PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

THE MUNICIPALITY OF EMALAHLENI

AS REPRESENTED BY THE MAYOR

MS NTOMBIZANELE KONI (herein after referred to as Employer)

DNA

MUNICIPAL MANAGER

MR V.C. MAKEDAMA (herein after referred to as Employee)

FOR THE FINANCIAL YEAR:

01 10LY 2019 - 30 JUNE 2020

UC NO

14 DU

the "Employee" means the Municipal Manager appointed in terms of Section 82 of the Municipal Structures Act:	9'T
	2.1
The parties wish to ensure there is compliance with Section 57(AVK).	1.4
Local Government Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Managers; The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomestation.	1.3
The Employer has entered into a contract of employment with the Employee in terms of Section 57(1)(a) of the Local Government Municipal Systems Act, 32 of 2000 (The Systems Act) as amended. The Employer and Employee are hereinafter referred as "the Parties". Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the parties, requires the Parties to conclude an annual performance agreement. The parties hereby agree to bayes this	2.1

2. PURPOSE OF THIS AGREEMENT

9.2

to the Employee the Employer's expectations of the Employee's performance targets To specify objectives and targets established for the Employee and to communicate 1.2

and accountabilities;

2.2

2.3

To specify accountabilities set out in the Performance Plan (Annexure A)

To appropriately reward the Employee in accordance with Section 11 of this To establish a transparent and accountable working relationship; 2.5 To monitor and measure performance against set targeted outputs and outcomes; 4.2

relationship with the Employee in attaining improved service delivery To give effect to the Employer's commitment to a performance orientated

3. COMMENCEMENT AND DURATION

- This Agreement will commence on 01 July 2019 and will remain in force until 30 June 2020 whereafter a new Performance Agreement shall be concluded between the Parties for the new financial year or any portion thereof;

 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st July of the succeeding financial year.
- at least once a year by not later than 31st July of the succeeding financial year;

 This Agreement will terminate on the termination of the Employee's contract of
- employment for any reason; and

 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan sets out:
- 4.1.1 the performance objectives and targets that must be met by the Employee;
 4.1.2 the time frames within which those performance objectives and targets must be met;
- 4.1.3 the core competency requirements (Annexure B) as the management skills
- regarded as critical to the position held by the Employee;

 The performance objectives and targets reflected and targets in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan and the Budget of the Employer and shall include:
- 4.2.1 key objectives that describe the main tasks that need to be done;
- 4.2.2 key performance indicators that provide details of the evidence that must be
- provided to show that a key objective has been achieved;
 target dates that describe the timeframe in which the targets must be achieved;
- 4.2.4 weightings showing the relative importance of the key objectives to each other.
 4.2.4 weightings showing the relative importance of the Employee's personal development requirements in line with the objectives and targets of the Employer;
- and

 The Employee's performance will, in addition, be measured in terms of the contributions to the goals and strategies set out in the Employer's Integrated

5. PERFORMANCE MANAGEMENT SYSTEM

Development Plan.

- The Employee agrees to participate in the performance management system that the Employee adopted for the Employees of the Employees
- Employer adopted for the Employees of the Employeer;

 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;

84 DO

- 5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable
- The Employee;

 The Key Performance Areas (including special projects relevant to the Employee's
- responsibilities) within the Local Government framework;

 The criteria upon which the performance of the Employee shall be assessed shall consist of the two (2) components, Operational Performance and Core Competency Requirements (CCRs), both of which shall be contained in the Performance
- The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and the Employee:

		%00I
9	Management Financial Viability	%0T
t	Good Governance and Participation	%0E
	Municipal Transformation Institutional Development	%0T
3.	Local Economic Development	%OT
7	Basic Service Delivery and Infrast	%0t
I	Basic Service Delivery and Inferent	
No No	KEY PERFORMANCE AREAS	Meight

7.2

9.2

The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job are reflected in the list below as agreed to between the Employer and Employee:

		JATOT	%00T
-0	12001100 100110		S
	Accountability and Ethical Conduct		10
(Communication		S
	Client Orientation and Customer Focus		10
	People and Diversity Management		10
	Problem Solving and Analysis		10
	Service Delivery Innovation (SDI)		
	Knowledge Management		S
	Change Management		S
			10
	Financial Management		OT
	Programme and Project Management		70
	Strategic Capability and Leadership		
OV	CINDWA		Meight
CCR	CORE COMPETENCY REQUIREMENTS		

- The Employee will submit quarterly performance reports (SDBIP) and a described in 6.6 - 6.12 below: and strategies set out in the Employer's Integrated Development Plan (IDP) as The Employee's performance will be measured in terms of contributions to the goals 4.9 agreed to and implementation must take place within set timeframes; discussion must be documented in a Personal Development Plan as well as the actions Personal growth and development needs identified during any performance review 5.9 employment remains in force; addition, review the Employee's performance at any stage while the contract of Despite the establishment of agreed intervals for evaluation, the Employer may, in 2.9 the intervals for evaluation of the Employee's performance the standards and procedures for evaluating the Employee's performance; and The Performance Plan (Annexure A) to this Agreement set out-1.9 6. PERFORMANCE ASSESSMENT
- 9.9 distribution to the panel members for preparation purposes; performance assessment meetings to the Evaluation Panel Chairperson for comprehensive annual performance report at least one week prior to the 2.9
- Assessment of the achievement of results as outlined in the performance plan:
- 2.9.9 to ad-hoc tasks that had to be performed under the KPI; specified standards or performance targets have been met and with due regard Each KPI or group of KPIs shall be assessed according to the extent to which the 1.6.8
- The Employee will submit her self-evaluation to the Employer prior to the formal which will then be multiplied by the weighting to calculate the final score; 5.6.3 A rating on the five-point scale shall be provided for each KPI or group of KPIs
- evaluation. The Employee should provide sufficient evidence in such instances; control of the Employer and Employee, the KPI will not be considered during the In the instance where the Employee could not perform due to reasons outside the 4.6.4 assessment;
- calculated above. An overall score will be calculated based on the total of the individual scores 2.9.9

Assessment of the CCRs 7.9

- A rating on the five-point scale shall be provided for each CCR which will then be 2.7.3 standards for the required proficiency level have been met; Each CCR shall be assessed according to the extent to which the specified 1.7.3
- multiplied by the weighting to calculate the final score;

N 201

- An overall score will be calculated based on the total of the individual scores Employee's peers and managers reporting to her will assess her CCRs; and final score awarded by the Evaluation Committee. 360 degree means that the 360 degree basis during the mid-year and year-end reviews and will inform the 6.7.3 Each CCR will be assessed in terms of the definitions provided (Annexure B) on a
- 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 Overall Rating 8.9

calculated above;

- 5.8.2 Such overall rating represents the outcome of the performance appraisal bne ;9vode 4.7.8 bne
- rating scale for KPIs and CCRs. The assessment of the performance of the Employee will be based on the following

		demonstrate the commitment or ability to bring
		efformance Plan. The Employee has failed to
		has Ag and in bailioags as specified in the PA and
		esuits against almost all of the performance
		the employee has achieved below fully effective
		for the job. The review/assessment indicates that
		Performance does not meet the standard expected
	Unacceptable	
		indicators as specified in the PA and Performance Plan.
		more than half the key performance criteria and
		has achieved below fully effective results against
		review/assessment indicates that the employee
		Job in key areas. Performance meets some of the standards expected for the job
		Performance is below the standard required for the
7	Not fully effective	
		indicators as specified in the PA and Performance Plan
		against all significant performance criteria and in the part of th
		Employee has fully achieved effective results
		all areas of the job. The appraisal indicates that the Employee has fully achieved effective
		all areas of the job. The appraisal islandards expected in
8	Fully effective	Performance fully meets the standards expected in
		achieved all others throughout the year
		performance criteria and indicators and fully
		fully effective results against more than half of the
	expectation	indicates that the Employee has achieved above
	significantly above	
Þ	Performance	Performance is significantly higher than the
		of responsibility throughout the year
		Performance Plan and maintained this in all areas
		and indicators as specified in the PA and
		effective results against all performance criteria
		that the Employee has achieved above fully
	performance	an Employee at this level. The appraisal indicate:
S	SnibnstatuO	Performance far exceeds the standard expected o
Level	Terminology	Description

performance up to the level expected in the job despite management effort to encourage improvement
--

6.10 For purposes of evaluating the performance of the Employee for the mid-year and year-end reviews, an Evaluation Panel constituted of the following persons will be established:

6.10.1 Mayor of Emalahleni Municipality

6.10.2 Municipal Manager from another municipality

6.10.3 Audit Committee member (Chairperson)

6.10.4 Member of the Executive Committee

2.01.9 Ward Committee member

6.11 The assessment panel will evaluate the performance of the Employee as at the end of the second (2nd) and fourth (4th) quarters; and

6.12 The Mayor will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meetings

7. SCHEDULE FOR PERFORMANCE REVIEWS

The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that the reviews in the first and third quarters be verbal and performance must be satisfactory with Portfolio of Evidence:

PEWIEW TO BE 1	REVIEW PERIOD	QUARTER
REVIEW TO BE COMPLETED BY		I
October 2019	July – September: Qrt 1	
January 2020	October - December: Ort 2	7
April 2020	January – March Ort 3	5
		t
July 2020	April – June Ort 4	

Formal assessment will require an employee to submit a report on achievements of each target objective as indicated in the service delivery and budget implementation plan with portfolio of evidence.

