nelson mandela bay
MUNICIPALITY

PERFORMANCE PLAN

MADE AND ENTERED INTO BY AND BETWEEN

THE NELSON MANDELA BAY METROPOLITAN MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER

MPILO SAKILE MBAMBISA

AND

THE EXECUTIVE DIRECTOR: CORPORATE SERVICES
MOD NDOYANA

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 01 FEBRUARY 2014 - 30 JUNE 2014

SECTION A: MR MOD NDOYANA

PREAMBLE

The performance agreement is divided into four sections:

- **Section A**: Performance Agreement
- **Section B**: Performance Plan
- **Section C**: Assessment Rating Calculator (example)
- **Section D**: Core Competency Requirements

1. PARTIES

The parties to this Agreement are:

1.1 The Nelson Mandela Bay Metropolitan Municipality ("the Employer").

1.2 Mr **MZWANELE LENMOD NDOYANA** of the Employer ("the Employee").

2. INTRODUCTION

2.1 The Employer has entered into a contract of employment with the Employee in terms of Section 57(1) (a) of the Local Government: Municipal Systems Act, No. 32 of 2000 ("the Systems Act").

2.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.

2.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will achieve local government policy goals.

2.4 The parties wish to ensure full compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

3. PURPOSE OF AGREEMENT

The purpose of this Agreement is to -

3.1 comply with the provisions of Section 57(1) (b), (4A), (4B) and (5) of the Systems Act, as well as with the employment contract entered into between the parties;

3.2 specify objectives and targets defined and agreed with the Employee and to communicate to the Employee the Employer's expectations regarding his performance and accountabilities in alignment with the Integrated Development Plan (IDP), the Service Delivery and Budget Implementation Plan (SDBIP), as well as the Budget of the Municipality;

3.3 specify accountabilities as set out in a Performance Plan, which constitutes Section B of this Performance Agreement;

3.4 monitor and measure performance against set targeted outputs;

3.5 use this Performance Agreement as the basis for assessing whether the Employee has met the performance expectations applicable to his position;

3.6 appropriately reward the Employee in the event of outstanding performance; and

3.7 give effect to the Employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

4. COMMENCEMENT AND DURATION

4.1 This Agreement shall commence on **01 February 2014** and shall remain in force until **30 June 2014**. Upon the expiry of this Performance Agreement and in the event that the employee is still in the service of the Municipality, a new Performance Agreement shall be concluded between the parties.

4.2 This Agreement will terminate on the termination of the Employee's contract of employment, for any reason.

4.3 The content of this Agreement may be revised at any time during the above-mentioned period, to determine the applicability of the matters agreed upon.

4.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of Government or Council decisions, or otherwise) to the extent that the content of this Agreement is no longer appropriate, the content must be revised immediately.

5. PERFORMANCE OBJECTIVES

5.1 The Performance Plan (Section B) sets out –

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

5.1.2 the timeframes within which those performance objectives and targets must be met.

5.2 The performance objectives and targets reflected in Section B are set by the Employer in consultation with the Employee and based on the Integrated Development Plan (IDP), the Service Delivery and Budget Implementation Plan (SDBIP), as well as the Budget of the Employer, and shall include key objectives, key performance indicators, target dates and weightings.

5.2.1 The Key Performance Areas (KPAs) describe the key functional areas of responsibility.

5.2.2 The key objectives describe the main tasks that need to be done.

5.2.3 The key performance indicators (KPI) provide the details of the evidence that must be provided to show that a key objective has been achieved.

5.2.4 The target dates describe the timeframe in which the work must be achieved.

5.2.5 The weightings indicate the relative importance of the key objectives to each other.

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

6. PERFORMANCE MANAGEMENT SYSTEM

6.1 The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the Municipality.

6.2 The Employee accepts that the purpose of the Performance Management System will be to provide a comprehensive system of specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

6.3 The Employer will consult the Employee about the specific performance standards that will be included in the Performance Management System, as applicable to the Employee.

6.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the Employee's responsibilities) within the local government framework.

6.5 The criteria, upon which the performance of the Employee must be assessed, shall consist of two components, both of which must be contained in the Performance Agreement.

6.5.1 The Employee must be assessed against both components, with a weighting of 80:20 respectively allocated to the KPAs and the Core Competency Requirements (CCRs).

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

6.5.3 KPAs covering the main areas of work will account for 80%, while of the final assessment, CCRs will account for 20%.

6.6 The Employee's performance assessment shall be based on performance in terms of the outputs/outcomes (performance indicators) identified as per the attached Performance Plan (Section B), which are linked to KPAs, which constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

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NO	Key Performance Areas (KPAs)	Weighting
1	Basic Service Delivery and Infrastructure Development	5%
2	Municipal Transformation and Organisational Development	60%
3	Local Economic Development (LED)	5%
4	Municipal Financial Viability and Management	10%
5	Good Governance and Public Participation	20%
TOTAL PERCENTAGE		**100%**

6.7 The following CCRs, which are critical to the employee's specific job, shall make up the other 20% of the Employee's assessment score and must be considered with due regard to the proficiency level agreed to.

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)			
CORE MANAGERIAL COMPETENCIES		**INDICATE CHOICE**	**WEIGHT**
1	Strategic financial management	Compulsory	8%
2	People management and empowerment	Compulsory	8%
3	Client orientation and customer focus	Compulsory	8%
4	Honesty and Integrity	Not Compulsory	7%

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)			
CORE OCCUPATIONAL COMPETENCIES			
FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCE		**INDICATE CHOICE**	**WEIGHT**
5	Strategic leadership and management	Compulsory	8%
6	Operational financial management	Compulsory	8%
7	Governance, ethics and values in financial management	Compulsory	8%
8	Financial and performance reporting	Compulsory	8%
9	Risk and change management	Compulsory	8%
10	Project Management	Compulsory	7%
11	Legislation, policy and implementation	Compulsory	7%
12	Supply Chain Management	Compulsory	8%
13	Audit and assurance	Compulsory	7%
TOTAL PERCENTAGE			**100 %**

7. EVALUATING PERFORMANCE

7.1 The Performance Plan (Section B) sets out –

7.1.1 the standards to be met by the Employee; and

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

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

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

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

7.5 The annual performance review shall involve:

7.5.1 **Assessment of achievement of results, as outlined in performance plan:**

(a) Each KPA shall be assessed according to the extent to which the specified standards and performance indicators have been met and with due regard to *ad hoc* tasks that had to be performed under the KPA.

(b) An indicative rating on the five-point scale must be provided for each KPA.

(c) The applicable assessment rating calculator (refer to Clause 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 **Assessment of CCRs**

(a) Each CCR should be assessed according to the extent to which the specified standards have been met.

