

PERFORMANCE PLAN FOR MUNICIPAL MANAGER 2025-26

Bloubaerg 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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Item No	CONTENT/S
	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
DMIP	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

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PMU	Project Management Unit
RA	Registering Authority
R & S	Roads and Storm Water division
SCM	Supply Chain Management
SLP	Social and Labour Plan
SOBIP	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

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1. DEFINITIONS OF CONCEPTS

1.1. Accounting Officer in relation to a municipality means a municipal official referred to in section 60 of the Municipal Finance Management Act and has the same meaning as Municipal Manager

1.2. Chief Financial Officer means a person who is designated in terms of section 80(2) (a) of the Municipal Finance Management Act

1.3. Financial year means the financial year of a municipality commencing on 1 July each year and ending on 30 June of the following year

Mayor means the mayor of a municipality as elected in terms of the Municipal Structures Act

Senior Manager means a municipal manager or acting municipal manager appointed in terms of section 57 of the Municipal systems Act, and includes a manager directly accountable to a municipal manager in terms of section 56 of the Act

Internal street refers to

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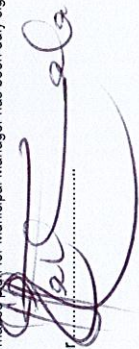
Access road refers to

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R-D

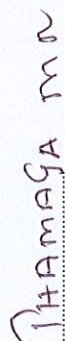
APPROVAL OF PERFORMANCE PLAN 2024-25 FOR MUNICIPAL MANAGER

The 2025-26 Performance plan for Municipal Manager has been duly signed and approved by both the Municipal Manager and the Mayor of Blouberg Local Municipality as follows:

Signed by: 
Municipal Manager

Ramothwala Refilwe Jonas

Date: 30/07/2025

Mayor of Blouberg Local Municipality: 
Cllr Maria Thamaga
Date: 30/07/2025
Witness I: 

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1. INTRODUCTION AND BACKGROUND

After approval of IDP/Budget 2025-26, the Municipality has developed and approved the Service Delivery Budget Implementation Plan 2025-26 in terms of Section 539(1) (c) (i) and 69(3). It is a plan that outlines how the Municipality will implement the IDP/Budget 2025-26 with clear monthly and quarterly targets.

It is based on the above important plans that Performance Plans for the Municipal Manager and Managers reporting to the Municipal manager are developed and signed.

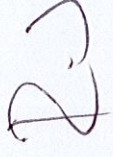
1. INDIVIDUAL PERFORMANCE ASSESSMENTS

The individual performance assessments will be conducted in accordance Municipal Performance Framework. A panel will be constituted to conduct assessments.

2. AMENDMENTS TO THE PERFORMANCE PLAN

The performance plan will be amendment in line with any revision of the SDBIP 2025-26.

In a case of any revision of the SDBIP that affects the performance plan, a revised version of the performance plan should be developed and approved accordingly



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PERFORMANCE TARGETS 2025-26

KPA BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT														
NDP BUILDING KEY CAPABILITIES(HUMAN,PHYSICAL AND INSTITUTIONAL)														
OUTCOME/IMPROVE ACCESS TO BASIC SERVICES (OUTPUT 2)														
Project Details														
Project/KPI	Project Name	Description (major activities)	Strategic Objective	Location	Key Performance Indicator	2024-25 Baseline	2025-26 Annual Target	Q1	Q2	Q3	Q4	2025- 26 Budget	Portfolio of evidence	Responsible Department
BSID 1	Transformers	Purchasing and Installation of emergency Transformers	To ensure uninterrupted energy supply	BLM	Percentage of new transformers purchased and installed by June 2026 as an when a need arise	100% new transformers purchased and installed as an when a need arise	100% new transformers purchased and installed by June 2026 as an when a need arise	100% new transformers installed as an when a need arise	100% new transformers installed as an when a need arise	100% new transformers installed as an when a need arise	100% new transformers purchased and installed as an when a need arise	R2 000 000.00	Proof of Purchase, Register and installation report	Technical services
BSID 7	Replacement of pre-paid meters	Replacement of pre-paid meters	To ensure uninterrupted energy supply	BLM	Number pre-paid meters replaced by June 2026	6380 pre-paid meters replaced by June 2025	1000 pre-paid meters replaced by June 2026	1000 meters replaced	N/A	N/A	N/A	R 2 900 000.00	Replacement of meters report	Technical services
BSID 8	Poles	Purchasing and new Poles	To ensure uninterrupted energy supply	BLM	Percentage new poles purchase and installed by June 2026 as an when a need arise	New indicator	100% new poles purchased and installed by June 2026 as an when a need arise	100% new poles purchased and installed as an when a need arise	100% new poles purchased and installed as an when a need arise	100% new poles purchased and installed as an when a need arise	100% new poles purchased and installed as an when a need arise	R1 000 000.00	Proof of Purchase ,Register and installation report.	Technical services
BSID 21	Road Maintenance Materials	Purchase	Improve maintenance capacity	BLM	Number of road construction materials purchased by June 2026	Number set of identified road maintenance materials purchased by June 2025	4 sets of identified road maintenance materials purchased by June 2026 (Yellow Paints(10), White Paints(10), Road marking brushes/rollers (20), concrete/asphalt cutting discs (10)	Specification and SCM processes	Procurement of identified road maintenance materials purchased(Yellow Paints(10), White Paints(10), Road marking brushes/rollers (20), concrete/asphalt cutting discs)	N/A	N/A	R850,000	Proof of purchase	Technical services