7.3 The Employer shall keep a record of the mid-year and year-end assessment meetings; 7.4 Performance feedback shall be based on the Employer's assessment of the

Employee's performance;

The Employer will be entitled to review and make reasonable changes to the provisions of the Performance Plan from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

1400

delivery and budget implementation plan where changes are made in terms of Section this performance agreement to ensure effective implementation of reviewed service case may be. In that case, the Employee will be fully consulted before any changes to performance management system is adopted, implemented and/or amended as the The Employer may amend the provisions of the Performance Plan whenever the

8. DEVELOPMENTAL REQUIREMENTS

9.7

plan is made. assessment. In that case, the Employee will be fully consulted before any such changes or Annexure C. Such plan may be implemented and/or amended as the case may be after each The Personal Development Plan (PDP) for addressing developmental gaps is attached as

9. OBLIGATIONS OF THE EMPLOYER

The Employer shall-1.6

- Employee; create an enabling environment to facilitate effective performance by the 1.1.9
- provide access to skills development and capacity building opportunities; 2.1.e
- to common problems that my impact on the performance of the Employee; work collaboratively with the Employee to solve problems and generate solutions £.1.9
- Employee to enable her to meet the performance objectives and targets on the request of the Employee, delegate such powers reasonably required by the p.1.e
- targets established in terms of this Agreement require from time to time assisting her to meet the performance objectives and make available to the Employee such resources as the Employee may reasonably S.1.9 established in terms of this Agreement; and

10. CONSULTATION

- powers will have amongst others-The Employer agrees to consult the Employee timeously where the exercising of its I.OI
- 10.1.2 Commit the Employee to implement or to give effect to a decision made by the 1.1.01 a direct effect on the performance of any of the Employee's functions;
- 10.1.3 A substantial financial effect on the Employer.

Employer; and

practicable to enable the Employee to take any necessary action without delay. pursuant to the exercise of powers contemplated in clause 12.1 as soon as is The Employer agrees to inform the Employee of the outcome of any decisions taken 10.2

11. REWARD

1.11 The evaluation of the Employee's performance will form the basis for indicating outstanding performance or correcting unacceptable performance;

11.2 The performance bonus will be rated as follows:

Performance rating:

0% - 45% poor performance 46% - 55% average performance 56% - 75% good performance 800d performance 76% - 100% excellent performance

The performance bonus will be paid as follows:

- A score of 130% 149% is awarded a performance bonus ranging from 5% 9% of total remuneration package
- A score of 150% and above is awarded a performance bonus ranging from 10% 14% of total remuneration package

12 MANAGEMENT OF EVALUATION OUTCOMES

- 12.3 Where the Employee is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
 12.4 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any
- programme, including any dates, for implementing these measures;

 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference;
- 12.6 In the case of unacceptable performance, the Employer shall-
- 12.6.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out her duties

13 DISPUTE RESOLUTION

- 13.1.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may, within seven (7) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing; a view to resolving the issue. The Employer will record the outcome of the meeting in writing; a view to resolving the issue. The Employer will record the outcome of the meeting in writing; a view to resolve the issues within ten (10) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within thirty
- (30) business days; and 13.1.3 In the event that the mediation process contemplated above fails, the relevant clause of the contract of employment shall apply

14 GENERAL

14.1.1 The contents of this agreement and the outcome of any review conducted in terms of the Performance Plan may be made available to the public by the Employer; and 14.1.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Employee in terms of her contract of employment, or the effects of existing or new

regulations, circulars, policies, directives or other instruments.

44 JU

SIGNATURE	AS WITNESSES
ON THE 27 DAY OF MOV	THUS SIGNED AT
ENI MUNICIPALITY	FOR AND ON BEHALF OF THE EMALAHL
MR V.C. MAKEDAMA MUNICIPAL MANAGER	
BAUTANDIZ	SAS WITHESSES
DOY OF JOY OF JOY OF JOY 201	THUS DONE AND SIGNED AT

HONOURABLE MAYOR

MS. N KONI

PERFORMANCE PLAN: 2019/2020

EMALAHLENI LOCAL MUNICIPALITY

This Performance Plan defines the Council's expectations and legal prescribes that the Municipal Manager must at all material times comply and uphold in accordance with the Performance Agreement to which this document is attached. Section 57(5) of the Municipal Systems Act and the Performance Regulations gazetted in Notice Number 805 provides that performance objectives and targets must be based on the Key Performance Indicators enshrined in the Municipality's Integrated Development Plan and determined in agreement with the Mayor (as representative of Council).

The following are three (3) parts to this performance plan, which are:

- 2. Scorecard detailing IDP goals (Key Performance Areas) and their related key performance indicators, weightings and target dates
- 2. Core Competency Requirements
- Personal Development Plan

NOITIZOR TO BLORPOSE OF POSITION

To perform all the duties and functions of the Accounting Officer as required by the relevant legislations of reasonably stipulated by the Mayor, to be accountable for the execution of all the resolutions of the Municipality, the coordination of all the activities of the municipality, to be accountable for the general supervision, control and efficiency of the Municipality and to ensure compliance with all of the key performance areas as set out in the contract of employment between the Council, as the represented by the Mayor and the Municipal Manager.

PERFORMANCE REVIEW PROCEDURE

A performance review will be held on a quarterly basis with a formal performance review in December/January and in June/July after the end of the financial year with the understanding that review in the first and third quarter may be verbal if performance is satisfactory.

The Mayor may request input from agendas, minutes and "customers" on the Municipal's performance throughout the review period. This may be done through discussion or by asking "customers" to complete a rating form to submit to the Evaluation Panel for consideration. Customers are people who are able to comment on the Municipal Manager's performance since they have worked closely with her on some or all aspects of her job.

The Municipal Manager should prepare for quarterly performance evaluation by providing a brief description of achievements, including reference to evidence, supporting documentation (documents, reports and/or resolutions with dates of submission) in the relevant column in the KPA scorecard below. Achievement should be reported on cumulatively

The Municipal Manager will provide a rating for himself for the final assessment against the agreed objectives in the column provided in the KPA Scorecard.

The Municipal Manager and the Evaluation Panel should meet to conduct formal performance rating and agree on final score. It may be necessary to have two (2) meetings, that is, give the Municipal Manager scores and allow him time to consider them before final agreement. In the event of disagreement, the Evaluation Panel has the final say with regard to the final score that is given.



The Evaluation Panel should provide ratings of the Accounting Officer's performance against agreed objectives as a result of portfolio of evidence and/or comments and input.

Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score

Any reason for non-compliance should be recorded during the review session by keeping of minutes of the review session.

The assessment of the performance of the Municipal Manager will be based on the rating scale for KPAs as set out in the Performance Agreement.

Only those items relevant for the review period in question should be scored.

The assessment of the performance of the Municipal Manager on the applicable CCRs will be based on the rating scale as reflected in Section 4 of the Performance Plan.

The Honourable Mayor should prepare and agree on a Personal Development Plan for addressing developmental gaps.

The Mayor and the Municipal Manager should set new objectives, targets, performance indicators, weightings and dates for the following financial year.

Poor work performance will be dealt with in terms of Regulation 32 (3) of the Performance Regulations.

FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE IDP

The IDP of the Emalahleni Municipality for the 2019/20 financial year is aligned to the prescribed Key Performance Areas:

- 1. Good Governance and Public Participation
- 2. Basic Service Delivery
- 3. Local Economic Development
- 4. Institutional Development and Transformation
- 5. Financial Viability and Management

All Directorates within the organisation are accountable for the successful fulfilment of the IDP specific programmes listed under each of the above KPAs. The Municipal Manager is directly accountable for all the programmes directly linked to the IDP for 2019/20 as indicated in the IDP column of the scorecard.

