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**FINANCIAL YEAR: 2023/24
(1 JULY 2023 - 30 JUNE 2024)**

FOR THE

THE EMPLOYEE OF THE MUNICIPALITY

SELWYN THYS

CHIEF FINANCIAL OFFICER

AND

THE CITY MANAGER

**AS REPRESENTED BY
MUNICIPALITY**

THE NELSON MANDELA BAY METROPOLITAN

MADE AND ENTERED INTO BY AND BETWEEN

PERFORMANCE AGREEMENT

SECTION A: MR S THYS

PREAMBLE

The performance agreement is divided into six sections:

- Section A: Performance Agreement
- Section B: Performance Plan
- Section C: Competency Requirements
- Section D: Assessment Rating Calculator
- Section E: Personal Development Plan
- Section F: Signature Page

1. PARTIES

The parties to this Agreement are:

- 1.1 The Nelson Mandela Bay Metropolitan Municipality ("the Employer").
- 1.2 Mr S Thys 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"). The Employer and the Employee together are hereinafter referred to as the "Parties".

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;

2

5.1.2 the timetrans within which those performance objectives and targets must be met.
 5.1.1 the performance objectives and targets that must be met by the Employee; and
 The Performance Plan (Section B) sets out –

PERFORMANCE OBJECTIVES

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.
 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.
 4.2 This Agreement will terminate on the termination of the Employee's contract of employment, for any reason.
 4.1 This Agreement shall commence on 1 July 2023 and shall remain in force until 30 June 2024. 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.

COMMENCEMENT AND DURATION

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.

B
3
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- 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 (KPA's) 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.

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6.7 The following Competency Framework Structure, which is 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.

TOTAL PERCENTAGE		100%
NO	Key Performance Areas (KPA's)	Weighting
1	KPA 1: Basic Service Delivery	0%
2	KPA 2: Municipal Institutional Development and Transformation	4%
3	KPA 3: Local Economic Development	15%
4	KPA 4: Municipal Financial Viability and Management	73%
5	KPA 5: Good Governance and Public Participation	8%

6.6 The Employee's performance assessment shall be based on performance in terms of the outputs/outcomes (key 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 following weightings agreed to between the Employer and Employee:

6.5.3 KPAs covering the main areas of work will account for 80%, while of the final assessment, the competencies outlined in the Competency Framework, will account for 20%.

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

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

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COMPETENCY FRAMEWORK STRUCTURE		COMPETENCY DEFINITION	WEIGHTING
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.	9%	Impact and Influence
	Institutional Performance		
	Strategic Planning and Management		
	Organisational Awareness		
People management	Effectively manager, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.	8%	Human Capital Planning and Development Diversity Management Employee Relations Negotiation and Dispute Management
	Able to understand program and project management methodology; plan manage, monitor and evaluate specific activities in order to deliver on set objectives.		
	Program and Project Planning and Implementation		
	Service Delivery Management and Evaluation		
Financial Management	Able to compile, plan and manage budgets, control cash flow, institute financial risk and management and administer procurement in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner.	9%	Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Delivery
	Change Vision and Strategy		
	Process Design and Improvement		
Change Leadership	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.	8%	Change Impact Monitoring and Evaluation
	Policy Formulation		
	Risk and Compliance Management		
Governance Leadership	Able to promote, direct and apply professionalism in	9%	

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The employee will be reviewed on the following dates with the understanding that review in the third quarter may be verbal if performance is satisfactory:

7.1.1 the standards to be met by the Employee; and
 7.1.2 the intervals for the evaluation of the Employee's performance.

7.1 The Performance Plan (Section B) sets out –

7. EVALUATING PERFORMANCE

TOTAL PERCENTAGE		WEIGHTING	
Results and Quality Focus	8%	8%	100%
Communication	8%	8%	
Knowledge and Information Management	8%	8%	
Analysis and Innovation	8%	8%	
Planning and Organising	9%	9%	
Moral Competency	8%	8%	
CORE COMPETENCIES		COMPETENCY DEFINITION	WEIGHTING
		managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.	Cooperative Governance

- (a) Each competency outlined in the Competency Framework Structure 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 competency outlined in the Competency Framework Structure.

7.5.2 Assessment of the Competency Framework Structure

- (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.

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

- 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:

EVALUATION	PERIOD	DATE
First Quarter	July 2023 – September 2023	Review date to be determined in line with 2024 Council Calendar of meetings
Second Quarter	July 2023 – December 2023	Review date to be determined in line with 2024 Council Calendar of meetings.
Third Quarter	July 2023 – March 2024	Review date to be determined in line with 2024 Council Calendar of meetings
Fourth Quarter	July 2023 – June 2024	Review date to be determined in line with 2024 Council Calendar of meetings
Annual performance Evaluation	July 2022 – June 2023	Review date to be determined in line with 2024 Council Calendar of meetings

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Level	Terminology	Description	Rating
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.	1 2 3 4 5
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 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.	

