FINAL 2023/2024 Executive Director Performance Scorecard
Executive Director: Luzuko Mdunyelwa
1 July 2023 - 30 June 2024

	No.	Objective	Key Performance Indicator	Definition	Baseline	Baseline	Annual Target	Q1 30 Sep 2023	Q 2 31 Dec 2023	Q 3 31 Mar 2024	Q4 30 Jun 2024	WEIGHTING	Contact Department
					2021/2022	2022/2023	2023/2024	Target	Target	Target	Target		
	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION											20%	
1	1	Transversal Management	Increase in PPM maturity level based on the PPM Operating Model (%)	The original PPM maturity level is based on the PPM Operating Model maturity assessment that was tabled at EMT during June 2018. The maturity assessment will reflect the maturity at Portfolio, Programme and Project level and will occur on an annual basis in order to assess the increase in the maturity level. The maturity level is measured on a scale of 1 - 5. The maturity levels: * Level 1 – Initial Process: No standard process or tracking system – informal process * Level 2 – Repeatable Process: Minimum standards for processes and procedures * Level 3 – Defined Process: Defined Process which allow for flexibility * Level 4 – Managed Process: Obtain and retain specific measurements and quality requirements * Level 5 – Optimised Process: Continuous process improvement and proactive technology and problem management for future improvements The EDs for Finance and Future Planning and Resilience will be measured on a City-wide maturity level. All other EDs will be measured per the individual directorate. Performance rating: Fully effective = achieve increase of 0.1 - 0.2 Significantly above expectation = range between 0.21 - 0.5 Outstanding performance = 0.51 and above	2.59	2.6	2.61	AT	AT	AT	2.61	2%	Department: CPPPM Source document: PPM assessment Contact person: Ben Peters 021 400 9206

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	No.	Objective	Key Performance Indicator	Definition	Baseline	Baseline	Annual Target	Q1 30 Sep 2023	Q 2 31 Dec 2023	Q 3 31 Mar 2024	Q4 30 Jun 2024	WEIGHTING	Contact Department
					2021/2022	2022/2023	2023/2024	Target	Target	Target	Target		
2	2	16. A Capable and Collaborative City Government	Repeatable Tenders that were Expanded/Amended multiple times (%)	Measures the percentage of Expansions and Amendments on repeatable tenders. This indicator will only measure instances where there was more than one Expansion and/or Amendment on the same tender. Expansions or Amendments are defined by the SCM section 116 (3) guide and can change at any time. **Source:** Contract Register and Monitoring System and Tender Tracking System. Measurement will commence only when the second Expansions and/or Amendments are released in SAP MM and only applies to repeatable tenders that are active in the current FY (i.e. commenced before or in the financial year and expires in or after the FY). Formula: Total number of repeatable tenders expanded and/ or amended multiple times ÷ Total number of repeatable tenders active in the FY. Measured cumulatively. Performance rating: Not fully effective= 2.1% and above Fully effective = 2% Significant performance = range 0.1% - 1.9% Outstanding = 0%	New	2%	2%	AT	AT	AT	2%	2%	Department: CPPPM Source document: CMRS (Contract Register and Monitoring System) and Tender Tracking System Contact person: Maureen Whare 069 367 4023

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3	3	16. A Capable and Collaborative City Government	Reduction in the number of SCM deviations (%)	**The objective is to achieve a 20% reduction on SCM deviations.** The indicator only applies to Supply Chain Management (SCM) deviations above R200 000 (inclusive of VAT). Sole/single service provider deviations and deviations relating to emergencies will be excluded from the measurement as per section 36 of SCM regulations. The indicator will measure the percentage year on year reduction from the previous year's number of SCM deviations. Formula: (No. of SCM deviations for current year – No of SCM deviations for prior year)/ Number of SCM deviations for prior year X 100" Performance rating: Unacceptable performance= any positive increase in deviations. Not fully effective= decrease deviations between 1% and 19%. Fully effective= decrease deviations by 20%. Exception: A default performance rating of fully effective will be awarded if you have 2 or less deviations starting from a base of zero. Significant performance = decrease deviations between 21% and 99%. Outstanding performance = 0 deviations	60% decrease	20%	20%	AT	AT	AT	20%	2%	Department: SCM Source document: SCM deviations schedule Formula: Number of SCM deviations reduced by the target percentage % year on year for the department/ directorate. Contact person: Abu Bakr Moerat SCM: Head of Supplier Management and Administration 021 400 3007

