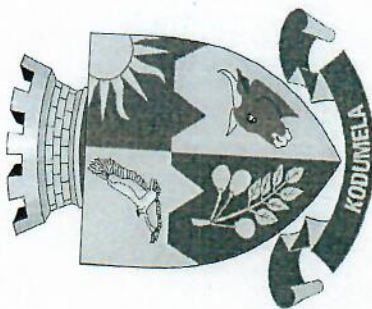


# REVISED PERFORMANCE PLAN FOR CHIEF FINANCE OFFICER

## Blouberg Municipality



### VISION

A participatory municipality that turns prevailing challenges into opportunities for growth and development through optimal utilization of available resources

### MISSION

To ensure delivery of quality services through community participation and creation of an enabling environment for economic growth and job creation

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# 1. TABLE OF ACRONYMS AND ABBREVIATIONS

AG	Auditor-General
ATR	Annual Training Report
B2B	Back to Basics
BSID	Basic Services and Infrastructure Development
BLM	Blouberg Local Municipality
CDM	Capricorn District Municipality
CWP	Community Works Programme
DMP	Disaster Management Plan
DoE	Department of Energy
DohS	Department of Human Settlement
EDP	Economic Development & Planning Department
EMP	Environmental Management Plan
EPWP	Expanded Public Works Programme
FBW	Free Basic Water
FVM	Financial Viability and Management
FY	Financial Year
GGPP	Good Governance and Public Participation
GP	General Plan
HAST	HIV And AIDS STI and TB
IDP	Integrated Development Plan
IGR	Intergovernmental Relation
INST	Institutional
LED	Local Economic Development
mSCOA	Municipal Standard Chart of Accounts
MfMA	Municipal Finance Management Act, No, 56 of 2003
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPAC	Municipal Public Account Committee
MTAS	Municipal Turn Around Strategy
MSIG	Municipal Systems Improvement Grant
MTOD	Municipal Transformation and Organisational Development
MW	Municipal Wide
N/A	Not applicable
OPEx	Operational Expenditure
PIA	Project Implementing Agent
PMS	Performance Management System
PMU	Project Management Unit
RA	Registering Authority
R & S	Roads and Storm Water division
SCM	Supply Chain Management
SLP	Social and Labour Plan
SDBIP	Service Delivery and Budget Implementation Plan
SG	General Plan
SPE	Spatial Planning and Environment
TBC	To be Confirmed
WAC	Ward AIDS Council
WSP	Workplace Skills Plan

## 2. APPROVAL OF PERFORMANCE PLAN 2019/20 FOR CHIEF FINANCIAL OFFICER

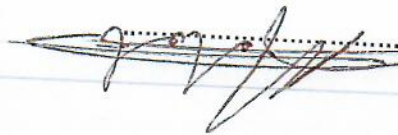
The 2019/20 Performance plan for Director Community Services and the Municipal Manager of Blouberg Local Municipality as follows:

Signed by:

Chief Financial Officer

Mabote N.J.

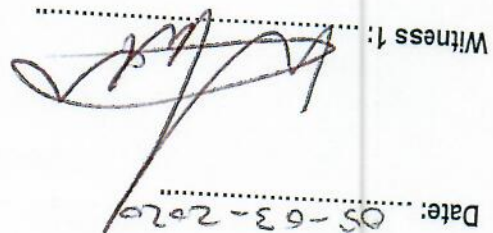
Date: 05/03/2020



Municipal Manager of Blouberg Local Municipality

Mabote N.J.

Date: 05-03-2020



Witness 1:

Witness 2: Mabote N.J.

