

Mogale City

Local Municipality

PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN:

MOGALE CITY LOCAL MUNICIPALITY

AS REPRESENTED BY THE

MUNICIPAL MANAGER:

MAKHOSANA MSEZANA

AND

EXECUTIVE MANAGER: COMMUNITY DEVELOPMENT SERVICES

NOMVULA WILHEMINA MJUZA

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 01 JULY 2022 TO 30 JUNE 2023(OR UNTIL THE
POST IS FILLED

Handwritten signatures and initials:
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PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN

MOGALE CITY LOCAL MUNICIPALITY herein represented by **M. MSEZANA** as the **MUNICIPAL MANAGER** (hereinafter referred to as the Employer or Supervisor)

And

N. M. Mjuza as the **EXECUTIVE MANAGER; COMMUNITY DEVELOPMENT SERVICES** of **MOGALE CITY LOCAL MUNICIPALITY** (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 Section 57(1)(b), (4A),(4B), (4C) and (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 as well as the Contract of Employment entered into between the parties;

2022/2023 Performance Management Agreement entered into by and between Municipal Manager: M. Msezana and Acting Executive Manager: Community Development Services_ N. Mjuza_

Page 2

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- 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 Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance 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 **01 AUGUST 2022** and will remain in force until **30 JUNE 2023(or until the post is filled)**; where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.3 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.
- 3.4 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
 - 4.1.2 The time frames within which those performance objectives and targets must be met.

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- 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 DEVELOPMENTS 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 Core Competency Requirements (CCRs)/ 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.

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6.2.3 KPAs covering the main areas of work will account for 80 weighting and CCRs 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 (as outlined within the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006), 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 %
Service Delivery and Infrastructure Development	50%
Financial Management and Viability	18%
Good Governance & Public Participation	21%
Municipal Transformation & Organizational Development	11%
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 	10
People Management & Empowerment	<ul style="list-style-type: none"> Human Capital Planning & Development Diversity Management Employee Relations Management Negotiation and Dispute Management 	10
Program & Project Management	<ul style="list-style-type: none"> Program & Project Planning and Implementation Service Delivery Management Program & Project Monitoring & Evaluation 	20
Financial Management	<ul style="list-style-type: none"> Budget Planning & Execution Financial Strategy & Delivery Financial Reporting & Monitoring 	20

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LEADING COMPETENCY REQUIREMENTS		WEIGHTS %
Change Leadership	<ul style="list-style-type: none">• Change Vision & Strategy• Process Design & Improvement• Change Impact Monitoring & Evaluation	20
Governance Leadership	<ul style="list-style-type: none">• Policy Formulation• Risk and Compliance Management• Cooperative Governance	20
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 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 (PDP) 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 *ad hoc* 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 (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the Competencies

- (a) Each competency 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 competency
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final competency 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 CCRs:

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%

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OVERALL PERFORMANCE	RATING	PERFORMANCE SCORE
Performance Fully Effective 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 performance of the Executive Manager: Community Development Services, an evaluation panel constituted by the following persons must be established –

- 7.7.1 Municipal Manager;
- 7.7.2 Chairperson of the Performance Audit Committee
- 7.7.3 Member of the Mayoral Committee;
- 7.7.4 Municipal Manager from another Municipality/ or a technical expert of an equivalent position.

8. SCHEDULE 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 2022	October 2022
Second Quarter	October – December 2022	January 2023
Third Quarter	January – March 2023	April 2023
Fourth Quarter	April – June 2023	Not applicable

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- 8.2 The Employer shall keep a record of all formal and informal reviews, including the mid-year review and annual assessment meetings.
- 8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 8.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 8.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall –

- 10.1.1 create an enabling environment to facilitate effective performance by the Employee;
- 10.1.2 provide access to skills development and capacity building opportunities;
- 10.1.3 work collaboratively with the Employee to solve problems and solutions to common problems that may impact on the performance of the Employee;
- 10.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him/ her to meet the performance objectives and targets established in terms of this Agreement; and
- 10.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this agreement.

