

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

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

RAMAKUNTWANE SELEPE
.....

AND

KURHULA PENELOPE SHILUBANE
.....

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

**FOR THE FINANCIAL YEAR:
01 July 2023 TO 30 JUNE 2024**

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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 until the contract is terminated.
- 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.

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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 8th January 2024 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	20
KPA 2: Basic Service Delivery	5
KPA 3: Local Economic Development and Planning	30
KPA 4: Financial Viability	20
KPA 5: Good governance and public participation	5
KPA 6 : Spatial Rationale	20
TOTAL PERCANTAGE	100%

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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%	2	3
Financial Management	Compulsory	10%	1	3
Change Management	✓	3%	2	3
Knowledge Management	✓	2%	1	2
Service Delivery Innovation	✓	5%	3	5
Problem Solving and Analysis	✓	10%		
People Management and Empowerment	Compulsory	10%	2	3
Client Orientation and Customer Focus	Compulsory	7%	3	5
Communication	✓	5%	3	5
Honesty and Integrity	✓	5%	3	5

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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%	3	3
Knowledge of Developmental Local Government	✓	5%	2	3
Knowledge of Performance Management and Reporting	✓	5%	2	3
Knowledge of Global and SA specific political, social and economic contexts			2	3
Competence in Policy Conceptualisation, Analysis and Implementation	✓	5%	3	3
Knowledge of more than one functional municipal field or discipline			2	3
Mediation Skills			2	3
Governance Skills			3	
Competence as required by other national line sector departments			3	
Exceptional and dynamic creativity to improve the functioning of the Municipality			2	3
100% implementation of RMC resolutions	✓	1%	2	3
100% implementation of mitigations actions due.	✓	1%	2	3
100% implementation of the Impact of the mitigations measures	✓	1%	2	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.					

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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.

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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.

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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.

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- 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 12 day of January 2024.

As Witnesses:

1. Makola Lya
2. Metshe Malak Anelisi


.....
Executive Manager

Signed at Polokwane on this 17 day of January 2024.

As Witnesses:

1. [Signature]
2. [Signature]


.....
Municipal Manager

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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
MFMA	Knowledge of the Act	Formal	Contact or online	6 months	within the institution	Municipal Manager



EXECUTIVE MANAGER

12 January 2024

DATE



MUNICIPAL MANAGER

17th January 2024

DATE

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2023/2024 ANNUAL PERFORMANCE PLAN

EXECUTIVE MANAGER - DPEMS

(01 JULY 2023 – 30 JUNE 2024)

CAPRICORN DISTRICT MUNICIPALITY

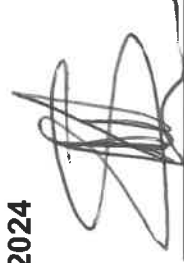
This plan defines the Council's expectations of the employee in accordance with the departmental business plan. This document provides the performance objectives and targets that must be based on the key performance indicators set out from time to time in the Municipality's Integrated Development Plan 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 2023 – 30 JUNE 2024**

Signed and accepted by the Executive Manager -
DPEMS



Signed by the Municipal Manager on behalf of Council:



1.1. DEVELOPMENT, PLANNING AND ENVIRONMENTAL MANAGEMENT SERVICES DEPARTMENT:

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	Weighting	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification
TRANSPORT PLANNING															
DPEM S-01	Basic service delivery and Infrastructure Development	To coordinate and promote reliable, safe road network, efficient, accessible and affordable transport services	Rural Roads Asset Management System (Public Transport Infrastructure Planning)	Rural Roads Asset Management Systems (Traffic data, bridge condition survey, mapping of visual condition s, Extended visual condition assessment)	CDM	Number of Rural Roads Asset Management Systems updated	0 Rural Roads Assets Management System implemented and updated	4%	1 Rural Roads Asset Management Systems updated	Traffic data, bridge condition survey, mapping of visual condition s, Extended visual condition assessment	Traffic data, bridge condition survey, mapping of visual condition s, Extended visual condition assessment	Traffic data, bridge condition survey, mapping of visual condition s, Extended visual condition assessment	1 Rural Roads Asset Management Systems updated	2 601 000	Rural Roads Asset Management Systems report
DPEM S-02	Basic service delivery	To coordinate and promote reliable,	Development of Rural Roads Asset	Development of Rural Roads Asset	CDM	Number of Rural Roads Asset Management	New Indicator	3%	1 Rural Roads Asset Management	No target for the quarter	No target for the quarter	No target for the quarter	1 Rural Roads Asset Management	OPEX	Rural Roads Asset Management 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	Weighting	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification	
	and Infrastructure Development	safe road network, efficient, accessible and affordable transport services	Management Plan	Management Plan		Number of developed			Plan Developed				Plan Developed			
DPEM S-03	Basic service delivery and Infrastructure Development	To coordinate and promote reliable, safe road network, efficient, accessible and affordable transport services	Identification and digitisation of New Development	Rural Roads Assets Management System (Public Transport Infrastructure Planning)	CDM	100% digitisation of identified new Development	New indicator	4%	100% digitisation of identified new Development	100% digitisation of identified new Development	100% digitisation of identified new Development	100% digitisation of identified new Development	100% digitisation of identified new Development	OPEX	Digitisation of Development report	
DPEM S-04	Basic service delivery and Infrastructure Development	To coordinate and promote reliable, safe road network, efficient, accessible	Rural Roads Asset Management Systems Quarterly Reports	Rural Roads Asset Management Systems quarterly Reports	CDM	Number of Quarterly Rural Roads Asset Management Systems Reports submitted	New indicator	3%	4 Quarterly Rural Roads Asset Management Systems Reports	1 Quarterly Rural Roads Asset Management Systems Reports	1 Quarterly Rural Roads Asset Management Systems Reports	1 Quarterly Rural Roads Asset Management Systems Reports	1 Quarterly Rural Roads Asset Management Systems Reports	OPEX	Rural Roads Asset Management Systems Report	

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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	Weighting	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification
		and affordable transport services	(Public Transport Rural Infrastructure Planning)			to National Department of Transport			submitted to National Department of Transport	submitted to National Department of Transport	submitted to National Department of Transport	submitted to National Department of Transport	submitted to National Department of Transport		
DPEM S-05	Basic service delivery and Infrastructure Development	To coordinate and promote reliable, safe road network, efficient, accessible and affordable transport services	Rural Roads Asset Management Systems Reports (Public Transport Infrastructure Planning)	Rural Roads Asset Management Systems monthly Reports	CDM	Number of Monthly Rural Roads Asset Management Reports submitted to the National Department of Transport	New Indicator	3%	12 Monthly Rural Roads Asset Management systems Reports submitted to the National Department of Transport	3 Monthly Rural Roads Asset Management systems Reports submitted to the National Department of Transport	3 Monthly Rural Roads Asset Management systems Reports submitted to the National Department of Transport	3 Monthly Rural Roads Asset Management systems Reports submitted to the National Department of Transport	3 Monthly Rural Roads Asset Management systems Reports submitted to the National Department of Transport	OPEX	Rural Roads Asset Management systems Reports
DPEM S-06	Basic service delivery and Infrastructure	To coordinate and promote reliable, safe road network, efficient,	Rural Roads Asset Management Systems Annual Grant	Preparation of Annual Rural Roads Asset Management	CDM	Number of Annual Rural Roads Asset Management Systems Grant	New Indicator	5%	1 Annual Rural Roads Asset Management Systems Grant	1 Annual Rural Roads Asset Management Systems Grant	No target for the quarter	No target for the quarter	No target for the quarter	OPEX	Rural Roads Asset Management Systems Grant Evaluation Report

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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	Weighting	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification
DPEM S-07	Basic service delivery and Infrastructure Development	accessible and affordable transport services	Evaluation Report (Public Transport Infrastructure Planning)	Systems Grant Evaluation Report		Evaluation Report Prepared		4%	Evaluation Report Prepared	Evaluation Report Prepared	4 Road Safety Awareness campaigns coordinated	4 Road Safety Awareness campaigns coordinated	4 Road Safety Awareness campaigns coordinated	OPEX	Road Safety Awareness Campaign 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	Weighting	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification
DPEM S-08	Basic service delivery and Infrastructure Development	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 engagements coordinated	4 Transport Forum engagement coordinated	3%	4 Transport Forum engagements coordinated	1 Transport Forum engagement coordinated	1 Transport Forum engagement coordinated	1 Transport Forum engagement coordinated	1 Transport Forum engagement coordinated	OPEX	Minutes/ Attendance register
ENVIRONMENTAL MANAGEMENT															
DPEM S-10	Spatial planning and Rationale	To protect the environment	Operations, maintenance & repair of ambient air quality monitoring equipment	Submission of reports on air quality monitoring in the district	CDM	Number of reports on air quality monitoring compiled	12 Continuous air quality monitoring reports compiled	4%	4 reports on air quality monitoring compiled	1 report on air quality monitoring compiled	1 report on air quality monitoring compiled	1 report on air quality monitoring compiled	1 report on air quality monitoring compiled	30 000	Air quality monitoring reports
DPEM S-11	Spatial planning and	To protect the environment	Environmental compliance	Undertake compliance	CDM	Number of environmental compliance	73 Environment	3%	60 Environmental compliance	15 Environmental compliance	15 Environmental compliance	15 Environmental compliance	15 Environmental compliance	20 000	Environmental compliance monitoring