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4	4	16. A Capable and Collaborative City Government	Reduction in the number and value of irregular expenditure identified for the Directorate (year-on-year) (average %)	**The objective is to achieve a 50% reduction on irregular expenditure.** The indicator will measure the average percentage reduction in the number and value of irregular expenditure i.e. contravention of legislation as defined in the irregular expenditure definition. Irregular expenditure is defined as expenditure that is in contravention of, or not in accordance with, a requirement of the Local Government: Municipal Finance Management Act 56 of 2003, the Local Government: Municipal Systems Act 32 of 2000, the Remuneration of Public Office Bearers Act 20 of 1998, or the municipality's supply chain management (SCM) policy. Indicator will measure Irregular expenditure that arose only in the time of employment of the ED. Irregular expenditure will be measured based on the financial year in which it is disclosed. Irregular expenditure is based on self-disclosure or detected by an assurance provider (including AGSA) for the current financial year and the year preceding the current financial year where the ED was accountable for the directorate. Formula: (Non-compliance Instances for the current year – Non-compliance instances for prior year)/ Non-compliance instance for prior year X 100" + (Irregular expenditure amount for current year – Irregular expenditure amount for prior year)/ Irregular expenditure amount for prior year X 100" / 2 Refer to table below for guidance on calculation: <u>Performance rating:</u> Not fully effective = a reduction of above 0% and less than 50% Fully effective = a reduction between 50%-99% Outstanding = 100% reduction or 0 instances	250% increase	50%	50%	AT	AT	AT	50%	2%	Department: City Manager Office Source document: Irregular Register and the AG's findings **in the quarter that it is available**. Contact person: Gayle Postings 021 400 1268

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5	5	16. A Capable and Collaborative City Government	External audit (Auditor General) audit actions completed as per audit action plan (%)	This indicator measures how many actions was completed in the financial cycle within in the unique deadline set, as per the audit action plan. The Audit Action Plan sets out the total number audit actions required to address the internal control deficiencies as identified by the Auditor-General in their management report. Completed would mean that the actions as stipulated in the audit action plan has been executed by the relevant ED and/or Director. Should there be no actions required for an Executive Director and/or Director the indicator will not be applicable. <u>Performance rating:</u> Outstanding =100% No scores for fully effective and significant.	Not applicable	100%	100%	100%	100%	100%	100%	2%	Department: Investor Relations Source document: Completed Audit Action plan Contact person: Lynn Fortune:021 400 5987
6	6	16. A Capable and Collaborative City Government	Final council decisions implemented within timeframes (%)	The indicator excludes all council decisions for noting. Decisions taken by council where there is no budget to implement actions or outside of the control of the ED. These exclusions must be supported by valid evidence. These decisions must be reflected on each quarterly report for the City Manager and/or panel's awareness. All final Council decisions allocated to the ED with implementation date for the quarter must be implemented and reported on for the quarter to achieve the target. Implementation that runs over a period longer than a financial year will be measured according to milestones identified for implementation within the current financial year. Each ED must ensure that a date is allocated of when action will be completed and implemented. This must be captured in the CDIT system by the relevant implementer. If no timeframe was allocated the timeframe is deemed to be one month for implementation. Implementation is the date of completion of the actions or achievement of councils request or expectation. Weighting must be reallocated where there were **no council decisions** for the year. <u>Performance rating:</u> Outstanding performance= 100% Score of 5 and scoring will apply downwards where decisions were not implemented. Significant performance= range between 99% - 80% of ALL decisions Fully effective= range between 79% -70% of ALL decisions Below 70% not effective	100%	100%	100%	100%	100%	100%	100%	1%	Each ED is responsible for implementation, evidence and updates to the tracking system. Source document: SharePoint tracking Tracking System contact person: Rehana Razack (021 400 1246) **Weighting must be reallocated where there were no council decisions for the year.**