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BSID 22	Culvert	Culverts	To maintain internal streets and access roads on continuous basis	BLM	Number of culverts constructed complete with wing-walls by June 2026	06 new culverts and 04 wingwalls constructed and 60 new culverts purchased by June 2025	Number of culverts constructed complete with wing-walls by June 2026	Construction of 09 culverts and 04 wingwalls	Development of the design report and tender document	Construction of 09 culverts and 04 wingwalls	R150,000	Report and Pictures	Technical services
BSID 24	Construction of Blouberg Stormwater Retention Ponds	To construct the storm water drainage system	To ensure proper control of stormwater	Written and Puraspan	Kilometer of stormwater channels completed(km earth berm,km earth drain,number box culverts,number road signs,water retention pond) by June 2026	New Indicator 0.6 Km of stormwater channels completed(0.6km earth berm,1,430km earth drain,3 box culverts,10 road signs,water retention pond) by June 2026	Procurement Processes for the appointment of a Civil Engineering consultant	Construction of 09 culverts and 04 wingwalls	Procurement processes for the appointment of the contractor. Appointment of the contractor	Site handover, site establishment, site clearance and setting out, and earthworks.	R 15,717,000.00	Advert,appointment letters,handover minutes,Site visit report ,pictures.	Technical services
BSID 26	Construction of Blouberg Stormwater Retention Ponds	To construct the storm water drainage system in Indermark and Avon	To ensure proper control of stormwater	Avon	Kilometer of stormwater channels completed(km earth berm,km earth drain,number box culverts,number road signs,water retention pond) by June 2026	Contractor appointed,site handed over and established,setting out and earthworks done by June 2025 0.6 Km of stormwater channels completed (0.6km earth berm,1,430km earth drain,4 box culverts,10 road signs,water retention pond) by June 2026	Earthworks,construction of stormwater culverts,construction of stormwater channel and earth berm	Construction of earth berm,construction of stormwater retention pond,installation of signs,site finishes,project completion.	Construction of N/A	N/A	R 4 290,861.00	Site visit reports ,pictures.	Technical services
BSID 27	Construction of Kwarung internal street and stormwater control	Construction of Kwarung internal street and stormwater control	To improve road infrastructure	Kwarung	Kilometres of Roadbed layer, Sub base and base layer for Kwarung internal street constructed from gravel to pavement completed by June 2026	One Design report developed and approved for Kwarung internal street and stormwater control completed by June 2025 1,240 km of Roadbed layer, Sub base and base layer for Kwarung internal street constructed from gravel to pavement completed by June 2026	Tender Stage, Site Handover and Establishment	CONSTRUCTION STAGE – Site clearance and road excavations	CONSTRUCTION STAGE – Relocations of existing services, and construction of road bed for Kwarung internal street	100% construction of Roadbed layer, Sub base and base layer for Kwarung internal street and stormwater control completed by June 2026	R 8 209 260	Advert,appointment letters,handover minutes,Site visit report ,pictures	Technical services

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BSID 28	Construction of Boshela to Thalanne access road	Construction of Boshela to Thalanne access road	To improve road infrastructure	Boshela, Thalanne	Kilometres of Boshela to Thalanne road constructed from gravel to pavement and stormwater control completed by June 2026	One Design report developed and approved for Boshela to Thalanne access road and stormwater control completed by June 2024	Construction of 2,720km of Roadbed layer, Sub base and base layer for Boshela to Thalanne access road constructed from gravel to pavement completed by June 2026	Tender Stage, Site Handover and Establishment	CONSTRUCTION STAGE – Site clearance and excavations	CONSTRUCTION STAGE – Relocations of existing services, construction of road bed for Kwarung internal street	100% construction of Roadbed layer, Sub base and base layer for Kwarung internal street and stormwater control completed by June 2025	R23 648 815.00	Advert, appointment letters, handover minutes, Site visit report, pictures	Technical services
BSID 29	Construction of Ga Kobe internal streets and stormwater control	Construction of Ga Kobe internal streets and stormwater control	To improve road infrastructure	Ga-Kobe	Kilometres of Ga Kobe internal streets constructed from gravel to pavement and Storm-water channel completed by June 2026	One Design report developed and approved for Ga Kobe internal street and Stormwater control by June 2025	4 Kilometres of Ga Kobe internal streets constructed from gravel to pavement and Storm-water channel completed by June 2026	N/A	N/A	4 kilometres constructed	Technical services	R10 535 321.00	Scoping report, preliminary design report and detailed approved design report	Technical services
BSID 30	Specialized Waste vehicles	Purchase of specialized waste vehicles	To improve waste collection plant	BLM	Number Specialized Waste vehicles purchased by June 2026	New Indicator	3 Specialized Waste vehicles purchased by June 2026	N/A	N/A	SCM processes	3 Specialized Waste vehicles purchased and delivered	R9,404,404.61	Proof purchase and delivery notes	Technical services
BSID 32	Refurbishment of Municipal building	Improvement of municipal infrastructure	To refurbish municipal building to improve its condition	BLM	Percentage refurbishment work done on municipal office building by June 2026	New Indicator	100% refurbishment work done on municipal office building by June 2026	100% refurbishment work done on municipal office building, work done on municipal office building, millenium park to Witten road developed by June 2026	N/A	N/A	N/A	R 6.3M	Refurbishment Report	Technical services
BSID 33	Development of the designs	Development of Millenium Park to Witten designs	To improve road infrastructure	Millenium to Witten	Number designs for millenium park to Witten road developed by June 2026	New Indicator	One design for millenium park to Witten road developed by June 2026	One design for millenium park to Witten road developed by June 2026	N/A	N/A	N/A	R 1,500,000.00	Designs report	Technical services
BSID	Indigent relief	Provision of indigent services	To provide indigent relief	BLM	Number indigent households provided with free basic electricity by June 2026	2696 indigent households provided with Free basic electricity by June 2025	2696 indigent households provided with Free basic electricity by June 2026	2696 indigent households provided with Free basic electricity	2696 indigent households provided with Free basic electricity	2696 indigent households provided with Free basic electricity	2696 indigent households provided with Free basic electricity	R 588 513	Indigents register	Budget & Treasury
KPA	INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT													