Date: 05.03.2020

Date: 05/03/2020

05/03/2020



# QUARTERLY PROJECTION OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS PER VOTE

## 1. BASIC SERVICES AND INFRASTRUCTURE DELIVERY

BASIC SERVICES AND INFRASTRUCTURE DELIVERY														
BUILDING OF KEY CAPABILITIES (HUMAN, PHYSICAL AND INSTITUTIONAL)														
OUTCOME 9														
IMPROVE ACCESS TO BASIC SERVICES (OUTPUT 2)														
PROJECT DETAILS														
SDBIP KPI No	PROJECT	PROJECT DESCRIPTION	STRATEGIC OBJECTIVE	LOCATION	KEY PERFORMANCE INDICATOR	2018/19 BASELINE/ STATUS QUO	2019/20 ANNUAL TARGET/ PERFORMANCE INDICATOR	QUARTERLY PROJECTIONS				BUDGET	PORTFOLIO OF EVIDENCE	RESPON- SIBILITY
								Q1 (Jul- Sep)	Q2 (Oct- Dec)	Q3 (Jan- Mar)	Q4 (Apr-Jun)			
BSID 24	Free Basic Services	Identification of indigent households and provision of free services	To provide indigent households with free basic electricity	BLM	Number of households provided with free basic electricity	New	3872 provided with FBE by June 2020	3872 provided with FBE	3872 provided with FBE	3872 provide d with FBE	3872 provided with FBE	R 1 500 000	Reports	Budget and Treasu- ry
BSID 25	Free Basic Services	Identification of indigent households and provision of free services	To provide indigent households with free basic waste removal	BLM	Number of households provided with free basic waste removal		3872 provided with FBWR by June 2020	3872 provided with FBWR	3872 provided with FBWR	3872 provide d with FBWR	3872 provided with FBWR	As above	Reports	Budget and Treasu- ry



KPA		BASIC SERVICES AND INFRASTRUCTURE DELIVERY												
NDP		BUILDING OF KEY CAPABILITIES (HUMAN, PHYSICAL AND INSTITUTIONAL)												
OUTCOME 9		IMPROVE ACCESS TO BASIC SERVICES (OUTPUT 2)												
PROJECT DETAILS					KEY PERFORMANCE INDICATOR	2018/19 BASELINE/ STATUS QUO	2019/20 ANNUAL TARGET/ PERFORMANCE INDICATOR	QUARTERLY PROJECTIONS				BUDGET	PORTFOLIO OF EVIDENCE	RESPONSIBILITY
SDBIP KPI No	PROJECT	PROJECT DESCRIPTION	STRATEGIC OBJECTIVE	LOCATION				Q1 (Jul-Sep)	Q2 (Oct-Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)			
BSID 26	Free Basic Services	Identification of indigent households and provision of free services	To provide indigent households with free basic water	BLM	Number of households provided with free basic water	Indigent register updated 2018/19	18410 provided with FBW by June 2020	18410 provided with FBW	18410 provided with FBW	18410 provided with FBW	18410 provided with FBW	As above	Reports	Budget and Treasury
BSID 27	Free basic Services	Identification and registration of indigent beneficiaries	To provide free basic services to the deserving customers.	BLM	Number of reports on indigent management by June 2020	Indigent register updated 2018/19	2 x reports compiled and indigent register updated by June 2020	Identification of Indigents	Identification of Indigents	Update the Indigent Register	Update the Indigent Register	OPEX	Indigent register	Budget and Treasury



## 6.2. FINANCIAL VIABILITY AND MANAGEMENT

FINANCIAL VIABILITY AND MANAGEMENT														
BUILDING OF KEY CAPABILITIES(HUMAN,PHYSICAL & INSTITUTIONAL )														
ADMINISTRATIVE AND FINANCIAL CAPABILITY (OUTPUT 6)														
PROJECT DETAILS														
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								Q1 (Jul-Sep)	Q2 (Oct-Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)			
FVM1	Financial Management	Monitoring of the financial management	To effectively and efficiently manage the financial affairs of the municipality	BLM	Number of Budget Steering Committee meetings by June 2020	4 x Budget steering meetings held by June 2019	4 x Budget Steering meetings held by June 2020	1 x meeting held.	1 x meeting held.	1 x meeting held.	1 x meeting held.	OPEX	Minutes, Report and Attendance Register	Budget and Treasury
FVM2	Revenue Enhancement strategy.	Collection of revenue on electricity sales	To activate meters in the prepaid system	BLM	Percent meters activated in the prepaid system as per data forms by June 2020	New Indicator	100% of meters activated in the prepaid system as per data forms by June 2020	100% of meters activated in the prepaid system	100% of meters activated in the prepaid system	100% of meters activated in the prepaid system	100% of meters activated in the prepaid system	OPEX	Reconciled data form with activated meters	Budget and Treasury