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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	Weighting	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification
DPEM S-12	Rational	To protect the environment	Monitoring inspections	Monitoring inspections	All municipal areas	Monitoring inspection reports compiled	Annual compliance monitoring inspection reports compiled	3%	60 EPWP jobs created (Environment Sector)	No target for the quarter	No target for the quarter	30 EPWP jobs created	30 EPWP jobs created	1 279 000	inspection reports
DPEM S-13	Spatial planning and Rational	To protect the environment	Support to WESSA Eco Schools Environmental Education Awareness	Support provided to WESSA Eco Schools Environmental Education campaign	CDM	Number of signed MoA's 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	5%	1 signed MoA's for transfer of funds to WESSA and 4 progress reports on Eco-school activities	1 Draft MoU available and 1 progress report on Eco-School activities	1 signed MoA's for transfer of funds to WESSA and 1 progress reports 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	Weighting	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification
DPEM S-14	Spatial planning and Rationale	To protect the environment	Environmental awareness campaigns	Conduct environmental awareness campaigns	All municipal areas	Number of environmental awareness campaigns conducted	4 Environmental awareness campaigns conducted	3%	5 Environmental awareness campaigns conducted	No target for the quarter	1 Environmental awareness campaigns conducted	2 Environmental awareness campaigns conducted	2 Environmental awareness campaigns conducted	50 000	Environmental awareness campaign reports
INTERGRATED DEVELOPMENT PLANNING															
DPEM S-15	Good Governance and Public Participation	To manage and coordinate the development and review of the district long-term development plans and IDP/Budget et.	Development and Review of IDP/Budget	Review of Integrated Development Plan	CDM	Number of IDP/Budget developed / reviewed	1 IDP/Budget developed	45	1 IDP/Budget reviewed	IDP Review Process Plan developed	IDP Status quo report	Draft IDP/Budget approved	1 Final IDP/Budget reviewed	374 000	Process Plan, IDP Status report ,IDP/Budget

TIR KP

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	Weighting	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification
DPEM S-16	Good Governance and Public Participation	To manage and coordinate the development and review of the district long-term development plans and IDP/Budget.	Strategic Planning Sessions	Coordination of Strategic planning sessions	CDM	Number of strategic planning sessions coordinated	8 Strategic planning sessions coordinated	3%	8 Strategic planning sessions coordinated	No target for the quarter	No target for the quarter	7 strategic planning sessions coordinated	1 strategic planning sessions coordinated	275 000	Attendance register/ Strategic Plan reports
DPEM S-17	Good Governance and Public Participation	To manage and coordinate the development and review of the district long-term development plans and IDP/Budget.	Growth & Development Strategy	Review/implementation of 2040 Growth & Development Strategy Implemented	CDM	Number of reports on implementation of 2040 Growth & Development Strategy compiled/number of Growth & Development Strategy reviewed	4 reports on implementation of 2040 Growth & Development Strategy compiled	3%	4 reports on implementation of 2040 Growth & Development Strategy compiled	1 report on implementation of 2040 Growth & Development Strategy compiled	1 report on implementation of 2040 Growth & Development Strategy compiled	1 report on implementation of 2040 Growth & Development Strategy compiled	1 report on implementation of 2040 Growth & Development Strategy compiled	OPEX	Reports on implementation of 2040 GDS

