

Mogale City

Local Municipality

PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN:

MOGALE CITY LOCAL MUNICIPALITY

AS REPRESENTED BY THE

MUNICIPAL MANAGER:

MAANDA PRINGLE RAEDANI

AND

EXECUTIVE MANAGER: INTEGRATED ENVIRONMENTAL
MANAGEMENT:

THAMI MATSHEGO

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 01 JULY 2019 TO 30 JUNE 2020

DAC
AK
T.M.M.
KV
(PM)
[Signature]

PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN

MOGALE CITY LOCAL MUNICIPALITY herein represented by **Maanda Pringle Raedani** as the **Municipal Manager** (hereinafter referred to as the Employer or Supervisor)

And

Thami Matshego as the **Executive Manager: Integrated Environmental Management** (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 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"). The Employer and the Employee are hereinafter referred to as the "the Parties".
- 1.2 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 outcomes that will secure local government policy goals.
- 1.3 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B), 57(C) and 57(5) of the Systems Act, Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006 & Local Government: Competency Framework for Senior Managers, 2014.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

- 2.1 Comply with the provisions of the Contract of Employment entered into between the parties;

- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Management Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Management Agreement and Performance Management Plan as the basis for assessing whether the employee has met the performance expectations applicable to his job;
- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1 JULY 2019** and will remain in force until **30 JUNE 2020**; where after a new Performance Management Agreement, Performance Management Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of the Agreement during February each year. The parties will conclude a new Performance Management Agreement and Performance Management Plan that replaces this Agreement at least once a year by not later 31 July.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above- mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-

4.1.1 The performance objectives and targets that must be met by the Employee; and

2019/2020 Performance Management Agreement entered into by and between the Municipal Manager: Maanda Pringle Raedani and Executive Manager: Integrated Environmental Management: Thami Matshego

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- 4.1.2 The time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe within which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 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 Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

6 THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS

- 6.1 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the performance agreement.

- 6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Leading

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Competency Requirements (LCRs)/ Core Managerial Competencies (CMC) respectively.

6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

6.2.3 KPA's covering the main areas of work will account for 80 weighting and CRs will account for 20 weighting of the final assessment.

6.3 The Employee's assessment will be based on his/her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80 weighting of the overall assessment result as per the weightings agreed to between the employer and Employee:

KEY PERFORMANCE AREAS (KPA'S)	WEIGHTING
Municipal Transformation and Organizational Development	10%
Local Economic Development	20%
Good Governance and Public Participation	25%
Financial Viability	5%
Basic Service Delivery and Infrastructure Development	40%
Total	100%

6.4 The Leading & Core Competencies will make up the other 20% of the Employee's assessment score. The competency framework consists of six (6) leading competencies which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.

The six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.

LEADING COMPETENCY REQUIREMENTS		WEIGHTS %
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and influence • Institutional Performance Management • Strategic Planning and Management • Organizational Awareness 	25%
People Management	<ul style="list-style-type: none"> • Human Capital Planning & Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management 	15%
Program & Project Management	<ul style="list-style-type: none"> • Program & Project Planning and Implementation • Service Delivery Management 	5%

LEADING COMPETENCY REQUIREMENTS		WEIGHTS %
	<ul style="list-style-type: none"> • Program & Project Monitoring & Evaluation 	
Financial Management	<ul style="list-style-type: none"> • Budget Planning & Execution • Financial Strategy & Delivery • Financial Reporting & Monitoring 	5%
Change Leadership	<ul style="list-style-type: none"> • Change Vision & Strategy • Process Design & Improvement • Change Impact Monitoring & Evaluation 	40%
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance 	10%
CORE COMPETENCIES		
Moral Competence		
Planning and Organizing		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Result and Quality Focus		
TOTAL		100

7 EVALUATING PERFORMANCE

7.1 The Performance Management Plan (Annexure A) to this Agreement sets out-

7.1.1 The standards and procedures for evaluating the Employee's performance; and

7.1.2 The intervals for the evaluation of the Employee's performance.

7.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

7.5 The annual performance appraisal will involve:

7.5.1 Assessment of the achievement of results as outlined in the performance Plan:

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- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to the tasks that had to be performed under the KPA;
- (b) An indicative rating on the five-point scale should be provided for each KPA;
- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the Competency Requirements (CRs)

- (a) Each CR should be assessed according to the extent to which the specified standards have been met;
- (b) An indicative rating on the five-point scale should be provided for each CR;
- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final CR score.