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BUILDING CAPABLE AND DEVELOPMENTAL STATE														
OUTCOME 9		ADMINISTRATIVE AND FINANCIAL CAPABILITY												
Project Details														
Project/K PI Number	Project Name	Project Description (major activities)	Strategic Objective	Location	Key Performance Indicator	2024-25 Baseline	2025-26 Annual Target	Quarterly Projections				2025-26 Budget	Portfolio of evidence	Responsible Department
								Q1	Q2	Q3	Q4			
MTOD 01	Fleet management	Procurement of vehicles	Improve fleet assets of the Municipality	BLM	Number water tanker,tipper truck, electricity cars and traffic cars by June 2026	2x Electrical Bakkies vehicles purchased by June 2025	01 water tanker,1 tipper truck,2 electricity cars and 2 traffic cars by June 2026	SCM Process	01 water tanker,1 tipper truck,2 electricity cars and 2 traffic cars	N/A	N/A	R5,100,000	Delivery note and Invoices	Corporate services
MTOD 09	Training of Councillors	Training of Councillors	To capacitate Councillors to perform the oversight role	BLM	Number Councillors trained by June 2026	15 Councillors trained by June 2025	20 Councillors trained by June 2026	N/A	20 Councillors Trained	N/A	N/A	R500,000	Councillor Training Report	Corporate services
MTOD 10	Training of employees	Training of Municipal Employees	To enhance skills of employees	BLM	Number Employees trained by June 2026	15 Employees to be trained by June 2025	10 Employees to be trained by June 2026	N/A	10 Employees trained	N/A	N/A	R208,000	Employees Training Report	Corporate services
MTOD 11	Municipal employees bursary	Granting of bursaries	Skilling of Municipal Employees	BLM	Number of employees granted bursary by June 2026	Bursaries granted to 4 employees by June 2025	Bursaries granted to 4 employees by June 2026	N/A	N/A	4 Bursaries granted to employees	N/A	R313,000	Bursary allocation report	Corporate services
MTOD 15	Employee wellness	Wellness programmes to be conducted	Offer awareness to employees to increase the morale of employees	BLM	Number Wellness programme conducted by June 2026	2 Wellness programme conducted by June 2025	2 Wellness programme conducted by June 2026	1 Weness Programme	1 Wellness Programme	N/A	N/A	OPEX	Wellness report and Attendance register	Corporate services
MTOD 18	Conduct waste disposal facilities external audits	Conduct external Audits	To ensure efficient Waste Management	BLM	Number waste disposal facilities external audits conducted by June 2026	New Indicator	01 waste disposal facilities external audit conducted by June 2026	N/A	N/A	N/A	01 waste disposal facilities external audits conducted	R 300 000	Waste facilities external audit report	Community Services

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MTOD 22	Conduct Cleaning Campaigns	Facilitation of Cleaning Awareness Campaigns and Campaigns	To ensure awareness on waste management	BLM	Number of cleaning campaigns conducted by June 2026	04 cleaning campaigns conducted	04 cleaning campaigns conducted by June 2026	1 cleaning campaign conducted	1 cleaning campaign conducted	1 cleaning campaign conducted	1 cleaning campaign conducted	1 cleaning campaign conducted	OPEX	Cleaning campaigns reports and photos	Community Services
MTOD 24	Waste Management	Management of Senwabarwan a landfill site	To ensure proper maintenance and operation of site	BLM	Number landfill site maintenance reports compiled by June 2026	12 landfill site maintenance reports compiled by June 2026	12 landfill site maintenance reports compiled by June 2026	3 landfill reports compiled	3 landfill reports compiled	3 landfill reports compiled	3 landfill reports compiled	3 landfill reports compiled	R5 000,000	Landfill maintenance reports	Community Services
MTOD 38	Traffic law enforcement	Road safety campaigns	To celebrate transport month and promote awareness	BLM	Number transport Awareness Events conducted by June 2026	2 transport Awareness Event conducted by June 2025	4 transport Awareness Events conducted by June 2026	1 transport Awareness Event conducted	2 transport Awareness Event conducted	N/A	1 transport Awareness Event conducted	1 transport Awareness Event conducted	OPEX	Attendance register, report and pictures	Community Services
MTOD 41	Pound management.	Awareness campaigns	Promote safety	BLM	Number awareness campaigns conducted by June 2026	4 awareness campaigns conducted by June 2025	4 awareness campaigns conducted by June 2026	1 pound awareness campaign conducted	1 pound awareness campaign conducted	1 pound awareness campaign conducted	1 pound awareness campaign conducted	1 pound awareness campaign conducted	OPEX	Pound awareness campaigns reports	Community Services
MTOD 49	Conduct Disaster Management education and awareness campaigns to communities	campaigns	To ensure effective Disaster Management	BLM	Number disaster education and awareness campaigns conducted by June 2026	4 Education and awareness campaigns conducted by June 2025	4 disaster Education and awareness campaigns conducted by June 2026	1 Disaster Education and awareness campaigns conducted	1 Disaster Education and awareness campaigns conducted	1 Disaster Education and awareness campaigns conducted	1 Disaster Education and awareness campaigns conducted	1 Disaster Education and awareness campaigns conducted	OPEX	Attendance register, report and pictures	Community Services
MTOD 51	IDP Steering Committees and Review Sessions	Compilation of quarterly SDBIP Reports	Compliance with legislations	BLM	Number of SDBIP Reports compiled by June 2026	4 SDBIP Reports compiled by June 2025	4 SDBIP Reports compiled by June 2026	Fourth Quarter SDBIP 2023-24	First Quarter SDBIP Report 2024/25	Mid-year Quarter SDBIP Report 2024/25	Third Quarter SDBIP Report 2024/25	Third Quarter SDBIP Report 2024/25	OPEX	Quarterly SDBIP Reports & council resolutions	MM/Mayor' Office
MTOD 52	Performance Assessments	Conducting individual performance Assessments	Enhanced Municipal performance	BLM	Number individual performance assessments conducted (Annual and mid-year) by June 2026	2 Individual Assessments conducted (Annual and Mid-year) by June 2025	2 Individual Assessments conducted (Annual and Mid-year) by June 2026	N/A	N/A	Annual and Mid-year Individual Assessments conducted	N/A	N/A	OPEX	Reports and Registers	MM/Mayor' Office
MTOD 56	Gazetting of By-	Gazetting	To ensure	BLM	Number by-laws	Two by-laws	Three by-laws	N/A	04 By-laws	N/A	N/A	N/A	R 150 000	Report on gazetting of	Corporate services
KPA	LOCAL ECONOMIC DEVELOPMENT														
OUTCOME 9	IMPLEMENTATION OF COMMUNITY WORKS PROGRAMME														
Project Details															