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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	Weighting	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification
DPEM S-18	Good Governance and Public Participation	To manage and coordinate the development and review of the district long-term development plans and IDP/Budget.	IDP aware sessions	Coordination of IDP aware sessions	CDM	Number of IDP awareness sessions held	2 IDP awareness coordinated	3%	2 IDP awareness sessions held	1 IDP awareness session held	1 IDP awareness session held	No target for the quarter	No target for the quarter	35 000	Attendance register
SPATIAL PLANNING															
DPEM S-19	Good Governance and Public Participation	To manage and coordinate spatial planning within the district	Spatial Planning aware session	Coordination of Spatial aware session	CDM	Number of Spatial awareness session coordinated	5 Spatial Planning aware session coordinated	3%	1 Spatial Planning awareness session coordinated	No target for the quarter	1 Spatial Planning awareness session coordinated	No target for the quarter	No target for the quarter	25 000	Attendance register/agenda
DPEM S-20	Good Governance and	To manage and coordinate	Spatial Development	Coordination of spatial development	CDM	Percentage coordination of spatial	1 Spatial Development	3%	50% Coordination of spatial	5% Coordination of spatial	10% Coordination of spatial	30% Coordination of spatial	50% Coordination of spatial	325 000	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 Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	Weighting	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification
DPEM S-21	Public Participation	spatial planning within the district	Coordination	ment in the district	CDM	development	Framework project implemented	3%	development	development	development	development	development	50 000	Reports
	Good Governance and Public Participation	To manage and coordinate spatial planning within the district	GIS Coordination	Coordination of GIS	CDM	Number of reports on GIS coordination	4 reports on GIS coordination		4 reports on GIS Coordination.	1 report on GIS coordination	1 report on GIS coordination	1 report on GIS coordination	1 report on GIS coordination		
EXPANDED PUBLIC WORKS PROGRAMME (EPWP)															
DPEM S-22	Local Economic Development	To address unemployment through EPWP	Coordination of EPWP District Forums	Coordination of District EPWP Forums	CDM	Number of EPWP District Forums coordinated	4 EPWP District Forums coordinated	3%	4 EPWP District Forums coordinated	1 EPWP District Forum coordinated	1 EPWP District Forum coordinated	1 EPWP District Forum coordinated	1 EPWP District Forum coordinated	OPEX	Minutes/Attendance register
DPEM S-23	Local Economic Development	To address unemployment through EPWP	EPWP Coordination	EPWP work opportunities created	CDM	Number of EPWP work opportunities created	5060 EPWP work opportunities created	3%	1 959 EPWP work opportunities created.	859 Work Opportunities created	361 Work Opportunities created	427 Work Opportunities created	312 Work Opportunities created	3 303 000	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 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	Weighting	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification	
									(Infrastructure Sector - 1245 Environment & Culture Sector - 503 Social Sector - 211)							
LOCAL ECONOMIC DEVELOPMENT																
DPEM S-24	Local Economic Development	To create a conducive environment and ensure support to key economic sectors Agriculture, tourism, manufacturing and mining	LED stakeholder engagement	Hosting of LED Forum meetings to integrate plans	CDM	Number of LED Forum meetings held	4 LED Forum Meetings held.	3%	4 LED Forum meetings held	1 LED 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	
DPEM S-25	Local Economic Development	Entrepreneurship support (Farmers market linkages)	Supporting Farmers with linkages and information	CDM	Number of Farmers supported with linkage to markets and information	10 farmers supported with linkage to markets and information	3%	15 Farmers supported with linkage to markets and information	1 Information sharing session linking farmers to markets	1 Information sharing session linking farmers to markets	1 Information sharing session linking farmers to markets	15 Farmers supported with linkage to markets and information	100 000	Reports on markets and information sharing sessions		

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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	Weighting	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification
DPEM S-26	Local Economic Development	To create a conducive environment and ensure support to key economic sectors Agriculture, tourism, manufacturing and mining	Entrepreneurship support (SMMES) incubation	Entrepreneurship Support (SMMES) incubation	CDM	Number of SMMES supported with Incubation.	15 SMMES supported with incubated	3%	20 SMMES supported with Incubation	Development of project charter and information held	Report on the list of SMMES identified for incubation and information held	20 SMMES supported with Incubation and information held	Report on 20 SMMES supported with Incubation	330 000	Project charter/List of farmer/incubation report
DPEM S-27	Local Economic Development	To create a conducive environment and ensure support to key	Entrepreneurship Support (SMMES) Exhibitions and Transport	Coordination of SMMES exhibitions	CDM	Number of SMMES exhibitions coordinated	8 exhibitions coordinated	3%	5 SMMES Exhibitions coordinated	1 SMMES Exhibition coordinated	2 SMMES Exhibitions coordinated	1 SMMES Exhibition coordinated	1 SMMES Exhibition coordinated	307 000	SMME exhibition report

