

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

**CAPRICORN DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER
NOKUTHULA PROSPERITY MAZIBUKO**

.....

AND

MAKGATO JOSEPH MACHABA

.....

EXECUTIVE MANAGER: CORPORATE SERVICES

**FOR THE FINANCIAL YEAR:
01 July 2019 TO 30 JUNE 2020**



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 Manager for a period of 5 years, commencing on (insert date of appointment).
- 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 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 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 of the Local Government: Municipal Systems Act, No. 32 of 2000.

“the Municipality” – meansMunicipality.

“the Parties” - means the Municipal Manager and the 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 Manager and to communicate to the Manager the Municipality's expectations of the 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 Manager for permanent employment and/or to assess whether the Manager has met the performance expectations applicable to his/her job;
 - 2.1.6. appropriately reward the 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 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 2019** 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.

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- 3.4 The payment of a performance bonus for the year in which the Manager's contract of employment expires will be done as set out in clause 3.3
- 3.5 In the event of the Manager commencing or terminating his services with the Municipality during the validity period of this Agreement, the Manager's performance for the portion of the period referred to in clause 3.1 during which he was employed, will be evaluated and he will be entitled to a pro rata performance bonus based on his 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 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 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 Manager.
- 4.3 The Personal Development Plan in **Annexure C** sets out the 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 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 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 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 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 Manager about the specific performance standards that will be included in the performance management system as applicable to the Manager.
- 5.4 The Manager undertakes to actively focus towards the promotion and implementation of his/her Key Performance Areas as set out in the performance plan including special projects relevant to the Manager's responsibilities within the local government framework.

6. PERFORMANCE ASSESSMENT

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

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

KEY PERFORMANCE AREAS (KPAS)	WEIGHT
KPA 1: Municipal Transformation and Institutional Development	71%
KPA 2: Basic Service Delivery	19%
KPA 3: Local Economic Development and Planning	6%
KPA 4: Financial Viability	2%
KPA 5: Good governance and public participation	
KPA 6 : Spatial Rationale	2%
TOTAL PERCANTAGE	100%

The weightings agreed to in respect of the CCRs considered most critical for the 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%	3	5
Programme and Project Management	✓	10%	3	5
Financial Management	Compulsory	10%	3	5
Change Management	✓	3%	3	5
Knowledge Management	✓	2%	3	5
Service Delivery Innovation	✓	5%	3	5
Problem Solving and Analysis	✓	10%	3	5
People Management and Empowerment	Compulsory	10%	3	5
Client Orientation and Customer Focus	Compulsory	10%	3	5
Communication	✓	5%	3	5
Honesty and Integrity	✓	5%	3	5

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

The assessment of the performance of the 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 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

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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 Managers directly accountable to 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:

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

The performance of the Manager will be assessed in relation to his/her 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 manager responsible for the corporate services of the Municipality must provide secretariat services to the evaluation panel for the annual performance assessment.

8. EVALUATING PERFORMANCE

The 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 Manager after each quarterly and the annual assessment meetings.

The evaluation of the 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 Manager is eligible for a performance bonus as envisaged in his/her contract of employment.

The results of the annual assessment and the scoring report of the 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 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 Manager's performance at any stage while his/her contract of employment remains in force.

9. OBLIGATIONS OF THE MUNICIPALITY

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

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

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

The Municipality will make available to the Manager such resources including employees as the 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 Manager to ensure that he complies with those performance obligations and targets.

The Manager will, at his 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 him 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 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 Manager's functions;
 - 10.1.2 commit the 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 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 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 Manager's employment, not satisfied with the Manager's performance with respect to any matter dealt with in this Agreement, the Municipal Manager will give notice to the Manager to attend a meeting with the Municipal Manager.
- 11.2 The Manager will have the opportunity at the meeting to satisfy the Municipal Manager of the measures being taken to ensure that the 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 Manager to improve his/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 Manager is not satisfactory, the Municipal Council will, subject to compliance with applicable labour legislation, be entitled by notice in writing to the Manager, to terminate the Manager's employment in accordance with the notice period set out in the Manager's contract of employment.
- 11.5 Where there is a dispute or difference as to the performance of the 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 Manager's contract of employment with or without notice for any other breach by the Manager of his obligations to the Municipality or for any other valid reason in law.