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								Q1 (Jul-Sep)	Q2 (Oct-Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)			
FVM3	Revenue collection	Billing of properties	To bill all customers as per the valuation roll	BLM	Percent customers billed as per the valuation roll by June 2020	All customers are billed as per the valuation roll	100% Customers Billed as per the valuation roll by June 2020	100% customers billed	100% customers billed	100% customers billed	100% customers billed	OPEX	Billing Reports	Budget & Treasury
FVM4	Municipal income collection	Collection of revenue	To collect development fund levy in all villages	BLM	R Amount of revenue collected from Rural development as budgeted by June 2020	R 851 274 collected by June 2019	R 800 000 amount of Rural development income collected by June 2020	R 200 000 Collected	R 200 000 Collected	R 200 000 Collected	R 200 000 Collected	OPEX	Revenue Report	Budget and Treasury
FVM5	Revenue Enhancement Strategy	Review the revenue enhancement strategy	To have a proper guiding tool for revenue enhancement	BLM	Number revenue enhancement strategy	Revenue enhancement strategy approved June 2019	One revenue enhancement strategy reviewed by June 2020	Reviewed Revenue Enhancement	N/A	N/A	N/A	OPEX	Reviewed Revenue enhancement Strategy	Budget and Treasury







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								Q1 (Jul- Sep)	Q2 (Oct- Dec)	Q3 (Jan- Mar)	Q4 (Apr- Jun)			
FVM7	Accounting for the Revenue Transactions	Accounting of Revenue Transactio ns	To receipt and account for monies properly	BLM	Number Debtors reconciliations and age analysis conducted by June 2020	New Indicator	12 Debtors reconciliations and age analysis conducted by June 2020	3 x Debtors recon ciliatio ns	3 x Debtors recon ciliatio ns	3 x Debtors recon ciliatio ns	3 x Debtors recon ciliatio ns	OPEX	Reconciliatio ns and age analysis	Budget and Treasu ry
FVM8	Expenditure Management	Process Salary and third party payments as per payroll report submission by HR	To processed salaries and third party payments as per submission	BLM	Number of salary and third party payment performed by June 2020	New Indicator	12 Salary Payment performed by June 2020	3 paym ent of salari es, third partie s and counc illors on time	3 x paym ent of salari es, third partie s and counc illors on time	3 x paym ent of salari es, third partie s and counc illors on time	3 x paym ent of salari es, third partie s and counc illors on time	OPEX	Bank Statements	Budget and Treasu ry







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								Q1 (Jul- Sep)	Q2 (Oct- Dec)	Q3 (Jan- Mar)	Q4 (Apr- Jun)			
FVM 11	Accounting for the Expenditure Transactions	Accounting of Expenses	To account for expenditu re transactio ns	BLM	Number VAT reconciliations conducted by June 2020	VAT reconciliation s conducted by June 2019	12 VAT reconciliations conducted by June 2020	3 VAT recon ciliatio ns condu cted	3 VAT recon ciliatio ns condu cted	3 VAT recon ciliatio ns condu cted	3 VAT recon ciliatio ns condu cted	OPEX	VAT Reconciliatio ns Reports	Budget and Treasu ry
FVM 12	Accounting for the Expenditure Transactions	Accounting of Expenses	To account for expenditu re transactio ns	BLM	Number Retention Reconciliation s conducted by June 2020	Retention Reconciliatio ns conducted by June 2019	12 Retention Reconciliations conducted by June 2020	3 Reten tion Reco nciliati ons condu cted	3 Reten tion Reco nciliati ons condu cted	3 Reten tion Reco nciliati ons condu cted	3 Reten tion Reco nciliati ons condu cted	OPEX	Retention Reconciliatio ns reports	Budget and Treasu ry



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								Q1 (Jul- Sep)	Q2 (Oct- Dec)	Q3 (Jan- Mar)	Q4 (Apr- Jun)			
FVM 13	Accounting for the Expenditure Transactions	Accounting of Expenses	To account for expenditu re transactio ns	BLM	Number Creditors Reconciliation s conducted by June 2020	Creditors Reconciatio ns conducted by June 2019	12 Creditors Reconciliations conducted by June 2020	3 Credit ors Reco nciliati ons condu cted	3 Credit ors Reco nciliati ons condu cted	3 Credit ors Reco nciliati ons condu cted	3 Credit ors Reco nciliati ons condu cted	OPEX	Creditors Reconciatio ns reports	Budget and Treasu ry
FVM 14	Accounting for the Expenditure Transactions	Accounting of Expenses	To account for expenditu re transactio ns	BLM	Number Petty Cash Reconciliation s performed by June 2020	Petty Cash Reconciatio ns performed by June 2019	12 Petty Cash Reconciliations performed by June 2020	3 Petty Cash Reco nciliati ons perfor med	3 Petty Cash Reco nciliati ons perfor med	3 Petty Cash Reco nciliati ons perfor med	3 Petty Cash Reco nciliati ons perfor med	OPEX	Petty cash Reconciatio ns reports	Budget and Treasu ry