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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	Weighting	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification
DPEM S-28	Local Economic Development	economic sectors Agriculture, tourism, manufacturing and mining	Motumo Trading Post	Development of Motumo Trading Post	CDM	Number of Motumo Trading Post Public Partnership Management report developed	4 Motumo Trading Post Public Partnership Management progress report developed	3%	4 Motumo Trading Post Public Partnership Management progress report developed	1 Motumo Trading Post Public Partnership Management Progress report developed	1 Motumo Trading Post Public Partnership Management Progress report developed	1 Motumo Trading Post Public Partnership Management Progress report developed	1 Motumo Trading Post Public Partnership Management Progress report developed	OPEX	Progress report
FD-05	Financial viability and Management	To prepare a credible and realistic budget in line with MFMA timelines	Financial Reporting	Budget Treasury	CDM	Number of Unqualified audit opinion	1 Unqualified audit opinion	3%	1 Unqualified audit opinion	No target for the quarter	1 Unqualified audit opinion	No target for the quarter	No target for the quarter	OPEX	Unqualified audit opinion report

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Business Unit		Development, Planning and Environmental Management Services Department - Vote 5													
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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	Weighting	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification
FD-18	Financial viability and Management	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 time, price and place and that the quantity and quality will satisfy those needs)	Demand management	Development and implementation of the procurement plan.	CDM	Number of municipal procurement plan developed and implemented	1 municipal procurement plan developed and implemented	3%	1 municipal procurement plan developed and implemented	Municipal procurement plan implemented	Municipal procurement plan implemented	Municipal procurement plan implemented	1 municipal procurement plan developed and implemented	OPEX	Municipal procurement plan

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	Weighting	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification
FD-20	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 R nil irregular expenditure	100 percent of compliance to the SCM regulations that result in R nil irregular expenditure	4%	100% compliance to the SCM regulations that result in R nil irregular expenditure	100% compliance to the SCM regulations that result in R nil irregular expenditure	100% compliance to the SCM regulations that result in R nil irregular expenditure	100% compliance to the SCM regulations that result in R nil irregular expenditure	100% compliance to the SCM regulations that result in R nil irregular expenditure	OPEX	Zero irregular expenditure; Fruitless and wasteful and Unauthorised/ Payment Vouchers

Executive Manager: Ms Penelope Shilubane	Municipal Manager: Mr Ramakuntwane Selepe
Date: 17/01/2024	Date: 17/01/2024
Signature: 	Signature: 

~ KP



1.2. CORE MANAGERIAL COMPETENCIES

DEPARTMENT: DPEMS

PERIOD: JULY 2023 TO JUNE 2024

CORE MANAGERIAL COMPETENCIES	CHOICE	WEIGHTING	CURRENT LEVEL (1-5)	DESIRED LEVEL
Strategic Capability and Leadership	✓	10%	3	4
Programme and Project Management	✓	10%	4	5
Financial Management	✓	10%	2.5	4
Change Management	✓	3%	4	5
Knowledge Management	✓	2%	4	5
Service Delivery Innovation	✓	5%	3	5
Problem Solving and Analysis	✓	10%	4	5
People Management and Empowerment	✓	5%	3.5	5
100% implementation of the Internal Audit recommendations.	✓	5%	4	5
Client Orientation and Customer Focus	✓	7%	5	5
Communication	✓	5%	4	5
Honesty and Integrity	✓	5%	4	5
Interpretation of and implementation within the legislative and national policy frameworks	✓	5%	5	5
Knowledge of developmental Local Government	✓	5%	4	5
Knowledge of performance management and reporting	✓	5%	3.5	5

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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%	3	5
Total Percentage		100%		
Executive Manager: Ms Penelope Shilubane		Municipal Manager: Mr Ramakuntwane Selepe		
Date: 12/01/2024		Date: 17/01/2024		
Signature: 		Signature: 		

KP