1. KEY PERFORMANCE AREA SCORECARD - MUNICIPAL MANAGER

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	TOR CODE	ANNUAL TARGET	WEIG	AUDIT EVIDENCE REQUIRED	REPORT ACHIEV not met by X (wi documentation)	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)	- indicate tar	get met or rting	MUNI CIPAL MANA GERSC	PANEL SCORE 1-5
										1-5	
						1 TARGETS	QUARTER 2 TARGETS	QUARTER 3	QUARTER 4 TARGETS		
KPA 1	ACIO CERVICE DE MESON							TARGETS			
-	DASIC SERVICE DELIVERY = 40%	= 40%									
provision of a	Number of km of	1_10_10	5km of Access	3%	Progress	2km of	2km of	1km of	Not		
comprehensive	Gravelled	.4_P127	Road Gravelled in Ward 15		Reports with photos	Access Road Gravelled	Access Road Gravelled	Access	Applicable		
infrastructure			to Thembelihle)					Gravelled			
2020			by 30 June 2020								
	Number of km of	1_10_10	9 km of gravel	3%	Progress	Service and	3km of	3km of	3km of		
	maintained	.3_PU33	road in Ward		Reports with	repair of	gravel road	gravel road	gravel road		
			13 maintained		prioros	facilitated	in (1km in	d in ward 7	maintained in (1km in		
			by 30 June 2020				ward 5 and		ward 10 and		
							2km in ward		2km in ward		
To ensure the	Number of meters	1 10 10	200m naved in	20/	Display		0)		13)		
provision of a comprehensive roads'	of streets paved	.2_P032	Cacadu by 30 June 2020	%	Progress Reports with photos	Procuremen t of material facilitated	100 meters paved	50 meters paved	50 meters paved		
network by June 2020											

22 20

STRATEGIC OBJECTIVE	PERFORMANCE	INDICA TOR	ANNUAL TARGET	WEIG	AUDIT	REPORT ACH	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting	indicate targ	get met or ting	MUNI	PANEL SCORE
	INDICATOR	CODE			REQUIRED	documentation)	ion)			MANA GERSC ORE 1-5	1-5
						QUARTER	QUARTER 2	QUARTER	QUARTER 4		
						1 TARGETS	TARGETS	w	TARGETS		
								TARGETS			
		1_10_10	200 meters	3%	Progress	Procuremen	100 meters	50 meters	50 meters		
		.2_P031	paved in Indwe		Reports with	t of material	paved	paved	paved		
			by 30 June 2020		photos	facilitated					
		1_10_10	1,6km of roads	3%	Progress	400m of	400m of	400m of	400m of		
		.2_P030	paved in		reports with	roads paved	roads paved	roads	roads paved		
			Dordrecht by 30		photos			paved			
	Number of motors	1 10 10	Julie 2020	20/	Drogross	Drogge	Droger	Pond	Ann of		
	of roads paved	2 0021	(Shangarda)		roports with	+ of sorvice	+ of sorvice	Dosigna	10000		
	1	2	internal street		photos	provider	provider	annroved	(internal		
			paved in			facilitated	facilitated	and site	streets)		
			(Indwe) by 30					establishm	paved		
			June 2020					ent			
								monitored			
To ensure the		1_10_10	400m of roads	3%	Progress	Procuremen	Procuremen	Road	400m of		
provision of a		.2_P030.	(Street 1) paved		reports with	t of service	t of service	Designs	roads		
comprehensive		ר	in Sinako		photos	provider	provider	approved	(internal		
roads'			Location			facilitated	facilitated	and site	streets)		
infrastructure			(Dordrecht) by					establishm	paved	11	
network by June			30 June 2020					ent			
2020								monitored			
To ensure the	Cacadu Park	1_3_3.1	Cacadu Park	3%	Progress	Procuremen	Procuremen	Designs	Cacadu Park		
availability of well-	Constructed	_P017	Phase (2)		reports with	t of service	t of service	approved	Phase (2)		
maintained and			constructed by		photos	provider	provider	and site	constructed		
repaired buildings,			30 June 2020			facilitated	facilitated	establishm			
amenities and											

00 25

(-
1	0
(1
1	
9	7
	D

- CO. C. C. C.				Dogictor					
registration	campaigns	2020/2021	Indigent	Indigent		households	.1_P048	households	of free basic
indigent	Awareness	Proposal for	2018/2019	Reviewed	4%	3900	1_21_21	Number of	To ensure provision
						approved by 30 June 2020			
approved		facilitated	facilitated	28		developed and		approved	
Designs	developed	provider	provider	report		(Ward 14)		developed and	
Sportfield	Designs	t of service	t of service	design		Sportsfield	.5_P136	sportfield designs	
Dordrecht	Concept	Procuremen	Procuremen	Approved	4%	Dordrecht	1_12_12	Dordrecht	
	monitored	monitored				30 June 2020			
constructed	provider	provider	completed			constructed by			
Sportsfield	service	service	slab			Sportsfield		constructed	
Cacadu	(Walls) by	(Walls) by	Filling and	certificate		Cacadu	.5_P130	Sportfield	
Phase 3 of	Brick Work	Brick Work	Foundation	Completion	4%	Phase 3 of	1 12 12	Phase 3 of Cacadu	
	ent monitored								
	establishm	facilitated	facilitated			30 June 2020			
developed	and site	provider	provider	photos		developed by		developed	
in Indwe	approved	t of service	t of service	reports with		Indwe	.1_P042	Cemeteries	
1 Cemetery	Designs	Procuremen	Procuremen	Progress	4%	1 Cemetery in	1_16_16	Number of	
									2020
									access by June
									the public has full
	monitored								facilities to which
	TARGETS								-
TARGETS	ω	TARGETS	1 TARGETS						
OUARTER 4	OUARTER	QUARTER 2	QUARTER						
1-5									
ORE									
GERSC							Media		
		ion)	documentat	REQUIRED			CODE	INDICATOR	
	ice to suppor	K (with referen	not met by	EVIDENCE	H	TARGET	TOR	PERFORMANCE	OBJECTIVE
	indicate targ	HEVEMENTS -	REPORT ACH	AUDIT	WEIG	ANNUAL	INDICA	KEY	STRATEGIC
	d 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	d 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	Illitated Image: Indicate target met or ith reference to supporting ARTER 2 QUARTER ARGETS TARGETS TARGETS Ent monitored Pervice approved and site ent monitored Ck Work ent monitored curemen concept service provider nitored monitored curemen Concept service Dordrecht service Dordrecht service Dosigns developed Designs approved	met by X (with reference to supporting umentation) ARTER QUARTER 2 QUARTER 3 TARGETS TARGETS TARGETS TARGETS TARGETS Uremen Procuremen Designs ervice t of service and site establishm ent monitored facilitated pleted provider monitored service provider monitored service provider monitored to service provider monitored monitored to f service provider monitored monitored to f service provider monitored monitored to f service provider monitored monitored monitored to f service provider provider monitored monitored monitored monitored provider provider provider developed Dordrecht to f service Designs approved approved	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation) QUARTER QUARTER 2 QUARTER 3 TARGETS 1 TARGETS TARGETS TARGETS S Procuremen Procuremen Designs ent monitored facilitated establishm facilitated facilitated provider completed provider monitored service provider monitored ent tof service provider monitored ent tof service provider monitored ent tof service provider monitored monitored provider monitored facilitated provider monitored monitored provider monitored provider developed provider monitored provider monitored monitored provider developed provider developed developed provider approved developed developed provider developed developed developed provider approved approved	REQUIRED QUARTER QUARTER 1TARGETS Procuremen photos photos photos certificate certificate design report design report facilitated Approved Approve	WEIG AUDIT HT EVIDENCE EVIDENCE REQUIRED QUARTER QUARTER 2 QUARTER 2 QUARTER 2 QUARTER 3 TARGETS TARGETS TARGETS HTARGETS TARGETS 4% Progress reports with tof service photos photos provider photos provider stablishm certificate existing and site ent monitored ent ent monitored 4% Completion Foundation Brick Work ent Filling and slick work slab certificate slab completed provider provider provider existing and service ent ent monitored slab provider provider provider provider ent completed provider provider provider existing and service ent ent monitored slab provider provider provider provider existing sportsfield provider provider provider provider constructed existing service provider p	ANNUAL TARGET TARGET HT EVIDENCE EVIDENCE CUMRTER AUDIT REQUIRED QUARTER 1 TARGETS 1 TARGETS 1 TARGETS 2 QUARTER 2 1 TARGETS 3 TARGETS 3 TARGETS 1 TARGETS 2 Indwe 2	INDICA ANNUAL TORS TOR TARGET HT EVIDENCE CODE PARCEL TOR TARGET HT EVIDENCE CODE REQUIRED CODE REQUIRED CODE REQUIRED COMMENTATION REQUIRED COMMENTATION REQUIRED COMMENTATION REQUIRED COMMENTATION REQUIRED COMMENTATION REQUIRED COMMENTER 2 QUARTER 2 3 TARGETS TA