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								Q1 (Jul-Sep)	Q2 (Oct-Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)			
FVM15	FMG Management	Capture spending FMG project and compile spending report in terms of section 71 report.	To account for the grant received	BLM	Percent FMG Spending accounted for – monthly spending reports by June 2020	100% FMG Spending accounted for - Spending Reports June 2019	100% FMG spending accounted for - 12 x spending reports June 2020	100% Spending Reports	100% Spending Reports	100% Spending Reports	100% Spending Reports	OPEX	Spending Reports	Budget and Treasury
FVM16	Operational Expenditure Management	Capture spending on capital project Compile spending reports in terms of section 71 report.	To ensure on operational budget	BLM	Percent Operational budget spent by 30 June 2020	100% Operational expenditure spend by June 2019	100% Operational expenditure spends by June 2020	100% Operational expenditure	100% Operational expenditure	100% Operational expenditure	100% Operational expenditure	OPEX	Quarterly Financial Report	Budget and Treasury



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								Q1 (Jul- Sep)	Q2 (Oct- Dec)	Q3 (Jan- Mar)	Q4 (Apr- Jun)			
FVM 17	Capital Expenditure Management	Compile spending reports in terms of section 71 report.	To manage capital spending	BLM	Percent capital expenditure reports compiled by June 2020	100% Capital expenditure	100 % capital expenditure reports compiled by June 2020	100 % capita l expen diture	100 % capita l expen diture	100 % capita l expen diture	100 % capita l expen diture	OPEX	Quarterly Capital Expenditure Reports	Budget and Treasu ry
FVM 18	Assets Management	Physical Asset Verification	To verify the existence and conditions of the assets and inventory	BLM	Number of assets verifications conducted by June 2020	2 x assets verifications conducted by June 2019	2 x assets verification conducted by June 2020	N/A	N/A	1 asset s verific ation condu cted	1 asset s verific ation condu cted	OPEX	Asset Verification Report	Budget and Treasu ry



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								Q1 (Jul- Sep)	Q2 (Oct- Dec)	Q3 (Jan- Mar)	Q4 (Apr- Jun)			
FVM 19	Inventory Management	Develop stock taking schedule and do stock counting	To update the register.	BLM	Number of stock taking performed per annum by June 2020	7 Stock count conducted June 2019	12 Monthly stock count conducted by June 2020	3 month ly stock count condu cted	3 month ly stock count condu cted	3 month ly stock count condu cted	3 month ly stock count condu cted	OPEX	Report	Budget and Treasu ry
FVM 20	Accounting for the Assets and Inventory	Accounting of Assets Transactio ns	To account for newly acquired assets	BLM	Number Assets Reconciliatio s conducted by June 2020	Assets Reconciliatio ns conducted June 2019	12 x Asset Reconciliations by June 2020	3 x Asset Reco nciliati ons	3 x Asset Reco nciliati ons	3 x Asset Reco nciliati ons	3 x Asset Reco nciliati ons	OPEX	Assets Reconciliatio ns Report	Budget and Treasu ry



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								Q1 (Jul-Sep)	Q2 (Oct-Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)			
FVM 21	Inventory transaction	Accounting of inventory transactions	To ensure accounting on inventory transaction	BLM	Number Inventory Reconciliations conducted by June 2020	Inventory Reconciliations	12 x Inventory Reconciliations conducted by June 2020	3 x Inventory Reconciliations	3 x Inventory Reconciliations	3 x Inventory Reconciliations	3 x Inventory Reconciliations	OPEX	Inventory Reconciliations report	Budget and Treasury
FVM 22	Adjustment Budget	Preparation and approval of adjustment budget	To amend the budget positively or negatively.	BLM	Number Adjustment budget approved by Council by June 2020	Adjustment budget for 2018/19	Adjustment budget approved by Council by June 2020	N/A	N/A	Adjustment budget approved by Council	N/A	N/A	Council resolution and adjusted budget	Budget and treasury office