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7	**7**	16. A Capable and Collaborative City Government	Final mayco decisions implemented within timeframes (%)	The indicator excludes all mayco decisions for noting. Decisions taken by mayco where there is no budget to implement actions or outside of the control of the ED. These exclusions must be supported by valid evidence. These decisions must be reflected on each quarterly report for the City Manager and/or panel's awareness. All final Mayco decisions allocated to the ED with implementation date for the quarter must be implemented and reported on for the quarter to achieve the target. Implementation that runs over a period longer than a financial year will be measured according to milestones identified for implementation within the current financial year. Each ED must ensure that a date is allocated of when action will be completed and implemented. This must be captured in the CDIT system by the relevant implementer. If no timeframe was allocated the timeframe is deemed to be one month for implementation. Implementation is the date of completion of the actions or of achievement of mayco's request or expectation. Weighting must be reallocated where there were no mayco decisions for the year. <u>Performance rating:</u> Outstanding performance= 100% Score of 5 and scoring will apply downwards where decisions were not implemented. Significant performance= range between 99% - 80% of ALL decisions Fully effective= range between 79% -70% of ALL decisions Below 70% not effective	100%	100%	100%	100%	100%	100%	100%	1%	Each ED is responsible for implementation, evidence and updates to the tracking system. Source document: SharePoint tracking Tracking System contact person: Rehana Razack (021 400 1246) **Weighting must be reallocated where there were no mayco decisions for the year.**

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8	8	16. A Capable and Collaborative City Government	16.J Budget spent on implementation of Workplace Skills Plan (%)	Measures the percentage of budget spent on the Workplace Skills Plan .The Workplace Skills Plan outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions that will address the needs arising out of local government's skills sector plan, the IDP, the individual departmental staffing strategies, individual employees' personal development plans and the employment equity plan. Proxy measure for NKPI per MSA Regulation 10(f). Formula: % spent on the implementation of the WSP measured against the training budget. (A/B)*100 A: Actual spend per quarter on training budget B: Planned spend on training Budget for the year Performance rating: Fully effective = 90% - 95% Significant performance=between range of 96% to 98% Outstanding performance= 99% and above	151.68%	90%	90%	10%	30%	60%	90%	1%	Source documents: WSP report per quarter Contact person: Nonzuzo Ntubane 021 400 4056
9	9	16. A Capable and Collaborative City Government	Internal independent assurance provider's functions recommendations implemented (%)	It is the monitoring and reporting of the implementation (expressed as a percentage) of corrective actions to address internal independent assurance providers' recommendations, issued within the directorate of the responsible Executive Director. The internal independent assurance providers included in this KPI are **Internal Audit, Ombudsman, Integrated Risk Management, Ethics and Forensics departments.** Each internal independent assurance provider as mentioned above has their own unique input to this KPI. This KPI will be "not applicable" to management when there are no recommendations, thus only those that could provide inputs will be included in the calculation. <u>Performance rating:</u> Fully effective = 85% - 90% Significant performance = between range of 91% to 94% Outstanding performance= 95% and above	77%	85%	85%	85%	85%	85%	85%	1%	Department: Office of City Manager Source documents: refer to definition Contact person: Babalwa Mothibi

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					2021/2022	2022/2023	2023/2024	Target	Target	Target	Target		
10	10	16. A Capable and Collaborative City Government	16.A Community satisfaction city-wide survey(score 1-5)	Measures the score on the Community satisfaction City-wide survey. A statistically valid, scientifically defensible score from the annual survey of residents' perceptions of the overall performance of the City's. The measure is given against a non-symmetrical Likert scale, where 1 is poor, 2 is fair, 3 is good, 4 is very good, and 5 is excellent. The objective is to improve the current customer satisfaction level. Performance rating: Fully effective = 2.9 Significant performance = between range of 3.0 - 3.1 Outstanding performance = 3.1 and above	2.7	2.8	2.9	Annual Target	Annual Target	Annual Target	2.9	2%	Department: Organisational Effectiveness and Innovation Source document: Community Satisfaction survey score Contact person: Brigette Morris 021 400 3812
11	11	16. A Capable and Collaborative City Government	Inclusion of C88 **output** indicators (%)	All Tier 1 and Tier 2 Circular 88 output indicators to be **included** into the performance scorecards of the Executive Directors, **where relevant**. All indicators must be included verbatim into the corporate SDBIP and the measurement must be in compliance with the technical indicator descriptions (TID) as issued by National Treasury. (Targets is annual due to the fact that amendments can only be made in the mid-year scorecards) Formula: Percentage: Total number of Tier 1& 2 included for the directorate divided by Tier 1 & 2 required for inclusion as per C88 Performance rating: Fully effective = 90-99% inclusion of Tier 1&2 Significant performance = 100% inclusion of Tier 1&2	Not applicable	New	100%	AT (YTD progress)	AT (YTD progress)	AT (YTD progress)	100%	1%	Department: Organisational Performance Management (OPM) Source document: C88 scorecard/ corporate SDBIP Contact person: Monique Fillies - Manager: City Performance Management 021 400 9024