(b) An indicative rating on the five-point scale must be provided for each CCR.

(c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

(d) The applicable assessment rating calculator (refer to Clause 7.5.3) must then be used to add the scores and calculate a final CCR score.

7.5.3 **Overall rating**

An overall rating is calculated by using the applicable assessment-rating calculator (see Section C). Such overall rating represents the outcome of the performance appraisal.

7.6 The assessment of the performance of the Employee shall be based on the following rating scale for KPAs and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an Employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators, as specified in the Performance Agreement and Performance Plan and has maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators per KPA and fully achieved all others throughout the year.					
3	Performance not Fully effective	Performance fully meets the standards expected in all areas of the position. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators, as specified in the Performance Agreement and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the Employee has achieved below fully effective results against more than half the key performance criteria and indicators, as specified in the Performance Agreement and Performance Plan.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the Employee has achieved below fully effective results against almost all of the performance criteria and indicators, as specified in the Performance Agreement and Performance Plan. The Employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job, despite management efforts to encourage improvement.					

7.7 For purposes of evaluating the performance of the **employee,** an evaluation panel constituted of the following persons must be established -

(a) Municipal Manager;

(b) Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee;

(c) Member of the Mayoral Committee; and

(d) Municipal Manager from another Municipality.

7.8 The Executive Director responsible for the human resources function of the Municipality must provide secretariat services to the evaluation panel.

7.9 The Chief Operating Officer shall co-ordinate the performance management process including the evaluation, implementation and management of performance outcomes.

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8. SCHEDULE FOR QUARTERLY PERFORMANCE REVIEWS

8.1 The Employer must conduct performance reviews on a quarterly basis during the financial year.

8.2 The Employer must keep a record of performance review meetings.

8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

8.4 The Employer will be entitled to review and make reasonable changes to the provisions of Section B from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

8.5 The Employer may amend the provisions of Section B whenever the performance management system is adopted, implemented and/or amended, as the case may be, in which case the Employee will be fully consulted before any such change is made.

8.6 The Employer shall within a reasonable period after each quarter deliver to the Employee a written report setting forth the results of the relevant assessment.

9. OBLIGATIONS OF EMPLOYER

9.1 The Employer must –

9.1.1 create an enabling environment to facilitate effective performance by the employee;

9.1.2 provide access to skills development and capacity building opportunities;

9.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

9.1.4 at the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him in meeting the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will, amongst others –

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

10.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 have a substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 9.1 as soon as is reasonably practicable, to enable the Employee to take the necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance, as reflected in the table below.

FINAL SCORE (%)	PERFORMANCE BONUS (%)
Less than 100	Remedial Action
100 – 129	No Bonus
130 – 139	5
140 – 149	9
150 – 159	10
160 – 167	14

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

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

11.2.2 after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or his duties.

12. DISPUTE RESOLUTION

12.1 If the Parties are in dispute, they will use their best endeavours to resolve the dispute through mediation. In the event of the Parties being unable to resolve the dispute by way of mediation, then the dispute between the parties will be determined in accordance with the arbitration procedures detailed below.

12.2 Unless otherwise provided for in this agreement, any dispute between the Parties hereto (and which dispute has previously been submitted to mediation without resolution) in regard to–

12.2.1 The interpretation of; or

12.2.2 The effect of; or

12.2.3 The carrying out of; or

12.2.4 Any other matter arising directly or indirectly out of this Agreement; shall be submitted to, and decided by arbitration.

12.3 The arbitration will be held in Port Elizabeth informally, but otherwise under the provisions of the Arbitration Act 1965, as amended from time to time, or any act passed in substitution for it, it being the intention that the arbitration will as far as possible be held and concluded within

twenty-one (21) days after it has been demanded. All parties are entitled to be represented at the arbitration.

12.4 The arbitrator shall be, if the matter in dispute is:-

12.4.1 Primarily an accounting matter, an independent chartered accountant of not less than fifteen (15) years standing, practicing as a registered auditor, agreed upon between the Parties;

12.4.2 Primarily a legal matter, a practicing attorney of not less than fifteen (15) years' standing, or a Senior Counsel, agreed upon between the Parties;

12.4.3 Any other matter, an independent person agreed upon between the Parties.

12.5 If the Parties cannot agree whether any matter in dispute falls under Clauses 12.4.1 or 12.4.2 within seven (7) days, then that dispute will be submitted for decision in terms of Clause 12.4.3 above within seven (7) days after the Parties have so failed to agree, so that the arbitration can be held and concluded as far as possible within the period of twenty-one (21) days referred to above.

12.6 If the Parties are agreed as to whether any matter in dispute falls under clauses 12.4.1 or 12.4.2 above, or should a determination be made in terms of Clause 12.4.3 above, but fail to agree on the appointment of an arbitrator, such failure to agree shall be referred to the most senior

executive officer of the association representing the particular profession concerned, and in the case of Clause 12.4.3 above, to the President for the time being of the Law Society of the Cape for the appointment of arbitrator.

12.7 The decision of the arbitrator will be final and binding upon all the Parties and shall be carried into effect and may be made an order of any competent court, including any decision regarding the costs of the arbitration that the arbitrator shall be empowered to make.

13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Section B must be made available to the public by the Employer.

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

13.3 The annual performance evaluation results of the Executive Director must be submitted to the MEC responsible for local government in the province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

SECTION B: PERFORMANCE PLAN

1. PURPOSE

This Performance Agreement defines Council's expectations of the Executive Director's performance, of which the Performance Plan is a part. Section 57(5) of the Municipal Systems Act provides that performance objectives and targets must be based on key performance indicators, as set in the Municipality's Integrated Development Plan (IDP) and must be reviewed annually.

2. KEY RESPONSIBILITIES

The following objectives of local government inform the Executive Director's performance against set performance indicators:

2.1 Provide democratic and accountable government for local communities.
2.2 Ensure the provision of services to communities in a sustainable manner.
2.3 Promote social and economic development.
2.4 Promote a safe and healthy environment.
2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. KEY PERFORMANCE AREAS

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Performance Regulations for Municipal Managers and

Managers directly accountable to Municipal Managers (2006), Government Gazette No29089, inform the strategic objectives listed in the Performance Plan in Section B of this agreement:

KPA 1: Basic Service Delivery and Infrastructure Development

KPA 2: Municipal Transformation and Organisational Development.

KPA 3: Local Economic Development.

KPA 4: Municipal Financial Viability and Management.

KPA 5: Good Governance and Public Participation.

as well as the core competency requirements as outlined in Section D of this agreement.