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								Q1 (Jul-Sep)	Q2 (Oct-Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)			
FVM 23	Investments	Interests on Investment received as budgeted	To report on the interests on investments.	BLM	R amount Interest on investment received as budgeted by June 2020	R 2 475 497 received as investment income	R1 700 000 Received as interest on investment by June 2020	R425 000	R425 000	R425 000	R425 000	N/A	Investment register	Budget and Treasury
FVM 24	Draft and Final Budget 2019/20	Table budget to Council on or before 31 March 2019 and council Approve the final budget on or before 31 May	To allow the public participation and council approve the budget	BLM	Number draft & final budget submitted to Council for approval by June 2020	Approved 2018/19 draft and final budget	One Draft and Final Budget submitted to Council for approval by June 2020	N/A	N/A	Draft Budget tabled to Council	Final Budget adopted by Council	N/A	Council Resolutions draft and Final	Budget and Treasury



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								Q1 (Jul- Sep)	Q2 (Oct- Dec)	Q3 (Jan- Mar)	Q4 (Apr- Jun)			
FVM 25	Section 71 Report	Compile the section 71 report. Submit to treasury within 10 days after month end. Submit to council for approval.	To report financial performance of the municipality.	BLM	Number Section 71 reports compiled and submitted to Treasury by June 2020	12 x 2018/19 Section 71 report	12 x section 71 reports compiled and submitted to Treasury by June 2020	3 x section 71 report submitted to treasury	3 x section 71 report submitted to treasury	3 x section 71 report submitted to treasury	3 x section 71 report submitted to treasury	OPEX	Copy of acknowledgment of receipt by treasuries	Budget and Treasury
FVM 26	Annual Financial Statements	Compilation of AFS, Present to audit committee and submit to AG.	To report the annual financial status of the Municipality	BLM	Number of annual financial statements prepared and submitted to the Auditor General by 31st August 2020	2017/18 Financial statements submitted to the Auditor General by 31st August 2018	One set of AFS compiled and submitted by 31 August 2020	One set of AFS compiled and submitted by 31 August	N/A	N/A	N/A	OPEX	Acknowledgment of receipt of annual financial statements by Auditor General	Budget and Treasury







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								Q1 (Jul- Sep)	Q2 (Oct- Dec)	Q3 (Jan- Mar)	Q4 (Apr- Jun)			
FVM 29	Contract Management	Maintenance of the contract register	To Manage contracts effectively and efficiently	BLM	Updated contract register compiled by June 2020	Updated Contract Register	Updated Contract Register compiled by June 2020	Updat ed contra ct regist er	Updat ed contra ct regist er	Updat ed contra ct regist er	Updat ed contra ct regist er	OPEX	Credible Contract Register	Budget and Treasu ry
FVM 30	Unauthorised, Irregular and Fruitless & Wasteful (UIF) Expenditure Management	Management of UIF expenditure register	To identify and report the occurrence of UIF to stakeholders	BLM	Percent UIF register updated by June 2020	UIF Expenditure register updated	100% updated UIF register by June 2020	100% Identif ied and report ed irregul ar expen diture	100% Identif ied and report ed irregul ar expen diture	100% Identif ied and report ed irregul ar expen diture	100% Identif ied and report ed irregul ar expen diture	OPEX	UIF Register	Budget and Treasu ry



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								Q1 (Jul-Sep)	Q2 (Oct-Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)			
FVM 31	Finance Policies	Review of finance policies and strategies	Budget related policies submitted to council for adoption in May 2020	BLM	Number of policies reviewed by June 2020	13 budget related policies and 1 strategy reviewed and approved by June 2019	13 budget related policies reviewed for 2019/20 financial year by June 2020	N/A	N/A	Submit draft budget related policies to council for public participation approval	13 budget related policies reviewed for 2019/20 financial year by June 2020	OPEX	Budget adopted policies and council resolution	Budget and Treasury



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								Q1 (Jul-Sep)	Q2 (Oct-Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)			
FVM 32	Municipal property disposal in Alldays and Senwabarwana	Advertisement and disposal of sites at Alldays Extension 2 and Senwabarwana Ext 5	To raise revenue through sale of sites	Alldays and Senwabarwana	R amount collected through sale of sites at Alldays and Senwabarwana a June 2020	New indicator	R2M collected from sale of sites at Alldays and Senwabarwana by June 2020	Advertisment of sites	R2M collected from sale of sites at Alldays and Senwabarwana	N/A	N/A	OPEX	Advert and land disposal register	Economic development and planning
FVM 33	Traffic fees	Road blocks and issuing of traffic fines	To promote road safety	BLM	R amount revenue raised through traffic fine by June 2020	New indicator	R 3 350 000 revenue raised through traffic fine by June 2020	R 837 500 collected	R 837 500 collected	R 837 500 collected	R 837 500 collected	OPEX	Report on traffic fines	Community services