12. DISPUTES

- 12.1 In the event that the 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 Manager has achieved the performance objectives and targets established in terms of this Agreement, the Manager may meet with the Municipal Manager with a view to resolving the issue. At the 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 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 Mayor within thirty (30) days of receipt of a formal dispute from the Manager whose decision shall be final and binding on both Parties.
- 12.3 If any dispute about the outcome of the 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 7.1, 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 Manager in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Signed at CAPE TOWN D. MUNICIPALITY on this 1st day of JULY 2019.

As Witnesses:

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

[Signature]
Executive Manager

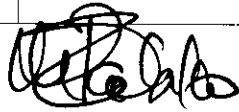
Signed at POLOKWANE on this 1st day of JULY 2019.

As Witnesses:

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

[Signature]
Municipal Manager

Skills/performance gaps	Outcomes Expected	Suggested training /development activity	Suggested mode of delivery	Suggested timeframes	Work opportunity to practice skill/development area	Support person
Grievance and disciplinary processes	General Understanding of disciplinary processes	Labour relations	Training	6 months	Compliance with disciplinary processes	Municipal Manager
Supply chain Management processes	General Understanding of Supply Chain Management processes	Supply chain course	Training	1 weeks	Compliance with disciplinary processes	Municipal Manager
Performance monitoring and reporting	General Understanding of performance monitoring and reporting	Performance monitoring and reporting	Training	3 weeks	Compliance with Performance monitoring and reporting	Municipal Manager



MUNICIPALMANAGER



EXECUTIVE MANAGER

9/07/2019

DATE

2019/2020 PERFORMANCE PLAN

CORPORATE SERVICES

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.

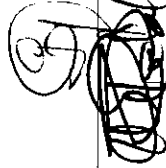
There are 2 parts to this review:

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

The period of this review is from July 2019 to June 2020


Signed and accepted by the Executive Manager

Signed by the Municipal Manager on behalf of Council:



Maabuko N.P.

Corporate Services –Vote 3																
<ul style="list-style-type: none"> Responsive, Accountable, Effective and Efficient Local Government System Deepen democracy through a refined ward committee model Administrative and financial capability To increase the capacity of the district to deliver its mandate 																
Key Strategic Organizational Objectives:																
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	Weighting	2019/20 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2019/20 Annual Budget	Reasons for review/ variance	Means of verification
LEGAL SERVICES																
CPSD-01	Municipal Transformation and Organizational Development	To provide legal services	Litigation Management	Litigation and management of legal expenses	CDM	Percentage of all cases defended and instituted	100 percent attendance and management of all cases instituted or defended	2%	100 percent of all cases defended and instituted by June 2020	100 percent attendance and management of all cases instituted or defended	100 percent attendance and management of all cases instituted or defended	100 percent attendance and management of all cases instituted or defended	100 percent of all cases defended and instituted by June 2020	2 709 000	None	Litigation Management Report/ Register
CPSD-02	Municipal Transformation and Organizational Development	To provide legal services	Advisory Services	Legal advices and support	CDM	Percentage of requested legal advices and support provided	100 percent of requested legal advices and support provided	3%	100 percent of requested legal advices and support provided by June 2020	100 percent of requested legal advices and support provided	100 percent of requested legal advices and support provided	100 percent of requested legal advices and support provided	100 percent of requested legal advices and support provided by June 2020	OPEX	None	Advisory Services Report/ Register
CPSD-03	Municipal Transformation	To provide legal	Contracts	Contracts development	CDM	Percentage of requested	100 percent of	3%	100 percent of	100 percent of	100 percent of	100 percent of	100 percent of	OPEX	None	Contract Register Report/