SECTION B: PERFORMANCE PLAN: CORPORATE SERVICES

No	Key Performance Element (KPE)	Key Performance Indicator (KPI)	2013/14 Annual Target	BASELINE as at 31 Dec 2013	QTR ending 31 March 2014 - TARGET	QTR ending 30 June 2014 - TARGET	PORTFOLIO OF EVIDENCE	BUDGET INFORMATION	WEIGHTING
KPA 1: Basic Service Delivery and Infrastructure Development									
1.1	Facilities Management	Number of community hall roofs upgraded	1 (Daku Hall) by January 2014	80% Construction completed (Over performance reported against mid-term target of 50% construction completed)	1 (Daku Hall) by January 2014	N /A	Contractor appointment letter Implementation Plan Completion Certificate Photos before and after	Vote Number(s): Vote Description: Upgrade of halls Amount Approved: R1 million	5%
KPA 2: Municipal Transformation and Organisational Development									
2.1	Performance management	Submission of performance reports indicating performance gaps and improvements	By June 2014	2013/14 first and second quarter non-compliance have not been addressed (First quarter and mid-term targets to report compliant performance information per quarter, were not achieved)	All final performance information and portfolio of evidence for the second quarter 2012/13 populated and approved on integral scorecard	2013/14 directorate's third quarter performance information populated and approved on integral scorecard by 14 April 2014	System Generated Performance Reports	No budget provision necessary	60%
		Roll out of performance management down to Salary Grade 12	By June 2014	Director performance plans and performance review of direct reportees have not been completed (First quarter and mid-term targets were not achieved)	Executive Director performance agreement concluded 2013/14 Mid-term performance assessments / reviews done with direct reportees Director Performance plans in place	Performance plans above salary grade 12 in place 2013/14 third quarter performance assessments done with direct reportees	Performance Plans Attendance Registers Reports on Reviews/Assessments	No budget provision necessary	

No	Key Performance Element (KPE)	Key Performance Indicator (KPI)	2013/14 Annual Target	BASELINE as at 31 Dec 2013	QTR ending 31 March 2014 - TARGET	QTR ending 30 June 2014 - TARGET	PORTFOLIO OF EVIDENCE	BUDGET INFORMATION	WEIGHTING
2.2	Human Resource Transformation	Number of Grades 9 – 12 students and unemployed individuals attending Career Day	150 (Grades 9 – 12) by September 2013	150 (Grades 9 – 12) by September 2013 (Mid-term / annual target of 150 was achieved)			Project implementation plan Publications Attendance registers	Vote Number(s) 1674 5729 Vote Description Youth Programme Amount Approved R 150 000 00	60% continues
			400 (unemployed) by September 2013	65 (unemployed) by September 2013 (Mid-term / annual target of 400 was not achieved)			Project implementation plan Publications Attendance registers	Vote Number(s) 1674 5729 Vote Description Youth Programme Amount Approved R 150 000 00	

No	Key Performance Element (KPE)	Key Performance Indicator (KPI)	2013/14 Annual Target	BASELINE as at 31 Dec 2013	QTR ending 31 March 2014 - TARGET	QTR ending 30 June 2014 - TARGET	PORTFOLIO OF EVIDENCE	BUDGET INFORMATION	WEIGHTING
2.2	Human Resource Transformation continues	Number of learnership programmes implemented for employed and unemployed	6	1 (Mid-term target of 2 was not achieved)	3	6	Learnership attendance registers Training provider reports Certificates	Vote Number(s) 1674 4983 5468 5874 Vote Description ABET Pharmacist Nature Conservation Amount Approved R 850 000 No Budget R 80 000	
		Number of people participating in the Electricity and Infrastructure Mentorship Programme	24 mentees	13 (Mid-term target of 16 was not achieved)	20	24 mentees	Learnership attendance registers Training provider reports Certificates Appointment letters / Agreements	Vote Number(s) 1710 5960 Vote Description ISDG (Infrastructure Skills Development Grant) Amount Approved R8 200 000	
			6 mentors	2 (Mid-term of 2 was achieved)	3	6 mentors		Vote Number(s) 1710 5960 vote Description ISDG (Infrastructure Skills Development Grant) Amount Approved R8 200 000	
2 2	Human Resources Transformation *Continues*	Number of officials trained in National Treasury Minimum Competencies, in line with set regulations (Government Gazette No. 29967)	2 by December 2013	1 (Mid-term / annual target of 2 was not achieved)			Attendance Registers Certificates	Vote Number(s) 16575794 Vote Description National Treasury Minimum Competency Training Amount Approved R1 200 000	60% continues
		Completing unit standard numbers 119331 and 119343 of the Local Government: Minimum Competency levels (Government Gazette no 29967)	Unit standard numbers 119331 and 119343 completed by June 2014	N / A	Unit standard number1 19331 completed	Unit standard numbers 119331 and 119343 completed by June 2014	Certificates on all prescribed unit standard numbers achieved	Vote Number(s) 16575794 Vote Description National Treasury Minimum Competency Training Amount Approved R1 200 000	

No	Key Performance Element (KPE)	Key Performance Indicator (KPI)	2013/14 Annual Target	BASELINE as at 31 Dec 2013	QTR ending 31 March 2014 - TARGET	QTR ending 30 June 2014 - TARGET	PORTFOLIO OF EVIDENCE	BUDGET INFORMATION	WEIGHTING
2.2	Human Resources Transformation Continues	Number of unemployed graduates placed in scarce and critical skills areas in terms of the Nelson Mandela Bay Municipality's Scarce Skills Strategy	45 by Dec 2013	49 (Over achievement was reported against mid-term target of 45)			Unemployed graduates contracts NMBM Scarce Skills Strategy Graduate placement reports	Vote Number(s): 1674 4797 Vote Description: Experiential Learning Amount Approved: R 4 000 000	60 continues
		Number of unemployed persons completing the NMBM Skills profile process	600	2947 (Over achievement was reported against the mid-term target of 300)	450	600	List of persons completing the NMBM Skills profile process per Ward Skill profile report	Vote Number(s): 1674 5729 Vote Description: Youth Programme Amount Approved: R 1 450 000 00	
		% recruitment completed within a three months' turnaround period spanning from the date of receipt of recruitment notice to the actual appointment	100% of cases completed	5.63% (First quarter and mid-term target of 100% were not achieved)	100% of cases completed	100% of cases completed	Recruitment schedule Recruitment Notices Appointment letters reports	Vote Number(s): 0221 Vote Description: Remuneration of each sub directorate's operating expenditure budget Amount Approved: R1 036 601 [illegible]	

