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**ANNUAL PERFORMANCE ASSESSMENT FORM FOR MUNICIPAL MANAGER AND SECTION 56 MANAGERS
FINANCIAL YEAR 2020/2021**

DETAILS OF INCUMBENT:

SURNAME AND INITIALS: MATSI S.S.

JOB TITLE: MUNICIPAL MANAGER

DATE OF EMPLOYMENT: 01 FEBRUARY 2020

PERIOD OF EMPLOYMENT CONTRACT: 5 YEARS: 01 FEBRUARY 2020 – 31 JANUARY 2025

PERIOD ASSESSED: 1 JULY 2020 – 30 JUNE 2021

PART 1: TO BE COMPLETED BY EMPLOYEE

This section has to be completed by the employee prior to the appraisal. If the space provided is insufficient, the comments can be included in an attachment.

1. During the past year my major accomplishments as they relate to my performance agreement were as follows:

- Improvement on Job Evaluation Process
- Successful implementation of the FRP
- Improved Audit Opinion
- Functionality of Section 79 and 80 Committees
- Well functional Local Labour Forum
- Functional Project Management and 100% grant expenditure
- Support SMME's initiatives
- Development of Risk Management Strategies e.g. anti-corruption etc.
- Excellent administrative support
- Able to provide a high standard on ethics and professionalism and maintain it

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Adherence to the value of Batho Pele Principal to render effective service delivery
Well established service standards guiding the institution at large
Manage ethical Dilemma and ensure formal vs informal culture is executed in a professional and ethical manner
Ensure operations and maintenance of Duma substation are successful.

2. During the past year I was less successful in the following areas for the reasons stated:

- Monthly reconciliations for retention and guarantees
- Cascading of the IPMS
- Monthly reconciliations for bank reconciliation
- Ensure training to the officials in line with the approved Work Skill Plan

PART 2: PERFORMANCE ASSESSMENT

The Performance assessment is based on the Quarterly Performance Reports for the Business Units as well as the Department, as reflected in clause 4.2 of the performance agreement and performance plan.

The performance reports will therefore form the basis of the discussion and need to be submitted, together with the portfolio of evidence.

2.1 STANDARD RATING SCHEDULE

Standard Rating Schedule for Key Performance Areas (KPA) and Core Competency Requirements (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 performance agreement (PA) and performance plan (PP) 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 or acceptable performance	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 PP					
2	Performance 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 PP					
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 PP. 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					

2.2 KEY PERFORMANCE AREAS AS PER THE SDBIP
Rating by Employee and Supervisor of Key Performance Areas (KPA's)

Note: Weightings in the tables in this document must correspond to the weightings in the performance agreement for the specific financial year; projects reported on must correspond to those in the SDBIP.

KEY PERFORMANCE AREA		BASIC SERVICE AND INFRASTRUCTURE DEVELOPMENT					WEIGHTING = 27%		EVALUATION PANEL	
COMPLETED BY INCUMBENT		KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATIONAL RATING	RATING (1-5)	MOTIVATIONAL RATING	RATING (1-5)
Augmentation of Mashishing/Lydenburg Water Supply Scheme	Number of boreholes refurbished at Mashishing & Lydenburg	5 boreholes refurbished at Mashishing & Lydenburg by 30 June 2021	Achieved. 5 boreholes refurbished at Mashishing & Lydenburg	APR POE File	4	5 boreholes successfully refurbished. Three Water Carts were also purchased to supply water when there are breakdowns. The community has now reliable water supply	4	4	Exceptional Performance	4
Refurbishment of Water Treatment Works at Mashishing, Coromandel & Sabie	Number of WTW refurbished at Mashishing, Coromandel & Sabie	3 WTW refurbished at Mashishing (1), Coromandel (1) & Sabie (1) by 30 June 2021	Achieved. 3 WTW refurbished at Mashishing (1), Coromandel (1), and Sabie (1).	APR POE File	3	3 WTW successfully refurbished. Three Water Carts were also purchased to	3	4	Standard Performance	4

KEY PERFORMANCE AREA		BASIC SERVICE AND INFRASTRUCTURE DEVELOPMENT					WEIGHTING = 27%				
COMPLETED BY INCUMBENT		KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION RATING	RATING (1-5)	SUPERVISOR MOTIVATION RATING	EVALUATION PANEL RATING (1-5)	MOTIVATION RATING
PROGRAMS AND/OR PROJECTS							supply water when there are breakdowns. The community has reliable water supply.				happened
Refurbishment of 31 Boreholes in TCLM	Number of boreholes refurbished at Draaikraal, Shaga, Matibidi, Moremela, Orhigstad dam & Lydenburg	31 Boreholes refurbished at Mashishing, Draaikraal, Shaga, Matibidi, Moremela, Orhigstad dam & Lydenburg by 30 June 2021	Achieved. 31 Boreholes refurbished at Mashishing, Draaikraal, Shaga, Matibidi, Moremela, Orhigstad dam & Lydenburg	APR POE File	4	4	31 boreholes successfully refurbished. Three Water Carts were also purchased to supply water when there are breakdowns. The community has reliable water supply.	4	Exceptional Performance	4	In agreement with Supervisor scoring
Installation of 25 new Boreholes at Thaba Chweu Local Municipality	Number of new boreholes drilled at Mashishing, Draaikraal, Shaga, Matibidi, Moremela,	25 boreholes new boreholes drilled at Mashishing, Draaikraal, Shaga, Matibidi,	Achieved. However, 12 boreholes were refurbished in the financial year 2020-2021	APR POE File	4	4	12 new boreholes were drilled and equipped. Three Water Carts were	4	Exceptional Performance	4	In agreement with Supervisor scoring

