

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

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

RAMAKUNTWANE SELEPE

.....

AND

TIRO PILUSA

.....

**ACTING CHIEF FINANCIAL OFFICER (ACFO):
FINANCE**

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

M *HR*

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 Acting Chief Financial Officer (ACFO) from the 01 July 2023 for a period of 3 Months, commencing on 01 July 2023 until the post is filled.
- 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 ACFO 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 ACFO 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 ACFO" – means Acting Chief Financial Officer 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 ACFO.

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 ACFO and to communicate to the ACFO the Municipality's expectations of the ACFO'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 ACFO for permanent employment and/or to assess whether the ACFO has met the performance expectations applicable to his/her job;
 - 2.1.6. establish a transparent and accountable working relationship; and
 - 2.1.7. give effect to the Municipality's commitment to a performance-orientated relationship with its ACFO 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 of July 2023** 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 when this agreement lapses as per the stipulated date and contract period in clause 1.1 of this agreement.
- 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 ACFO's contract of employment expires will be done as set out in clause 3.3.

- 3.5 In the event of the ACFO commencing or terminating his services with the Municipality during the validity period of this Agreement, the ACFO'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 ACFO'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 ACFO; 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 ACFO'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 ACFO 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 ACFO'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 ACFO 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 ACFO 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 ACFO about the specific performance standards that will be included in the performance management system as applicable to the ACFO.
- 5.4 The ACFO 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 ACFO's responsibilities within the Local Government Framework.

6. PERFORMANCE ASSESSMENT:

The performance of the ACFO will be assessed against the outputs and outcomes achieved in terms of his Key Performance Areas (KPAs) as fully described in performance plan and his 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 ACFO account for 80% of his/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 ACFO'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	—
	—
KPA 2: Basic Service Delivery	—
	—
KPA 3: Local Economic Development and Planning	5%
KPA 4: Financial Viability	95%
KPA 5: Good governance and public participation	—
KPA 6: Spatial Rationale	—
TOTAL PERCENTAGE	100%

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The weightings agreed to in respect of the CCRs considered most critical for the ACFO'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(1-5)	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	3
Service Delivery Innovation	✓	5%	3	5
Problem Solving and Analysis	✓	10%	3	5
People Management and Empowerment	Compulsory	5%	3	5
100% implementation of the internal Audit recommendations	Compulsory	7%	3	5
100% implementation of the internal Audit recommendations	Compulsory	7%	3	5
Client Orientation and Customer Focus	Compulsory	5%	3	5
Communication	✓	5%	3	5
Honesty and Integrity	✓	5%	3	5
			3	

CORE OCCUPATIONAL COMPETENCIES (COCs)				
CORE MANAGERIAL COMPETENCIES (CMC)	CHOICE	WEIGHT	Current Level (1-5)	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				
100% implementation of RMC resolutions	✓	1%	3	5
100% implementation of mitigations actions due.	✓	1%	3	5
100% implementation of the Impact of the mitigations measures	✓	1%	3	5

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The assessment of the performance of the ACFO 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 ACFO 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 for the **formal assessment** of the Executive Manager consisting of the following people must be established to evaluate the performance of the Executive Manager 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:

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

The performance of the ACFO 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 (Informal assessment)
2 nd Quarter	-	October to December (Formal assessment – Mid-Term)
3 rd Quarter	-	January to March (Informal assessment)
4 th Quarter	-	April to June (Formal assessment - Annual Assessment)

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

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

Personal growth and development needs identified during any performance assessment discussion, must be documented in the ACFO'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 ACFO'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 ACFO.

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

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

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

The ACFO 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 ACFO 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 ACFO's functions;
 - 10.1.2 commit the ACFO 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 ACFO 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 ACFO 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 ACFO's employment, not satisfied with the ACFO's performance with respect to any matter dealt with in this Agreement, the Municipal Manager will give notice to the ACFO to attend a meeting with the Municipal Manager.
- 11.2 The ACFO will have the opportunity at the meeting to satisfy the Municipal Manager of the measures being taken to ensure that the ACFO'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 ACFO 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 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 ACFO under this Agreement, the Parties will confer with a view to resolving the dispute or difference.