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Project/K PI Number	Project Name	Project Description (major activities)	Strategic Objective	Location	Key Performance Indicator	2024-25 Baseline	2025-26 Annual Target	Quarterly Projections				2025-26 Budget	Portfolio of evidence	Responsible Department
								Q1	Q2	Q3	Q4			
LED 01	LED Projects	Financial support to LED Projects	To create and promote LED initiatives in the business sector	BLM	Number LED Projects Financially supported by June 2026	New Indicator	3 LED Projects Financially supported by June 2026	Identification of SMMs to be supported	facilitate the appointment process of service provider	3 LED Projects Financially supported	Project close out report	R 500 000.00	Reports and pictures	Economic Development & Planning
LED 05	EPWP - Grant	Appointment	To create job	BLM	Number	job 250 opportunities	260	260 EPWP job	N/A	N/A	N/A	R5,700,000	List of	Community Services
FINANCIAL VIABILITY AND MANAGEMENT														
NDP BUILDING OF KEY CAPABILITIES(HUMAN,PHYSICAL &INSTITUTIONAL)														
OUTCOME 9 ADMINISTRATIVE AND FINANCIAL CAPABILITY (OUTPUT 6)														
Project Details														
Project/K PI Number	Project Name	Project Description (major activities)	Strategic Objective	Location	Key Performance Indicator	2024-25 Baseline	2025-26 Annual Target	Quarterly Projections				2025-26 Budget	Portfolio of evidence	Responsible Department
								Q1	Q2	Q3	Q4			
MF/VM 01	Annual financial statement	Compilation of AFS	Enhance Sound Municipal financial viability and management	BLM	Number set of AFS 2024-25 Completed & submitted to AGSA,LPT,COG OHSTA& NT by June 2026	2023/24 AFS 1 set of AFS & 2024-25 submitted to AGSA, LPT& NT	1 set of AFS & 2024-25 Completed & submitted to AGSA,LPT,COG OHSTA& NT by June 2026	AFS Completed & submitted to AGSA,LPT,COG OHSTA& NT	N/A	N/A	N/A	R1,200,000	Acknowledgement of the receipt from AGSA, LPT, COGHSTA & NT	Budget & Treasury
MF/VM 03	Monthly budget statement(Sec 71 reports)	Compilation of reports	Enhance Sound Municipal financial viability and management	BLM	12 monthly budget statements submitted to Treasury within 10 working days after month-end	12 monthly budget statements submitted to Treasury within 10 working days after month-end	12 monthly budget statements submitted to Treasury within 10 working days after month-end	3 monthly budget statements submitted to Treasury within 10 working days after month-end	3 monthly budget statements submitted to Treasury within 10 working days after month-end	3 monthly budget statements submitted to Treasury within 10 working days after month-end	3 monthly budget statements submitted to Treasury within 10 working days after month-end	OPEX	Budget Statement Reports	Budget & Treasury

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MFVM 04	MSCOA data strings report	Compilation of reports	Enhance Sound Municipal financial viability and management	BLM	Number quarterly MSCOA data strings report compiled by June 2026	4 quarterly MSCOA data strings report compiled by June 2025	4 quarterly MSCOA data strings report compiled by June 2026	1 quarterly MSCOA data strings report compiled	1 quarterly MSCOA data strings report compiled	1 quarterly MSCOA data strings report compiled	1 quarterly MSCOA data strings report compiled	OPEX	MSCOA data strings report	Budget & Treasury
MFVM 05	MSCOA projects implementation	Compilation of reports	Enhance Sound Municipal financial viability and management	BLM	Number MSCOA projects implementation reports compiled by June 2026	One MSCOA projects implementation reports compiled by June 2025	4 x MSCOA projects implementation reports compiled by June 2026	1 x MSCOA projects implementation reports compiled	1 x MSCOA projects implementation reports compiled	1 x MSCOA projects implementation reports compiled	1 x MSCOA projects implementation reports compiled	OPEX	MSCOA Project Implementation Reports	Budget & Treasury
MFVM 07	Annual Budget (Draft)	Compilation of reports	Enhance Sound Municipal financial viability and management	BLM	Number draft budget compiled and tabled by June 2026	1 draft budget compiled & tabled by June 2025	1 x draft budget compiled and tabled by March 2026	N/A	N/A	1 x draft budget compiled and tabled March	N/A	OPEX	Council Resolution	Budget & Treasury
MFVM 08	Annual Budget (Final)	Compilation of reports	Enhance Sound Municipal financial viability and management	BLM	Number final budget compiled by June 2026	1 Final budget compiled by June 2025	1 x Final budget compiled by June 2026	N/A	N/A	N/A	1 x Final budget compiled	OPEX	Council Resolution	Budget & Treasury
MFVM 09	Adjustment budget	Compilation of adjustment budget	Enhance Sound Municipal financial viability and management	BLM	Number adjustment budget compiled by June 2026	Adjustment budget compiled	1 x adjustment budget compiled and submitted to council, LP & NT by June 2026	N/A	N/A	1 x adjustment budget compiled and submitted to LP & NT	N/A	OPEX	Council resolution	Budget & Treasury
MFVM 10	Compile financial report, (section 52)	Compilation of report	Enhance Sound Municipal financial viability and management	BLM	Number quarterly financial reports compiled and reported to Executive Committee (EXCO) and Council by June 2026	4 x quarterly financial report compiled and reported to EXCO & Council by June 2025	4 x quarterly financial report compiled and reported to Executive Committee and Council by June 2026	1 x quarterly financial report compiled and reported to EXCO & Council	1 x quarterly financial report compiled and reported to EXCO & Council	1 x quarterly financial report compiled and reported to EXCO & Council	1 x quarterly financial report compiled and reported to EXCO & Council	OPEX	Financial Reports	Budget & Treasury
MFVM 11	Procurement plan	Compilation of report	Enhance Sound Municipal financial viability and management	BLM	Number procurement plan developed and approved by June 2026	1 x procurement plan developed and approved	1 x procurement plan developed and approved by June 2025	1 procurement plan developed and approved	N/A	N/A	N/A	OPEX	Procurement plan	Budget & Treasury