No	Key Performance Element (KPE)	Key Performance Indicator (KPI)	2013/14 Annual Target	BASELINE as at 31 Dec 2013	QTR ending 31 March 2014 - TARGET	QTR ending 30 June 2014 - TARGET	PORTFOLIO OF EVIDENCE	BUDGET INFORMATION	WEIGHTING
2.2	Human Resources Transformation *continues*	Number of people from employment equity target groups employed in the three highest levels of management, in compliance with the Municipality's approved Employment Equity Plan:						No budget provision necessary	60% continues
		a) Top Management (Municipal Manager, Executive Directors and Directors)	50 African Male: 19 African Female: 12 Coloured Male. 4 Coloured Female: 3 White Male: 6 White Female: 4 Indian Male: 2 Indian Female: 0	Actual institutional employment equity data could not be verified (First and second quarter targets were not achieved)	50 African Male: 19 African Female: 12 Coloured Male. 4 Coloured Female: 3 White Male: 6 White Female: 4 Indian Male: 2 Indian Female. 0	50 African Male: 19 African Female: 12 Coloured Male: 4 Coloured Female: 3 White Male: 6 White Female. 4 Indian Male: 2 Indian Female: 0	Employment Equity Plan SAP Reports	No budget provision necessary	
		(b) Senior Management (Assistant Directors down to Salary Grade 12)	392 African Male: 76 African Female: 93 Coloured Male: 52 Coloured Female: 17 White Male: 114 White Female: 31 Indian Male: 7 Indian Female: 2	Actual institutional employment equity data could not be verified (First and second quarter targets were not achieved)	392 African Male: 76 African Female: 93 Coloured Male: 52 Coloured Female. 17 White Male: 114 White Female: 31 Indian Male: 7 Indian Female: 2	392 African Male: 76 African Female: 93 Coloured Male: 52 Coloured Female. 17 White Male: 114 White Female. 31 Indian Male: 7 Indian Female: 2	Employment equity reports SAP Reports	No budget provision necessary	
		c) Operational Level (Grade 1 - 12)	6101 African Male: 1169 African Female: 2993 Coloured Male: 763 Coloured Female: 340 White Male: 437 White Female: 330 Indian Male: 32 Indian Female: 37	Actual institutional employment equity data could not be verified (First and second quarter targets were not achieved)	6101 African Male. 1169 African Female. 2993 Coloured Male: 763 Coloured Female. 340 White Male. 437 White Female: 330 Indian Male: 32 Indian Female: 37	6101 African Male: 1169 African Female: 2993 Coloured Male: 763 Coloured Female. 340 White Male: 437 White Female: 330 Indian Male: 32 Indian Female: 37	Employment equity reports SAP Reports	No budget provision necessary	
		% of people with disabilities in the total municipal workforce	2%	Actual institutional employment equity data could not be verified (First and second quarter targets were not achieved)	2%	2%	Employment Equity report SAP Reports	No budget provision necessary	

No	Key Performance Element (KPE)	Key Performance Indicator (KPI)	2013/14 Annual Target	BASELINE as at 31 Dec 2013	QTR ending 31 March 2014 - TARGET	QTR ending 30 June 2014 - TARGET	PORTFOLIO OF EVIDENCE	BUDGET INFORMATION	WEIGHTING
2.3	Labour Relations	Number of managers trained to conduct disciplinary and grievance hearings	20	0 (First quarter and mid-term targets of 5 and 10 respectively, were not achieved)	15	20	Training Certificates Attendance registers	Relevant Vote Number(s) 1361 0375 Vote Description Training Amount Approved R56 06[illegible]	60% continues
KPA 3: Local Economic Development									
3.1	Job creation and Expanded Public Work Programme (EPWP)	Number of Full Time Equivalent (FTE) jobs created	234	0 (First quarter and mid-term targets of 58 and 117 respectively, were not achieved)	176	234	National Department of Public Works EPWP reports	Vote Number(s) 1668 0362 Vote Description Sundries Amount Approved Funds will be received at the end of the financial year	5%
KPA 4: FINANCIAL SUSTAINABILITY AND VIABILITY									
4.1	Budgeting and Financial Accounting	% of the Municipality's approved Budget spent on implementing its Institutional Workplace Skills Plan	0.13%	0.04% (Mid-term target of 0.04% was achieved)	0.07%	0.13%	Financial Report	Vote Number(s) 0375 Vote Description Training for each sub directorate's operating expenditure budget Amount Approved R9 809 340	10%
		% of the Directorate's Capital Budget spent on capital projects identified in the IDP	95% by June 2014	20.10% (Mid-term target of 32% was not achieved)	46%	95% by June 2014	Financial Report	Vote Number(s) 0671 2526 Vote Description Amount Approved R21[illegible]	
		% of the Municipality's Institutional Training Budget spent on implementing its institutional Workplace Skills Plan	95% by June 2014	17% (Mid-term target of 20% was not achieved)	50%	95% by June 2014	Financial Report	Vote Number(s) 037[illegible] Vote Description Training for each sub directorate's operating expenditure budget Amount Approved R9 809 34[illegible]	
		Turnaround time for the processing of payment documentation (from receipt of invoice to submission to the Credit Distribution Department)	19 days (Directorates)	36 days (Mid-term target of 19 days was not achieved)	19 days (Directorates)	19 days (Directorates)	19 days (Directorates)	No budget provision necessary	

No	Key Performance Element (KPE)	Key Performance Indicator (KPI)	2013/14 Annual Target	BASELINE as at 31 Dec 2013	QTR ending 31 March 2014 - TARGET	QTR ending 30 June 2014 - TARGET	PORTFOLIO OF EVIDENCE	BUDGET INFORMATION	WEIGHTING
KPA 5: Good Governance and Public Participation									
5.1	Public Participation and Special Sector Development	Number of Ward Committees established	60 by September 2013	A Ward Committee Electoral Officer was appointed by the Municipality to lead the proposed Ward Committee elections, which is scheduled to be held by March 2014 (Annual target of 60 by Sept 2013 was not achieved)			Election results Minutes Training Needs Analysis Report Attendance registers and certificates	Vote Number(s) 1067 3493 Vote Description Ward Elections Amount Approved R27 780	20%
		Development of Ward-Based plans	60 by June 2014	A Ward Committee Electoral Officer was appointed by the Municipality to lead the proposed Ward Committee elections, which is scheduled to be held by March 2014 (Annual target of 60 by June 2014 was not achieved)	Draft ward-based plans in place	60 by June 2014	Reviewed Ward Based Plans Council minutes	Vote Number(s) 1067 3493 Vote Description Ward Elections Amount Approved R27 780	