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- 11.6 Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the ACFO's contract of employment with or without notice for any other breach by the ACFO of his obligations to the Municipality or for any other valid reason in law.

12. DISPUTES

- 12.1 In the event that the ACFO 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 ACFO has achieved the performance objectives and targets established in terms of this Agreement, the ACFO may meet with the Municipal Manager with a view to resolving the issue. At the ACFO's request, the Municipal Manager will record the outcome of the meeting in writing.
- 12.2 If any dispute about the nature of the ACFO'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 ACFO whose decision shall be final and binding on both Parties.
- 12.3 If any dispute about the outcome of the ACFO'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 ACFO 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 ACFO in terms of his contract of employment, or the

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effects of existing or new regulations, circulars, policies, directives, or other instruments.

Signed at Potlakoane on this 11 day of July 2023.

As Witnesses:

1. Name and Surname Mapule B Signature: [Signature]
2. Name and Surname Makhele V Signature: V. Makhele

[Signature]
Acting Chief Finance Officer

Signed at Potlakoane on this July 19 day of July 2023.

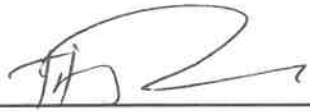
As Witnesses:

1. Name and Surname Melise Makole Signature: Melise
2. Name and Surname Makola Lya Signature: [Signature]

[Signature]
Municipal Manager

PERSONAL DEVELOPMENT PLAN

Skills/performance gaps	Outcomes Expected	Suggested training /development activity	Suggested mode of delivery	Suggested timeframes	Work opportunity to practice skill/development area	Support person
Public Administration	Systemic Public Administration for executives	Master of Public Admin	Training	2 years	Analysis reports	A C



ACTING CHIEF FINANCE OFFICER

17/07/2023
DATE



MUNICIPAL MANAGER

19/07/2023
DATE

CONFIDENTIAL:

INFORMATION SHEET FOR THE GENERIC FINANCIAL DISCLOSURE FORM:

The following notes are a guide to assist with completing the Financial Disclosure form (Annexure E):

NOTE 1: Shares and other financial interests

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

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

NOTE 2: Directorships and partnerships

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

- The name and type of business activity of the corporate entity or partnership/s; and the amount of any remuneration received for such directorship or partnership/s.
- Directorship includes any occupied position of director or alternative director, or by whatever name the position is designated.
- Partnership is a legal relationship arising out of a contract between two or more persons with the object of making and sharing profits.

NOTE 3: Remunerated work outside the Municipality (As sanctioned by Council).

[Remuneration means the receipt of benefits in cash or kind, and work means rendering a service for which the person receives remuneration].

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

- remunerated work outside the public service:
- The type of work;
- The name and type of business activity of the employer; and
- The amount of the remuneration received for such work.

Handwritten signature/initials

NOTE 4: Consultancies and retainerships:

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

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

NOTE 5: Sponsorships:

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

- The source of the sponsorship;
- The description of the sponsorship; and
- The value of the sponsorship.

NOTE 6: Gifts and hospitality from a source other than a family member:

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

- A description and the value and source of a gift with a value in excess of R350.00;
- A description and the value of gifts from a single source which cumulatively exceed the value of R350.00 in the relevant 12 month period; and
- Hospitality intended as a gift in kind.

Designated employees must disclose any material advantages that they received from any source e.g. any discount prices or rates that are not available to the General Public. All personal gifts within the family and hospitality of a traditional or cultural nature need not be disclosed.

NOTE 7: Land and Property:

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

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

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2023/2024 PERFORMANCE PLAN

ACTING CHIEF FINANCE OFFICER (ACFO) - FINANCE

(01 JULY 2023 – 30 JUNE 2024)

CAPRICON 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 Acting Chief Finance Officer (CFO).