KEY PERFORMANCE AREA		BASIC SERVICE AND INFRASTRUCTURE DEVELOPMENT					WEIGHTING = 27%				
COMPLETED BY INCUMBENT		KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION RATING	SUPERVISOR RATING (1-5)	EVALUATION PANEL RATING (1-5)	MOTIVATION RATING	
PROGRAMS AND/OR PROJECTS	Orhigstad dam, Brondal & Sipsop	Moremela, Orhigstad dam, Brondal & Sipsop by 30 June 2021									
Replacement of AC pipes at Sabie (Phase 1)	Number of km of AC pipes replaced at Sabie (Phase 1)	18 km of AC pipes replaced at Sabie (Phase 1) by 30 June 2021	Achieved. The Dept. of Water & Sanitation recommended that a new Water Cart be purchased with the allocated funds in order to cater or deal with the Covid-19 pandemic.	APR POE File	3	3	The Sabie AC Pipeline Replacement project is being implemented in the financial year 2021-2022 through funding from the Water Services Infrastructure Grant (WSIG) - R 25 million. The Water Cart is	3	Standard Performance	4	Followed variation directive issued by DWS.

KEY PERFORMANCE AREA		BASIC SERVICE AND INFRASTRUCTURE DEVELOPMENT					WEIGHTING = 27%					
COMPLETED BY INCUMBENT		KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION RATING	RATING (1-5)	SUPERVISOR	MOTIVATION RATING (1-5)	EVALUATION PANEL	
PROGRAMS AND/OR PROJECTS							assisting in supplying water to communities when there are breakdowns.					
Replacement of AC pipes at Graskop (Phase 2)	Number of km AC pipes replaced at Graskop (Phase 2)	19.3 km of AC pipes replaced at Graskop (Phase 2) by 30 June 2021	Achieved. 12.8 km of AC pipes replaced at Graskop (Phase 2)	APR POE File	4	4	19.3 km of AC pipelines successfully replaced at Graskop. As a result, there are no pipeline breakdowns, less water losses and less overtime claims at Graskop. Overtime was reduced and no complaints on water issues. There was a community retaliation	4	Exceptional Performance	4	In agreement with Supervisor scoring	

KEY PERFORMANCE AREA		BASIC SERVICE AND INFRASTRUCTURE DEVELOPMENT					WEIGHTING = 27%						
COMPLETED BY INCUMBENT		KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	SUPERVISOR RATING (1-5)	EVALUATION PANEL				
Refurbishment of Waste Water Treatment Works (Sanitation Infrastructure) at Mashishing, Coromandel, Sabie & Graskop	Number of WWTW refurbished at Mashishing, Coromandel, Sabie & Graskop	4 WWTW refurbished at Mashishing (1), Coromandel (1), Sabie (1) & Graskop (1) by 30 June 2021	Mashishing Ext 2 sewer plant was successfully refurbished in the financial year 2020-2021. The Mashishing main sewer treatment plant was not fully refurbished due to the ongoing theft and vandalism. The scope of work covered the installation of a Clear-View fence, Miniature substation and Lighting for the treatment plant.	APR POE file	3	3	The Coromandel sewer plant was refurbished by Ehlazeni District Municipality. The Sabie and Graskop sewer plants were not refurbished due to the shortage of funding, however additional funding of R42 million was applied for from the Dept. of Water & Sanitation, anticipating approval of additional funding.	3	Standard Performance	4	MOTIVATION FOR RATING (1-5)	MOTIVATION FOR RATING (1-5)	Support received from the EDM and the strategy curbing the disaster that could have happened

KEY PERFORMANCE AREA				BASIC SERVICE AND INFRASTRUCTURE DEVELOPMENT				WEIGHTING = 27%	
COMPLETED BY INCUMBENT								SUPERVISOR	
								EVALUATION PANEL	
PROGRAMS AND/OR PROJECTS	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	RATING (1-5)	MOTIVATION FOR RATING	RATING (1-5)
Designs for the refurbishment of De Clerq Street at Lydenburg	Number of designs crafted for the refurbishment of De Clerq street at Lydenburg	1 set of designs crafted for the refurbishment of De Clerq street at Lydenburg by 30 June 2021	Achieved. 1 set of designs crafted for the refurbishment of De Clerq street at Lydenburg	APR POE file	4	One set of designs was developed for the refurbishment of De Clerq street in Lydenburg. Designs assist to ensure that project preparation is done up to design development stage as required by ECSA. Support from Booyensdal Mine through co-funding of the project was realised.	4	Exceptional Performance	4
								In agreement with Supervisor scoring	

KEY PERFORMANCE AREA		BASIC SERVICE AND INFRASTRUCTURE DEVELOPMENT					WEIGHTING = 27%	
COMPLETED BY INCUMBENT							SUPERVISOR	
PROGRAMME PROJECTS	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	RATING (1-5)	MOTIVATION FOR RATING
Designs for the refurbishment of Potgieter Street at Lydenburg	Number of designs crafted for the refurbishment of Potgieter street at Lydenburg	1 set of designs crafted for the refurbishment of Potgieter street at Lydenburg by 30 June 2021	Achieved. 1 set of designs crafted for the refurbishment of Potgieter street at Lydenburg	APR POE file	4	One set of designs were developed for the refurbishment of Potgieter street in Lydenburg. Designs assist to ensure that project preparation is done up to design development stage as required by ECESA. Support from Booyendal Mine through of co-funding of the project was realised.	4	Exceptional Performance
Electrification of households in Nkanini (Phase	Number of households connected to	117 households connected to Grid at Nkanini	Achieved. 117 households connected to	APR POE file	3	The project was energised in the financial	4	Exceptional Performance
								In agreement with Supervisor scoring