11. CONSULTATION

- 11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

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11.1.1 a direct effect on the performance of any of the Employee's functions;

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	• Remuneration Progression • 5% - 9% of Total Package
5.	90% - 100%	Outstanding Performance	• Remuneration Progression • 10% - 14% of total package

12.3 In the case of unacceptable performance, the Employer shall –

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

12.3.2 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 In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

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 Kingsdorp on this theday of2022

AS WITNESSES:

1. N. Masekela

[Signature]
EMPLOYEE (Acting Executive Manager:
Community Development Services)

2. [Signature]

Thus done and signed at 12 Peka on this the 31 day of July 2022

AS WITNESSES:

1. [Signature]

[Signature]
EMPLOYER
(Municipal Manager)

2. _____

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National Outcome 8: Responsive, accountable, effective and efficient local government system											
NDP Chapter: Building a professional capable citizen focused public service NDP Chapter 13											
Strategic Goal: To provide sustainable services to the community											
DEPARTMENT: COMMUNITY DEVELOPMENT SERVICES - 50											
KPA: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT 50%											
SDBP REF.NO	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/ PROJECT MILESTONE	INDIVIDUAL PERFORMANCE MEASUREMENTS
KPI K501	Executive Manager: Output	Public Safety	All Wards	Number of roadblocks conducted	7%	Number	2980	2500	Q1	600	1=59% and below achievement against target set
									Q2	650	2=60-69% achievement against target set
									Q3	625	3=70-79% achievement against target set
									Q4	625	4=80-89% achievement against target set 5=90-100% achievement against target set
KPI K502	Executive Manager: Output	Public Safety	All Wards	No. of Roads Safety Campaigns conducted	7%	Number	120	110	Q1	30	1=59% and below achievement against target set
									Q2	20	2=60-69% achievement against target set
									Q3	30	3=70-79% achievement against target set
									Q4	30	4=80-89% achievement against target set 5=90-100% achievement against target set
KPI F503	Executive Manager: Output	Social development	All Wards	No of households registered for indigent support	8%	Number	3500	3500	Q1	600	1=59% and below achievement against target set
									Q2	600	2=60-69% achievement against target set
									Q3	1150	3=70-79% achievement against target set
									Q4	1150	4=80-89% achievement against target set 5=90-100% achievement against target set
KPI K504	Executive Manager: Output	Social development	All Wards	No. Social Development projects implemented	7%	Number	New KPI	25	Q1	5	1=59% and below achievement against target set
									Q2	5	2=60-69% achievement against target set
									Q3	5	3=70-79% achievement against target set
									Q4	5	4=80-89% achievement against target set 5=90-100% achievement against target set

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KPI.....	Executive Manager: Output	Revenue Generation	All Wards	% external funding sourced	6%	%	New target	100%	Q1	Q2	Q3	Q4	R30 million	R30 million	R30 million	R30 million	Executive Manager: Community Development Services	1 = 10 million external funding sourced
																		2 = 20 million external funding sourced
KPI A/509	Executive Manager: Output	AG Audit Action plans	All Wards	% implementation of AG Audit Action plans	7%	Percentage	100%	100%	Q1	Q2	Q3	Q4	100%	100%	100%	100%	Executive Manager: Community Development Services	4 = 40 million external funding sourced
									2 = 60-69% achievement against target set									
									3 = 70-79% achievement against target set									
									4 = 80-89% achievement against target set									
KPI K/510	Executive Manager: Output	Licensing services	All Wards	Number of licensing services processed on the eNATIS system	7%	Number	4	4	Q1	Q2	Q3	Q4	4	4	4	4	Executive Manager: Community Development Services	5 = 50-100% achievement against target set
									2 = 60-69% achievement against target set									
									3 = 70-79% achievement against target set									
									4 = 80-89% achievement against target set									
KPI B/511	Executive Manager: Output	Risk Management	All Wards	% implementation of departmental mitigation actions on the Strategic Risk Register	7%	Percentage	100%	100%	Q1	Q2	Q3	Q4	100%	100%	100%	100%	Executive Manager: Community Development Services	5 = 50-100% achievement against target set
									2 = 60-69% achievement against target set									
									3 = 70-79% achievement against target set									
									4 = 80-89% achievement against target set									

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CORE MANAGERIAL COMPETENCIES	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE	INDIVIDUAL PERFORMANCE POE COMMENTS	REVIEW SESSION COMMENTS
Strategic Direction and Leadership (Provides a vision, sets the direction for the department and inspires others to deliver on the organisational mandate.)	5	(Strategic Planning and Management) Approved Department Plan aligned to the SDBIP (to inform the 2022/2023 budget)	1=Departmental Plan approved before the end of 30 April 2023	Approved Departmental Plan aligned to the SDBIP		
			2= Departmental Plan approved before the 31 March 2023			
			3= Departmental Plan approved before the 28 February 2023			
			4=Departmental Plan approved before the 31 January 2023			
			5=Departmental Plan approved before the 31 December 2022			
	5	No. of Individual Performance Management Agreements signed with Managers by 31 August 2021	1= 4 Performance Management Agreements signed after the 30/09/2022	Four (4) 2021/2022 Performance Management Agreements signed with Managers		
			2= 4 Performance Management Agreements signed after the 15/09/2022			
			3= 4 Performance Management Agreements signed by the 31/08/2022			
			4= 4 Performance Management Agreements signed by the 20/08/2022			
			5= 4 Performance Management Agreements signed by the 10/08/2022			
People Management and Empowerment	10	Development of Personal Development Plans (PDPs) for Managers	1=PDPs developed by 30 November 2022	Proof on the submission of PDPs for Senior Managers to Learning and Development Sub-division for implementation		
			2=PDPs developed by 31 October 2022			
			3=PDPs developed by 30 September 2022			
			4=PDPs developed by 15 September 2022			
			5=PDPs developed by 31 August 2022			