STRATEGIC	KEY	INDICA	ANNUAL	WEIG	AUDIT	REPORT AC	REPORT ACHIEVEMENTS - indicate target met or	indicate tar	got mot or	MINI	DANIE
00000	INDICATOR	CODE	TARGET	=	REQUIRED	not met by X (will documentation)	met by X (with reference to supporting umentation)	nce to suppo	rting	CIPAL MANA GERSC	SCORE 1-5
										ORE 1-5	
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3	QUARTER 4 TARGETS		
communities by	receiving free		basic service					TARGETS			
June 2020	basic service		(Electricity) by 30 June 2020		Reports on free basic	and processed	registration developed	indigent registratio n	forms reviewed and		
					service			conducted; Proposal	approved		
								c			
KPA 2 - LOCAL ECC	LOCAL ECONOMIC DEVELOPMENT = 10%	NT = 10%									
To facilitate	Number of	2 22 22		700							
formalization and support development of SMIMEs within ELM by June 2020		.2_P050	1 SMME supported (Mphothulo Youth Project) in Ward 1 by 30 June 2020	8	report	Consultative engagement with Mphothulo Youth Project	Procuremen t of Production inputs facilitated	Delivery of production inputs conducted	Official Handover of production inputs conducted		

GCNE

(1	-
(1	,
	1	,
		2

STRATEGIC	KEY	INDICA	ANNUAL	WEIG	AUDIT	REPORT ACI	REPORT ACHIEVEMENTS - indicate target met or	indicate targ	get met or	MUNI	PANE
OBJECTIVE	PERFORMANCE	CODE	TARGET	=	EVIDENCE	not met by X (will documentation)	not met by X (with reference to supporting documentation)	nce to suppor	rting	CIPAL	SCORE 1-5
										GERSC	
										ORE	
										1-5	
						QUARTER	QUARTER 2	QUARTER	QUARTER 4		
						1 TARGETS	TARGETS	w	TARGETS		
								TARGETS			
	Number of	2_22_22	20 Businesses	2%	20 Business	Stakeholder	8 Business	6 Business	6 Business		
	Business and	.3_P051	licenses issued		Licences	engagement	licences	Licences	Licences		
	Hawker licenses		(6 Indwe,		Issued	on Business	issued in	issued in	issued in		
	Issued		8Cacadu and 6			licensing	Cacadu	Indwe	Dordrecht		
			Dordrecht) by			facilitated					
To improve	Number of reports	2_30_30	4 reports on Job	2%	Quarterly	1 report on	1 report on	1 report	1 report on		
economic	on Job Creation	.1_P067	Creation		reports	Job Creation	Job Creation	on Job	Job Creation		
development	Projects submitted		Projects			Projects	Projects	Creation	Projects		
within ELM by	to Council		submitted to			submitted	submitted to	Projects	submitted to		
June 2020	otructures for		Council			to Council	Council	submitted	Council		
	noting		Structures for			Structures	Structures	to Council	Structures		
			noting by 30			for noting	for noting	Structures	for noting		
	Nimbor of job		June 2020					for noting	3		
	rented through	2_30_30	220 Local	3%	220	100 Local	Local Labour	70 Local	50 Local		
	created through,	.Z_PU68	People		Employment	People	Reported on	People	People		
	Works Project		employed in		Contracts	employed in	EPWP MIS	employed	employed in		
	Works, Project		Projects and			Projects and	System	in Projects	Projects and		
	Indianat		Reported on			Reported on		and	Reported on		
	Bogistration		EPWP MIS			EPWP MIS		Reported	EPWP MIS		
	Registration		System by 30			System		on EPWP	System		
	Programme		June 2020					MIS			
								System			

10	
)	
>	
	2

OBJECTIVE	PERFORMANCE INDICATOR	TOR CODE	ANNUAL TARGET	WEIG	AUDIT EVIDENCE REQUIRED	REPORT ACHIEV not met by X (wild documentation)	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)	– indicate ta ence to supp	rget met or orting	MUNI CIPAL MANA GERSC ORE	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3	QUARTER 4 TARGETS	7-7	
KPA 3 - GOOI	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	PUBLIC PAR	TICIPATION = 30%					TARGETS			
To ensure fully				C							
functional systems	Communication	3_31_31 .1_P069	11 Communication	1%	Quarterly	2 Radio	2 Radio	2 Radio	2 Radio		
of internal and	Strategy		Strategy		reports on	lalkshows	Talkshows	Talkshows	Talkshows		
external	programmes		programmes		ion of	nosted, 4	hosted, 4	hosted, 4	hosted, 4		
communication by	implemented		implemented by		Commission	Radio	Radio	Radio	Radio		
June 2020			30 June 2020		communicat	Adverts	Adverts	Adverts	Adverts		
					ion strategy	placed, 6	placed, 6	placed, 6	placed, 6		
						State	Media	Media	Media		
						statements	Statements	Statement	Statements		
						issued, 3	issued, 3	s issued, 3	issued, 3		
						Newspaper	Newspaper	Newspape	Newspaper		
						adverts	adverts	r adverts	adverts		
						Newslotter	published, 1	published,	published,		
						Printed 1	Local	1 Local	Outside		
						local	Communicat	Communic	Broadcasting		
						LOCAL	or's Forum	ator's	hosted, 1		
						Communica	Meeting	Forum	Local		
						tor's Forum	convened	Meeting	Communicat		
						Weeting		convened	or's Forum		
						convened			Meeting		
Custoprove	Number of	3_32_32	3 Customer	1%	Ouartorly	Dan I. i.			convened		
Manager Care	Customer Care		~		reports	_	Resolution	Resolution	Resolution		
ivianagement by	Strategy		Drogrammo		choire	Complaint	of Customer	of	of Customer		
OCO.			Sellilles					Control)		

(4	5
-	(1
_	7	
1	7	1

	programmes Implemented	3_32_32 .1_P070.	(Resolution of complaints, 4 Costumer Care Committee Meetings facilitated, Development and Implementation of Customer Service Standards) by 30 June 2020 4 Petitions	1%	Quarterly	QUARTER 1 TARGETS Implementation and monitoring of Customer Service Standards, 1 Customer Care Meeting facilitated 1 Petitions Managemen	QUARTER 2 TARGETS Implementation and monitoring of Customer Service Standards, 1 Customer Care Meeting facilitated 1 Petitions	QUARTER 3 TARGETS facilitated, Implement ation and monitoring of Customer Service Standards, 1 Customer Care Meeting facilitated 1 Petitions	QUARTER 4 TARGETS Implementat ion and monitoring of Customer Service Standards, 1 Customer Care Meeting facilitated
	INDICATOR	CODE			REQUIRED	documentation) QUARTER QU 1 TARGETS TA	documentation) QUARTER QUARTER 2 QUARTER QUARTER TABGETS	QUARTER	OUARTER 4
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3	QUARTER 4 TARGETS
	Implemented		(Resolution of complaints, 4			Implementa tion and	Implementat ion and	facilitated, Implement	Implementat ion and
			Committee			monitoring of Customer	monitoring of Customer	ation and monitoring	monitoring of Customer
			Meetings facilitated			Service	Service	of	Service
			Development			Customer	Customer	Service	Customer
			Implementation			Care	Care	Standards,	Care
			of Customer			Meeting	Meeting	1	Meeting
			Service			Tacilitated	facilitated	Customer	facilitated
			Standards) by					Care	
	Number of	2 27 27	30 June 2020					Meeting facilitated	
	Petitions	.1 P070.	Management	1%	Quarterly	1 Petitions	1 Petitions	1 Petitions	1 Petitions
	Management	1	Meetings		vebous	t Meeting	Managemen	Managem	Managemen
	Meetings		convened by 30			convened	convened	Meeting	t Meeting convened
To improve	Number of Public	3 33 33	7 Public	700				convened	
community participation in the	Participation	.1_P071	Participation	270	Reports	CDW Round Table	CDW Round Table	CDW	CDW Round
affairs of the	Programmes		Strategy			facilitated,	facilitated,	Table	facilitated.
municipality by	Implemented		Implemented by			Moral	Moral	facilitated,	Moral
June 2020			30 June 2020			Regeneratio	Regeneratio	Moral	Regeneratio
							n Movement	Regenerati	n Movement
						INIOACITICIT	Misering	on	Meeting

	5. P.O.O.Z		
	Number of Ward Committee Capacity Building Programmes		KEY PERFORMANCE INDICATOR
	1_33_33 .2_P135		INDICA TOR CODE
	1 Ward Committee Capacity Building Programme		ANNUAL TARGET
	1%		WEIG
60 NE	Quarterly		AUDIT EVIDENCE REQUIRED
7	facilitated, Local Geographic Names Council Meeting facilitated, Women's Caucus facilitated, 1 Ward Committee Meeting facilitated	QUARTER	REPORT ACHIEV not met by X (windocumentation)
	Local Geographic Names Council Meeting facilitated, Women's Caucus facilitated, 1 Ward Committee Meeting facilitated, Mayoral Imbizo facilitated, Mayoral Imbizo facilitated, Mayoral Outreach Program facilitated Procuremen t of service provider facilitated	QUARTER 2	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)
	TARGETS Meeting facilitated, Local Geographi c Names Council Meeting facilitated, Women's Caucus facilitated, I Ward Committee Meeting facilitated I Ward Committee Capacity Building Programm e	QUARTER	 indicate tagence to supp
	Local Geographic Names Council Meeting facilitated, Women's Caucus facilitated, 1 Ward Committee Meeting facilitated, Mayoral Imbizo facilitated, Mayoral Imbizo facilitated, Mayoral Outreach Program facilitated Not Applicable		arget met or orting
21 Pa		1-5	MUNI CIPAL MANA GERSC ORE