No	Key Performance Element (KPE)	Key Performance Indicator (KPI)	2013/14 Annual Target	BASELINE as at 31 Dec 2013	QTR ending 31 March 2014 - TARGET	QTR ending 30 June 2014 - TARGET	PORTFOLIO OF EVIDENCE	BUDGET INFORMATION	WEIGHTING
5.1	Public Participation and Special Sector Development (continues)	Number of Ward Committee meetings held (per Ward per annum)	4 per Ward	A Ward Committee Electoral Officer was appointed by the Municipality to lead the proposed Ward Committee elections, which is scheduled to be held by March 2014 (First quarter and mid-term target of one meeting per ward per quarter, were not achieved)	3 per Ward	4 per Ward	Attendance registers Minutes	Vote Number(s) 1067 3493 Vote Description Ward Elections Amount Approved R27 780	
		Number of Cluster meetings held per Cluster per annum	4 per Cluster	1 (Socio-Economic and Safety Cluster Committee) (First quarter and mid-term targets of one per cluster per quarter, were not achieved)	3 per Cluster	4 per Cluster	Attendance registers Minutes	Vote Number(s) 1067 3493 Vote Description Ward Elections Amount Approved R27 780	
		Number of women and people with disabilities provided with entrepreneurship training	120 (women)	100 (Over achievement was reported against the mid-term target of 40)	80	120 (women)	Attendance registers Certificates	Vote Number(s) 1275 4274 Vote Description Workshops Women's Desk Amount Approved R205 326	
			30 (people with disabilities)	1 (First quarter and mid-term targets of 7 and 14 respectively, were not achieved)	21	30 (people with disabilities)		Vote Number(s) 1275 4275 Vote Description Workshop Disabled People's Desk Amount Approved R257 270	

No	Key Performance Element (KPE)	Key Performance Indicator (KPI)	2013/14 Annual Target	BASELINE as at 31 Dec 2013	QTR ending 31 March 2014 - TARGET	QTR ending 30 June 2014 - TARGET	PORTFOLIO OF EVIDENCE	BUDGET INFORMATION	WEIGHTING
5.1	Public Participation and Special Sector Development *continues*	Number of youth, women and people with disabilities benefitting from job creation projects through the provision of training and/or employment opportunities	120 (youth)	205 (Over achievement was reported against the mid-term target of 60)	90	120 (youth)	EPWP reports	Relevant Vote Number(s): 1275 4274 Vote Description: Workshops - Women's Desk Amount Approved: R205 320	
			120 (women)	132 (Over achievement was reported against the mid-term target of 60)	90	120 (women)		Vote Number(s): 1275 4274 Vote Description: Workshops - Women's Desk Amount Approved: R205 320	
			30 (people with disabilities)	1 (First quarter and mid-term targets of 7 and 14 respectively, were not achieved)	21	30 (people with disabilities)		Vote Number(s): 1275 4275 Vote Description: 1275 4275 Workshop Disabled People's Desk Amount Approved: R257 270	
		Number of national pride celebrations hosted	12 (International Women's Day, Human Rights Day, Freedom Day, International Children's Day, Youth Day, Mandela Day, Women's Day, Heritage Day, Aged Day, National Children's Day, 16 Days of Activism, International Disability Day)	7 (Mandela Day Women's Day Heritage Day Aged Day 16 Days of Activism National Children's Day International Disability Day) (Mid-term target of 7 was achieved)	9 (Mandela Day Women's Day Heritage Day Aged Day 16 Days of Activism National Children's Day International Disability Day International Women's Day Human Rights Day)	12 (International Women's Day, Human Rights Day, Freedom Day, International Children's Day, Youth Day, Mandela Day, Women's Day, Heritage Day, Aged Day, National Children's Day, 16 Days of Activism, International Disability Day)	Attendance register Adverts Programme evaluation report Programme Photos and videos	Vote Number(s): 1273 3695 Vote Description: Annual National Pride Celebration Amount Approved: R326 311	
		Number of youth provided with entrepreneurship training	120	109 (Over achievement against the mid-term target of 60 was reported)	90	120	Attendance registers Certificates	Relevant Vote Number(s): 1690 5189 Vote Description: Youth Project Amount Approved: R11 910	

No	Key Performance Element (KPE)	Key Performance Indicator (KPI)	2013/14 Annual Target	BASELINE as at 31 Dec 2013	QTR ending 31 March 2014 - TARGET	QTR ending 30 June 2014 - TARGET	PORTFOLIO OF EVIDENCE	BUDGET INFORMATION	WEIGHTING
5.1	Public Participation and Special Sector Development *continues*	Number of peri-urban youth brigades focusing on one or more of the following: literacy, environmental protection, HIV/AIDS and education	10 (Wards 40 and 53)	Zero performance reported (First quarter and mid-term targets were not achieved)	8	10 (Wards 40 and 53)	Minutes Attendance registers Progress Reports	No budget provision necessary	
		Number of special sector co-operatives established in any of the following identified focus areas: film and video, gas distribution, building material, waste collection	5	Zero performance reported (First quarter and mid-term targets were not achieved)	3	5	Minutes Attendance registers Progress Reports	No budget provision necessary	
5.2	Council Oversight and Support Services	Number of Council meetings held	15	7 (Over achievement was reported against the mid-term target of 4)	9	15	Council agenda and minutes	Relevant Vote Number(s) 1488 0205 Vote Description Councillor's Refreshments Amount Approved R115 340	
		Number of Councillors provided with training in line with the Skills Development Plan for Councillors	40	57 (Over achievement was reported against the mid-term target of 20)	30	40	Attendance registers Certificates Reports	Vote Number(s) 1488 3703 1488 5037 Vote Description Establish Ongoing Welfare and Support Programmes Capacity Building for Women Amount Approved R1 90 570 R251 480	
5.3	Information Communications Technology	Number of ICT Steering Committee meetings held	4	0 performance reported (First quarter and mid-term targets of 1 and 2 respectively, were not achieved)	3	4	Agendas, Minutes, Attendance registers	No budget provision necessary	

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No	Key Performance Element (KPE)	Key Performance Indicator (KPI)	2013/14 Annual Target	BASELINE as at 31 Dec 2013	QTR ending 31 March 2014 - TARGET	QTR ending 30 June 2014 - TARGET	PORTFOLIO OF EVIDENCE	BUDGET INFORMATION	WEIGHTING
5.4	Risk Management	Number of Directorate Risk Management Reports submitted to the Office of the Chief Operating Officer	4	0 performance reported (First quarter and mid-term targets of 1 and 2 respectively, were not achieved)	3	4	Risk Management Report Correspondence on the submission of Risk Management Report	No budget provision necessary	
		% of risks other than the accepted risks mitigated against the total number of risks identified in the risk register of Corporate Services Directorate	100%	0% performance reported (First quarter and mid-term target of 100% was not achieved)	100%	100%	Risk Management reports, Authority to accept the risk	No budget provision necessary	
5.5	Internal Controls	Turnaround time from the request for additional performance information from Internal Audit to the Directorate's response	5 days	5 days (Mid-term target of 5 days was achieved)	5 days	5 days	Correspondence	No budget provision necessary	
		Turnaround time from the request for additional information from the Auditor General to the Directorate's response	3 days	3 days (Mid-term target of 3 days was achieved)					
		% reduction in Directorate's recurring items by the Auditor-General's Office	80% reduction on 2011/12 Auditor General Audit Report recurring items by March 2014	2013/14 first and second quarter non-compliance have not been addressed (First quarter and mid-term targets to report compliant performance information per quarter, was not achieved)	80% reduction on 2011/12 Auditor General Audit Report recurring items by March 2014 2012/13 Audit Report Action Plan developed		Audit Reports	No budget provision necessary	