KEY PERFORMANCE AREA		BASIC SERVICE AND INFRASTRUCTURE DEVELOPMENT					WEIGHTING = 27%	
COMPLETED BY INCUMBENT		ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION RATING	SUPERVISOR RATING (1-5)	EVALUATION PANEL
2)	Grid at Nkanini (phase 2)	(phase 2) by 30 June 2021	Grid at Nkanini			year 2021-2022. The electrification backlog has been reduced and revenue enhancement improved at Nkanini.		
Upgrading of Leroro Stadium	Number of stadiums upgraded at Leroro	1 Stadium upgraded at Leroro by 30 June 2021	Achieved. 1 Stadium upgraded at Leroro. The artificial grass was delivered late from China due to delays caused by the Covid-19 restrictions.	APR POE file	3	The project was completed in the financial year 2021-2022. The stadium is being utilised by youth for sporting activities thereby assisting them to stay away from substance and drug abuse.	3	Standard Performance
								4
								Addressed the socio-economic impact

KEY PERFORMANCE AREA		SPATIAL PLANNING AND RATIONALE					WEIGHTING = 8%					
COMPLETED BY INCUMBENT		KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	RATING (1-5)	SUPERVISOR	MOTIVATION FOR RATING	RATING (1-5)	EVALUATION PANEL
Rectification of township establishment: Phase 3 formalisation of Simile Nkanini Areas 2, 4 and 5	Number of phases concluded for Phase 3: Simile Nkanini formalisation of areas 2, 4 and 5	2 phases concluded for the Phase 3: Simile Nkanini formalisation of areas 2, 4 and 5 by 30 June 2021	Achieved. 2 phases concluded for the Phase 3: Simile Nkanini formalisation of areas 2, 4 and 5	APR POE File	4	4	Phase 2 achieved, furthermore a socio-economic study was concluded and service report. Monitoring, prevention and reporting on land invasion	4	Exceptional Performance	In agreement with Supervisor scoring	4	
Closure of public places, consolidation, subdivision and rezoning of Erven (519, 1362 and 1361) Ext 2, Lydenburg (Mashinging) as well as proclamation of	Number of phases concluded for closure of public places, consolidation, subdivision and rezoning of Erven (519, 1362 and 1361) Ext 2, Lydenburg	3 phases concluded for the rectification of Erven 519, 1362 and 1361 and proclamation of new parks by 30 June 2021	Achieved. 1362 and 1361 was done	APR POE File	3	3	1361 and 1361 were achieved. The study showed that new parks were not feasible for identified areas, new township 108-116 accommodate	3	Standard performance	In agreement with Supervisor scoring	3	

KEY PERFORMANCE AREA		SPATIAL PLANNING AND RATIONALE					WEIGHTING = 8%				
COMPLETED BY INCUMBENT		KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	SUPERVISOR RATING (1-5)	MOTIVATION FOR RATING	EVALUATION PANEL RATING (1-5)	MOTIVATION FOR RATING
PROGRAMME S AND/OR PROJECTS	new parks (Kellysville and Mashishing)	(Mashishing) as well as proclamation of new parks (Kellysville and Mashishing)									
Rectification of Erf 219, Harmony Hill	Number of phases concluded for the rectification of Erf 219, Harmony Hill	2 phases concluded for the rectification of Erf 219, Harmony Hill by 30 June 2021	Achieved. 2 phases concluded for the rectification of Erf 219, Harmony Hill	APR POE File	4	4	Rectification concluded and new stands are developed for human occupation.	4	Exceptional Performance	4	In agreement with Supervisor scoring

KEY PERFORMANCE AREA		FINANCIAL VIABILITY AND MANAGEMENT					WEIGHTING = 15%						
COMPLETED BY INCUMBENT		KEY PERFORMAN CE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMAN CE	ANN NR	RATING (1 - 5)	MOTIVATION FOR RATING	RATING (1 - 5)	MOTIVATION FOR RATING	SUPERVISOR	RATING (1 - 5)	MOTIVATION FOR RATING	EVALUATION PANEL
Budget Implementation Reports	Number of Budget Implementation Reports tabled to Council	20 Budget Implementation Reports tabled to Council by 30 June 2021	Achieved. 20 Budget Implementation Reports tabled to Council	APR POE File	4	4	Budget policies approved by Council 30 June 2021. Developed funding plan strategy. Linking of the strategic plan to budget. No over expenditure on all the Votes. Adjustment approved on time and strings were sent to NT	4	Exceptional Performance	4	4	In agreement with Supervisor scoring	
Submission of AFS	To submit the AFS to AGSA	AFS Submitted to AG by 31 of August 2020	Achieved. AFS Submitted to AG on 31 Oct 2020	APR POE File	4	4	AFS submitted to AGSA by 31st August 2020. All qualifying paragraphs were resolved.	4	Exceptional Performance	4	4	In agreement with Supervisor scoring	