Signed by the Municipal Manager on behalf of Council:



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1.1. FINANCE DEPARTMENT:

Finance –Vote 4 Responsive, Accountable, Effective and Efficient Local Government System															
Outputs 5: 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	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification
BUDGET AND TREASURY															
FD-01	Municipal Financial Viability and Management	To prepare a credible and realistic budget in line with MFMA timelines	Approved credible adjustment budget	Approved credible adjustment budget	CDM	Number of approved credible adjustment budgets as per Municipal Finance Management Act (MFMA) by 28 February	1 approved credible adjustment budget as per Municipal Finance Management Act (MFMA) by 28 February	4%	1 approved credible adjustment budget as per Municipal Finance Management Act (MFMA) by 28 February	No target for the quarter	No target for the quarter	1 approved credible adjustment budget as per Municipal Finance Management Act (MFMA) by 28 February	No target for the quarter	OPEX	Approved credible adjustment budget
FD-02	Municipal Financial Viability and Management	To prepare a credible and realistic budget in line with MFMA timelines	Draft credible annual budget	Draft credible annual budget	CDM	Number of draft credible annual budgets tabled as per Municipal Finance Management Act (MFMA) by 31 March	1 draft credible annual budget tabled as per Municipal Finance Management Act (MFMA) by 31 March	3%	1 draft credible annual budget tabled as per Municipal Finance Management Act (MFMA) by 31 March	No target for the quarter	No target for the quarter	1 draft credible annual budget tabled as per Municipal Finance Management Act (MFMA) by 31 March	No target for the quarter	OPEX	Draft credible annual budget tabled

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Finance –Vote 4															
Responsive, Accountable, Effective and Efficient Local Government System															
<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															
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-03	Municipal Financial Viability and Management	To prepare a credible and realistic budget in line with MFMA timelines	Credible annual budget	Credible annual budget	CDM	Number of credible annual budgets adopted as per Municipal Finance Management Act (MFMA) by 30 May	1 credible annual budget adopted as per Municipal Finance Management Act (MFMA) by 30 May	3%	1 credible annual budget adopted as per Municipal Finance Management Act (MFMA) by 30 May	No target for the quarter	No target for the quarter	No target for the quarter	1 credible annual budget adopted as per Municipal Finance Management Act (MFMA) by 30 May	OPEX	Credible annual budget adopted as per Municipal Finance Management Act
FD-04	Municipal Financial Viability and Management	To prepare and submit credible financial information	Financial statements	Submission of financial statements	CDM	Number of quarterly financial statements submitted to stakeholders within 60 days	4 quarterly financial statements submitted to stakeholders within 60 working days after the end of the quarter	5%	4 quarterly financial statements submitted to stakeholders within 60 working days after the end of the quarter	1 quarterly financial statements submitted to stakeholders within 60 working days after the end of the quarter	1 quarterly financial statements submitted to stakeholders within 60 working days after the end of the quarter	1 quarterly financial statements submitted to stakeholders within 60 working days after the end of the quarter	1 quarterly financial statements submitted to stakeholders within 60 working days after the end of the quarter	OPEX	Quarterly financial statements
FD-05	Municipal Financial Viability	To prepare and	Unqualified	Unqualified audit opinion	CDM	Number of Unqualified	1 Unqualified	3%	1 Unqualified	No target for the quarter	1 Unqualified	No target for the quarter	No target for the quarter	OPEX	Unqualified audit

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Finance –Vote 4															
Responsive, Accountable, Effective and Efficient Local Government System															
Outcome 9:															
Outputs 5:															
Key Strategic Organizational Objectives:															
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 Management	submit credible financial information	audit opinion			ed audit opinion	ed audit opinion		ed audit opinion		ed audit opinion				opinion report
FD-06	Municipal Financial Viability and Management	To prepare and submit credible financial information	Annual Financial Statements and Performance reports	Submission of Annual Financial Statements and Performance reports	CDM	Number of annual financial statements and performance reports submitted to the Auditor General by 31 st August	1 annual financial statement and performance reports submitted to the Auditor General by 31 st August	4%	1 annual financial statement and performance reports submitted to the Auditor General by 31 st August	1 annual financial statement and performance reports submitted to the Auditor General by 31 st August	No target for the quarter	No target for the quarter	No target for the quarter	OPEX	Annual financial statement and performance reports
FD-07	Municipal Financial Viability and Management	To prepare and submit credible financial information	Submission of draft budget to Treasury	Submission of draft budget to Treasury	CDM	Number of draft budget submitted to Treasury within 10 working days after tabling	1 draft budget submitted to Treasury within 10 working days after tabling	3%	1 draft budget submitted to Treasury within 10 working days after tabling	No target for the quarter	No target for the quarter	No target for the quarter	1 draft budget submitted to Treasury within 10 working days after tabling	OPEX	Draft budget submitted to Treasury