STRATEGIC OBJECTIVE

PANEL SCORE 1-5

CTDATECIO											
OBJECTIVE	PERFORMANCE	TOR	TARGET	WEIG	AUDIT	REPORT AC	REPORT ACHIEVEMENTS – indicate target met or	indicate tar	get met or	MUNI	PANEL
	INDICATOR	CODE			REQUIRED	documentation)	documentation)	nce to suppo	rting	MANA	SCORE 1-5
										GERSC	
										1-5	
						QUARTER	QUARTER 2	QUARTER	QUARTER 4	1-3	
						1 TARGETS	TARGETS	ω	TARGETS		
								TARGETS			
			30 lune 2020					implement			
	Number of	3 22 22	A Initiation	200				ed			
	Initiation Forum	2 PO72	Forum mostings	1%	Quarterly	1 Initiation	1 Initiation	1 Initiation	1 Initiation		
	Meetings	1.0,1	conducted by		reports	Forum	Forum	Forum	Forum	7	
	conducted		30 June 2020			meeting	meeting	meeting	meeting		
	Number of Ward	3 33 33	20 Ward War	10/		conducted	conducted	conducted	conducted		
	War Room	3 P073	Room Sossions	1/0	Quarterly	5 Ward War	5 Ward War	5 Ward	5 Ward War		
	Sessions	1	conducted by		Keports	room	room	War room	room		
	conducted		30 lune 2020			sessions	sessions	sessions	sessions		
To ensure an	Number of by-	3 34 34	S Ry-laws 5	700		conducted	conducted	conducted	conducted		
effective municipal	laws policies	1 PO74	Policios E	270	Approved	Policies,Stra	Policies,	Stakeholde	Policies,		
governance in line	strategies and	1,07	Strategies, 5		Policies,	tegies for	strategies	7	Strategies		
with applicable	procedures, and		Seiges		Council	developmen	developed	Engageme	submitted to		
legislation by June	developed hased		developed, 5		Resolution	t and review	and	nt on	Council for		
2020	on Directorate		policies			identified	reviewed	identified	Approval		
	submissions.		on Directorate					policies			
			submissions by					and			
			30 June 2020					strategies			
To ensure effective	Risk based	3_35_35	2019/2020 Risk	2%	2019/2020Ri	2019/2020	No+				
Audit and	Internal Audit Plan	.2_P076	based Internal		sk based	Risk based	Applicable		Not		
corporate	submitted to		Audit Plan		Internal	Internal	, de la capic	Applicable	Applicable		
governance	Audit Committee		submitted to		Audit Plan	Audit Plan					
Tunction that will	for approval		Audit			submitted					
result in improved		Year	Committee by			to Audit					
compliance and			31 July 2019			Committee					
						COMMITTEE					

COC 25

OBJECTIVE	PERFORMANCE INDICATOR	TOR	TARGET	HT	EVIDENCE REQUIRED	not met by X (w documentation)	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)	- indicate ta	rget met or orting	MUNI CIPAL MIANA	PANEL SCORE
										GERSC	C-T
						QUARTER	QUARTER 2	QUARTER	QUARTER 4	1-5	
						1 TARGETS	TARGETS	ω	TARGETS		
clean								TARGETS			
administration by 2020											
	Number of reports	1_35_35	4 progress	2%	Drogress						
	on progress	.3_P136	reports against	200	Reports	1 progress	1 progress	1 progress	1 progress		
	against approved	-	approved IAP		vebours	reports	reports	reports	reports		
	IAP submitted to		submitted to AC			against	against	against	against		
	AC for noting		for noting by 30			approved	approved	approved	approved		
			June 2020			submitted	submitted to	Submitted	IAP III		
						to AC for	AC for	to AC for	AC for		
	Number of Audit	3 35 35	A > 1.2.;+	40/		noting	noting	noting	noting		
	Committee	.1 P075	Committee	1%	Quarterly	1 Audit	1 Audit	1 Audit	1 Audit		
	meetings	!	meetings		Reports	Committee	Committee	Committee	Committee		
	convened		convened by 30			meeting	meeting	meeting	meeting		
			June 2020			convened	convened	convened	convened		
	Number of Audit	3_35_35	4 Audit	2%	4 Audit	1 Audit	1 Andi+	A			
	Committee	.2_P076	Committee		Committee	Committee	Committee	TAUGIL	1 Audit		
	reports on its		reports		Reports	report	Committee	Committee	Committee		
	submitted to		submitted to			ed	submitted to	submitted	report		
	Council for noting		council for				council for	to council	משחווורובם נס		
	000		noting by 30 June 2020					for noting	noting		
	Number of AOIP	1 35 35		10%							
	follow up reports	.4_P137	the		ïy	D		1 follow up	1 follow up		
			implementation		reports	report on	Applicable	report on	report on		

してひゃ

STRATEGIC	KEY	INDICA	ANIMIAI								
OBJECTIVE	PERFORMANCE INDICATOR	TOR	TARGET	HT	EVIDENCE	not met by X (wi	not met by X (with reference to supporting documentation)	indicate tar	get met or rting	CIPAL	PANEL SCORE
										GERSC	
						QUARTER	QUARTER 2	QUARTER	QUARTER 4		
						1 TARGETS	TARGETS	w	TARGETS		
	submitted to the							TARGETS			
	של וויוונובט וס ווופ		of the AOIP by			implementa		implement	implementat		
	į		30 June 2020			tion of the		ation of	ion of the		
To achieve clean	Number of	3C 3C C				AOIP		the AOIP	AOIP		
administration by	municipal public	2 2077	4 Municipal	2%	Quarterly	1 Municipal	1 Municipal	1	1 Municipal		
June 2020	accounts	.5_ 10//	public accounts		reports	public	public	Municipal	public		
	committee		COMMITTEE			accounts	accounts	public	accounts		
	meeting converse		meetings			committee	committee	accounts	committee		
	incernig convenied		convened by 30			meetings	meetings	committee	meetings		
			Julie 2020			convened	convened	meetings	convened		
	Nimborof	2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2						convened			
	Nullipel of	3_35_35	4 Quarterly	2%	Quarterly	4th	1st	2nd	3rd		
	municipal public	.4_P0/8	Municipal Public		Reports	Quarterly	Quarterly	Quarterly	Quarterly		
	accounts public		Accounts			Municipal	Municipal	Municipal	Municipal		
	Committee reports		Committee			Public	Public	Public	Public		
	submitted to		Keports			Accounts	Accounts	Accounts	Accounts		
	Council for noting		submitted to			Committee	Committee	Committee	Committee	1,8	
	Source for noting		council for			Report	Report	Report	Report		
			noting by 30			submitted	submitted to	submitted	submitted to		Ē
			June 2020			to Council	Council for	to Council	Council for		
To ensure that the	Rick Management					for noting	noting	for noting	noting		
municipality	Strategy and		RISK	2%	Quarterly	Risk	Risk	Risk	Risk		
operates free of	Operational Plan	.T_F/0/	Management		Reports	Managemen	Managemen	Managem	Managemen		
anticipated risk of	Implemented		orracegy and			t Strategy	t Strategy	ent	t Strategy		
maladministration	mpicinicia		Operational			and	and	Strategy	and		
fraud and			Plan			Operational	Operational	and	Operational		
The second second											

100 NE

OBJECTIVE	PERFORMANCE	TOR	TARGET	WEIG HT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEV not met by X (wi documentation)	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)	- indicate tai	rget met or orting	MUNI CIPAL MANA GERSC ORE	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3	QUARTER 4 TARGETS	1-5	
corruption by June 2020			implemented by			implemente	implemente	TARGETS al Plan	implemente		
2020	Number of risk	3 36 36	30 June 2020			d d	d d	al Plan implement ed	implemente d		
	Management Committee Meetings convened	.2_P080	Management Committee Meetings convened by 30	1%	Quarterly Reports	1 Risk Managemen t Committee Meeting convened	1 Risk Managemen t Committee Meeting convened	1 Risk Managem ent Committee Meeting	1 Risk Managemen t Committee Meeting Convened		
To ensure that the	Fraud and Anti-	3_37_37	Fraud and Anti -	1%	Quarterly	Not	752	convened			
municipality operates free of	Corruption Prevention Plans	.1_P081	Corruption Prevention Plan	1/0	Reports	Applicable	Fraud and Anti -	Not Applicable	Fraud and Anti -		
anticipated risk of maladministration, fraud and	Implemented		implemented by 30 June 2020				Corruption Prevention Plan		Corruption Prevention Plan		
corruption by June 2020							implemente d		implemente d		
To maximize participation of all external and internal stakeholders by June 2020	Number of IGR Meetings convened	3_38_38 .1_P082	3 IGR Meetings convened by 30 June 2020	2%	Quarterly Reports	1 IGR Meeting convened	Not Applicable	1 IGR Meeting convened	1 IGR Meeting convened		
To achieve clean administration by June 2020	2018/2019 Audit Action Plan developed and	3_39_39 .1_P083	2018/2019 Audit Action Plan developed	2%	Council Resolution	Not Applicable	Audit Action developed	Implement ation of	Implementat ion of Audit		