No	Key Performance Element (KPE)	Key Performance Indicator (KPI)	2013/14 Annual Target	BASELINE as at 31 Dec 2013	QTR ending 31 March 2014 - TARGET	QTR ending 30 June 2014 - TARGET	PORTFOLIO OF EVIDENCE	BUDGET INFORMATION	WEIGHTING
5.5	Internal Controls *continues*	% of qualified audit factors attributed to the Directorate	0%	0% (Mid-term target of 0% was achieved)	0%	0%	Financial Reports; Agenda; Minutes; Attendance Registers	No budget provision necessary	
		Turnaround time for the actioning of Council resolutions (number of working days from the date of formal communication of a Council resolution to the Directorate, to the date the resolution is actioned by the Directorate)	10 working days	10 working days (Mid-term target of 10 working days was achieved)	10 working days	10 working days	Council Minutes Action Plans	No budget provision necessary	
		Turnaround time for the actioning of MPAC resolutions (number of working days from the date of formal communication of a MPAC resolution to the Directorate, to the date the resolution is actioned by the Directorate)	10 working days	Zero performance reported	10 working days	10 working days	MPAC Minutes Action Plans	No budget provision necessary	

ASSESSMENT RATING CALCULATOR

NELSON MANDELA BAY MUNICIPALITY

Assessment Rating Calculator

Name: MOD NDOYANA
Cycle: Dec-13 to Jun-14

Key Performance Area	Weight	Rating	Score
1	5%		0
2	60%		0
3	5%		0
4	10%		0
5	20%		0
	100%		0

CCR	Weight	Rating	Score
1	8%		0
2	8%		0
3	8%		0
4	7%		0
5	8%		0
6	8%		0
7	8%		0
8	8%		0
9	8%		0
10	7%		0
11	7%		0
12	8%		
13	7%		
	100%		0

KPA weight	80%	CCR weight	20%
KPA SCORE	**0%**	**CCR SCORE**	**0%**
FINAL SCORE			**0%**

(a) Performance Calculations and Ratings

At the end of each performance review cycle, the employee will be assessed in terms of the required targets reflected on his / her respective performance plan. The following elements are essential in determining performance levels:

(b) Performance Weighting

Weightings allow emphasis to be placed on KPAs and key objectives that carry more importance and/or take more time. Every KPA in the performance agreement or plan must be assigned a weighting. The total of the weightings on each of the two components of the performance plan must add up to 100.

The purpose of the weighting is to enable Council to ensure performance of the key objectives with the highest strategic importance, and to reward outstanding performance accordingly.

(c) Performance Rating

The rating can be defined as the level of achievement of the targets set for a specific key performance area. The Nelson Mandela Bay Municipality uses the five-point system for rating performance, as contained in the performance agreement (see Clause 7.6).

(d) Score

The score represents the product of the average rates of all the targets for each key performance indicator, and the weight for the respective key performance area; e.g. if the average rate is 3 and the weighting is 15, then the weighted score = 3 X 15, which equals 45.

(e) Total Weighted Score and Performance Percentage

The total score is the sum of the weighted scores for all the key performance areas and core competency requirements for a specific position. Therefore by adding all the weighted scores, one arrives at a figure representing the total weighted score.

MINIMUM COMPETENCY LEVELS

CORE COMPETENCY REQUIREMENTS (100%)

NO	Competence	Description		Generic performance standards	WEIGHT
1	**CORE MANAGERIAL COMPETENCIES:** Financial management Also listed under:- **FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES** Strategic financial management	Interpret South African legislation and policy affecting municipal financial management (**116361**)	=	Apply the techniques of sound financial management in local government.	8%
			=	Identify and describe the key elements in the structure of public policy making in South Africa and the connections and power relations between them.	
			=	Interpret the elements of initiatives taken through various pieces of legislation to promote sound financial management in local government.	
			=	Demonstrate, through analysis, an understanding of the environment in which policy-making takes place with emphasis on factors that significantly impinge on policy making.	
			=	Demonstrate an understanding of the principles of good governance and ethical behavior within a municipal setting	
		Apply approaches to managing municipal income and expenditure within a multi-year framework (**116342**)	=	Develop approaches to managing a municipality's revenue in a sustainable manner	
			=	Develop a subsidy framework for municipal rates and tariffs that encourages efficient and effective use of resources while promoting equity	
			=	Apply the different approaches to forecasting municipal income and expenditure over the medium term.	
			=	Assess the organizational implications of planning income and expenditure over the medium term.	
			=	Contribute to the design rates, tariffs and user charges.	
			=	Develop a credit control and debt collection policy.	
		Manage a municipality's assets and liabilities (**16362**)	=	Provide advice to a municipality on optimizing relationships with the financial community.	
			=	Describe and prepare proposals to accessing bank finance.	
			=	Consider the merits of hire purchase transactions and leasing of municipal assets.	
			=	Plan for contingent municipal liabilities	
			=	Develop a municipal asset management plan.	

2	**CORE MANAGERIAL COMPETENCIES:** People management and empowerment	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals.	=	Delegates and empowers others to increase contribution and level of responsibility.	8%
			=	Applies labour and employment legislation and regulations consistently.	
			=	Recognises individuals and teams and provides developmental feedback in accordance with performance management principles.	
			=	Adheres to internal and national standards with regard to HR practices	
			=	Deals with labour matters according to legislation.	
			=	Identifies competencies required and ensures that all employees in the directorate have personal development plans.	
			=	Manages conflict through a participatory and transparent approach	
3	**CORE MANAGERIAL COMPETENCIES:** Client orientation and customer focus	Understands the service needs of a client/customer (internal or external) and actively focuses on anticipating, meeting and exceeding the needs in a timely and appropriate manner.	=	Follows through on client enquiries, requests and complaints in a timely manner.	8%
			=	Advises clients about status of issues or progress of projects	
			=	Maintains clear communication with clients regarding mutual expectations and monitors client satisfaction.	
			=	Implements Batho Pele principles	
			=	Aligns the organisational structure and management processes to support the client's vision.	
4	**CORE MANAGERIAL COMPETENCIES:** Honesty and Integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust.	=	Conducts self in accordance with organisational code of conduct and policies	7%
			=	Reports fraud, corruption, nepotism and maladministration.	
			=	Honours the confidentiality of matters and does not use it for personal gain or the gain of others.	
			=	Discloses conflict of interest issues.	
			=	Uses work-time for organisational matters and not for personal matters.	