KEY PERFORMANCE AREA		FINANCIAL VIABILITY AND MANAGEMENT					WEIGHTING = 15%					
COMPLETED BY INCUMBENT		KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	RATING (1-5)	SUPERVISOR	MOTIVATION FOR RATING	RATING (1-5)	EVALUATION PANEL
Implementation of Credit and Debt Collection Policy	Number of status reports on the implementation of the Credit & Debit Collection Policy	4 Status report on the implementation of the Credit & Debit Collection Policy by 30 June 2021	Achieved. 4 Status report on the implementation of the Credit & Debit Collection Policy compiled	APR POE File	4	The status report has improved and debt collection policy improved. Daily reconciliation of cash register with the cashbook. Incentive schemes for consumers affected by the COVID-19 pandemic was initiated	4	Exceptional Performance	4	Restrains on the CFO were brought to the attention of the Audit Committee on a quarterly basis	In agreement with Supervisor	
Implementation of Indigent	Number of status reports on	4 Status reports on the	Achieved. 4 Status reports	APR POE	4	The indigent register has	4	Exceptional Performance	4			

KEY PERFORMANCE AREA		FINANCIAL VIABILITY AND MANAGEMENT					WEIGHTING = 15%		
COMPLETED BY INCUMBENT		ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	RATING (1-5)	SUPERVISOR	EVALUATION PANEL
PROGRAMS AND/OR PROJECTS	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	RATING (1-5)	SUPERVISOR	EVALUATION PANEL
Policy	the implementation of Indigent Policy	implementation of Indigent Policy by 30 June 2021	on the implementation of Indigent Policy compiled	File		been improved and the number of indigent recipients improved. Notices were issued to encourage qualifying consumers to participate. 6 people per wards were appointed for the indigent registration to address the indigent register			scoring
Implementation of Financial Recovery Plan	Number of Progress reports on the implementation of Financial Recovery Plan	4 Consolidated Progress reports on the implementation of Financial Recovery Plan	Achieved. 4 Consolidated Progress reports on the implementation of Financial	APR POE File	4	Ensured proper implementation for the FRP and submit the progress	4	Exceptional Performance	In agreement with Supervisor scoring

KEY PERFORMANCE AREA		FINANCIAL VIABILITY AND MANAGEMENT					WEIGHTING = 15%			
COMPLETED BY INCUMBENT		KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	RATING (1-5)	MOTIVATION FOR RATING	EVALUATION PANEL
PROGRAMME S AND/OR PROJECTS	Submitted to Council	by 30 June 2021	Recovery Plan compiled				report timeously to PT for further perusal and give guidance. Also tabling it before council, Audit committee, Risk Management committee, LLF, LEDF etc. Received both financial and technical support from the support departments in ensuring that we address the significant areas. Implementation of the activities and			

KEY PERFORMANCE AREA		FINANCIAL VIABILITY AND MANAGEMENT						WEIGHTING = 15%				
COMPLETED BY INCUMBENT		KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	RATING (1-5)	SUPERVISOR	MOTIVATION FOR RATING	RATING (1-5)	EVALUATION PANEL
PROGRAMME S AND/OR PROJECTS							the good progress made thus far. Providing guidance to the managers on weekly basis to ensure that smooth addressing and reporting of the activities and the key focus areas.					
Supply Chain Implementation Reports	Number of Supply Chain Management Implementation Reports submitted to Council	4 Supply Chain Implementation Reports submitted to Council by 30 June 2021	Achieved. 4 Supply Chain Implementation Reports submitted to Council compiled	APR POE File	3	3	Turnaround strategy and organisational development for the unit has been completed. .	3	Standard Performance	4	Quarterly reporting made to Council and the Audit Committee for oversight purposes.	

KEY PERFORMANCE AREA		LOCAL ECONOMIC DEVELOPMENT					WEIGHTING = 8%		
COMPLETED BY INCUMBENT		KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	SUPERVISOR RATING (1-5)	EVALUATION PANEL
PROGRAMME S AND/OR PROJECTS	Number of LEDF meetings held	04 LEDF meetings held by 30 June 2021	Achieved. 04 LEDF meetings held	APR POE File	4	4	Identification of projects & programmes for funding by private sector. Funding of roads projects by mines. Engagements on finalisation of Social Labour Plans with the mines which resulted in funding of projects	4	In agreement with Supervisor scoring
Project support and streamlining of opportunities to SMMEs	Number of socio-economic development opportunities identified and facilitated streamlining to	60 socio-economic development opportunities identified and facilitated streamlining to	Achieved. 60 socio-economic development opportunities identified and facilitated streamlining	APR POE File	4	4	Job creation in the form of EPWP during the implementation of projects	4	In agreement with Supervisor scoring

KEY PERFORMANCE AREA		LOCAL ECONOMIC DEVELOPMENT					WEIGHTING = 8%				
COMPLETED BY INCUMBENT		KEY PERFORMAN CE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMAN CE	ANN NR	RATING (1 - 5)	MOTIVATION FOR RATING	SUPERVISOR RATING (1 - 5)	MOTIVATION FOR RATING	EVALUATION PANEL RATING (1 - 5)	MOTIVATION FOR RATING
PROGRAMME S AND/OR PROJECTS	SMMEs	SMMEs by 30 June 2021	06 meetings held with potential beneficiaries on enterprise development initiatives by 30 June 2021	Achieved. 06 meetings held with potential beneficiaries on enterprise development initiatives	APR POE File	4	of local suppliers by TCLM for quotations below R200K. Appointment of locals as sub- contractors. Support given to SMME during COVID- 19 pandemic.	4	Exceptional Performance	4	In agreement with Supervisor scoring
Engagements with potential beneficiaries on enterprise development initiatives	Number of meetings held with potential beneficiaries on enterprise development initiatives										

KEY PERFORMANCE AREA		LOCAL ECONOMIC DEVELOPMENT				WEIGHTING = 8%				
COMPLETED BY INCUMBENT		KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1 - 5)	MOTIVATION FOR RATING	RATING (1 - 5)	MOTIVATION FOR RATING	EVALUATION PANEL
PROGRAMME S AND/OR PROJECTS										
							government departments on services they do to support SMMEs. Career exhibition.			