FINANCIAL VIABILITY AND MANAGEMENT														
BUILDING OF KEY CAPABILITIES(HUMAN,PHYSICAL & INSTITUTIONAL )														
ADMINISTRATIVE AND FINANCIAL CAPABILITY (OUTPUT 6)														
PROJECT DETAILS														
SDBIP KPI No	PROJECT	PROJECT DESCRIPTION	STRATEGIC OBJECTIVE	LOCATION	KEY PERFORMANCE INDICATOR	2018/19 BASELINE/ STATUS QUO	2019/20 ANNUAL TARGET/ PERFORMANCE INDICATOR	QUARTERLY PROJECTIONS				BUDGET	PORTFOLIO OF EVIDENCE	RESPONSIBILITY
								Q1 (Jul-Sep)	Q2 (Oct-Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)			
FVM 34	Driver licence applications	Provision of driver licence application service	To promote road safety	BLM	R amount revenue raised through driver licence applications fees by June 2020	New indicator	R 1 821 086 revenue raised through driver licence applications fees by June 2020	R 455 271,5 collected	R 455 271,5 collected	R 455 271,5 collected	R 455 271,5 collected	OPEX	Report on driver licences application fees	Community services
FVM 35	Learner licence applications	Provision of learners licences applications service	To promote road safety	BLM	R amount revenue raised through driver licence applications fees by June 2020	New indicator	R 1 040 000 revenue raised through driver licence applications fees by June 2020	R 260 000 collected	R 260 000 collected	R 260 000 collected	R 260 000 collected	OPEX	Report on learner licences application fees	Community services
FVM 36	Motor vehicle licences	Provision of motor vehicle licences applications service	To promote road safety	BLM	R amount revenue raised through motor vehicle	New indicator	R 1 138 914 revenue raised through motor vehicle licences by June 2020	R 62,5 collected	R 62,5 collected	R 62,5 collected	R 62,5 collected	OPEX	Report on motor vehicle licences income	Community services



FINANCIAL VIABILITY AND MANAGEMENT														
BUILDING OF KEY CAPABILITIES(HUMAN,PHYSICAL & INSTITUTIONAL )														
ADMINISTRATIVE AND FINANCIAL CAPABILITY (OUTPUT 6)														
PROJECT DETAILS														
SDBIP KPI No	PROJECT	PROJECT DESCRIPTION	STRATEGIC OBJECTIVE	LOCATION	KEY PERFORMAN CE INDICATOR	2018/19 BASELINE/ STATUS QUO	2019/20 ANNUAL TARGET/ PERFORMANCE INDICATOR	QUARTERLY PROJECTIONS				BUDGET	PORTFOLIO OF EVIDENCE	RESPO NSIBIL ITY
								Q1 (Jul- Sep)	Q2 (Oct- Dec)	Q3 (Jan- Mar)	Q4 (Apr- Jun)			
					licences by June 2020									
FVM 37	Refuse collection	collection	To increase municipal income through refuse removal	BLM	R Amount generated through refuse removal by June 2020	New Indicator	R 250 000 generated through refuse removal by June 2020	R 125 000 collec ted	R 125 000 collec ted	R 125 000 collec ted	R 125 000 collec ted	OPEX	Report on waste collected	Comm unity Service e
FVM 38	Skills levy refund	Submission of skills development refunds	To promote sustainable skills development	BLM	R amount revenue raised through skills development refund by June 2020	New indicator	R 106 000 revenue raised through skills development refund by June 2020	N/A	N/A	N/A	R 106 collec ted	OPEX	Report on skills levy refund	Corpor ate Service es



# CORE MANAGERIAL COMPETENCY

CORE MANAGERIAL COMPETENCIES(CMC)	INDICATE CHOICE	WEIGHT	CURRENT LEVEL(1-5)	DESIRED LEVEL
Strategic Capability and Leadership				
Programme and Project Management	X	10	5	5
Financial Management(compulsory)	X	20	4	5
Change Management				
Knowledge Management	X	10	4	5
Service Delivery Innovation				
Problem Solving and Analysis	X	15	5	5
People and Diversity Management				
Client Orientation and Customer Focus(compulsory)	X	20	4	5
Communication				
Accountability and Ethical Conduct	X	5	4	5
People management and Empowerment (compulsory)	X	20	5	5
Total:		100		