OC NE

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICA TOR	ANNUAL	WEIG	AUDIT	REPORT AC	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting	- indicate ta	rget met or	MUNI	PANEL
					הבעסואנט	documentation)	tion)			MANA GERSC ORE	1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER	QUARTER 4	13	
	submitted to							TARGETS	IAKGEIS		
	or partition to		and submitted		2018/2019		Cub mitted t	INNOCIO			
	Council for approval		to Council for		Audit Action		Council for	action plan facilitated	facilitated		
			June 2020		Plan		approval	and	submitted to		
			1		Reports			submitted	Audit		
					submitted			to Audit	Committee		
					Audit			and	and codifcii		
50.					and Colincil			Council			
	**************************************	ON AND IN	STITUTIONAL DEVE	LOPMENT	=10 %						
To develop the	Number of	4 41 41	6 Performance	10%	Douf						
skills of the	Performance and	.1_P085	and 12	1	Agreements	Bonfo	Quarter 1	Quarter 2	Quarter 3		
2020	Accountability		Accountability		Performance	e and 12	Assessments	Performan	Performance		
	signed and		Agreements		Reviews	Accountabili	facilitated	Assessme	Assessments		
	implemented		signed and		Quarterly	ty		nts	iacilitated		
7			by 30 June 2020		Reports	Agreements		facilitated			
off cation	Number of	4_46_46	12 Statutory	1%	Quarterly	11 Council	-				
municipal	Statutory Meetings	.1_P091	Meetings (4		reports	meetings, 1	meetings, 1	(1 Council meetings,	(1 Council meetings, 1		
governance in line	convened in line		Meetings 4			Standing	Standing	1 Standing	Standing		
with applicable	with the approved	11/20	Standing			ittees	Committees	Committe	Committees		
2020	Council Calendar		Committees and			Section 79			and 1		
			4 Section 79			Committee	Committee	Committe Committe	Section /9		
			ivicetiiig))			

UC NF

е

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICA TOR CODE	ANNUAL TARGET	WEIG	AUDIT	REPORT ACI	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting	indicate tar	get met or rting	MUNI
										GERSC ORE
						QUARTER	QUARTER 2	QUARTER	QUARTER 4	
						1 TARGETS	TARGETS	3 TARGETS	TARGETS	
			with the			Meetings convened	Meetings convened	Meetings	Meetings	
			Council							
			Calendar by 30							
	Number of	4_46_46	4 Quarterly	1%	Quarterly	4th Quarter	1st Quarter	2nd	0	
	quarterly reports	.3_P093	Reports on		reports	Report on	Report on	Quarter	Report on	
	implementation of		of Council			implementa	implementat	Report on	implementat	
	Council		Resolutions			Compail	ion of	implement	ion of	
	Resolutions		מבשמות וחוש			Council	Council	ation of	Council	
	prepared and		prepared and			Resolutions	Resolutions	Council	Resolutions	
	submitted to		Council for			prepared	prepared	Resolution	prepared	
	Council for noting		noting by 30			and	and	s prepared	and	
	c		June 2020			to Council	Submitted to	and	submitted to	
						for noting	noting	to Council	noting	
	Number of	4 40 40						for noting		
	Guarterly reports	1 0006	~	1%	Quarterly	4th	1st Quarterly	2nd	3rd	
	on municipal	T_PU96	reports on		reports	Quarterly	reports on	Quarterly	Quarterly	
	compliance with		municipal			reports on	municipal	reports on	reports on	
	legislation		legislation			municipal	compliance	municipal	municipal	
	submitted to		registation			compliance	with	complianc	compliance	
	Council Structures		submitted to			with	legislation	e with	with	
	for noting		Council			legislation	submitted to	legislation	legislation	
	יסו ווסנווצי		Structures for			suhmitted	Council			

10 NE

STRATEGIC	KFY	INDICA	ANINITAL	WEID	•	1					
OBJECTIVE	PERFORMANCE	TOR	TARGET	H	EVIDENCE	not met by	met by X (with reference to supporting	indicate targ	ting ting	CIPAL	SCORE
					יירילסווירס	accamentation	on,			GERSC	1-5
										ORE	
										1-5	
						QUARTER	QUARTER 2	QUARTER	QUARTER 4		
						1 TARGETS	TARGETS	S	TARGETS		
								TARGETS			
			noting by 30			to Council	Structures	to Council	Council		
			June 2020			Structures	for noting	Structures	Structures		
Tottoonline						for noting		for noting	for noting		
To streamline	Number of SPU	4_52_52	8 SPU strategy	1%	Reports on	Nelson	Fieldband	Mayor's	Youth Day		
special programs by	strategy programs	.1_P100	programs		implemente	Mandela	Championshi	Cup &	conducted.		
ensuring	Implemented		Implemented		d programs	Day, Golden	ps	Awards			
functionality of all			(Field band			Games,	facilitated,	conducted			
special			Support,			Woman's	Disability				
programmes			Mayor's Cup,			Day	Day, Golf				
structures by June			Golden Games,			conducted	Day				
2020			Nelson Mandela				Tournament				
			Day, Golf Day,				facilitated				
			Women's Day,								
			Disability Day,								
			Youth Day) by								
			30 June 2020								
To provide	Number of Local	4_53_53	4 Local Labor	1%	Quarterly	1 Local	1 Local Labor	1 Local	1 Local		
appropriate Human	Labor Forum	.1_P103	Forum Meetings		reports	Labor	Forum	Labor	Labor Forum		
Resource to	Meetings		Convened by 30			Forum	Meeting	Forum	Meeting		
support all	Convened		June 2020			Meeting	Convened	Meeting	Convened		
Directorates by June 2020						Convened		Convened			
To ensure a	IDP/PMS and	4_54_54	IDP/PMS &	1%	Approved	IDP/PMS &	IDP/PMS &	IDP/PMS	IDP/PMS &		
developmentally	Budget process	.1_P105	Budget Process		Process	Budget	Budget	& Budget	Budget		
oriented planning	plan reviewed and		Plan 2020/2021		Plan,Council	Process Plan	Process Plan	Process	Process Plan		
institution in line	implemented		reviewed and		Resolution	reviewed		Plan			
								- 1011			

60 7×

STRATEGIC	KEY	1000									
OBJECTIVE	PERFORMANCE	TOR	TARGET	HT	EVIDENCE REQUIRED	not met by X (w documentation)	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)	indicate tary	get met or 'ting	MUNI CIPAL MANA GERSC	PANEL SCORE 1-5
										ORE	
						010000				1-5	
						1 TARGETS	QUARTER 2 TARGETS	QUARTER 3	QUARTER 4 TARGETS		
with requirements								TARGETS			
of local			Implemented by			and	implemente	implement	implemente		
government laws			30 June 2020			submitted	d	ed	۵.		
and regulations by						to Council					
June 2020						Structures					
1000	Newborns	1				for adoption					
	document of IDP	4_54_54	1 IDP reviewed	1%	Council	Draft	Developmen	Draft	Final Draft		
	dovologica	.Z_PIUb	and submitted		Resolution	Reviewed	t Needs and	Reviewed	Reviewed		
	developed and		to Council		Report on	Situational	Priorities	IDP	IDP		
	Council structures		structures for		reviewed	Analysis	reviewed in	developed	submitted to		
	for approval		approval by 30		ward	Report	all (17)	and	Council		
	ici appiovai		0707 aunr		priorities	developed	wards	submitted	Structures		
						and		to Council	for noting		
						presented		Structures	and Council		
						to Council		for noting	for adoption		
						Structures					
To encure a	Nimbor of America	1				for noting					
developmentally	reports	1 0107	1 Annual Report	1%		1 Draft	Draft Annual	Not	Schedule on		
oriented planning	developed	, T. I. TO	6107/8107			Annual	Report	Applicable	the		
institution in line	acycloped,		developed,			Report	2018/2019	_	Preparation		
with requirements	Council and		submitted to			2018/2019	submitted to		of Annual		
of local	published		Council for			developed	Council		Report		
government laws	מסווסוופע		approval and			and	Structures	DOM: N	prepared		
and regulations by			published by 30			submitted	and Council		and		
June 2020			June 2020			to Council	for approval	1100	circulated to		
						Structures			relevant		
									stakeholders		