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MFVM 12	Conduct training of SCM practitioner	Conduct training of SCM practitioner	Enhance Sound Municipal financial viability and management	BLM	Number Training attended by June 2026	SCM Training attended	1 x SCM Training conducted by June 2026	N/A	N/A	N/A	1 x SCM Training attended	R 300,000.00	Attendance Register	Budget & Treasury
MFVM 13	Acquisition management(Bids Register)	Compilation of reports	Enhance Sound Municipal financial viability and management	BLM	Number updated awarded Bids reports by June 2026	12 x updated awarded Bids reports by June 2025	4 x updated awarded Bids placed on website by June 2026	1 x updated list awarded Bids placed on website	1 x updated list awarded Bids placed on website	1 x updated list awarded Bids placed on website	1 x updated list awarded Bids placed on website	OPEX	List of awarded Bids (updated)	Budget & Treasury
MFVM 14	Revenue management committee	Revenue management committee meetings to be held	Enhance Sound Municipal financial viability and management	BLM	Number revenue management meetings held by June 2026	Two revenue management meetings held by June 2026	4 x revenue management meetings to be held by June 2026	1 x revenue management meeting to be held	1 x revenue management meeting to be held	1 x revenue management meeting to be held	1 x revenue management meeting to be held	OPEX	Attendance Register	Budget & Treasury
MFVM 15	Billing Report	compilation of report	Enhance Sound Municipal financial viability and management	BLM	Number billing reports completed by June 2026	New Indicator	12 reports completed by June 2026	3 billing reports completed	3 billing reports completed	3 billing reports completed	3 billing reports completed	OPEX	Billing reports	Budget & Treasury
MFVM 16	Electricity Distribution Loss	calculation of losses	Enhance Sound Municipal financial viability and management	BLM	Number quarterly distribution reports completed by June 2026	New Indicator	4 quarterly distribution reports completed by June 2026	1 quarterly distribution loss reports completed	1 quarterly distribution loss reports completed	1 quarterly distribution loss reports completed	1 quarterly distribution loss reports completed	OPEX	Distribution loss reports	Budget & Treasury
MFVM 18	VAT	Vat refunds	Enhance Sound Municipal financial viability and management	BLM	Number 201 reports completed by June 2026	New Indicator	12 VAT 201 reports completed by June 2026	3 VAT 201 reports completed	3 VAT 201 reports completed	3 VAT 201 reports completed	3 VAT 201 reports completed	OPEX	VAT 201 reports	Budget & Treasury
MFVM 19	Remuneration file	compilation of file	Enhance Sound Municipal financial viability and management	BLM	Number Remuneration reports completed by June 2026	New Indicator	12 Remuneration reports completed by June 2026	3 Remuneration reports completed	3 Remuneration reports completed	3 Remuneration reports completed	3 Remuneration reports completed	OPEX	Remuneration reports	Budget & Treasury

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MFVM 20	Assets management plan	compilation of management	To safeguard municipal assets	BLM	Number asset management plan developed by June 2026	New Indicator	One asset management plan developed by June 2026	One asset management plan developed by June 2026	N/A	N/A	N/A	OPEX	Asset management plan	Budget & Treasury
MFVM 21	Unbundling of Asset Register	Unbundling of Asset Register	To safeguard municipal assets	BLM	Number unbundling of assets report compiled by June 2026	Asset unbundling reports	1 x unbundling of assets report compiled by June 2026	1 x Report on asset Unbundling	N/A	N/A	N/A	R 1 900 000	Unbundling of Asset Register	Budget & Treasury
MFVM 22	Municipal Insurance	appointment of service provider	To safeguard municipal assets	BLM	Number Insurance service provider appointed by June 2026	One Insurance service provider appointed by June 2025	One Insurance service provider appointed by June 2026	One Insurance service provider appointed by June 2026	N/A	N/A	N/A	R3 000 000	Insurance report	Budget & Treasury
MFVM 23	Reporting of incidents occurred	Reports	To safeguard municipal assets	BLM	Number incidents reports compiled by June 2026	12 monthly incidents reports compiled by June 2025	12 monthly incidents reports compiled by June 2026	1 x incidents report compiled	1 x incidents report compiled	1 x incidents report compiled	1 x incidents report compiled	OPEX	Incidents Reports	Budget & Treasury
MFVM 24	Property Rates	assessment rates	Enhance Sound Municipal financial viability and management	BLM	R amount collected through property rates by June 2026	New Indicator	R 75 395 000 amount collected through property rates by June 2026	R 19 098 750 amount collected through property rates	R 19 098 750 amount collected through property rates	R 19 098 750 amount collected through property rates	R 19 098 750 amount collected through property rates	OPEX	Revenue collection report	Budget & Treasury
MFVM 25	Traffic Fines	Payment of traffic fines	Enhance Sound Municipal financial viability and management	BLM	R amount collected through traffic fines by June 2026	New Indicator	R 1 642 734 amount collected through traffic fines by June 2026	R 410 683 amount collected through traffic fines	R 410 683 amount collected through traffic fines	R 410 683 amount collected through traffic fines	R 410 683 amount collected through traffic fines	OPEX	Revenue collection report	Community services
MFVM 26		Drivers and vehicle licensing	Enhance Sound Municipal financial viability and management	BLM	R amount collected through traffic licensing by June 2026	New Indicator	R 5 475 780 amount collected through traffic licensing by June 2026	R 1 368 945 amount collected through traffic licensing	R 1 368 945 amount collected through traffic licensing	R 1 368 945 amount collected through traffic licensing	R 1 368 945 amount collected through traffic licensing	OPEX	Revenue collection report	Community services
MFVM 27		waste removal fees	Enhance Sound Municipal financial viability and management	BLM	R amount collected through waste collection by June 2026	New Indicator	R 3 250 000 amount collected through waste collection by June 2026	R 812 500 amount collected through waste collection	R 812 500 amount collected through waste collection	R 812 500 amount collected through waste collection	R 812 500 amount collected through waste collection	OPEX	Revenue collection report	Community services
	Waste collection													