7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CRs:

Overall Performance	Rating	Performance Score
Unacceptable Performance Performance does not meet the standard expected for the job. The employee has failed to demonstrate the commitment level expected in the job despite management efforts to encourage improvement.	1	59% and below
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.	2	60 – 69 %
Performance Fully Effective		

Overall Performance	Rating	Performance Score
Performance fully meets the standards expected in all areas of the job	3	70 – 79 %
Performance Significantly Above Expectations / Exceptional Performance Performance is significantly higher than the standard expected in the job.	4	80 – 89 %
Outstanding Performance Performance far exceeds the standard expected of an employee at this level.	5	90 – 100 %

7.7 For purposes of evaluating the annual performance of managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established –

- i. Municipal Manager;
- ii. Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee;
- iii. Member of the Mayoral Committee; and
- iv. Municipal Manager from another Municipality.

8 SCHEDULES FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to his or her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

Quarter	Timeline	Date of the Review
First Quarter	July – September 2019	October 2019
Second Quarter	October – December 2019	January 2020
Third Quarter	January – March 2020	April 2020
Fourth Quarter	April – June 2020	N/A

8.2 The Employer shall keep a record of all formal and informal reviews, including the mid-year review and annual assessment meetings.

11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.3 A substantial financial effect on the Employer.

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

12.2 A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of performance and the amount payable would be calculated on the following basis:

Performance Rating			Bonus Amount
1.	0% - 59%	Performance Unacceptable	0% of total package
2.	60% - 69%	Performance Not Fully Effective	
3.	70% - 79%	Performance Fully Effective	Remuneration Progression
4.	80% - 89%	Performance Significantly Above Expectations/ Exceptional Performance	<ul style="list-style-type: none">• Remuneration Progression• 5% - 9% of Total Package
5.	90% - 100%	Outstanding Performance	<ul style="list-style-type: none">• Remuneration Progression• 10% - 14% of total package

In the case of unacceptable performance, the Employer shall –

12.2.1 provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

12.2.2 after appropriate counseling 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 his or her duties.

13 DISPUTE RESOLUTION

13.1. Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provide for, shall be mediated by –

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13.1.1 The Executive Mayor within thirty (30) days of receipt of a formal dispute from the Employee; or

13.1.2 Any other person appointed by the Executive Mayor.

13.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

14 GENERAL


14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

14.2 Nothing in this agreement diminished the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at KRUGERSDORP on this the 19 day of JULY 2019

AS WITNESSES:

1. 


EXECUTIVE MANAGER:
INTEGRATED ENVIROMENTAL
MANAGEMENT

2. 

Thus done and signed at KRUGERSDORP on this the 30th day of JULY 2019

AS WITNESSES:

1. 


MUNICIPAL MANAGER

2. 


National Outcome	Outcome 9: Responsive, accountable, effective and efficient local government system											
NDP Chapter	Chapter 5 Transitioning to a low carbon economy											
Strategic Goal	To provide sustainable services to the community											
DEPARTMENT: INTEGRATED ENVIRONMENTAL MANAGEMENT - 40												
KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT 40%												
SDBIP REF.NO	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	PERFORMANCE MEASUREMENT	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	EVIDENCE	
KPI H/401	Executive Manager: Output	Refuse removal	All Wards	% households with access to refuse removal services	20%	1=80% Households with access to refuse removal services.	86%	89%	Q1	88%	1. Quarterly in year monitoring report. 2.	
						2=85% households with access to refuse removal services			Q2	88%		
						3=86% households with access to refuse removal services			Q3	88%		
						4=87 % of households with access to refuse removal services			Q4	89%		
						5=89% of households with access to refuse removal services						
KPI B/402	Executive Manager: Output	Urban greening	All Wards	No. of Urban greening strategy developed	10%	1=Draft Urban greening strategy developed by 1 May 2020.	New target	1	Q1	–	1. Draft Urban greening strategy. 2. Urban greening strategy. 3. Approval of the Urban Greening strategy.	
						2=Draft Urban greening strategy developed by 30 June 2020			Q2	–		
						3=Urban greening strategy developed by 30 June 2020.			Q3	–		
						4=Urban greening strategy developed by 31 May 2020			Q4	1		
						5=Urban greening strategy development by 30 April 2020.						
KPI B/403	Executive Manager: Output	Ecological Management	All Wards	No. of Ecological management plan Reviewed	10%	1=Draft Ecological management plan reviewed by 1 May 2020	New target	1	Q1	–	1. Report on the Draft Ecological management plan submitted for review. 2. Report on the Ecological management plan submitted for approval.	
						2=Draft Ecological management plan reviewed by 30 June 2020			Q2	–		
						3=Ecological management plan reviewed by 30 June 2020			Q3	–		
						4=Ecological management plan reviewed by 30 May 2020.			Q4	1		
						5=Ecological management plan reviewed by 30 April 2020.						