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Corporate Services –Vote 3																
Business Unit																
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System																
Outputs 5: Deepen democracy through a refined ward committee model																
Administrative and financial capability																
To increase the capacity of the district to deliver its mandate																
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	Weighting	2019/20 Annual Targets	Quarter 1 Target	Quarter 2 Target	Quarter 3 Targets	Quarter 4 Targets	2019/20 Annual Budget	Reasons for review/ variance	Means of verification
CPSD-04	Spatial Ratio	To provide legal services	Development or review of by laws	By-law development or review	CDM	Percentage of requested By-Laws developed or reviewed	100 percent of requested By-Laws developed or reviewed By June 2020	2%	100 percent of requested By-Laws developed or reviewed	100 percent of requested By-Laws developed or reviewed	100 percent of requested By-Laws developed or reviewed	100 percent of requested By-Laws developed or reviewed	100 percent of requested By-Laws developed or reviewed	50 000	None	By-law development or review Report

HUMAN RESOURCES

Business Unit		Corporate Services –Vote 3														
Outcome 9:		<ul style="list-style-type: none"> Responsive, Accountable, Effective and Efficient Local Government System 														
Outputs 5:		<ul style="list-style-type: none"> Deepen democracy through a refined ward committee model Administrative and financial capability To increase the capacity of the district to deliver its mandate 														
Key Strategic Organizational Objectives:		To increase the capacity of the district to deliver its mandate														
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	Weighting	2019/20 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2019/20 Annual Budget	Reasons for review/ variance	Means of verification
CPSD-05	Local Economic Development	To effectively and efficiently recruit and retain competent Human Capital and sound labour relations	Recruitment and selection process	Recruit and select suitable candidates for positions	CDM	Percentage of filling of all funded vacancies	90 percent filling of all funded vacancies	2%	90 percent filling of all funded vacancies	90 percent filling of all funded vacancies	90 percent filling of all funded vacancies	90 percent filling of all funded vacancies	90 percent filling of all funded vacancies	569 000	None	Report on filling of funded vacant positions
CPSD-06	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent Human Capital and sound labour	Performance Management Capacity building	Coordination of Capacity Building Activities	CDM	Number of Performance Management support sessions conducted	4 Performance Management support sessions conducted	2%	4 Performance Management support sessions conducted	1 Performance Management support session conducted	1 Performance Management support session conducted	1 Performance Management support session conducted	1 Performance Management support session conducted	OPEX	None	Attendance registers

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Business Unit		Corporate Services –Vote 3														
Outcome 9:		<ul style="list-style-type: none"> Responsive, Accountable, Effective and Efficient Local Government System 														
Outputs 5:		<ul style="list-style-type: none"> Deepen democracy through a refined ward committee model Administrative and financial capability To increase the capacity of the district to deliver its mandate 														
Key Strategic Organizational Objectives:		To increase the capacity of the district to deliver its mandate														
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	Weighting	2019/20 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2019/20 Annual Budget	Reasons for review/ variance	Means of verification
CPSD-07	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent Human Capital and sound labour relation	Performance reviews	Performance Reviews	CDM	Number of Performance reviews conducted	4 Performance reviews conducted	3%	2 Performance reviews conducted	No target for the quarter	1 Performance review conducted	1 Performance review conducted	No target for the quarter	6 411 000	None	Performance Review Report
CPSD-08	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent Human Capital	Medical surveillance	Conduct medical surveillance	CDM	Number of employees underwent medical surveillance	100 employees underwent medical surveillance	2%	150 employees underwent medical surveillance	No target for the quarter	75 employees underwent medical surveillance	No target for the quarter	75 employees underwent medical surveillance	OPEX	None	Attendance Register


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Corporate Services –Vote 3																
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System																
Outputs 5: Deepen democracy through a refined ward committee model																
Administrative and financial capability																
Key Strategic Organizational Objectives:																
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	Weighting	2019/20 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2019/20 Annual Budget	Reasons for review/ variance	Means of verification
CPSD-09	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent Human Capital and sound labour relation	Hazard Identification and Risk Assessment	Conduct HIRA	CDM	Number of HIRA activities conducted	3 HIRA activities conducted	3%	1 HIRA activities conducted	No target for the quarter	1 HIRA activities conducted	No target for the quarter	No target for the quarter	OPEX	None	HIRA Report
CPSD-10	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent	OHS Capacity Building	Capacity building on OHS activities	CDM	Number of OHS capacity building activities conducted	2 OHS capacity building activities conducted.	2%	2 OHS capacity building activities conducted.	No target for the quarter	1 OHS capacity building activities conducted.	No target for the quarter	1 OHS capacity building activities conducted.	247 000	None	Attendance Register