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12	12	16. A Capable and Collaborative City Government	Average of tenders in slippage at any given quarter end (%)	Measures the average of tenders for MTREF in slippage at any given quarter end. This will drive the timeous implementation of the demand plan based on the agreed timeline. Abnormalities in the timeline will then impact each step of the process, such as where a tender only allows 30 days after award to Contract Required by Date (CRD), there will probably be a contract gap or a Value At Risk (VAR – Budget at risk of not being spent) on the Capital reporting. Slippage is defined as tenders on the demand plan which are behind schedule based on the agreed timelines for each tender. Slippage in the implementation of the demand plan, is a contributor to the cause of VAR. This will include the submission of draft specifications as per the minimum timeframe before the CRD. Formula: Total count of tenders in red or amber as a percentage of the total number of tenders required for the MTREF period (average %). Performance rating: Fully effective = 9% - 10% Significant performance = ≥5% - <9% Outstanding performance = <5%	New	New	≤10%	≤10%	≤10%	≤10%	≤10%	1%	Department: Supply Chain Management Source document: Demand Plan Overview Contact person: Bekumuzi Vumase - Manager Demand Management
13	13	16. A Capable and Collaborative City Government	Gaps in repeatable tender continuity (average number of days)	This indicator is to ensure continued monthly service delivery implemented through repeatable tenders. Potential gaps should be mitigated via extension/expansion and/or deviation early enough so that it caters for any possible delay within a tender process. A gap less than one month will be included in the calculation. To drive the demand plan and improve Supply Chain Management (SCM) process and service delivery. Formula: Total number of gaps in days/ Total number of tenders with a gap of more than zero days = Average number of gaps (days) (Effectively the report should be 'blank'.) Using the gap report developed by Zubair which takes current status and projected time for completion into account. Performance rating: Fully effective = repeatable tenders with gaps > than 30 days ≤ than 90 days Significant performance = repeatable tenders with gaps with ≤ than 30 days Outstanding performance = zero repeatable tenders with gaps	New	New	0	0	0	0	0	1%	Department: CPPPM Source document: GAP report prepared by Zubair Contact person: Zubair Adams

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14	14	16. A Capable and Collaborative City Government	Memorandum of Agreements (MOA) submitted to Legal for vetting prior to BAC (%)	Measures the percentage of MOAs submitted to Legal for vetting prior to BAC decision. (This is 100% within the control of the Directorate and contributes to the efficiency of the process by overlapping the vetting with the award and appeal period) Formula: Progressive per quarter using the Post Award Tracker based on all awards made by BAC in a financial year for that Directorate. <u>Performance rating:</u> Fully effective = 95 - 96% Significant performance = 97% - 98% Outstanding performance = above 98%	New	New	95%	95%	95%	95%	95%	1%	Department: CPPPM Source document: Post award tracker prepared by Zubair Contact person: Zubair Adams
	MUNICIPAL FINANCIAL VIABILITY											**10%**	
15	1	16. A Capable and Collaborative City Government	16.D Spend of capital budget (%) (NKPI)	Measures the extent to which capital expenditure has been spent based on the **original** budget during the financial year. Capital expenditure is all costs incurred by the municipality to acquire, upgrade, and renew physical assets such as property, plants, buildings, technology, or equipment. Proxy measure for NKPI per MSA Regulation 10(c). Proxy measure for C88 FM1.11 <u>Performance rating:</u> Fully effective = 90% - 93% Significant performance = a range >93% - 96% Outstanding performance = above 96%	91.6%	90%	90%	10%	35%	60%	90%	6%	Directorate Finance Manager
16	2	16. A Capable and Collaborative City Government	Operating budget spend (%)	This indicator measures the total actual expenditure to date as a percentage of the total budget including secondary expenditure. <u>Performance rating:</u> Fully effective = 95% - 96% Significant performance= a range >96% - 97% Outstanding performance= above 97%	98.7%	95%	95%	10%	40%	70%	95%	4%	Directorate Finance Manager