5	**FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES:** Strategic leadership and management	Contribute to the strategic planning process in a South African Municipality (**116358**)	=	Formulate vision and mission statements in a South African Municipality as required by the Local Government Legislative Framework.	8%
			=	Conduct a stakeholder analysis and develop a framework for a community participation process.	
			=	Identify key performance areas applicable to institutional strategies as required by the Local Government Legislative Framework	
			=	Formulate institutional strategies.	
			=	Demonstrate knowledge of the legislative framework for integrated development planning and apply requirements of legislation	
			=	Formulate programmes and develop methods for monitoring the implementation of a strategic plan and related programmes.	
		Determines and articulates the vision, sets the direction for the organisation and/or directorate and inspires others to deliver on the organisational mandate.	=	Gives direction and realises the organisation's strategic objectives as expressed in the SDBIP, Budget and IDP.	
			=	Develops detailed action plans to execute strategic initiatives.	
			=	Achieves strategic objectives against specified performance measures.	
			=	Translates strategies into action plans.	
			=	Builds and supports a high-performance team.	
			=	Communicates strategic plan to the directorate(s).	
			=	Provides strategic leadership to relevant key Council structures.	
		Conducts a stakeholder analysis and develops a framework for a community participation process.	=	Various stakeholders are identified that should be consulted in municipal strategic planning process, after which a database is developed.	
		Demonstrates knowledge of the legislative framework for integrated development planning and applies requirements of legislation.	=	An Institutional IDP and SDBIP is drafted and reviewed according to legislation and institutional timelines.	
		Formulates programs and develops methods for monitoring the implementation of a strategic plan and related programmes.	=	Develops indicators to be used in the measurement of the delivery of all elements of a strategic plan and effects periodic monitoring and evaluation.	

6	**FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES:** Operational Financial Management	Apply the principles of budgeting within a municipality **(116345)**	=	Demonstrate an awareness of the role of a budget in the municipal context.	8%
			=	Differentiate between formats of budgets used in a municipality.	
			=	Evaluate a municipal budgeting system.	
			=	Contribute to preparing a municipal budget that reflects an integrated developmental plan.	
			=	Differentiate between approaches to preparing a municipal budget	
		Apply principles of information systems to public finance and administration **(119352)**	=	Identify and describe the elements of management information systems (MIS) relevant to public finance management and administration.	
			=	Utilize information technology to aid management planning.	
			=	Assess and provide recommendations on the risk associated with information technology.	
			=	Utilize e-commerce and e-governance software to enhance work productivity	
		Apply cost management information systems in the preparation of management reports **(119341)**	=	Identify and apply different methods of accounting for costs in the public setting.	
			=	Compile costing information for management control.	
			=	Prepare cost performance reports using variance analysis techniques.	
			=	Present relevant data to support non-routine short-term decisions.	
		Conduct working capital management activities in accordance with sound financial management policy **(119331)**	=	Use the working capital management policy applicable to the public management and administration sector.	
			=	Use financial information to inform working capital decisions.	
			=	Manage accounts receivable	
			=	Manage inventory	
			=	Manage cash resources	

6	Continues	Plan a municipal budgeting and reporting cycle (116364)	=	Identify the roles and responsibilities of municipal political executive and senior management required by the local government legislative framework for budgeting	continues
			=	Plan a municipal budget calendar in accordance with the legislation	
			=	Develop a legislatively compliant municipal budget and treasury office	
			=	Comply with the conditions for municipal delegations	
		Maximises the organisation's business sense and displays a sound business understanding in applying the most effective management practices to achieve organisational financing goals and objectives.	=	Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate.	
			=	Manages and monitors financial risk.	
		Applies the techniques of sould financial management in local government.	=	Defines and evaluates mechanisms and processes for deciding the overall levels of expenditure at local government level	
		Demonstrates an understanding of the principles of good governance and ethical behavior within a municipal setting.	=	Defines the notions of political and managerial accountability and separation of responsibilities within the municipal context.	
		Uses the working capital management policy applicable to the public management and administration sector.	=	Explains the working capital policy in the public finance management and administration sector.	
			=	Identifies the element covered by the working capital policy.	
			=	Demonstrates the need to manage the overall working capital position to meet overall financial management policy.	
		Manages inventory.	=	Applies government guidelines relating to procurement and inventory.	
			=	Provides management techniques and practices are used with reference to various inventory items.	
			=	Implements Asset Management Stralegy	
		Identifies the roles and responsibilities of municipal political executive and senior management required by the local government legislative framework for budgeting.	=	Identifying the roles and responsibilities of municipal political executives, accounting officers and senior managers in the budget preparations are identified using regulatory framework.	
			=	The typical scope of this outcome will include roles and responsibilities of the Mayor, Municipal Manager, Council, Chief Finance Officer and Senior Managers.	
		Plans a municipal budget calendar in accordance with the legislation.	=	The typical scope of this outcome will include community participation, Integrated Development Plans, Mayoral activities and budget approval.	
		Develops a legislatively compliant municipal Budget and Treasury Office.	=	Develops a budget that complies with relevant legislation	

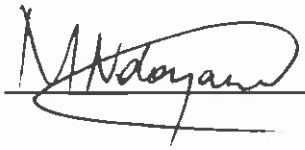
7	**FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES:** Governance, ethics and values in financial management	Applies the principles of ethics in a municipal environment **(116343)**	=	Demonstrate knowledge and insight into existing legislation, regulations and codes affecting activities of municipalities in South Africa	8%
			=	Apply the principles of ethics and professionalism to a municipal code of conduct	
			=	Develop an implementation plan to achieve compliance with an established code of ethics	
8	**FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES:** Financial and performance reporting	Prepare and analyse municipal financial reports **(116363)**	=	Select measure, record, classify and report financial data in accordance with current financial reporting standards	8%
			=	Prepare and comment on financial reports for different forms of municipal entities	
			=	Apply and comment on statements of generally recognized accounting practice	
			=	Analyze and interpret financial statements for stakeholders	
		Apply accounting principles and procedures in the preparation of reports and decision making **(119350)**	=	Demonstrate an understanding of accounting principles and reporting requirements and nature of functions in public sector	
			=	Use accounting techniques and approaches to process financial information	
			=	Apply end of period accounting procedures in the preparation of financial statements	
			=	Apply procedures necessary for control over cash transactions and balances	
			=	Utilise procedures for reporting and recording accounts receivable	
			=	Utilise procedures for recording and reporting on liabilities in the public sector	
		Apply selected GRAP (Generally Recognised Accounting Practices) to periodic accounting reporting process **(119348)**	=	Explain and apply the conceptual framework underlying GRAP	
			=	Present separate periodic financial statements in accordance with GRAP	
			=	Explain selected statutory provisions related to financial reporting	
			=	Analyse and interpret financial statements	
		Conduct performance management to a South African municipal environment **(116341)**	=	Implement performance management systems and mechanisms in a South African municipality, as required by the Local Government Legislative Framework	
			=	Write and develop performance management concepts for the effective measurement of municipal strategic and financial performance	
			=	Develop and identify the critical areas of a performance management agreement to be used as a form of contract of employment for a municipal staff member	
			=	Identify and establish institutional arrangements required for performance management in a municipality	
			=	Apply performance management concepts to municipal service delivery	