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MFVM 28	Electricity conventional	payment of electricity	Enhance Sound Municipal financial viability and management	BLM	R amount collected through conventional electricity by June 2026	New Indicator	R 3 399 026 amount collected through conventional electricity by June 2026	R 849 756.5 amount collected through conventional electricity	R 849 756.5 amount collected through conventional electricity	R 849 756.5 amount collected through conventional electricity	OPEX	Revenue collection report	Technical services
MFVM 29		payment of electricity	Enhance Sound Municipal financial viability and management	BLM	R amount prepaid electricity by June 2026	New Indicator	R 52 000 000 amount collected through prepaid electricity by June 2026	R 13 000 000 amount collected through prepaid electricity	R 13 000 000 amount collected through prepaid electricity	R 13 000 000 amount collected through prepaid electricity	OPEX	Revenue collection report	Technical services
MFVM 30	Electricity prepaid	Payment of reconnection fees	Enhance Sound Municipal financial viability and management	BLM	R amount collected through electricity reconnection by June 2026	New Indicator	R 290 290 amount collected through electricity reconnection by June 2026	R 72 572.5 amount collected through electricity reconnection	R 72 572.5 amount collected through electricity reconnection	R 72 572.5 amount collected through electricity reconnection	OPEX	Revenue collection report	Technical services
MFVM 31	Electricity reconnection fees	sale of sites	Enhance Sound Municipal financial viability and management	BLM	R amount collected through sale of sites by June 2026	New Indicator	R 2 000 000 amount collected through sale of sites by June 2026	N/A	R 2 000 000 amount collected through sale of sites	N/A	OPEX	Revenue collection report	Economic Development and Planning
MFVM 32	Sale of Sites	Inspection and approval of building plans	Enhance Sound Municipal financial viability and management	BLM	R amount collected through building plans by June 2026	New Indicator	R 110 000 amount collected through building plans by June 2026	R 27 500 amount collected through building plans	R 27 500 amount collected through building plans	R 27 500 amount collected through building plans	OPEX	Revenue collection report	Economic Development and Planning
MFVM 33	Building Plans	Inspection and issuing of business licences	Enhance Sound Municipal financial viability and management	BLM	R amount collected through business registrations by June 2026	New Indicator	R 180 000 amount collected through business registrations by June 2026	R 45 000 amount collected through business registrations	R 45 000 amount collected through business registrations	R 45 000 amount collected through business registrations	OPEX	Revenue collection report	Economic Development and Planning
MFVM 34	Business Registration	payment of hawkers fees	Enhance Sound Municipal financial viability and management	BLM	R amount collected through hawkers stalls by June 2026	New Indicator	R amount collected through hawkers stalls rental by June 2026	R 45 000 amount collected through hawkers stalls rental	R amount collected through hawkers stalls rental	R amount collected through hawkers stalls rental	OPEX	Revenue collection report	Economic Development and Planning
MFVM 35	Hawkers	Refund for skills development	Enhance Sound Municipal financial viability and management	BLM	R amount collected through skills development levy by June 2026	New Indicator	R 307 830 amount collected through skills development levy by June 2026	N/A	R 307 830 amount collected through skills development levy	N/A	OPEX	Revenue collection report	Economic Development and Planning
	Skills Levy												

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MFVM 36	Facilities Rental	Facility rental	Enhance Sound Municipal financial viability and management	BLM	R amount collected through rental of facilities by June 2026	New Indicator	R amount collected through rental of facilities by June 2026	R amount collected through rental of facilities	R amount collected through rental of facilities	R amount collected through rental of facilities	R amount collected through rental of facilities	OPEX	Revenue collection report	Community services
MFVM 37		payment for pound services	Enhance Sound Municipal financial viability and management	BLM	R amount collected through pound services by June 2026	New Indicator	R 589 546 amount collected through pound services by June 2026	R 147 386.5 amount collected through pound services	R 147 386.5 amount collected through pound services	R 147 386.5 amount collected through pound services	R 147 386.5 amount collected through pound services	OPEX	Revenue collection report	Community services
MFVM 38	Pound Services	payment of res	Enhance Sound Municipal financial viability and management	BLM	R amount collected through development levy by June 2026	New Indicator	R 228 650 amount collected through development levy by June 2026	R 228 650 amount collected through development levy	R 228 650 amount collected through development levy	R 228 650 amount collected through development levy	R 228 650 amount collected through development levy	OPEX	Revenue collection report	Economic Development and Planning
	Development Levy													
GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
NDP ACTIVE ENGAGEMENT OF CITIZENS IN THEIR OWN DEVELOPMENT														
OUTCOME DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL (OUTPUT 5)														
Project Details														
Project/K P1 Number	Project Name	Project Description (major activities)	Strategic Objective	Location	Key Performance Indicator	2024-25 Baseline	2025-26 Annual Target	Quarterly Projections				2025-25 Budget	Portfolio of evidence	Responsible Department
								Q1	Q2	Q3	Q4			
GGPP 01	Auditing	Coordination of external Audit process	Improved audit opinion	BLM	Number unqualified audit opinion obtained for 2024-25 financial year by June 2025	Unqualified audit opinion obtained for 2023-24	One unqualified audit opinion obtained for 2024-25 financial year by June 2025	N/A	One unqualified audit opinion obtained for 2024-25 financial year	N/A	N/A	R 5 200 000	Audit report 2023-24	MMMayor Office
GGPP 02	Audit & Risk Committee Allowances	Coordination of Risk and Audit Committee meetings	Improved audit opinion	BLM	Number and Committee meetings by June 2026	Risk 08 meetings held by June 2025	04 Risk and 04 Audit Committee meetings by June 2026	01 Risk and 01 Audit Committee	01 Risk and 01 Audit Committee	01 Risk and 01 Audit Committee	01 Risk and 01 Audit Committee	R 600 000	Minutes and Registers	MMMayor Office
GGPP 03	Printing and Publication	Production of Municipal newsletter, diaries, calendars	To improve communication	BLM	Number of newsletter editions, diaries and calendars produced by June 2026	2 newsletters, 100 diaries and 1000 calendars produced by June 2025	2 newsletters, 100 editions, 60 diaries and 2000 calendars produced by June 2026	N/A	One newsletter edition produced	60 diaries and 2000 calendar produced	One calendar newsletter edition produced	R500 000	Copy of newsletter, order and PoP	Corporate services