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Business Unit		Corporate Services –Vote 3														
Outcome 9:		<ul style="list-style-type: none"> Responsive, Accountable, Effective and Efficient Local Government System 														
Outputs 5:		<ul style="list-style-type: none"> Deepen democracy through a refined ward committee model Administrative and financial capability To increase the capacity of the district to deliver its mandate 														
Key Strategic Organizational Objectives:		To increase the capacity of the district to deliver its mandate														
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	Weighting	2019/20 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2019/20 Annual Budget	Reasons for review/ variance	Means of verification
CPSD-11	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent Human Capital and sound labour relation	Personnel protective Clothing	Supply of protective clothing to requesting departments	CDM	Percentage provision of personnel protective equipment to qualifying employees with the available budget	100 percent provision of personnel protective equipment to qualifying employees	2%	100% provision of personnel protective equipment to qualifying employees with the available budget	100% provision of personnel protective equipment to qualifying employees in line with the available budget	100% provision of personnel protective equipment to qualifying employees in line with the available budget	100% provision of personnel protective equipment to qualifying employees in line with the available budget	100% provision of personnel protective equipment to qualifying employees in line with the available budget	2 650 000	None	Personnel protective Clothing report/ Invoice
CPSD-12	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and	Employee Wellness Program	Implementation of Employee Wellness Programme	CDM	Percentage implementation of employee wellness	100 percent implementation of employee	3%	100 percent implementation of employee	100 percent implementation of	100 percent implementation of	100 percent implementation of	100 percent implementation of	1 800 000	None	Employee wellness interventions Report/ Register

Business Unit		Corporate Services --Vote 3														
Outcome 9:		<ul style="list-style-type: none"> • Responsive, Accountable, Effective and Efficient Local Government System 														
Outputs 5:		<ul style="list-style-type: none"> • Deepen democracy through a refined ward committee model • Administrative and financial capability • To increase the capacity of the district to deliver its mandate 														
Key Strategic Organizational Objectives:		To increase the capacity of the district to deliver its mandate														
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	Weighting	2019/20 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2019/20 Annual Budget	Reasons for review/ variance	Means of verification
CPSD-13	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent Human Capital and sound labour relation	Sports activities	Coordination of Sports Activities	CDM	Number of employee sports activities coordinated	2 employee sports activities coordinated	2%	2 employee sports activities coordinated	1 employee sports activities coordinated	No target for the quarter	1 employee sports activities coordinated	No target for the quarter	OPEX	None	Sports activities Report

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Business Unit		Corporate Services –Vote 3														
Outcome 9:		<ul style="list-style-type: none"> • Responsive, Accountable, Effective and Efficient Local Government System 														
Outputs 5:		<ul style="list-style-type: none"> • Deepen democracy through a refined ward committee model • Administrative and financial capability • To increase the capacity of the district to deliver its mandate 														
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Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	Weighting	2019/20 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2019/20 Annual Budget	Reasons for review/ variance	Means of verification
CPSD-14	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent Human Capital and sound labour relations	Employee (Labour) Relations	Effective Management of Labour cases	CDM	Percentage of referred cases attended to within the required time frame	100 percent of referred cases attended to within the required time frame	3%	100 percent of referred cases attended to within the required time frame	100 percent of referred cases attended to within the required time frame	100 percent of referred cases attended to within the required time frame	100 percent of referred cases attended to within the required time frame	100 percent of referred cases attended to within the required time frame	360 000	None	Employee (Labour) Relations Report
CPSD-15	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent Human Capital	Induction sessions	Induction of new and current employees	CDM	Number of induction sessions conducted	10 induction sessions conducted	2%	2 induction sessions conducted	No target for the quarter	1 induction session conducted	No target for the quarter	1 induction session conducted	50 000	None	Attendance Register