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Finance –Vote 4															
Responsive, Accountable, Effective and Efficient Local Government System															
<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															
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-08	Municipal Financial Viability and Management	To prepare and submit credible financial information	Submission of final budget to Treasury	Submission of final budget to Treasury	CDM	Number of final budget submitted to Treasury within 10 working days after approval	1 final budget submitted to Treasury within 10 working days after approval	3%	1 final budget submitted to Treasury within 10 working days after approval	No target for the quarter	No target for the quarter	No target for the quarter	1 final budget submitted to Treasury within 10 working days after approval	OPEX	Approved budget submitted to Treasury
FD-09	Municipal Financial Viability and Management	To prepare and submit credible financial information	mSCOA budget strings	Submission of mSCOA budget strings to Treasury	CDM	Number of mSCOA budget strings return submitted to Treasury by 20 July	1 set of mSCOA budget strings submitted to Treasury by 20 July	5%	1 set of mSCOA budget strings submitted to Treasury by 20 July	1 set of mSCOA budget strings submitted to Treasury by 20 July	No target for the quarter	No target for the quarter	No target for the quarter	OPEX	mSCOA budget strings submitted to Treasury
FD-10	Municipal Financial Viability and Management	To prepare and submit credible financial information	Quarterly mSCOA data strings	Submission of quarterly mSCOA data strings	CDM	Number of quarterly mSCOA data strings submitted to Treasury within 30 days	4 quarterly mSCOA data strings submitted to Treasury within 30 working days	3%	4 quarterly mSCOA data strings submitted to Treasury within 30 working days	1 quarterly mSCOA data strings submitted to Treasury within 30 working days	1 quarterly mSCOA data strings submitted to Treasury within 30 working days	1 quarterly mSCOA data strings submitted to Treasury within 30 working days	1 quarterly mSCOA data strings submitted to Treasury within 30 working days	OPEX	Quarterly mSCOA budget strings submitted to Treasury

5/12/23

Finance --Vote 4															
Responsive, Accountable, Effective and Efficient Local Government System															
Outcome 9:															
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															
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-11	Municipal Financial Viability and Management	To prepare and submit credible financial information	Monthly budget statements	Submission of monthly budget statements	CDM	Number of monthly budget statements submitted to Treasury within 10 working days after month-end	12 monthly budget statements submitted to Treasury within 10 working days after month-end	3%	12 monthly budget statements submitted to Treasury within 10 working days after month-end	3 monthly budget statements submitted to Treasury within 10 working days after month-end	3 monthly budget statements submitted to Treasury within 10 working days after month-end	3 monthly budget statements submitted to Treasury within 10 working days after month-end	3 monthly budget statements submitted to Treasury within 10 working days after month-end	OPEX	Approved budget statements submitted to Treasury
FD-12	Municipal Financial Viability and Management	To prepare and submit credible financial information	Monthly mSCOA data strings	Submission of monthly mSCOA data strings	CDM	Number of monthly mSCOA data strings submitted to Treasury within 10 working days after month-end	12 monthly mSCOA data strings submitted to Treasury within 10 working days after month-end	5%	12 monthly mSCOA data strings submitted to Treasury within 10 working days after month-end	3 monthly mSCOA data strings submitted to Treasury within 10 working days after month-end	3 monthly mSCOA data strings submitted to Treasury within 10 working days after month-end	3 monthly mSCOA data strings submitted to Treasury within 10 working days after month-end	3 monthly mSCOA data strings submitted to Treasury within 10 working days after month-end	OPEX	Monthly mSCOA data strings submitted to Treasury within 10 working days after month-end