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GGPP 04		To enhance the image of the Municipality	BLM	Number banners purchased and branded by June 2025	20 banners purchased and branded by June 2025	20 banners purchased and branded by June 2026	N/A	20 banners purchased and branded by June 2026	N/A	R300,000	Pictures	Corporate services
GGPP 08	Community Participation	Enhanced Community participation	BLM	Number Council outreach programmes coordinated and supported by June 2026	6 Council outreach programmes coordinated and supported by June 2025	4 Council outreach programmes coordinated and supported by June 2026	1 Council outreach programmes coordinated and supported by June 2026	1 Council outreach programmes coordinated and supported by June 2026	1 Council outreach programmes coordinated and supported by June 2026	R 1 M	Council Outreach programmes Report	Corporate services
GGPP 09	Whippery Management	Promote multiparty relations	BLM	Number Whippery management meeting coordinated and supported by June 2026	4 Whippery management meeting coordinated and supported by June 2025	4 Whippery management meeting coordinated and supported by June 2026	1 Whippery management meeting coordinated and supported by June 2026	1 Whippery management meeting coordinated and supported by June 2026	1 Whippery management meeting coordinated and supported by June 2026	R200,000	Whippery meetings Report	Corporate services
GGPP 10	MPAC Programmes	To improve public participation	BLM	Number MPAC programmes coordinated by June 2026	5 MPAC programmes coordinated by June 2025	5 MPAC programmes coordinated by June 2026	N/A	N/A	5 MPAC programmes coordinated by June 2023	R 538 000	MPAC programmes Report	Corporate services
GGPP 11	Ward Committees' Conference Programmes	To improve public participation	BLM	Number of Ward Committees' Conference held by June 2026	1 Ward Committees' Conference held	1 Ward Committees' Conference held by June 2026	N/A	1 Ward Committees' Conference coordinated and supported	N/A	R1,900,000	Ward committee conference Report	Corporate services
GGPP 12	Remuneration of ward committees	To improve public participation	BLM	Percentage Ward Committee members receiving monthly stipend by June 2026	220 Ward Committee members receiving monthly stipend	100% Ward Committee members receiving monthly stipend by June 2026	100% Ward Committee members receiving monthly stipend	100% Ward Committee members receiving monthly stipend	100% Ward Committee members receiving monthly stipend	R 5,1 M	Ward committee stipend Report	Corporate services
GGPP 13	IDP Review	To ensure successful review of the IDP	BLM	Number IDP/Budget 2025-26 reviewed and compiled by June 2026	IDP public participation report	1 IDP/Budget 2025-26 reviewed and compiled by June 2026	N/A	N/A	One IDP/Budget 2025-26 reviewed and compiled	OPEX	Copy of IDP and Council resolution	MM/Mayor' Office
GGPP 14	IDP/Budget Process plan	To ensure successful review of the IDP	BLM	Number IDP Process plan developed and approved by June 2026	One IDP Process plan developed and approved by June 2025	1 IDP Process plan developed and approved by June 2026	N/A	N/A	N/A	OPEX	Copy and Council Resolution	MM/Mayor' Office

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GGPP 15	Strategic planning sessions	Hold sessions	To ensure successful review of the IDP	BLM	Number strategic sessions held by June 2026	2 Strategic session held by June 2025	1 Strategic session held by June 2025	2 Strategic session held	1 Strategic session held	2 Strategic session held	OPEX	Strategic session Report	MM Mayor Office
GGPP 16	IDP/Budget Public participation	IDP stakeholder consultations	To ensure effective public participation in the review of the IDP	BLM	Number IDP consultative meetings conducted, IDP consultative reports compiled by June 2026	IDP public participation report	13 IDP consultative meetings conducted and One IDP consultative reports compiled by June 2025	N/A	1 Rep forum	N/A	R 667 000	IDP/Budget Consultation Report	MM Mayor Office
GGPP 17	Development municipal multi sectoral implementation plan	development and approval of plan	To Provide support on HIV/AIDS program	BLM	Number Municipal HAST plan approved by the Local AIDS council and submitted to DAC and LPAC by June 2025	One plan developed, approved and submitted by June 2025	1 Municipal HAST plan approved by the Local AIDS council and submitted to DAC and LPAC by June 2025	N/A	1 Municipal HAST plan approved by the Local AIDS council and submitted to DAC and LPAC	N/A	OPEX	Municipal HAST Plan	Community services
GGPP 18	Conduct HIV/AIDS programmes	meetings	Implement on HIV/AIDS programmes	BLM	Number M&E meetings held by June 2026	3 HIV/AIDS programmes coordinated by June 2024	4 M&E meetings held by June 2026	1 M&E meetings held	1 M&E meetings held	1 M&E meetings held	OPEX	M & E Meetings Reports	Community services
GGPP 19	HIV/AIDS Council technical committee	meetings	Implement on HIV/AIDS programmes	BLM	Number AIDS Council technical committee meetings held by June 2026	4 HIV/AIDS programmes coordinated by June 2025	4 AIDS Council technical committee meetings held by June 2026	1 AIDS Council technical committee held	1 AIDS Council technical committee held	1 AIDS Council technical committee held	OPEX	Reports and attendance	Community services
GGPP 20	Local Aids council meetings	meetings	Implement on HIV/AIDS programmes	BLM	Number Local Aids council meetings held by June 2026	4 Local Aids council meetings held by June 2025	4 Local Aids council meetings held by June 2026	1 Local Aids council meeting held	1 Local Aids council meeting held	1 Local Aids council meeting held	OPEX	Reports and attendance	Community services
GGPP 21	HIV/AIDS Ward/Cluster meetings	meetings	Promote advocacy and stakeholder collaboration	BLM	Number HIV/AIDS ward/cluster meeting coordinated by June 2026	6 HIV/AIDS coordinated	12 HIV/AIDS ward/cluster meeting coordinated by June 2026	N/A	6 HIV/AIDS ward/cluster coordinated	N/A	OPEX	Reports and attendance	Community services