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Business Unit		Corporate Services –Vote 3														
Outcome 9:		<ul style="list-style-type: none"> Responsive, Accountable, Effective and Efficient Local Government System 														
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Key Strategic Organizational Objectives:		To increase the capacity of the district to deliver its mandate														
Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	Weighting	2019/20 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2019/20 Annual Budget	Reasons for review/ variance	Means of verification
CPSD-16	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent Human Capital and sound labour relations	Submission of WSP.	Submission of the WSP to LGSETA	CDM	Number of Workplace Skills Plan and Annual Training Report (WSP and ATR) submitted to LGSETA	1 Workplace skills plan and Annual Training report (WSP and ATR) submitted to LGSETA by April 2019	2%	1 Workplace skills plan and Annual Training report (WSP and ATR) submitted to LGSETA by April 2020	No target for the quarter	No target for the quarter	No target for the quarter	1 Workplace skills plan and Annual Training report (WSP and ATR) submitted to LGSETA by April 2020	OPEX	None	WSP document
CPSD-17	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent	Training of employees	Training of employees	CDM	Percentage of training budget spent on training of employees.	90 percent of the training budget spent on training of employees	2%	90 percent of the training budget spent on training of employees	25 percent of the training budget spent on training of employees	No target for the quarter	70 percent of the training budget spent on training of employees	90 percent of the training budget spent on training of employees	1 250 000	None	Expenditure Report/Training Report

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Business Unit		Corporate Services –Vote 3														
Outcome 9:		<ul style="list-style-type: none"> Responsive, Accountable, Effective and Efficient Local Government System 														
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CPSD-18	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent Human Capital and sound labour relations	Training of councillors and traditional leaders	Training of Councillors	CDM	Percentage of training budget spent on training of councillors and traditional leaders	100 percent of the training budget spent on training of councillors and traditional leaders	2%	100% implementation of identified training programmes for Councillors and Traditional Leaders	1 training plan for councillors developed	Implementation of the training plan	60% implementation of identified training programmes for Councillors and Traditional Leaders	100% implementation of identified training programmes for Councillors and Traditional Leaders	1 500 000	None	Expenditure Report/ training report
CPSD-19	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and	Bursary fund Internal	Awarding of bursaries to internal employees	CDM	Percentage of eligible employees awarded with	100 percent of eligible employees awarded	2%	100 percent of eligible employees awarded with	No target for the quarter	No target for the quarter	100 percent of eligible employees awarded with	No target for the quarter	1 000 000	None	Bursary fund Report


Corporate Services –Vote 3																
Responsive, Accountable, Effective and Efficient Local Government System																
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CPSD-20	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent Human Capital and sound labour relation	Bursary fund external	Awarding of bursary to external people	CDM	Percentage of eligible people awarded with bursaries in line with available budget	100 percent of eligible people awarded with bursaries in line with available budget	2%	100 percent of eligible people awarded with bursaries in line with available budget	No target for the quarter	No target for the quarter	100 percent of eligible people awarded with bursaries in line with available budget	No target for the quarter	500 000	None	Bursary fund Report
CPSD-21	Local Economic Development	To effectively and efficiently	Learnership, Internships	Capacitate young people in the district	CDM	Number of programs put in	1 program put in place to	2%	1 program put in place to	No target for the quarter	No target for the quarter	1 program put in place to	No target for the quarter	500 000	None	Attendance register/Programmes/Contracts

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Corporate Services –Vote 3																
Responsive, Accountable, Effective and Efficient Local Government System																
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CPSD-23	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent Human Capital and sound labour relations	Employment Equity report	Submission of the Employment Equity report to Department of Labour	CDM	Number of employment equity reports submitted to DoL	1 employment equity report submitted to DoL by January 2019	3%	Submission of the employment equity reports to DoL by December 2019	No target for the quarter	1 employment equity report submitted to DoL by December 2019	No target for the quarter	No target for the quarter	OPEX	None	Employment Equity Report