9	**FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES:** Risk and change management	Apply risk management in South African municipalities (116339)	=	Identify the role played by risk management in a municipality	8%
			=	Interpret and apply legislation relevant to municipal risk management in South Africa municipalities	
			=	Demonstrate how risk management contributes to good governance	
			=	Develop a municipality wide risk management and reporting system	
			=	Develop a risk management process	
		Demonstrates how risk management contributes to good governance.	=	Develops and implements risk management plans and reporting quarterly.	
			=	Ensures the establishment and functionality of risk structures.	
			=	Ensures the development and implementation of risk management strategies.	
10	**FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES:** Project Management	Initiates and manages projects in terms of project management principles.	=	Identifies and solves performance problems using critical and creative thinking processes.	7%
		Applies operations research, principles and tools in the management of project activities and resources (119343).	=	Ensures performance improvement.	
			=	Plans and reviews performance management annually in the institution.	
			=	Works effectively with others as members of a team, group, organisation, community regarding performance issues and fostering team commitment to achieve a high level of service excellence.	
			=	Collects, analyses, organises and critically evaluates performance information and presenting conclusions.	
11	**CORE OCCUPATIONAL COMPETENCIES:** Interpretation of and implementation within the legislative and national policy frameworks Also listed under:- **FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES:** Legislation, policy and implementation	Discuss the selected legislative regulatory framework governing the public sector management and administration environment (119334)	=	Demonstrate an understanding of and interpret the South African Constitution in relation to public sector financial management	7%
			=	Identify and apply the regulations governing the Division of Revenue	
			=	Demonstrate knowledge of and apply the South African legal system within the public sector financial management and administration context	
			=	Apply legislative regulations and legal principles to contracts	
			=	Manage the implementation of the Municipal Finance Management Act in a municipality	
		Interprets the elements of initiatives takan through various pieces of legislation to promote sound financial management in local government.	=	Adheres to legislative compliance.	
			=	Adheres to the Municipal Finance Management Act.	
		Applies the principles of ethics and professionalism to a municipal code of conduct Assessment Criteria.	=	Adheres to the Code of Conduct.	
			=	Avoids misconduct and bringing the Municipality into disrepute.	

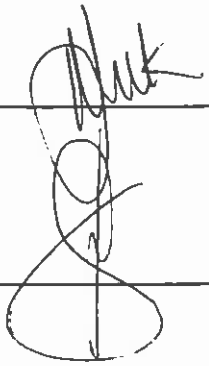
11	Continues	Demonstrates an understanding of and interprets the South African Constitution in relation to public sector financial management.	=	Implements intergovernmental relations	continues
			=	Adheres to good corporate governance.	
			=	Ensures the functionality of Legal Services Sub-Directorate.	
			=	Ensures adherence to the Policy Development Framework	
			=	Ensures the development and adherence to the By-law Process Framework	
			=	Ensures the review and uniformity of all by-laws.	
12	**FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES:** Supply Chain Management	Participate in the design and implementation of municipal supply chain management (116353)	=	Apply legislative requirements governing supply chain management.	8%
			=	Manage risks in supply chain management processes.	
			=	Delegate supply chain management powers and functions.	
			=	Comply with required ethical standards applied in municipal supply chain management.	
			=	Develop and evaluate a municipal supply chain management policy	
		Applies legislative requirements governing supply chain management.	=	Adheres to the Municipality's Supply Chain Management Policy	
		Manages risks in supply chain management processes.	=	Appoints companies which are registered on NMBM service providers database.	
			=	Implements contract management system to check on performance of contractors.	
		Delegates supply chain management powers and functions	=	Implements delegated powers in terms of supply chain management.	
		Complies with required ethical standards applied in municipal supply chain management.	=	Discloses requirements by supply chain management officials and other role players are identified in legislation and incorporated into the procedures, which will be implemented.	
		Develops and evaluates a municipal supply chain management policy.	=	Contributes to the annual review of the supply chain management policy.	
			=	Investigates and implements programmes to ensure the promotion of broad-based economic empowerment.	

13	**FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES:** Audit and Assurance	Conducts auditing planning and implementation in a South African municipality **(116351)**	=	Rectifies issues identified by Internal Audit.	7%
			=	Develops and implements annually an Action Plan to rectify findings from the Office of the Auditor-General.	
			=	Enhances the implementation of the annual Audit Plan.	
		Describes and evaluates the scope of both internal and external audit work and audit's relationship to management	=	Conducts self in accordance with organisational code of conduct and policies.	
			=	Reports fraud, corruption, nepotism and maladministration.	
			=	Honours the confidentiality of matters and does not use it for personal gain or the gain of others.	
			=	Discloses conflict of interest issues.	
			=	Uses work-time for organisational matters and not for personal matters.	
			=	Timeous response to audit queries and submission of information (both by Internal Audit and the Office of the Auditor-General).	
			=	Maintains a good working relationship with the Office of the Auditor-General	

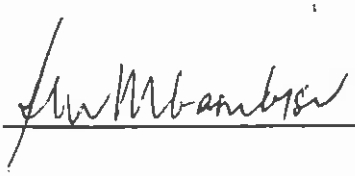
Thus done and signed at PORT ELIZABETH on **3 February 2014**

EMPLOYEE: 

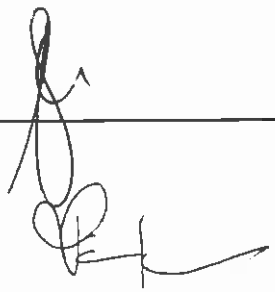
AS WITNESSES:

1 

2

MUNICIPAL MANAGER: 

AS WITNESSES:

1 

2