KEY PERFORMANCE AREA		MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT				WEIGHTING = 10%					
COMPLETED BY INCUMBENT		KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	SUPERVISOR RATING (1-5)	MOTIVATION FOR RATING	EVALUATION PANEL RATING (1-5)	MOTIVATION FOR RATING
PROGRAMME S AND/OR PROJECTS	Alignment of Organogram to IDP	Number of organisational structures reviewed in line with the IDP & submitted to Council for approval	1 Organisational structure reviewed in line with the IDP & submitted to Council for approval by 30 June 2021	Achieved. 1 Organisational structure reviewed in line with the IDP & submitted to Council for approval on 28 May 2021	APR POE File	5	The KPI fully achieved in accordance with the required set standards, further that the organogram chart was down sized to realize fit for purpose principle, further conducted job evaluation task which positively impacted towards our outstanding performance rewarded by SALGA under the category of the most	5	Outstanding performance	5	In agreement with Supervisor scoring

KEY PERFORMANCE AREA		MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT					WEIGHTING = 10%					
COMPLETED BY INCUMBENT		KEY PERFORMAN INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMAN CE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	RATING (1-5)	SUPERVISOR	MOTIVATION FOR RATING	RATING (1-5)	EVALUATION PANEL
PROGRAMME S AND/OR PROJECTS							improved local municipality on implementation of task job evaluation process.					MOTIVATION FOR RATING
Development of (WSP)	Number of WSP submitted to LGSETA	1 WSP submitted to LGSETA by 30 April 2021	Achieved. 1 WSP submitted to LGSETA on 30 April 2021	APR POE File	3	The KPI fully achieved in accordance with the required set standards.	3	Standard performance	4	Implementation of the requested training was executed.		
Development of Annual Training Report (ATR)	Number of ATR submitted to LGSETA	1 ATR submitted to LGSETA by 30 April 2021	Achieved. 1 ATR submitted to LGSETA on 30 April 2021	APR POE File	3	The KPI fully achieved in accordance with the required set standards.	3	Standard performance	4	Both administration and leadership were trained, most importantly on the MFMP, supporting employee development and improvement.		
Employment Equity Report	Submission of the EE report to the Department	Submission of EE Report on or before 15	Achieved. EE Report submitted to	APR POE File	3	The KPI fully achieved in accordance	3	Standard performance	4	Compliance with the legislation and adherence		

KEY PERFORMANCE AREA		MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT					WEIGHTING = 10%	
COMPLETED BY INCUMBENT		ANNUAL TARGET	ACTUAL ANNUAL PERFORMAN CE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	RATING (1-5)	MOTIVATION FOR RATING
PROGRAMME S AND/OR PROJECTS	of Labour	January 2021	Depart. Of Labour on 15 Jan2021	APR POE File	4	with the required set standards.		to administrative duties related to the operations.
OHS Inspections	Number of OHS Inspections reports complied	4 OHS Inspections reports complied by 30 June 2021	Achieved. 4 OHS Inspections reports complied		4	The KPI fully achieved in accordance with the required set standards. Further developed and implement the (SHEMP) safety health environmental management program to provide safe and healthy working conditions. Further resuscitate OHS committees and ensure	4	Exceptional Performance
	CE PERFORMAN INDICATOR							In agreement with Supervisor scoring

KEY PERFORMANCE AREA		MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT					WEIGHTING = 10%		
COMPLETED BY INCUMBENT		ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	RATING (1-5)	SUPERVISOR	EVALUATION PANEL
PROGRAMMES AND/OR PROJECTS	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	RATING (1-5)	SUPERVISOR	EVALUATION PANEL
						appointment of first aiders and safety officers.			

KEY PERFORMANCE AREA		GOOD GOVERNANCE & PUBLIC PARTICIPATION					WEIGHTING = 32%		
COMPLETED BY INCUMBENT		ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	RATING (1-5)	SUPERVISOR	EVALUATION PANEL
IDP/Budget Process Plan Implementation	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	RATING (1-5)	SUPERVISOR	EVALUATION PANEL
		4 IDP/Budget Process Plan phases Implemented by 30 June 2021	Achieved. 4 IDP/Budget Process Plan phases Implemented	APR POE File	4	The target was achieved, 4 IDP/Budget Process Plan phases Implemented as a result the final IDP/Budget approved by	4	Exceptional Performance	4 In agreement with Supervisor scoring

KEY PERFORMANCE AREA		GOOD GOVERNANCE & PUBLIC PARTICIPATION				WEIGHTING = 32%			
COMPLETED BY INCUMBENT		SUPERVISOR		EVALUATION PANEL		SUPERVISOR		EVALUATION PANEL	
PROGRAMMES AND/OR PROJECTS	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1 - 5)	MOTIVATION FOR RATING	RATING (1 - 5)	MOTIVATION FOR RATING	RATING (1 - 5)
						<p>council on the 31st of May 2021. Through the consultative sessions the Municipality was able to capture the community needs, furthermore the process enabled us to align the IDP, Budget & the SDBIP. The Risk Management identifies risks that can hinder the municipality in achieving its objectives. The internal audit department provided assurance on</p>			