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GGPP 22	Prevent spread of communicable diseases	Hold awareness campaigns	To prevent spread of communicable diseases	BLM	Number HAST awareness campaigns and preventions held by June 2026	4 HAST awareness campaigns and preventions held by June 2025	3 HAST awareness campaigns and preventions held by June 2026	1 HAST awareness campaigns and preventions held	1 HAST awareness campaigns and preventions held	OPEX	Reports and attendance	Community services
GGPP 23	Gender Programme	Support gender programs	To provide support to special focus groups	BLM	Number men and women councils meeting coordinated by June 2026	4 men and 4 women councils meeting coordinated by June 2025	4 men and 4 women councils meeting coordinated by June 2026	1 men and 1 women councils meeting coordinated	1 men and 1 women councils meeting coordinated	OPEX	Minutes and Registers	Community services
GGPP 24	Special focus groupings and gender mainstreaming	coordination of events	promote the needs and interests of special focus groupings and gender mainstreaming	BLM	Number gender mainstreaming activities conducted as per calendar events by June 2026	Four gender programs and mainstreaming supported by June 2025	3 gender mainstreaming activities conducted as per calendar events by June 2026	1gender mainstreaming activities conducted as per calendar events	1gender mainstreaming activities conducted as per calendar events	OPEX	Gender mainstreaming reports	Community services
GGPP 25	Special focus groupings and gender mainstreaming(capacity building)	Conduct capacity building workshops	To provide support to disability groups	BLM	Number capacity building workshop conducted by June 2026	2 capacity building workshop conducted by June 2025	1 capacity building workshop conducted by June 2026	1 capacity building workshop conducted	N/A	OPEX	Report and attendance registers	Community services
GGPP 26	Elderly and disability programmes	Coordination of events	To provide support to disability and elderly groups	BLM	Number events coordinated by June 2026	Two programmes supported	02 events coordinated by June 2026	1 event coordinated	1 event coordinated	OPEX	Report and attendance registers	Community services
GGPP 27	Elderly and disability programmes(Council meetings)	meetings	To provide support to disability and elderly groups	BLM	Number elderly and disability council meetings coordinated by June 2026	4 elderly and 4 disability council meetings coordinated by June 2025	4 elderly and 4 disability council meetings coordinated by June 2026	1 elderly and 1 disability council meetings coordinated	1 elderly and 1 disability council meetings coordinated	OPEX	Minutes and Registers	Community services
GGPP 28	Elderly and disability programmes(Capacity building)	Workshops	To provide support to elderly groups	BLM	Number capacity building workshop conducted by June 2026	02 capacity building workshop conducted by June 2025	01 capacity building workshop conducted by June 2026	1 capacity building workshop conducted	N/A	OPEX	Capacity building workshop Reports	Community services

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GGPP 29	Youth and children programme (Youth Council meetings)	To provide support to Youth and children	BLM	Number Youth Council meetings held by June 2026	4 Youth Council meetings held by June 2025	4 Youth Council meetings held by June 2026	1 Youth Council meetings held	1 Youth Council meetings held	1 Youth Council meetings held	OPEX	Minutes and Registers	Community services
GGPP 30	Youth and children programme (Back to school campaign)	To provide support to Youth and children	BLM	Number Back to school campaign programme conducted by June 2026	10 schools visited during back to school campaign	01 Back to school campaign programme conducted by June 2026	N/A	01 Back to school campaign programme conducted	N/A	OPEX	Back to school Report and attendance registers	Community services
GGPP 31	Youth and children programme (Career guidance and EXPO)	To provide support to Youth and children	BLM	Number Career guidance and EXPO held by June 2026	1 Career guidance and EXPO held by June 2025	1 Career guidance and EXPO held by June 2026	N/A	1 Career guidance and EXPO held	N/A	OPEX	Career EXPO Report	Community services
GGPP 32	Youth and children programme (Commemoration of youth month)	To provide support to Youth and children	BLM	Number Youth month commemoration event hosted by June 2026	1 Youth month commemoration event hosted by June 2025	1 Youth month commemoration event hosted by June 2026	N/A	N/A	Number Youth month commemoration event hosted by June 2026	OPEX	Report	Community services
GGPP 33	Youth and children programme (Youth capacity building)	To provide support to Youth and children	BLM	Number Youth capacity building event conducted by June 2026	4 youth capacity building event conducted by June 2025	4 youth capacity building event conducted by June 2026	1 youth capacity building event conducted	N/A	N/A	OPEX	Report and attendance registers	Community services
GGPP 34	Youth and children programme (Children's day)	To provide support to Youth and children	BLM	Number children's day celebrated by June 2026	2 children's programs supported by June 2025	1 children's day celebrated by June 2026	N/A	1 children's day celebrated	N/A	OPEX	Report and attendance registers	Community services
GGPP 35	Youth and children programme (Take a child to work)	To provide support to Youth and children	BLM	Number take a child to work campaign conducted by June 2026	2 children's programs supported by June 2025	01 Take a child to work campaign conducted by June 2026	N/A	N/A	01 Take a child to work campaign conducted	OPEX	Reports	Community services
GGPP 36	Mayor - Magoshi	Improved stakeholder relations	BLM	Number Mayor-Magoshi meetings held by June 2026	1 Mayor-Magoshi meetings held by June 2025	1 Mayor-Magoshi meetings held by June 2026	1 Mayor-Magoshi meetings held	1 Mayor-Magoshi meetings held	1 Mayor-Magoshi meetings held	R100 000.00	Reports and registers	Community services
GGPP 37	Risk Management Reports	Enhance Organisational risk management measures	BLM	Number Organisational Risk report compiled by June 2026	Four Organisational Risk report compiled by June 2025	Four Organisational Risk report compiled by June 2026	One Organisational Risk report compiled	One Organisational Risk report compiled	One Organisational Risk report compiled	OPEX	Quarterly risk report	Municipal Manager

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Core Managerial Competency

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