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Business Unit		Finance –Vote 4														
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System														
Outputs 5:		<ul style="list-style-type: none"> Deepen democracy through a refined ward committee model 														
Key Strategic Organizational Objectives:		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	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification	
FD-13	Municipal Financial Viability and Management	To prepare and submit credible financial information	VAT 201	Submission of VAT 201	CDM	Percentage of VAT 201 submission on within 30 days after the end of the month	12 monthly VAT 201 submitted within 30 days after end-month	4%	100% of VAT 201 submission on within 30 days after the end of the month	100% of VAT 201 submission within 30 days after the end of the month	100% of VAT 201 submission on within 30 days after the end of the month	100% of VAT 201 submission on within 30 days after the end of the month	100% of VAT 201 submission on within 30 days after the end of the month	OPEX	Submitted VAT 201	
FD-14	Municipal Financial Viability and Management	To prepare a credible and realistic budget in line with MFMA timelines	Cash flow projection, bank and investment	Submission of cash flow projection, bank and investment	CDM	Number of cash flow projection, bank and investment submitted to treasury within 10 working days after month-end	12 cash flow projections and investment reconciliations prepared	4%	12 cash flow projection, bank and investment submitted to treasury within 10 working days after month-end	3 cash flow projection, bank and investment submitted to treasury within 10 working days after month-end	3 cash flow projection, bank and investment submitted to treasury within 10 working days after month-end	3 cash flow projection, bank and investment submitted to treasury within 10 working days after month-end	3 cash flow projection, bank and investment submitted to treasury within 10 working days after month-end	OPEX	Cash flow projections and investment reconciliations report	
EXPENDITURE																
FD-15	Municipal Financial Viability and	To ensure effective and efficient	Payables	Adherence to service standards and MFMA	CDM	Percentage of creditors paid within 30 days	100% of creditors paid within 30 days of	4%	100% of creditors paid within 30 days	100% of creditors paid within 30 days from date	100% of creditors paid within 30 days	100% of creditors paid within 30 days	100% of creditors paid within 30 days	OPEX	Creditors reconciled report	

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Finance –Vote 4															
Responsive, Accountable, Effective and Efficient Local Government System															
<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															
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-16	Management	payment of liabilities within set time frame and in compliance with MFMA		for payment of liabilities		days from date of receipt of a credible invoice	receipts of an invoice by finance		from date of receipt of a credible invoice	of receipt of a credible invoice	from date of receipt of a credible invoice	from date of receipt of a credible invoice	from date of receipt of a credible invoice		
	Municipal Financial Viability and Management	To ensure effective and effective payment of salaries and related costs	Employee cost	Accurate payment of salaries and related costs monthly	CD M	Number of payroll runs and reconciliations performed	12 payroll runs and reconciliations performed	3%	12 payroll runs and reconciliations performed	3 payroll runs and reconciliations performed	3 payroll runs and reconciliations performed	3 payroll runs and reconciliations performed	3 payroll runs and reconciliations performed	OPEX	Payroll runs and reconciliations report
FD-16.01	Municipal Financial Viability and Management	To ensure effective and effective payment of salaries and related costs	Employee benefits	Accurate payment of salaries and related costs monthly	CD M	Percentage submission of EMP 201 within 7 days after month-end	100% Submission of EMP 201 within 7 days after month-end	5%	100% Submission of EMP 201 within 7 days after month-end	100% Submission of EMP 201 within 7 days after month-end	100% Submission of EMP 201 within 7 days after month-end	100% Submission of EMP 201 within 7 days after month-end	100% Submission of EMP 201 within 7 days after month-end	OPEX	Submitted EMP501/ Proof of submission

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Business Unit: Finance –Vote 4
 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: 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	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification
FD-16.02	Municipal Financial Viability and Management	To ensure effective and effective payment of salaries and related costs	Employee benefits	Accurate payment of salaries and related costs monthly	CDM	Percentage submission of EMP501 by 31 May and 31 October	100% Submission of EMP 501 by 31 May and 31 October	3%	100% Submission of EMP501 by 31 May and 31 October	No target for the quarter	100% Submission of EMP501 by 31 May and 31 October	No target for the quarter	100% Submission of EMP501 by 31 May and 31 October	OPEX	Submitted EMP501 /Proof of submission
FD-17	Municipal Financial Viability and Management	To ensure effective and effective payment of salaries and related costs	Employee benefits	Accurate employee cost benefit evaluated	CDM	Number of employee cost benefit evaluations performed	1 Employee cost benefit evaluation performed	3%	1 Employee cost benefit evaluation performed	1 Employee cost benefit evaluation performed	No target for the quarter	No target for the quarter	No target for the quarter	50 000	Employee cost benefit evaluation report