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					2021/2022	2022/2023	2023/2024	Target	Target	Target	Target		
	SERVICE DELIVERY/GOOD GOVERNANCE											60%	
17	1	1. Increased Jobs and Investment in the Cape Town economy	1.G Work opportunities created through Public Employment Programmes (Number) (NKPI)	Measures the number of short-term work opportunities provided through the municipality by Public Employment Programmes such as Expanded Public Works Programme, Community Works Programme and other related infrastructure initiatives. EPWP is a nationwide programme covering all spheres of government and State Owned Enterprises. EPWP projects employ workers on a temporary or ongoing basis with government, contractors, or other non-governmental organisations under the Ministerial Conditions of Employment for the EPWP or learnership employment conditions. The CWP was established to provide an employment safety net to eligible members of target communities by offering them a minimum number of regular days of work each month. The programme targets unemployed and underemployed people. The stipends participants receive supplement their existing livelihood means and provide them with a basic level of income security. The indicator tracks the number of unique work opportunities generated within the quarter, regardless of the duration. Proxy for NKPI per MSA Regulation 10(a). Proxy measure for C88 LED1.21. <u>Performance rating:</u> Fully effective: 35 000 - 36 750 Significant performance: a range between 36 751 - 42 000 Outstanding performance: above 42 001	34 306	35 000	35 000	7 500	15 000	27 500	35 000	16%	Director: Public Engagement and Empowerment
18	2	2. Improved access to quality and reliable basic	2.C Informal Settlements receiving waste removal and area cleaning	Measures the percentage of authorised informal settlements receiving waste removal and area cleaning services for the period under review. The above services are rendered through contracted services, employing local labour. Waste removal is defined as follows: • the activities and actions required to manage waste from inception to its final disposal. This includes the collection, transport, treatment and disposal of waste, together with monitoring and regulation of the waste management process. Area cleaning service is defined as follows: • 'boundary-to-boundary' basis on public property and terrain that the Council is responsible for roads, conservation areas and	99.79%	99%	99%	99%	99%	99%	99%	16%	Director: Waste Services

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		services	services (%)(NKPI)	property that have been legislated as other government department's responsibility may receive a service on a contract with a service provider, or a Service Level Agreement (SLA) in the case of a government department. Proxy measure for NKPI per MSA Regulation 10(a). <u>Performance rating</u>: Fully effective: 99% - 99.2% Significant performance: a range between 99.3% to 99.7%. Outstanding performance: above 99.8%									
19	**3**	4. Well-managed and modernised infrastructure to support inclusive economic growth	4.F Service requests for non-collection of refuse resolved within 3 working days (Percentage) (NKPI)	Measures the number of non-collections for residential refuse removal, reported and closed within 3 days, expressed as a percentage. Proxy measure for NKPI per MSA Regulation 10(a). <u>Performance rating:</u> Fully effective: a range between 96% - 97% Significant performance: a range between 97.1% to 99% Outstanding performance: above 99.1%	New	96%	96%	80%	85%	90%	96%	5%	Director: Waste Services
20	**4**	4. Well managed modernised infrastructure to support economic growth	(Beats) Averaged planned number of formal Beats to receive a refuse collection service per quarter	Averaged planned number of formal Beats to receive a refuse collection service per quarter <u>Performance rating</u>: Not effective: < 158 Fully effective: 158	New	158	158	158	158	158	158	5%	Director: Waste Services
21	**5**	4. Well managed modernised infrastructure to support economic growth	(Beats) Number of Collections Areas in which the scheduled refuse collections service did not occur per quarter	Number of Areas in which the scheduled refuse collections service did not occur per quarter <u>Performance rating</u>: Not effective: > 0 Fully effective: 0	New	0	0	0	0	0	0	3%	Director: Waste Services