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KPA: LOCAL ECONOMIC DEVELOPMENT 30%										
KPI B/404	Executive Manager: Output	Tourism management	All Wards	No. of Tourism destination plan developed	10%	1= Draft Tourism destination plan developed by 1 May 2020 2=Draft Tourism destination plan developed by 31 May 2020 3=Tourism destination plan developed by 30 April 2020 4= Tourism destination plan developed by 31 May 2020 5=Tourism destination plan developed by 30 April 2020	New target	1	Q1	1. Report to submit the Draft Tourism destination plan. 2. Tourism destination plan.
								Q2	–	
								Q3	–	
								Q4	1	
								Q1		
KPI I/405	Executive Manager: Output	Youth employment	All Wards	No. of youth exposed to employment opportunities	5%	1=8 youth exposed to employment opportunities. 2=9 youth exposed to employment opportunities 3=10 youths exposed to employment opportunities. 4=11 youths exposed to employment opportunities. 5=12 youths exposed to employment opportunities.	New target	10	Q1	1. Mid-term performance report inputs submitted by the line department.
								Q2		
								Q3	10	
								Q4		
KPI K/406	Executive Manager: Output	Employment Opportunities	All Wards	No. of employment opportunities created	5%	1=340 and below employment opportunities created. 2=341-349 employment opportunities created 3=350 - 360 employment opportunities created 4=361 -370 employment opportunities created 5=371 - 379 employment opportunities created.	350	379	Q1	1. Annual Performance Report (M&E).
								Q2	–	
								Q3	–	
								Q4	379	
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION 25%										
						1=AG action plan inputs provided 31 December 2019. 2=AG action plan inputs provided by 31 January 2020		Q1	–	1. Approved AG action plan. 2.
								Q2	–	

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KPI B/407	Executive Manager: Output	AG Audit Action plans	All Wards	% implementation of audit action plans	5%	3=100% implementation of AG action plan as per target set. 4=100 % implementation of the AG action plan as per target set. 5=100% implementation of the AG action plan as per target set.			New target	100%	Q3	100%	reports of implementation of the AG action plans. 3. Final report (OPCA) of the AG action plans as reported by IA.
KPI B/408	Executive Manager: Output	Waste Management	All Wards	No. of integrated Waste Management By-law finalised	10%	1=Draft Integrated Waste Management By-law submitted 30 June 2020.	New target	1	Q1	—		—	1. Draft Integrated Waste Management By-law OR Integrated Waste Management By-law.
						2=Draft Integrated Waste Management By-law submitted 31 May 2020			Q2	—			
						3=Integrated Waste Management By-law finalized by 30 June 2020			Q3	—			
						4=Integrated Waste Management By-law finalized by 31 May 2020			Q4	1			
						5=Integrated Waste Management By-law finalized 30 April 2020							
KPI B/409	Executive Manager: Output	Climate change	All Wards	No. of business plan for Climate change projects submitted to the MM	10%	1=1 Business plan for climate change projects submitted by 31 December 2019	3	2	Q1	—		2 Business plans for climate change projects submitted	
						2=1 Business plan for climate change projects submitted by 30 April 2020			Q2	1			
						3=2 business plans for climate change submitted by 30 June 2020			Q3	—			
						4=2 business plans for climate change submitted by 31 May 2020			Q4	1			
						5=2 business plans for climate change submitted by 15 May 2020							
KPA: FINANCIAL VIABILITY 5%													
SDBIP REF.NO	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	PERFORMANCE MEASUREMENT	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	EVIDENCE		