SUPPLY CHAIN MANAGEMENT															
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	Local economic Development	To ensure that the resources required to fulfil the needs identified	Demand management	Development of procurement plan	CDM	Number of procurement plan linked to budget, submitted to	1 municipal procurement plan developed	3%	1 Municipal procurement plan linked to budget, submitted to Treasury	No target for the quarter	No target for the quarter	No target for the quarter	1 Municipal procurement plan linked to budget, submitted to Treasury	OPEX	Municipal procurement plan

5/12/24

Finance –Vote 4															
Responsive, Accountable, Effective and Efficient Local Government System															
<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															
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-19	Municipal Financial Viability and Management	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)	SCM requirements	Supply Chain Management (SCM) requirements linked to the budget	CDM	Treasury within 10 working days after approval	100 % of Supply Chain Management (SCM) requirements that are linked	3%	100 % of Supply Chain Management (SCM) requirements that are linked	100 % of Supply Chain Management (SCM) requirements that are linked to the budget	100 % of Supply Chain Management (SCM) requirements that are linked	100 % of Supply Chain Management (SCM) requirements that are linked	100 % of Supply Chain Management (SCM) requirements that are linked	OPEX	Payment vouchers

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Finance -Vote 4															
Responsive, Accountable, Effective and Efficient Local Government System															
Outputs 5:															
Key Strategic Organizational Objectives:															
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	Municipal Financial Viability and Management	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)	SCM regulations	Compliance to the SCM regulations	CDM	Percentage of compliance to the SCM regulations that result in R nil irregular	100% compliance SCM regulations that result in R nil irregular expenditure	3%	100% compliance SCM regulations that result in R nil irregular expenditure	100% compliance SCM regulations that result in R nil irregular expenditure	100% compliance SCM regulations that result in R nil irregular expenditure	100% compliance SCM regulations that result in R nil irregular expenditure	100% compliance SCM regulations that result in R nil irregular expenditure	OPEX	SCM compliance report

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Business Unit		Finance –Vote 4													
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System													
Outputs 5:		<ul style="list-style-type: none"> Deepen democracy through a refined ward committee model 													
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	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification
FD-21	Municipal Financial Viability and Management	strategic plan of the institution are efficient and effective. To ensure that resources required to fulfil the needs identified in the strategic plan of the institution are efficient and effective	Acquisition management	Prepare and submit bid documents for evaluation, adjudication and contracting	CDM	Number of days taken to appoint service providers since advertising of goods and services	90 days taken to appoint service providers since advertising of goods and services	3%	90 days taken to appoint service providers since advertising of goods and services	90 days taken to appoint service providers since advertising of goods and services	90 days taken to appoint service providers since advertising of goods and services	90 days taken to appoint service providers since advertising of goods and services	90 days taken to appoint service providers since advertising of goods and services	OPEX	Report on appointment of service providers
FD-22	Municipal Financial Viability and	To ensure that resources	Asset and Logistics	Periodic asset counting	CDM	Number of asset verifications	2 asset verifications performed	3%	2 asset verifications performed	1 asset verifications performed	No target for the quarter	No target for the quarter	1 asset verifications performed	OPEX	Asset verification report

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Business Unit		Finance –Vote 4													
Outcome 9:		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 													
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	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification
FD-23	Municipal Financial Viability and Management	required to fulfil the needs identified in the strategic plan of the institution are efficient and effective	management	Regular update and/or maintenance of asset register	CDM	Number of inventory and asset registers compiled and updated	1 inventory and one asset register compiled and updated	3%	1 inventory and 1 asset register compiled and updated	1 inventory and 1 asset register compiled and updated	No target for the quarter	No target for the quarter	No target for the quarter	OPEX	Inventory and one asset register report