Corporate Services –Vote 3																
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CPSD-24	Municipal Transformation and Organizational Development	To effectively and efficiently recruit and retain competent Human Capital and sound labour relations	Employment Equity Plan	Implementation of employment equity plan	CDM	Percentage of filled positions occupied by employees from Employment Equity target groups employed in the four highest levels of management in compliance with the Employment Equity Act	97 percent of filled positions occupied by employees from Employment Equity target groups employed in the four highest positions	2%	95 percent of filled positions occupied by employees from Employment Equity target groups employed in the four highest positions	95 percent of filled positions occupied by employees from Employment Equity target groups employed in the four highest positions	95 percent of filled positions occupied by employees from Employment Equity target groups employed in the four highest positions	95 percent of filled positions occupied by employees from Employment Equity target groups employed in the four highest positions	95 percent of filled positions occupied by employees from Employment Equity target groups employed in the four highest positions	OPEX	None	Employment Equity Plan Report

ICT AND IKM

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Corporate Services –Vote 3																
Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System																
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CPSD-26	Municipal Transformation and Organizational Development	To provide effective and efficient ICT services within the Municipality	Procurement and implementation of computer hardware, software and networks	Procurement of internal software, network, switches, tablets and computers	All CDM offices	Number of computer hardware equipment, software and networks procured and implemented	45 computer hardware equipment, software and network procured and implemented	3%	48 computer hardware equipment, software and networks procured and implemented	No target for the quarter	Terms of reference developed and submitted	No target for the quarter	48 computer hardware equipment, software and networks procured and implemented	1 010 000	None	Delivery note/ invoice/Correspondence
CPSD-27	Municipal Transformation and Organizational Development	To provide effective and efficient ICT services within the Municipality	Procurement of IT Cameras	Procurement of equipment for PMU	Infrastructure	Number of IT Cameras Procured	8 Camera procured	2%	5 Cameras procured	Terms of reference developed and submitted	No target for the quarter	No target for the quarter	5 Cameras procured	43 000	None	Report on procurement of camera/invoice

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Business Unit		Corporate Services –Vote 3														
Outcome 9:		<ul style="list-style-type: none"> Responsive, Accountable, Effective and Efficient Local Government System 														
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Project No.	Key performance Area	Strategic Objectives	Project Name	Project Description (major activities)	Location	Key performance indicator	Baseline	Weighting	2019/20 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2019/20 Annual Budget	Reasons for review/ variance	Means of verification
CPSD-28	Municipal Transformation and Organizational Development	To provide effective and efficient ICT services within the Municipality	Disaster recovery plan review and implementation	Data recovery site implemented for disaster recovery	CDM site offices	Number of disaster recovery replication implemented	New Indicator	2%	1 Disaster recovery plan reviewed and implemented	Terms of reference developed and submitted	No target for the quarter	No target for the quarter	1 Disaster recovery plan reviewed and implemented	1 200 000	None	1 report on disaster recovery/invoice
CPSD-29	Municipal Transformation and Organizational Development	To provide effective and efficient ICT services within the Municipality	Maintenance of IT systems and licences	SAP, Teammate, Antivirus, EMS/DMS, Microsoft, Telkom, MPLS (Multiprotocol label switching)	CDM	Percentage of systems maintained and licenced	100 percent maintenance of ICT systems and licencing	3%	100 percent maintenance of ICT systems and licencing	100 percent maintenance of ICT systems and licencing	100 percent maintenance of ICT systems and licencing	100 percent maintenance of ICT systems and licencing	100 percent maintenance of ICT systems and licencing	5 293 000	None	maintenance of ICT systems and licencing report
CPSD-30	Municipal Transformation and Organizational Development	To provide effective and efficient ICT services within the Municipality	Financial System Upgrade, enhancement and	Phoenix support	CDM	Percentage upgrade, enhancement, maintenance and support	100 percent upgrade, enhancement, maintenance	2%	100 percent upgrade, enhancement, maintenance and support	100 percent upgrade, enhancement, maintenance	100 percent upgrade, enhancement, maintenance	100 percent upgrade, enhancement, maintenance and support	100 percent upgrade, enhancement, maintenance and support	2 493 000 + 1 500 000	None	Phoenix support report