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KPI C/410	Executive Manager: Output	Billing information	All Wards	% completeness of the billing information processed within the Department	5%	1=100% of billing information processed and provided to the finance department one day prior to the billing system closure.	New target	100%	Q1	100%	1. Billing inputs provided to the finance department.
						2=100% of billing information processed and provided to the finance department two days prior to the billing system closure.			Q2	100%	
						3=100% of billing information processed and provided to the finance department three days prior to the billing system closure.			Q3	100%	
						4=100% of billing information processed and provided to the finance department four days prior to the billing system closure.			Q4	100%	
						5=100% of billing information processed and provided to the finance department five days prior to the billing system closure.					
KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT 10%											
SDBIP REF.NO	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	PERFORMANCE MEASUREMENT	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	EVIDENCE
KPI G/411	Executive Manager: Output	Labour disputes	All Wards	Days taken to attend to employee grievances within the prescribed timelines (Step 2)	10%	1=15 days and longer taken to attend to employee grievances from date of receipt.	New target	10 days	Q1	10 days	
						2=8 to 13 days taken to attend to employee grievances from date of receipt.			Q2	10 days	
						3=7 to 5 days taken to attend to employee grievances from date of receipt.			Q3	10 days	
						4=4 to 3 days taken to attend to employee grievances from date of receipt.			Q4	10 days	
						5= 3 to 1 day taken to attend to employee grievances from date of receipt.					


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Total 100%

CORE MANAGERIAL COMPETENCIES	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE
Strategic Direction and Leadership	10%	% implementation of assigned strategies as per IDP 2019/2020 in line with resources allocated.	1=75% implementation of assigned strategies for 2019/2020 as per resources allocated	Progress report submitted to Division IDP.
			2= 80% implementation of assigned strategies for 2019/2020 as per resources allocated	
			3= 85% implementation of assigned strategies for 2019/2020 as per resources allocated.	
			4=90% implementation of assigned strategies for 2019/2020 as per resources allocated.	
			5=100% implementation of assigned strategies for 2019/2020 as per resources allocated.	
People Management and Empowerment	15%	No. of Individual Performance Management Agreements signed with Managers by 31 August 2019	1= 4 Performance Management Agreements signed after the 30/09/2019	Four (4) 2019/2020 Performance Management Agreements signed with Managers
			2=4 Performance Management Agreements signed after the 15/09/2019	
			3= 6 Performance Management Agreements signed by the 31/08/2019	
			4= 4 Performance Management Agreements signed by the 20/08/2019	
			5= 4 Performance Management Agreements signed by the 10/08/2019	
Program and Project Management	15%	Development of Personal Development Plans (PDFs) for Managers	1=PDPs developed by 30 November 2019	Proof on the submission of PDPs for Senior Managers to Learning and Development Sub-division for implementation
			2=PDPs developed by 31 October 2019	
			3=PDPs developed by 30 September 2019	
			4=PDPs developed by 15 September 2019	
			5=PDPs developed by 31 August 2019	
Financial Management	5%	Service Delivery Management	1= 59% and below implementation of the SDBIP	SDBIP Quarterly Performance Reports from Monitoring and Evaluation Division
			2= 60-69% implementation of the SDBIP	
			3= 70-79% implementation of the SDBIP	
			4= 80-89% implementation of the SDBIP	
			5= 90-100% implementation of the SDBIP	
Change Leadership	2%	% Reduction of Unauthorized Irregular Fruitless (UIF) expenditure	1= 20% and more increase of UIF	1 July 2019 to 30 June 2020 In year monitoring report
			2= 10% increase of UIF	
			3= 10% reduction of UIF	
			4= 20% reduction of UIF	
			5= 30% reduction of UIF	
Change Leadership	3%	% of funded capital budget spent at the end of financial year	1= 92% Spent	1 July 2019 to 30 June 2020 In year monitoring report
			2= 94% Spent	
			3= 96% Spent	
			4= 98% Spent	
			5= 100% Spent	
Change Leadership	20%	% Change Management Plan Implementation	1=59% and Below Implementation	Change Management Plan for the projects to be implemented
			2=60-69 % Implementation	
			3=70-79 % Implementation	
			4=80-89 % Implementation	
			5=90-100 %Implementation	
Change Leadership	20%	Communication to employees	1= 2 meetings	Agenda and Attendance Register of departmental meetings
			2= 3 meetings	
			3= 4 meetings	
			4= 5 meetings	
			5= 6 meetings	
Change Leadership	5%	Inputs/comments provided for Revision and/or Development of Policies	1=59% and Below	Revised and Developed Policies vs Policies submitted in Council in the 2019/2020
			2=60-69%	
			3=70-79%	

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Governance Leadership	5%	% Implementation of the annual risk management implementation plan	4=80-89% 5=90-100% 1=59% and Below 2=60-69% 3=70-79% 4=80-89% 5=90-100%	financial year for Approval
	Dashboard Risk Management Reports from M&E			
Total=100				
Signed and Accepted by the Executive Manager: Integrated Environmental Management				
Thami Matshego				
Date: 19/07/2019				
Approved by the Municipal Manager				
Maanda Pringle Raedani				
Date: 30/7/2019				