OC NE

OBJECTIVE																										NYAU	To implement	protocols in
VE																										FINANC	ent	opiy chain
PERFORMANCE							Reviewed	Performance	Management	Framework, Policy	Manual Manual	INIMINIAI														FINANCIAL VIABILITY AND MANAGEMENT =	SCM Policy and	SOP Implemented
TOR							4_55_55	.2_P108																		MANAGEME	5_56_56	.1_P109
TARGET							Reviewed	Performance	Management	Framework,	Policy and	Procedure	Manual	implemented by	30 June 2020											NT = 10%	Supply Chain	Management
HT							1%																				2%	
EVIDENCE							Quarterly	reports																			Quarterly	reports on
not met by X (wi			QUARTER	TIMAGEIS	and AG for	compliance	4th Quarter	Performanc	e Report	prepared	and	submitted	to Council	Structures	for noting												(Procureme	nt Plan
REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			QUARTER 2	IARGEIS			1st Quarter	Performance	Report	prepared	and	submitted to	Council	Structures	for noting												Supplier	Database
nce to suppo			QUARTER	TARGETS			2019/2020	Mid Year	Performan	ce Report	prepared	and	submitted	to Council	for noting	and	publicized,	Draft	SDBIP	2020/2021	developed	and	submitted	to Council	for noting		Supplier	Database
get met or rting			QUARTER 4	IAKGEIS			3rd Quarter	Performance	Report	prepared	and	submitted to	Council	Structures	for	noting, SDBIP	2020/2021	developed	and	submitted to	Council	Structures	for approval				Supplier	Database
CIPAL	GERSC	1-5																				2ñ-						
PANEL SCORE 1-5																												

BCNE

CTDATECIO											
OBJECTIVE	PERFORMANCE INDICATOR	TOR	TARGET	WEIG	AUDIT EVIDENCE REQUIRED	not met by X (windocumentation)	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)	indicate targ	get met or ting	MUNI	PANEL
										GERSC	
										1-5	
						QUARTER	QUARTER 2	QUARTER	QUARTER 4		
						1 TARGETS	TARGETS	ω	TARGETS		
								TARGETS			
the MEMA			implemented		ion of the	and	1 scm	and 1 scm	1 scm		
logislation by him			(Procurement		Supply Chain	implemente	Quarterly	Quarterly	Quarterly		
JOSO INTERIOR PROPERTY OF THE			Plan developed		Managemen	d; Supplier	Reports	Reports	Reports		
2020			and		t Policy	Database	submitted to	submitted	submitted to		
			implemented;		((Procureme	Updated	Council for	to Council	Council for		
			Supplier		nt Plan, ;	and 1 scm	noting	for noting	noting		
			Database		Supplier	Quarterly					
			Updated and 4		Database	Reports					
			scm Quarterly		Advert	submitted					
			Reports			to Council					
			submitted to			for noting					
			Council for								
			noting) by 30								
	Percentage of	5_56_56	30% of	1%	Quarterly	30% of	30% of	30% of	30% of		
	procurement	.1_P125	procurement		reports	procuremen	procurement	procurem	procuremen		
	awarded to		awarded to			t awarded	awarded to	ent	t awarded		
	suppliers within		suppliers within			to suppliers	suppliers	awarded	to suppliers		
	rne province		the province by			within the	within the	to	within the		
			30 June 2020			province	province	suppliers	province		
								within the			
To improve	20178/2010 GBAB	7 7 7 3	2010/2010	200	-			province			
compliance and	Compliant Assual	1 0117	2018/2019	1%	Annual	2018/2019	Not	Not	Not		
adherence to	Compliant Annual	.1_P112	GRAP compliant		Financial	GRAP	Applicable	Applicable	Applicable		
adilci circe to	Statements		Annual Financial		Statements	compliant					
	Statements		Statements		2018/2019,	Annual					

90 NE

~
90
1
1
2
T

CTDATECIC	NEW .					Security of the second of the	The state of the control of the state of the				
OBJECTIVE	PERFORMANCE	TOR	TARGET	HT	EVIDENCE	not met by >	((with referen	ce to suppor	get met or rting	CIPAL	SCORE
	INDICATOR	CODE			REQUIRED	documentat	ion)			MANA	1-5
										GERSC	
										1-5	
						QUARTER	QUARTER 2	QUARTER	QUARTER 4		
						1 TARGETS	TARGETS	3	TARGETS		
								TARGETS			
legislation by June	developed and		developed and		Council	Financial					
2020	submitted to AG		submitted to AG		Resolution	Statements					
	by 31st August		by 31 August		noting	developed					
	2019		2019		readiness of	and					
					submission,	submitted					
					acknowledg	to AG					
					ement of						
					receipt of						
	Percentage of	5 57 57	100%	10/	2019/10 and	1000	1000				
	reicellage of	2 5/12	TOO%	1%	2018/19 and	100%	100%	100%	Not		
	submission of	.Z_P113	submission of		2019/2020	submission	submission	submissio	Applicable		
	Information		Information		RFI register	of	of	n of			
	requested by AG		requested by			Information	Information	Informatio			
	7018/2019 and		AG for			requested	requested by	ם			
	11010 0707 /CTO7		DUP GTOZ/OTOZ			by AG for	AG for	requested			
			2019/2020			2018/2019	2018/2019	by AG for			
			audit by 30 June			and	and	2018/2019			
			2020			2019/2020	2019/2020	and			
						audit	audit	2019/2020			
	adjustment	E E7 E7	2	40/	-			audit			
	dujustment	2 D115	Approved	1%	Council	Approved	Approved	Adjustmen	Approved		
	and fact for the	.4_P115	2019/20 budget		resolution	2019/20	2019/20	t Budget	Adjusted		
	2019/20 financial		implemented.		approving	budget	budget	for the	2019/20		
	year compiled and		Adjustment		the	implemente	implemente	2019/20	budget		
	submitted to		Budget for the		Adjustment	d.	d.	financial	implemente		
			2019/20					year	d.		
	OBJECTIVE legislation by June 2020	ation by June	ation by June developed and submitted to AG by 31st August 2019 Percentage of submission of information requested by AG for 2018/2019 and 2019/20 qudit 2019/20 audit year compiled and submitted to S_57_57 budget for the 2019/20 financial year compiled and submitted to	ation by June developed and submitted to AG by 31st August 2019 Percentage of submission of information requested by AG for 2018/2019 and 2019/2020 audit 2019/2020 financial year compiled and submitted to submitted submitte	ATEGIC PERFORMANCE INDICATOR ODE developed and submitted to AG by 31st August 2019 Percentage of submission of information requested by AG for 2018/2019 and 2019/2020 audit 2019/2020 audit 2019/2020 audit by 30 June 2019/20 financial year compiled and submitted to AG by 31 August 2019/20 budget implemented. Agiustment submitted to STATEMENT TOR TORMANCE TORM	ATEGIC PERFORMANCE TOR TOR TARGET INDICATOR developed and submitted to AG by 31st August 2019 Percentage of submission of information requested by AG for 2018/2019 and 2019/2020 audit 2019/2020 audit by 30 June 2019/20 budget for the budget for the submitted to AG by 31 August 2019/200 flancial year compiled and submitted to AG by 31 August 2019 Percentage of 5_57_57 100% submission of information requested by AG for 2018/2019 and 2019/2020 audit by 30 June 2020 adjustment 5_57_57 Approved budget implemented. A_P115 implemented. Adjustment Budget for the 2019/20 audit by 30 June 2020	ATEGIC KEY PERFORMANCE INDICATOR CODE ANNUAL TARGET HT EVIDENCE	ATEGIC KEY PERFORMANCE INDICATOR CODE ANNUAL TARGET HT EVIDENCE	ATEGIC KEY PERFORMANCE INDICATOR CODE ANNUAL TARGET HT EVIDENCE	ANNUAL PERFORMANCE CODE WEIG AUDIT REPORT ACHIEVEMENTS - Indicate targe from the thy X (with reference to support action by June submitted to AG by 31 August neediness of and adknowledge to AG adknowledge to AG adknowledge to AG and adknowle	PERFORMANCE INDICATOR CODE ANNUAL HT EVIDENCE CODE PERFORMANCE INDICATOR PERFORMANCE IN