KEY PERFORMANCE AREA		GOOD GOVERNANCE & PUBLIC PARTICIPATION					WEIGHTING = 32%			
COMPLETED BY INCUMBENT		ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1 - 5)	MOTIVATION FOR RATING	SUPERVISOR		EVALUATION PANEL	
PROGRAMMES AND/OR PROJECTS	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1 - 5)	MOTIVATION FOR RATING	RATING (1 - 5)	MOTIVATION FOR RATING	RATING (1 - 5)	MOTIVATION FOR RATING
Audit Committee Meetings	Number of Audit Committee meetings held	4 Audit Committee meetings held by 30 June 2021	Achieved. 4 Audit Committee meetings held.	APR POE File	4	the process after it was achieved. The target was achieved as at least 4 ordinary meetings were held in the 2020-21 financial year. There were two (2) special sittings to focus on the review of the AFS and the Internal audit enabling documents. The AC was very instrumental in terms of recommendations which led to	4	Exceptional Performance	4	In agreement with Supervisor scoring

KEY PERFORMANCE AREA		GOOD GOVERNANCE & PUBLIC PARTICIPATION					WEIGHTING = 32%			
COMPLETED BY INCUMBENT		ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1 - 5)	MOTIVATION FOR RATING	SUPERVISOR RATING (1 - 5)	MOTIVATION FOR RATING	EVALUATION PANEL RATING (1 - 5)	MOTIVATION FOR RATING
PROGRAMMES AND/OR PROJECTS	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1 - 5)	MOTIVATION FOR RATING	SUPERVISOR RATING (1 - 5)	MOTIVATION FOR RATING	EVALUATION PANEL RATING (1 - 5)	MOTIVATION FOR RATING
Audit AFS	Number of AFS Audit reports submitted to AC	1 AFS Audit report submitted to AC by 31 August 2021	Achieved. 1 High level review on the AFS submitted to AC.	APR POE File	4	an improved audit outcome (unqualified audit opinion). The target was achieved as the draft AFS was submitted to the AC for review on the 27 August 2021.	4	Exceptional Performance	4	In agreement with Supervisor scoring
Organizational Performance Reports	Number of organizational performance reports developed and tabled to Council	7 organizational performance reports developed and tabled to Council by 30 June 2021	Achieved. 7 Organizational organizational performance reports developed and tabled to Council.	APR POE File	4	The target was achieved, 4 Quarterly Performance reports, 1 Section 72 Report, 1 Annual Performance Report and 1 Annual Report was compiled and tabled to Council. The	4	Exceptional Performance	4	In agreement with Supervisor scoring

KEY PERFORMANCE AREA		GOOD GOVERNANCE & PUBLIC PARTICIPATION						WEIGHTING = 32%			
COMPLETED BY INCUMBENT		ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	SUPERVISOR RATING (1-5)	MOTIVATION FOR RATING	SUPERVISOR RATING (1-5)	MOTIVATION FOR RATING	EVALUATION PANEL
PROGRAMMES AND/OR PROJECTS	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	SUPERVISOR RATING (1-5)	MOTIVATION FOR RATING	SUPERVISOR RATING (1-5)	MOTIVATION FOR RATING	EVALUATION PANEL
Individual assessment Section 56/57 Managers	Number Formal Section 56/57 Evaluation assessment conducted	2 Formal Section 56/57 Evaluation assessment conducted by 30 June 2021	Achieved. Mid-year assessment fully completed, Annual Assessments are still in progress	APR POE File	3	Annual Performance Report received an Unqualified Audit Opinion from AGSA. Annual Assessments are concluded after audit opinion is received from AGSA	4	Exceptional Performance	4	In agreement with Supervisor scoring	
Development of the SDBIP	SDBIP for the FY 2020/21 signed off by the Executive Mayor within 28 days after the approval of the budget	SDBIP for the FY 2020/21 to be signed off by the Executive Mayor within 28 days after the	Achieved. SDBIP for the FY 2021/22 to be signed off by the Executive Mayor on the 25th of June 2021	APR POE File	4	The SDBIP was approved by the Executive Mayor. The SDBIP is aligned with the IDP and Budget. All Senior Managers	4	Exceptional Performance	4	In agreement with Supervisor scoring	

KEY PERFORMANCE AREA		GOOD GOVERNANCE & PUBLIC PARTICIPATION					WEIGHTING = 32%			
COMPLETED BY INCUMBENT		ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1 - 5)	MOTIVATION FOR RATING	SUPERVISOR RATING (1 - 5)	MOTIVATION FOR RATING	EVALUATION PANEL	
PROGRAMMES AND/OR PROJECTS	KEY PERFORMANCE INDICATOR	approval of the budget by 30 June 2021								
Risk Management Committee Meetings	Number of Risk Management Committee Meetings held	4 RMC meetings held by 30 June 2021	Achieved. 4 RMC meetings held	APR POE File	4	The target was achieved as at least 4 ordinary meetings were held in the 2020-21 financial year. The RMC Chairperson issue	4	Exceptional Performance	4	In agreement with Supervisor scoring

KEY PERFORMANCE AREA		GOOD GOVERNANCE & PUBLIC PARTICIPATION					WEIGHTING = 32%				
COMPLETED BY INCUMBENT		ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1 - 5)	MOTIVATION FOR RATING	RATING (1 - 5)	SUPERVISOR	MOTIVATION FOR RATING	RATING (1 - 5)	EVALUATION PANEL
PROGRAMMES AND/OR PROJECTS	KEY PERFORMANCE INDICATOR										
Oversight Report	Number of Oversight report tabled to Council	1 Oversight Report tabled to Council by 31 March 2021	Achieved. 1 Oversight Report tabled to Council	APR POE File	4	recommendations that are incorporated into the management weekly assignments and there is a monitoring tool to track the progress implemented		4	Exceptional Performance	4	In agreement with Supervisor scoring
Library Events	Number of library programmes held at Lydenburg & Leroro libraries	2 Library programmes held at Lydenburg (1) & Leroro (1) library by 30 June	Achieved. 3 Library programmes held at Lydenburg & Leroro library	APR POE File	3	Introduction of sign language and the upgrade of the Network for the internet and Installation of CCTV		3	Standard Performance	3	In agreement with Supervisor scoring