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Corporate Services –Vote 3																
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CPSD-31	Municipal Transformation and Organizational Development	To provide effective and efficient ICT services within the Municipality	Maintenance	Access Control System at the remote office	CDM	Number of offices installed with access control	1 CDM offices installed with access control	2%	1 CDM office installed with access control and camera systems	No target for the quarter	Terms of reference developed and submitted	No target for the quarter	1 CDM office installed with access control and camera systems	50 000	None	Access Control System Report/ Proof of payment/In voice
CPSD-32	Municipal Transformation and Organizational Development	To provide effective and efficient ICT services within the	Review of ICT Strategy	ICT strategy review	CDM	Number of strategy review	New Indicator	2%	1 IT strategy review	Terms of reference developed and submitted	No target for the quarter	No target for the quarter	1 IT strategy review	800 000	None	Report on the review of IT strategy/in voice

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ADMINISTRATION																
CPSD-33	Municipal Transformation and Organizational Development	To provide auxiliary support services to all departments	Office Furniture	Procurement of office furniture	CDM	Number of office furniture procured	Percentage of requested office furniture procured	2%	100 percent of requested office furniture procured in line with available budget by June 2020	No target for quarter	Terms of reference signed and submitted	SLA developed and signed	100 percent of requested office furniture procured in line with available budget by June 2020	1 700 000	None	Proof of payment/delivery note
CPSD-34	Municipal Transformation and Organizational Development	To provide auxiliary support services to all departments	Procurement of Air-Conditioner	Procurement of air conditioners	CDM	Number of air conditioners procured	10 air-conditions procured	2%	10 air-conditions installed	No target for quarter	No target for quarter	Terms of reference signed off and submitted	10 air-conditions installed	450 000	None	air-conditioners/delivery note/ Proof of payment

Corporate Services –Vote 3																
Outcome 9: Outputs 5:																
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CPSD-35	Basic Services	To provide auxiliary support services to all departments	Refurbishment of Fire Stations	Refurbishment of Fire Stations	CDM Fire Stations	Number of fire stations refurbished	New indicator	2%	2 fire stations refurbished	No target for quarter	Terms of reference signed off and submitted	SLA developed and signed	2 fire stations refurbished	2 000 000	None	Payment invoices
CPSD-36	Municipal Transformation and Organizational Development	To provide auxiliary support services to all departments	Repairs and maintenance of vehicles	Repairs and maintenance [Vehicles]	CDM	Percentage compliance with vehicle maintenance	100 percent compliance with vehicle maintenance	2%	100 percent compliance with vehicle maintenance	100 percent compliance with vehicle maintenance	100 percent compliance with vehicle maintenance	100 percent compliance with vehicle maintenance	100 percent compliance with vehicle maintenance	7 260 000	None	Vehicle Compliance report/ maintenance plan report
CPSD-37	Basic Services	To provide auxiliary support services to all departments	Plant and equipment purchases	Purchasing of plants and equipment	CDM	Number of Plant and Equipment purchased	3 Vehicle purchased	2%	1 Vehicle purchased	Terms of reference signed off and submitted	No target for the quarter	SLA developed and signed	1 Vehicle purchased	1 850 000	None	Report and proof of payment


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Corporate Services –Vote 3																
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CPSD-39	Basic Services	To provide auxiliary support services to all departments	Water Tankers	Purchasing of water tankers	CDM	Number of water tankers purchased	3 water vehicles purchased	2%	4 water vehicles purchased	Terms of reference signed off and submitted	No target for the quarter	SLA developed and signed	4 water vehicles purchased	3 000 000	None	Progress and proof of payment
CPSD-41	Basic Services	To provide auxiliary support services to all departments	Paving of fire station	Installation of paving at remote offices	CDM	Number of remote office paved.	2 fire stations installed with paving	2%	2 remote office paved	No target for the quarter	Terms of reference signed off and submitted	SLA developed and signed	2 remote office paved	500 000	None	Progress and proof of payment