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Finance –Vote 4															
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 															
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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-24	Municipal Financial Viability and Management	To ensure that resources required to fulfil the needs identified in the strategic plan of the institution are efficient and effective	Asset and Logistics management	Unbundling of complete infrastructure assets	CDM	Percentage of complete infrastructure assets unbundled in accordance with the accounting framework	100 percent of infrastructure assets unbundled in accordance with the accounting framework	3%	100 percent of infrastructure assets unbundled in accordance with the accounting framework	100 percent of infrastructure assets unbundled in accordance with the accounting framework	No target for the quarter	No target for the quarter	No target for the quarter	5 000 000	Infrastructure assets unbundled report
REVENUE MANAGEMENT															
FD-25	Municipal Financial Viability and Management	To ensure revenue of the municipality is collected	Water revenue collection	Collect revenue billed and VAT due to municipality.	CDM	Percentage of water revenue collection from service charges billed	21.24 percent of water collection from service charges billed	3%	20% of water revenue collection from service charges billed	No target for the quarter	10 percent of water revenue collection from service charges billed	15 percent of water revenue collection from service charges billed	20 percent of water revenue collection from service charges billed	4 000 000	Water collection from service charges billed report
FD-26	Municipal Financial Viability	To ensure revenue	Prepaid Smart meters	Installation of Prepaid	Local Municipal	Number of prepaid meters	0 prepaid smart meters	3%	2 000 prepaid smart	No target for the quarter	No target for the quarter	1 000 prepaid smart	1 000 prepaid smart	21 064 000	Prepaid meters

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Finance –Vote 4															
Responsive, Accountable, Effective and Efficient Local Government System															
Outcome 9:															
Outputs 5:															
<ul style="list-style-type: none"> Deepen democracy through a refined ward committee model Administrative and financial capability 															
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	2023/24 Annual Targets	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2023/24 Annual Budget	Means of verification
	and Management	of the municipality is collected		Smart meters	icipalities	Smart meters installed	installed in Lepelle-Nkumpi		meters installed			meters installed in Lepelle-Nkumpi Municipality	meters installed in Lepelle-Nkumpi Municipality		installed report
DPEMS-23	Local Economic Development	To address unemployment through EPWP	EPWP Coordination	EPWP work opportunities created	CDM	Number of EPWP work opportunities created	50 EPWP work opportunities created	3%	50 EPWP work opportunities created (Water meter repairs & Public facility cleaning)	25 EPWP work opportunities created (Water meter repairs & Public facility cleaning)	No Target for the quarter	25 EPWP work opportunities created (Water meter repairs & Public facility cleaning)	No Target for the quarter	OPEX	Certified ID and Proof of payment and Attendance Registers and Signed contracts

ACFO : Mr Tiro Pilusa	Municipal Manager: Mr Ramakuntwane Selepe
Date: 17072023	Date: 17/07/2023
Signature: 	Signature: 

1.2. CORE MANAGERIAL COMPETENCIES



DEPARTMENT: FINANCIAL SERVICES

PERIOD: JULY 2023 TO JUNE 2024

CORE MANAGERIAL COMPETENCIES	CHOICE	WEIGHTING	CURRENT LEVEL (1-5)	DESIRED LEVEL
Strategic Capability and Leadership	✓	10%	3	5
Programme and Project Management	✓	10%	3	5
Financial Management	✓	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	✓	5%	3	5
100% implementation of the Internal Audit recommendations.	✓	5%	3	5
Client Orientation and Customer Focus	✓	7%	3	5
Communication	✓	5%	3	5
Honesty and Integrity	✓	5%	3	5
Interpretation of and implementation within the legislative and national policy frameworks	✓	5%	3	5

F/R ✓

Knowledge of developmental Local Government	✓	5%	3	3
Knowledge of performance management and reporting	✓	5%	3	3
Competency in Policy conceptualisation, analysis and implementation	✓	5%	3	3
100% implementation of RMC resolutions	✓	1%	3	3
100% implementation of mitigations actions due.	✓	1%	3	3
100% implementation of the Impact of the mitigations measures	✓	1%	3	3
Total Percentage		100%		

ACFO: Mr Tiro Pilusa	Municipal Manager: Mr Ramakuntwane Selepe
Date: 17/07/2023	Date: 19/07/2023
Signature: 	Signature: 

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