmers to	1 Information sharing session linking farmers to	1 Information sharing session linking farmers to	10 farmers supported with linkage to markets and	200 000	Reports on markets and information

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Development, Planning and Environmental Management Services Department - Vote 5															
Responsive, Accountable, Effective and Efficient Local Government System															
Implementation of the community works programme Actions supportive of human settlement outcome															
To enhance conditions of economic growth and job creation															
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance Indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
DP EM S-27	Local Economic Development	sectors Agriculture, tourism, manufacturing and mining	Entrepreneurship support (SMMES) incubation	Entrepreneurship Support (SMMES) incubation	CDM	Number of SMMES incubated.	15 SMMES supported with Incubated	15 SMMES supported with Incubation	3%	Development of project charter	Report on the list of SMMES identified for incubation	15 SMMES supported with Incubation	Report on 15 SMMES supported with Incubation	330 000	Project charter/List of farmer/incubation report

Development, Planning and Environmental Management Services Department - Vote 5

Responsive, Accountable, Effective and Efficient Local Government System

Implementation of the community works programme
Actions supportive of human settlement outcome

To enhance conditions of economic growth and job creation

Key Strategic Organisational Objectives:

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
DP EM S-28	Local Economic Development	sectors Agriculture, tourism, manufacturing and mining	Entrepreneurship support (SMEs exhibitions)	Coordination of SME exhibitions	CDM	Number of SMME exhibitions coordinated	4 exhibitions coordinated	5 exhibitions coordinated	4%	1 exhibitions coordinated	2 exhibitions coordinated	1 exhibitions coordinated	1 exhibition coordinated	407 000	SMME exhibition report
DP EM S-29	Local Economic Development	support to key economic	Motumo Trading Post	Development of Motumo Trading Post	CDM	Number of Public Private Partnership Management	4 Monitoring Reports developed	4 Motumo Trading Post Private Partnership Management	3%	1 Motumo Trading Post Public Private	1 Motumo Trading Post Public Private	1 Motumo Trading Post Public Private	1 Motumo Trading Post Public Private	OPEX	Progress report

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Development, Planning and Environmental Management Services Department - Vote 5															
Responsive, Accountable, Effective and Efficient Local Government System															
Implementation of the community works programme Actions supportive of human settlement outcome															
To enhance conditions of economic growth and job creation															
Project No.	Key performance Area	Strategic Objective	Project Name	Project Description (major activities)	Location	Key performance Indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
FD-02.1	Financial viability and Management	sectors Agriculture, tourism, manufacturing and mining	Financial reporting	Budget Treasury	CDM	Number of Unqualified audit opinion	1 Unqualified audit opinion	1 Unqualified audit opinion	3%	No target for the quarter	1 Unqualified audit opinion	No target for the quarter	No target for the quarter	OPEX	1 Unqualified audit opinion report

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Development, Planning and Environmental Management Services Department - Vote 5

Responsive, Accountable, Effective and Efficient Local Government System

Implementation of the community works programme
Actions supportive of human settlement outcome

To enhance conditions of economic growth and job creation



Key Strategic Organisational Objectives:

Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
FD-06	Local Economic Development	To ensure that the resources required to fulfil the needs identified in the strategic plan of the institution are efficient and effective (at the correct	Demand management	Development and implement the procurement plan	CDM	Number of municipal procurement plan developed and implemented	1 municipal procurement plan developed and implemented	1 municipal procurement plan developed and implemented	3%	1 municipal procurement plan developed and implemented	No target for the quarter	No target for the quarter	No target for the quarter	OPEX	Municipal procurement plan

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Development, Planning and Environmental Management Services Department - Vote 5															
Responsive, Accountable, Effective and Efficient Local Government System															
Implementation of the community works programme actions supportive of human settlement outcome															
To enhance conditions of economic growth and job creation															
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Objective	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification
FD-07	Financial viability and Management	To monitor department expenditure	Acquisition management	Compliance to the SCM regulations	CDM	Percentage of compliance to the SCM regulations that result in irregular expenditure	100 percent of compliance to the SCM regulations that result in R nil irregular expenditure	100 percent of compliance to the SCM regulations that result in R nil irregular expenditure	3%	100 percent of compliance to the SCM regulations that result in R nil irregular	100 percent of compliance to the SCM regulations that result in R nil irregular	100 percent of compliance to the SCM regulations that result in R nil irregular	100 percent of compliance to the SCM regulations that result in R nil irregular	OPEX	Zero irregular expenditure, Fruitless and wasteful, and unauthorised /Payment Vouchers

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Business Unit											Development, Planning and Environmental Management Services Department - Vote 5										
Outcome 9:											Responsive, Accountable, Effective and Efficient Local Government System										
Outputs 1 & 7:											Implementation of the community works programme Actions supportive of human settlement outcome										
Key Strategic Organisational Objectives:											To enhance conditions of economic growth and job creation										
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Priority	2022/23 Annual Targets	Weighting	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2022/23 Annual Budget	Means of verification						
									9	expenditure	expenditure	expenditure	expenditure								
Executive Manager: Ms Molatelo Mashego											Municipal Manager: Mr Ramakuntwane Selepe										
Date: 13 July 2022											Date: 18/07/2022										
Signature: 											Signature: 										


1.2. CORE MANAGERIAL COMPETENCIES

DEPARTMENT: DPEMS

PERIOD: JULY 2022 TO JUNE 2023

CORE MANAGERIAL COMPETENCIES	CHOICE	WEIGHTING	CURRENT LEVEL (1-5)	DESIRED LEVEL
Strategic Capability and Leadership	✓	10%	4	5
Programme and Project Management	✓	10%	4	5
Financial Management	✓	10%	4	5
Change Management	✓	3%	4	5
Knowledge Management	✓	2%	4	5
Service Delivery Innovation	✓	5%	4	5
Problem Solving and Analysis	✓	10%	4	5
People Management and Empowerment	✓	10%	4	5
Client Orientation and Customer Focus	✓	7%	4	5
Communication	✓	5%	4	5
Honesty and Integrity	✓	5%	4	5

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Interpretation of and implementation within the legislative and national policy frameworks	✓	5%	4	5
Knowledge of developmental Local Government	✓	5%	4	5
Knowledge of performance management and reporting	✓	5%	4	5
Competency in Policy conceptualisation, analysis and implementation	✓	5%	4	5
100% implementation of RMC resolutions	✓	1%	4	5
100% implementation of mitigations actions due.	✓	1%	4	5
100% implementation of the Impact of the mitigations measures	✓	1%	4	5
Total Percentage		100%		5
Executive Manager: Ms Molatelo Mashego		Municipal Manager: Mr Ramakuntwane Selepe		
Date:	13 July 2022	Date:	18/07/2022	
Signature:		Signature:	