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Program and Project Management	20	Service Delivery Management	1= 59% and below implementation of the SDBIP 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	SDBIP Quarterly Performance Reports from Monitoring and Evaluation Division		
	10	% Reduction of Unauthorized Irregular Fruitless (UIF) expenditure	1= 20% and more increase of UIF 2= 10% increase of UIF 3= 10% reduction of UIF 4= 20% reduction of UIF 5= 30% reduction of UIF	Quarterly UIWF report; Annual UIWF report; MPAC report on UIWF		
	10	% of grant funded capital budget spent at the end of financial year	1= 92% Spent 2= 94% Spent 3= 96% Spent 4= 98% Spent 5= 100% Spent	1 July 2021 to 30 June 2022 in year monitoring report		
	10	% Change Management Plan Implementation	1=59% and Below 2=60-69% Implementation 3=70 - 79% Implementation 4=80-89% Implementation 5=90-100% Implementation	Change Management Plan for the projects to be implemented		
	10	Communication to employees	1= 2 meetings 2= 3 meetings 3= 4 meetings 4= 5 meetings 5= 6 meetings	Agenda and Attendance Register of departmental meetings		
Governance Leadership	10	Revision and Development of Policies	1=59% and Below submission of comments within timeframe set 2=60-69% submission of comments within timeframe set 3=70-79% submission of comments within timeframe set 4=80-89% submission of comments within timeframe set 5=90-100% submission of comments within timeframe set	Revised and Developed Policies vs Policies submitted to Council in the 2021/2022 financial year for Approval		


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10	% Implementation of the Annual Risk Management Implementation plan	1=59% and Below implementation of departmental risk mitigation measures	Dashboard Risk Management Reports from M&E		
		2=60-69% implementation of departmental risk mitigation measures			
		3=70-79 % implementation of departmental risk mitigation measures			
		4=80-89 % implementation of departmental risk mitigation measures			
		5=90 - 100% implementation of departmental risk mitigation measures			
Total 100					

Signed and Accepted by the Acting Executive Manager: Community Development Services


 Date: 31/01/2022

Approved by the Municipal Manager


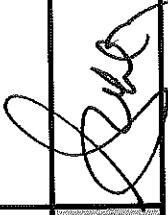
Makhosana Msezana:

 Date: 31/01/2022

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SURNAME	NAME	REPORT TO	MUNICIPAL MANAGER
POSITION	ACTING EXECUTIVE MANAGER: CDS	SALARY BAND	S56
SALARY LEVEL	2	FINANCIAL YEAR	2022/23
DEPARTMENT	COMMUNITY DEVELOPMENT SERVICES		
Competency area to be developed	Specific development objectives (what to achieve)	Competency indicators (evidence of development)	Development activities (self-study, on-the-job, formal dates and cost)
Change Management	Change, Vision & Strategy Process, Design & Improvement Change Impact Monitoring & Evaluation	Portfolio of evidence as required by the training institution	Support required (e.g. coaching)
Program and Project Management	Program & project Planning and implementation Service Delivery Management Program & Project Monitoring & Evaluation	Portfolio of evidence as required by the training institution	Development review and assessment: Training provider
		Short course NQF 6	Sign-off review and assessment (Individual, Expert Trainer & Coach)
		Short course NQF 6	Trainer
		Short course NQF 6	Trainer

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Financial Management	mSCOA implementation aligned to the budgeting process Standatd for infrastructure procurement and Delivery Management Procurement Policy Implementation	Portfolio of evidence as required by the training institution	Short course NQF 6	Training through a service provider	Service Provider to be appointed	Trainer
Strategic Management	CMPD	Portfolio of evidence as required by the training institution	Short course NQF 6	Training through a service provider	Service Provider to be appointed	Trainer
	Policy Development	Portfolio of evidence as required by the training institution	Short course NQF 6	Training through a service provider	Service Provider to be appointed	Trainer
EMPLOYEE SIGNATURE		MM's SIGNATURE		DATE	31/7/2022	