Corporate Services –Vote 3																
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CPSD-42	Basic Services	To provide auxiliary support services to all departments	Purchasing of backup generator	Purchasing of backup generator	CDM Offices	Number of backup generator purchased	New Indicators	2%	1 backup generator purchased (Molemole Satellite Office)	No target for the quarter	Terms of reference signed off and submitted	SLA developed and signed	1 backup generator purchased (Molemole Satellite Office)	650 000	None	Progress and proof of payment
CPSD-43	Basic Services	To provide auxiliary support services to all departments	Refurbishment of fire vehicles	Refurbishment of fire vehicles	CDM Offices	Number of vehicles refurbished	2 vehicles refurbished	2%	2 vehicles refurbished	Terms of reference signed off and submitted	No target for the quarter	SLA developed and signed	2 vehicles refurbished	2 200 000	None	Progress and proof of payment
CPSD-44	Basic Services	To provide auxiliary support services to all departments	PAIA Compliance	Annual PAIA report submitted to South African Human Rights	CDM	Number of PAIA reports compiled and submitted to Human Rights	4 PAIA reports compiled and submitted to Human Rights	3%	4 PAIA reports compiled and submitted to Human Rights	1 PAIA report compiled and submitted to Human Rights	1 PAIA report compiled and submitted to Human Rights	1 PAIA report compiled and submitted to Human Rights	1 PAIA report compiled and submitted to Human Rights	OPEX	None	PAIA reports

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Corporate Services –Vote 3																
Responsive, Accountable, Effective and Efficient Local Government System																
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Administrative and financial capability																
To increase the capacity of the district to deliver its mandate																
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CPSD-45	Basic Services	provide auxiliary support services to all departments	Records Management	Implementation of records management	CDM	Number of compliance reports submitted on file plan	4 compliance reports submitted on file plan	2%	4 compliance reports submitted on file plan	1 compliance report submitted on file plan	1 compliance report submitted on file plan	1 compliance report submitted on file plan	1 compliance report submitted on file plan	OPEX	None	Record Management compliance report
CPSD-46	Municipal Transformation and Organizational	To provide auxiliary support services to all	PAIA Translation	PAIA printed in (English)	CDM	Number of PAIA printed (English)	New Indicator	2%	200 of PAIA printed (English)	No target for the quarter	Terms of reference signed off and submitted	SLA developed and signed	200 of PAIA printed (English)	350 000	None	Copies of PAIA printed



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Corporate Services –Vote 3																
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FD-02	Municipal Transformation and Organisational Development	departments	Financial reporting	Budget Treasury	CDM	Number of Unqualified audit opinion	1 Unqualified audit opinion (without material matters)	2%	1 Unqualified audit opinion (without material matters)	No target for the quarter	1 Unqualified audit opinion (without material matters)	No target for the quarter	No target for the quarter	OPEX	None	Unqualified audit opinion report

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Corporate Services –Vote 3																
Responsive, Accountable, Effective and Efficient Local Government System																
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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 time, price and place and that the quantity	Demand management	Development and Implement the procurement plan	CDM	Number of municipal procurement developed and implemented	1 municipal procurement plan developed and implemented	2%	1 municipal procurement plan developed and implemented	1 municipal procurement plan developed and implemented	No target for the quarter	No target for the quarter	No target for the quarter	OPEX	None	Municipal procurement plan

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Corporate Services –Vote 3																
Business Unit																
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FD-07	Financial Viability	To monitor department expenditure and quality will satisfy those needs)	Acquisition management	Compliance to the SCM regulations	CDM	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	2%	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	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	100 percent of compliance to the SCM regulations that result in R nil irregular expenditure	OPEX	None	Zero irregular expenditure/ Payment Vouchers
Executive Manager: Makgato Machaba													Municipal Manager: Mazibuko N.P			
Date: 01-07-2019													Date: 03/07/2019			
Signature: 													Signature: 			

CORE COMPETENCIES

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

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Knowledge of performance management and reporting	✓	5%				
Competency in Policy conceptualisation, analysis and implementation	✓	5%			4	
Total Percentage					4	

Executive Manager: Machaba M.J
Municipal Manager: Mazibuko N.P

Date: 01-07-2019
Date: 03/07/2019

Signature: 
Signature: 