KEY PERFORMANCE AREA		GOOD GOVERNANCE & PUBLIC PARTICIPATION					WEIGHTING = 32%			
COMPLETED BY INCUMBENT		ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1 - 5)	MOTIVATION FOR RATING	SUPERVISOR RATING (1 - 5)	MOTIVATION FOR RATING	RATING (1 - 5)	EVALUATION PANEL
PROGRAMMES AND/OR PROJECTS	KEY PERFORMANCE INDICATOR	2021								
Youth Development programmes	Number of Youth development programmes held in Lydenburg & Graskop	2 Youth development programmes held in Lydenburg (1) & Graskop (1) by 30 June 2021	Achieved. Youth development programmes held in Lydenburg & Graskop	APR POE File	4	Cameras Upgrade of Mashishing Library (Furniture, Toilets Refurbishment). Covid-19 regulations had to be observed	4	Exceptional Performance	4	In agreement with Supervisor scoring
HIV/ AIDS Awareness campaigns	Number of HIV/AIDS awareness campaigns held	2 HIV/AIDS awareness campaigns held by 30 June 2021	Achieved. 2 HIV/AIDS awareness campaigns held	APR POE File	5	4 AIDS Council per annum conducted. 4 HIV/AIDS Campaigns	5	Outstanding performance	5	In agreement with Supervisor scoring

KEY PERFORMANCE AREA		GOOD GOVERNANCE & PUBLIC PARTICIPATION					WEIGHTING = 32%			
COMPLETED BY INCUMBENT		ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1 - 5)	MOTIVATION FOR RATING	SUPERVISOR RATING (1 - 5)	MOTIVATION FOR RATING	RATING (1 - 5)	EVALUATION PANEL
PROGRAMMES AND/OR PROJECTS	KEY PERFORMANCE INDICATOR									
Ward Committee Meetings	Number of Ward Committee Meetings held	168 Ward Committee Meetings held by 30 June 2021	Not Achieved. 30 Ward Committee Meetings held	APR POE File	3	Ward Committee Meetings are held physically, therefore due to the Country moving from different Covid levels, in some quarters it was not possible to hold public meetings with large numbers	3	Standard Performance	3	In agreement with Supervisor scoring
Ward Community	Number of Ward Community	56 Ward Community	Not Achieved. 38 Ward	APR POE	3	Ward Community	3	Standard Performance	3	In agreement with Supervisor

KEY PERFORMANCE AREA		GOOD GOVERNANCE & PUBLIC PARTICIPATION					WEIGHTING = 32%				
COMPLETED BY INCUMBENT		ANNUAL TARGET	ACTUAL ANNUAL PERFORMANCE	ANN NR	RATING (1-5)	MOTIVATION FOR RATING	RATING (1-5)	SUPERVISOR	MOTIVATION FOR RATING	RATING (1-5)	EVALUATION PANEL
PROGRAMMES AND/OR PROJECTS	KEY PERFORMANCE INDICATOR	Meetings held by 30 June 2021	Community Meetings held	File		Meetings are held physically, therefore due to the Country moving from different Covid levels, in some quarters it was not possible to hold public meetings with large numbers					
Meetings	Meetings held										scoring

THE KEY PERFORMANCE AREAS WILL CONTRIBUTE 80% TO THE TOTAL SCORE OF THE INCUMBENT

2.3 CORE COMPETENCY REQUIREMENTS

Rating by Employee and Supervisor of Core Competency Requirement (CCRs)

Details should be completed by the Employee and Supervisor with the aid of the relevant extract from the Regulations (2014)

INCUMBENT		SUPERVISOR				EVALUATION PANEL	
Core Competency Requirement	Weight (%)	MOTIVATION FOR RATING	Ann Nr.	Own Rating (1 – 5)	Rating (1 – 5)	Motivation	Motivation
Core Managerial Competencies							
Strategic Capability and Leadership	15%	Effective communication to both internal and external stakeholders. Support the Senior Managers to manage better within their respective depts. I was able to champion the review of downsized organogram chart to realize fit for purpose principle, further conducted job evaluation task which positively impacted towards our outstanding performance rewarded by SALGA under the category of the most improved local municipality on implementation of task job evaluation process. Performance management system in place to ensure the smooth running of the institution and displayed innovative capabilities as well as established team work to attain the organizational goal.	N/A	5	5	Outstanding performance	5
People Management	10%	I am able to direct the officials to be productive in their day to day activities by providing them with training and afforded them with an opportunity to display their talents.	N/A	5	4		4
Programme and Project Management	10%	Ensure successful implementation of projects and programme as per the SDBIP and	N/A	5	5	Outstanding performance	5

INCUMBENT		SUPERVISOR				EVALUATION PANEL	
Core Competency Requirement	Weight (%)	MOTIVATION FOR RATING	Ann Nr.	Own Rating (1 – 5)	Rating (1 – 5)	Motivation	Rating (1 – 5)
		proper consultative IDP processes executed as part of information gathering. Proper coordination of tasks and reporting to the relevant structures and implement recommendations made during the assessment. Ensured that officials are well conversant or familiar with the stages of projects to ensure proper implementation hence 100% achievement of the grants expenditure.					
Financial Management	10%	Development of Financial management policies and tabled before the council sitting for adoption and ensure proper implementation. Compliance reports and financial committees in place to ensure proper control of financial management systems. Consequence management was exercised to the officials who deviated the law.	N/A	4	4	Exceptional Performance	4
Knowledge and Information Management	7%	Able to balance what is good for the institution when faced with dilemmas. ICT policies and committee in place to manage the information of the institution. Proper record keeping for information storing purposes.	N/A	4	4	Exceptional Performance	4