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22	6	4. Well managed modernised infrastructure to support economic growth	(Beats) Average number of Beats that did not receive a refuse collection service on the scheduled day per quarter	Average number of beats that did not receive a refuse collection service on the scheduled day per quarter. <u>Performance rating</u>: Not effective: > 0 Fully effective: 0	New	0	0	0	0	0	0	2%	Director: Waste Services
23	7	4. Well managed modernised infrastructure to support economic growth	Operation rate of compactors availability (%)	Measures the operation of the compactors capacity for refuse removal (%). <u>Performance rating</u>: Fully effective: a range between 80% - 89% Significant performance: a range between 90% - 95% Outstanding performance: above 95.1%	New	80%	80%	40%	55%	80%	80%	5%	Director: Waste Services
24	8	4. Well managed modernised infrastructure to support economic growth	Number of community activities undertaken to increase the levels of awareness and understanding about making better choices in managing waste (Number)	Promote behavioural change by raising awareness and encouraging individuals to do their part to make the right choices and waste minimisation. The indicator will be measured based on the total number of activities to take place per Subcouncil. <u>Performance rating:</u> Fully effective: 200 Significant performance: a range between 201 to 210 Outstanding performance: above 211	New	New	200 activities across 21 Subcouncils	50 activities across 5 Subcouncils	50 activities across 5 Subcouncils	50 activities across 6 Subcouncils	50 activities across 5 Subcouncils	3%	Director: Integrated Planning and Waste Strategy
25	9	4. Well managed modernised infrastructure to support economic growth	% Drop-offs facilities open to the public	To measure the percentage access to City drop-off facilities provided to the public. <u>Performance rating</u>: Fully effective: a range between 99% - 99.2% Significant performance: a range between 99.3% - 99.5% Outstanding performance: above 99.6%	New	99%	99%	99%	99%	99%	99%	5%	Director: Waste Services
	SPECIAL PROJECTS											10%	

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26	1	Focused service delivery approach in formal settlements, including but not limited to townships established in terms of LFTEA (Less Formal Township Establishment Act)	Percentage waste services provided in LFTEA areas	Indicator focuses on adoption of an approach that will ensure that service delivery challenges are addressed *in a structured way to demonstrate progressive transformation of living conditions in the focus areas into liveable neighbourhoods. <u>Performance rating:</u> Fully effective: 100%	New	100%	100%	100%	100%	100%	100%	2%	Director: Waste Services
27	2	SMF	Number of clean-up programmes implemented with residents	Measures the number of sustainability clean-up programmes implemented in collaboration with residents. <u>Performance rating:</u> Fully effective: 116 Significant performance: a range between 117 and 125 Outstanding performance: above 126	New	58	116	29	56	85	116	2%	Director: Waste Services
28	3	SMF	Percentage progress in the development of a Waste Strategy	To measure the progress in the development and implementation of the Waste Strategy. <u>Performance rating:</u> Fully effective: 100%	New	80%	100%	Annual target	Annual target	Annual target	100%	2%	Director: Integrated Planning and Waste Strategy
29	4	Other Mayoral/City Manager requests	Research conducted on waste to energy conversion and other alternate waste treatment technologies	Research conducted to establish sustainable and innovative beneficiation methods to convert waste to energy by using other alternate waste treatment technologies. The outcome of the initial research will be consolidated into an alternative technology waste assessment report that must be approved by the City Manager. <u>Performance rating:</u> Fully effective: Alternative technology waste assessment report approved by City Manager	New	Alternative technology waste assessment report approved by City Manager	Report on findings of the research on waste to energy conversion	Annual Target	Annual Target	Annual Target	Report on findings of the research on waste to energy conversion	2%	Director: Waste Services

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					2021/2022	2022/2023	2023/2024	Target	Target	Target	Target		
30	**5**	4. Well managed modernised infrastructure to support economic growth	Revenue collected as a percentage of billed amount (Refuse rates)	To measure the receipts as a percentage of billing covering the immediate 12 months period for all directorate responsible for services. Formula: Revenue collected over Billed amount. Performance rating: Refuse: Fully effective: 93% Significant performance: a range between 93.1% to 94% Outstanding performance: above 94.1%	New	95%	93%	93%	93%	93%	93%	2%	Directorate Finance Manager Mawande Mtyi

Luzuko Mdunyelwa

Digitally signed by Luzuko Mdunyelwa
Date: 2023.07.26 16:38:22 +02'00'

Executive Director: Urban Waste Management

Luzuko Mdunyelwa **Date:**

Digitally signed by Lungelo Mbandazayo
Date: 2023.07.31 15:54:11 +02'00'

City Manager

Lungelo Mbandazayo **Date:**