	-
-	0
(1
1	,
113	7
	7

		collection	revenue	collection	revenue	Reports on	1%	collection rate	5_59_59 .2_P121	%(Percentage) Improvement in	To increase the amount of revenue
		600/ 1000000	EE0/	E00/ 50:05:00	AFOV	O	201	000	1		
			~								
			framewor								
			legislated								
		framework	per	framework	framework						
		legislated	days as	legislated	legislated	2019/2020		30 June 2020			
		days as per	within 30	days as per	days as per	reports for		framework by			
		within 30	creditors	within 30	within 30	creditors		as per legislated			
		creditors	of	creditors	creditors	(Unpaid		within 30 days		days	
		payment of	payment	payment of	payment of	ageing and		of creditors	.2_P119	creditors within 30	
		100%	100%	100%	100%	12 Creditors	1%	100% payment	5_58_58	100% payment of	
			for noting								
		approval	to Council								
		Council for	submitted					June 2020			
		submitted to	and					approval by 30		approval	
		and	compiled					Council for		Council for	
		compiled	Budget					submitted to		submitted to	
		Budget	Draft	Applicable	Applicable	Resolution		compiled and	.1_P116	compiled and	
		2020/21	2020/21	Not	Not	Council	1%	2020/21 Budget	5_57_57	2020/21 Budget	
			approval					February 2020			
			for					approval by 28			
			to Council					Council for			
			submitted					submitted to			
			and			2019/20		compiled and		approval	
			compiled			Budget for		financial year		Council for	
			TARGETS								
		TARGETS	ω	TARGETS	1 TARGETS						
		QUARTER 4	QUARTER	QUARTER 2	QUARTER						
	1-5										
	ORE										
	GERSC										
1-5	MANA			ion)	documentation)	REQUIRED			CODE	INDICATOR	
SCORE	CIPAL		e to support	not met by X (with reference to supporting	not met by X	EVIDENCE	=	TARGET	TOR	PERFORMANCE	OBJECTIVE
PANEL	MUNI		ndicate targ	REPORT ACHIEVEMENTS – indicate target met or	REPORT ACH	AUDIT	WEIG	ANNUAL	INDICA	KEY	STRATEGIC
	The state of the second	Manual Control of the	The state of the s								

76		-	
	-	0	
1		1	
	1		
	2	7	

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICA TOR CODE	ANNUAL TARGET	WEIG HT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVI not met by X (wi documentation)	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)	indicate targ ce to suppor	et met or ting	MUNI CIPAL MANA GERSC ORE	PANEL SCORE 1-5
										1-5	
						QUARTER	QUARTER 2 QUARTER	- Lorell-	QUARTER 4		
						1 TARGETS	TARGETS	3	TARGETS		
								TARGETS			
collected annually	the revenue		achieved by 30		collection	collection	rate	collection	rate		
by June 2020	collection rate		June 2020		rate	rate	achieved	rate	achieved		
					achieved	achieved		achieved			
To ensure efficient,	Cost Coverage	5_60_60	Cost -coverage	1%	Report	Cost -	Cost -	Cost -	Cost -		
effective cash flow	ratio exceeding 2	.1_P123	ratio exceeding		indicating	coverage	coverage	coverage	coverage		
management by			2 Cost by 30		the cost	ratio	ratio	ratio	ratio		
June 2020			June 2020		coverage	exceeding 2	exceeding 2	exceeding	exceeding 2		
					ratio	per quarter	per quarter	2 per	per quarter		
								quarter			

2. CORE COMPETENCY REQUIREMENTS FOR THE: Municipal Manager

Personal Development Plan for addressing developmental gaps The ratings attached to this section will impact on the final performance score and will assist in identifying areas of development for inclusion in the

COMPETENCIES	DESCRIPTION/	GENERIC STANDARD FOR FULLY EFFECTIVE	CHOICE	OBSERVATION	WEIGHT	RATING 1-5
1. Strategic	Provides vision, sets	 Understands the municipality's 	Compulsory		20	
Capability and	direction for the	strategic initiatives, but weak in				
Leadership	others in order to deliver	inspiring others to achieve the set				
	on the municipality's	objectives;				
	mandate.	 describes how specific tasks link to 				
		municipality's strategies, but				
		experiences difficulty in putting the				
		links into practice;				
		 aligns and prioritises own action plans 				
		to municipality's strategies but has				
		limited influence in determining the				
		strategic direction;				
		 demonstrates commitment through 				
		actions, and				
		 requires support for defining 				
		performance measures to evaluate				
		the success of strategies.				
2. Programme and	Plans, manages,	 Commences project after council 			10	
Management	monitors and evaluates	approval;				
Management	order to ensure that	 understands procedures of project 				
	policies are	management, its implications and the				
	implemented and that	importance of stakeholder				
	Local Government	involvement;				
	objectives are achieved	 understands the outcome of the 				
		project in relation to municipality's				
		goals:				

	3. ≥ ⊒.	
	inancial fanagement	
	Comply with requirements for the accounting officer of the municipality as prescribed in the Municipal Finance Management Act No 56 of 2003.	
understands importance of financial accountability; understands the necessity for asset control;	Articulates basic financial concepts and techniques as they relate to municipal processes and tasks (e.g. performance budgeting and value for money); is familiar with the different sources of financial data, reporting mechanisms and financial processes and systems;	possesses basic project management skills; documents and communicates issues and risks associated with own work; uses results of other successfully completed projects as points of reference; and applies existing policies in own field of work.
	10	
	 understands importance of financial accountability; understands the necessity for asset control; 	Financial Comply with Management requirements for the accounting officer of the municipality as prescribed in the Management Act No 56 of 2003. Articulates basic financial concepts and techniques as they relate to municipal processes and tasks (e.g. performance budgeting and value for money); financial of techniques as they relate to municipal processes and tasks (e.g. performance budgeting and value for money); is familiar with the different sources of financial data, reporting mechanisms and financial processes and systems; understands the necessity for asset control:

																		-	
= u																	4.		
Innovation (SDI)			Management	Chaudadas												9	Change Management	2	
Explores and implements new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals		collective knowledge of the municipality.	and sharing of knowledge and learning in order to enhance the									delivery commitments.	and deliver on service	initiatives successfully	implement new	and change in order to	Initiate and support		
										•							•		•
Recommends new ways of performing tasks within the municipality; identifies and seeks potential sources of new ideas and approaches to enhance service delivery;	increase own knowledge base; and shares information and knowledge with co-workers.	analyses and interprets information to draw conclusions; seeks new sources of information to	Collects, categorises and tracks relevant information required for specific tasks and projects;	context.	the broader political and social	initiatives on the municipality within	understands the impact of change	and piloting of change initiatives; and	participates in change programmes	identifies the need for change;	supporting role in the change effort;	accepts and successfully performs a	for resistance to change;	and the desired situation and reasons	identifies gaps between the current	issues relating to change;	Communicates status, benefits and	function.	understands the role of an audit
10			5														ر د		
																No. of the last of			

6C 25

9			œ												1.						
Client Orientation and Customer Focus			People and Diversity Management											alla Allalysis	Problem Solving						
Deliver services effectively and efficiently in order to put the spirit of customer service		order to achieve the municipality's goals	Manage and encourage people, optimise their outputs and effectively manage relationships in								in a timely manner	reach optimum solutions	problems in order to	ariaryse and resolve	Systematically identify,						
															•						
Acknowledges customers rights;	is aware of the appropriate steps and guidelines for employee development and feedback, but not yet fully able to implement these.	diverse groups of people; understands team strengths, weaknesses and preferences; and	Participates in team goal setting and problem solving; interacts and collaborates with	associated with problems.	identifies and documents issues	discussions; and	constructively in problem solving	participates actively and	authority;	others for resolution beyond own	identifies when to solve problems	guidelines;	solves basic problems using municipal	problem solving and analysis and	Understands the basic steps in	to enhance these ideas.	of others and explores opportunities	listens to the ideas and perspectives	problems; and	simple service delivery orientated	proposes simple remedial solutions to
5			10												10						

11. Accountability and Ethical Conduct		10. Communication		
Display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service	convince and influence others to achieve the desired outcomes.	Exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade,	Processor.	(Batho Pele) into
Realizes the implications of not speaking and acting with integrity, but needs guidance in implementing these principles; follows through on commitments under supervision; and follows the rules and regulations of the organisation.	coherent manner but not always taking into account the needs of the audience; and assimilates information reasonably well.	Shows understanding for communication tools appropriate for the audience but needs assistance in utilizing them; expresses ideas in a clear and	improve own organisation or department; maintains good relationship with customers and understands their priorities; redirects queries to the most appropriate person / solution provider and follows through to ensure customer needs are met; and understands and complies with the content and requirements of chapter 4 of the Municipal Systems Act.	applies customer knowledge to
5		10		

(OC Ni

PERSONAL DEVELOPMENT PLAN

NAME: MR V.C. MAKEDAMA

JOB TITLE: MUNICIPAL MANAGER

EMPLOYEE NUMBER:

MUNICIPAL MANAGER' OFFICE

DATE:

SKILLS /

Public Sector	ADMINISTRATION Ability to interpret Formal Training	employee related Attendance of conferences, workshops and seminar	LABOUR LAW Ability to deal with Informal training ,e.g.	GAPS OUTCOMES TRAINING AND/ OR DEVELOPMENT ACTIVITY
	Block Sessions		e.g Labour Conference	SUGGESTED MODE OF DELIVERY
	2 Years	Annual		SUGGESTED TIMEFRAMES
new skill	Undate and accura	Update and acquire new skill	DEVELOPMENT AREA	WORK OPPORTUNITY CREATED TO
		Labour Law Conference		SUPPORT PERSON

Municipal Manager SIGNATURE: Mr V.C. Makedama

SIGNATURE: Ms. N Koni

Honourable Mayor