INCUMBENT		SUPERVISOR				EVALUATION PANEL		
Core Competency Requirement	Weight (%)	MOTIVATION FOR RATING	Ann Nr.	Own Rating (1 – 5)	Rating (1 – 5)	Motivation	Rating (1 – 5)	Motivation
People Management and Empowerment	8%	Proper filing system in place. Motivate the Extended Managers to carry on with their duties in an ethical manner and giving positive feedback. Able to direct the officials to be productive in their day to day activities by providing them with training and afforded them with an opportunity to display their talents.	N/A	5	5	Outstanding performance	5	
Client Orientation and Customer Focus	10%	Well established customer care services. IGR unit in place to respond appropriately to the concerns of the community. Fully functional Disaster Unit and Local Council of Stakeholders in place. Manage the interest of the public at large and respond back to them. Section 4 committee is in place to attend to the planned protests	N/A	5	5	Outstanding performance	5	
Communication	10%	Able to implement effective communication programmes and create awareness to the public in general. Designed an institutional communication strategy and adopted by council for effective communication using various modes on communication alternatives available within the area. Mechanisms to raise environmental awareness.	N/A	5	5	Outstanding performance	5	

INCUMBENT				SUPERVISOR			EVALUATION PANEL	
Core Competency Requirement	Weight (%)	MOTIVATION FOR RATING	Ann Nr.	Own Rating (1 – 5)	Rating (1 – 5)	Motivation	Rating (1 – 5)	Motivation
		Weekly reports and month reports submitted to the leadership for information sharing.						
Core Occupational Competencies								
Knowledge of more than one functional municipal field/ discipline	10%	Provision of workshops or meeting to ensure an ethical culture by sharing information. Lead and support the ethical culture of the organisation and all code of conducts or ethics governing the institution. Knowledge of the applicable legislation. Profession in nature, (academically)	N/A	5	5	Outstanding performance	5	
Skills in Governance	10%	WSP is in place and training was provided to all councillors and officials. Ensure that all managers are competent in the execution of their responsibilities even if there is delegation in place. Allowed the managers to take study leaves wherein they have registered on their own.	N/A	4	4	Exceptional Performance	4	


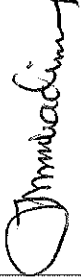
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THE CORE COMPETENCY REQUIREMENTS WILL CONTRIBUTE 20% TO THE TOTAL SCORE OF THE INCUMBENT

- Annexure A is the Assessment Rating Calculator Score which reflects the final score

2.4 ACKNOWLEDGEMENT OF RATING

The rates above were discussed between the incumbent and the Supervisor and were agreed upon.

INCUMBENT		SUPERVISOR (EXECUTIVE MAYOR)	
Name	Sphiwe Sinkey Matsi	Name	Mogotle Friddah Nkadimeng
Signature		Signature	
Signed on the _____ (day) _____ (month) _____ (year) _____			
at (venue) <u>Lydenburg Office - Thaba Cheresi Local Municipality</u>			

PART 4: FINAL SCORE

The final score is as per the attached Appraisal Rating Calculator Report

PART 5: DEVELOPMENT, TRAINING, COACHING, AND GUIDANCE NEEDED BY EMPLOYEE

To be completed by the Municipal Manager in consultation with the Section 56 Manager. Skills shortages identified needs to be addressed through the Workplace Skills Programme and should inform the Personal Development Plan of the employee.

1. Skills gaps identified through Performance Assessment to be addressed through Personal Development Plan
Excel Spreadsheet
2. Recommended Skills Development Intervention.
Training from the HRD unit

PART 6: COMMENTS AND RECOMMENDATIONS

1. Recommendation : Executive Mayor as Supervisor

The employee has performed fully effective and more than half of the performance Criteria and indicators are achieved.

Signature: Shmuelachemey Date: 15/03/2022

2. Comments : Chairperson of Evaluation Committee

Signature: _____ Name: MR M SECKER

Date: 15 March 2022

ANNEXURE A: ASSESSMENT RATING CALCULATOR SCORE

ANNUAL PERFORMANCE APPRAISAL

Assessment Rating Calculator Score

Name: Ms. SS Matsi

FY: 2020/21 Annual Assessment

KPA	Weight	Rating	Score	CCR	Weight	Rating	Score
Basic service delivery	27%	4	1,08	Strategic direction and leadership	15%	5	0,75
LED	8%	4	0,32	People Management	10%	4	0,4
Financial Viability and Management	15%	4	0,6	Program and project management	10%	5	0,5
Good Governance and Public Participation	32%	4	1,28	Financial Management	10%	4	0,4
				People Management and Empowerment	8%	5	0,4
Municipal Institutional development and Transformation	10%	4	0,4	Change leadership	0%	0	0
Spatial Planning & Rationale	8%	4	0,32	Governance leadership	0%	0	0
				Knowledge and information management	7%	4	0,28
				Communication	10%	5	0,5
				Client Orientation and Customer Focus	10%	5	0,5
				Skills in Governance	10%	4	0,4
				Knowledge of more than one functional municipal field/ discipline	10%	5	0,5
KPA weight			133,33		100%		81,667
				CCR weight			20%
KPA SCORE			107%	CCR SCORE			16%

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FINAL SCORE

123%