7.6 The assessment of the performance of the Employee shall be based on the following rating scale for KPAs and competencies outlined in the Competency Framework Structure:

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

7.5.3 Overall rating

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

(c) This rating should be multiplied by the weighting given to each competency outlined in the Competency Framework Structure during the contracting process, to provide a score.

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

8. SCHEDULE FOR QUARTERLY PERFORMANCE REVIEWS

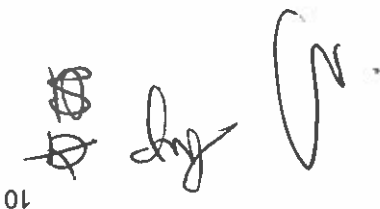
7.9 The Chief Operating Officer shall co-ordinate the performance management process including the evaluation, implementation and management of performance outcomes.

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

- (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) Mayor and/or Municipal Manager from another Municipality.

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

Level	Terminology	Description	Rating
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.	1 2 3 4 5
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. 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.	1 2 3 4 5

10


10.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and
 10.1.1 have a direct effect on the performance of any of the Employer's functions;
 10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will, amongst others –

10. CONSULTATION

9.1.5 make available to the Employee such resources as the Employer may reasonably require from time to time to assist him in meeting the performance objectives and targets established in terms of this Agreement.
 9.1.4 at the request of the Employee delegate such powers reasonably required by the Employer to enable him to meet the performance objectives and targets established in terms of this Agreement; and
 9.1.3 work collaboratively with the Employer to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
 9.1.2 provide access to skills development and capacity building opportunities;
 9.1.1 create an enabling environment to facilitate effective performance by the employee;

9.1 The Employer must –

9. OBLIGATIONS OF EMPLOYER

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.
 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.
 8.4 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.
 8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
 8.2 The Employer must keep a record of performance review meetings.

11


11.3 In the event where the validity period of the agreement is for a period less than 12 months or in the event of the Employee terminating his service during the validity period of this Agreement, performance will be evaluated for the portion during which he was employed and he will be evaluated to a pro-rata performance bonus based on his evaluated performance for the period of actual service.

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 duties.

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

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

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%

11.1 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.

11. MANAGEMENT OF EVALUATION OUTCOMES

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is reasonably practicable, to enable the Employee to take the necessary action without delay.

10.1.3 have a substantial financial effect on the Employer.

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 Chief Financial Officer 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

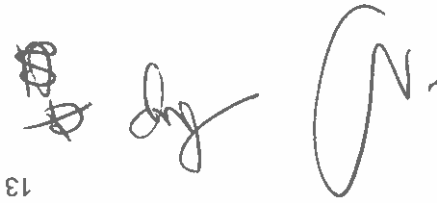
1. PURPOSE

This Performance Agreement defines Council's expectations of the Chief Financial Officer'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 Chief Financial Officer'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 organizations in the matters of local government.

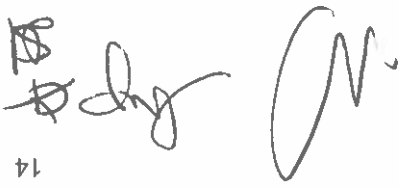


3. KEY PERFORMANCE AREAS

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 Integrated Development Plan, as well as the Competency Requirements outlined in Section C of this agreement:

- KPA 1: Basic Service Delivery
- KPA 2: Municipal Institutional Development and Transformation
- KPA 3: Local Economic Development
- KPA 4: Municipal Financial Viability and Management
- KPA 5: Good Governance and Public Participation

14



SECTION 8: PERFORMANCE PLAN

SECTION 8.1: SCORECARD

MFMCA C&S OUTCOME		KEY PERFORMANCE AREA (KPA)		KPI		KPI WEIGHTING				
IDP MFMCA C&S REF / MSA REG REF	SDBP MFMCA C&S REF / MSA REG REF	SDBP KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE PERFORMANCE OF 2022/23 ESTIMATED	2023/24 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2023/24 PER QUARTER (ACCUMULATIVE)	RESOURCES ALLOCATED FOR 2023/24 PER QUARTER (ACCUMULATIVE)	RECOMMENDED PORTFOLIO OF INTERGENERATION OF BALING SCALE	KPI WEIGHTING	TOTAL WEIGHTING
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%	0%
CORE MANDATE KEY PERFORMANCE INDICATORS										
<p>1. Number of residential properties in the industry housing market awaiting the municipal valuation roll</p> <p>2. Percentage of revenue generated from the sale of completed applications received</p> <p>3. Service Charges and Property Rates Revenue as a percentage of Service Revenue Budget</p> <p>4. Funded budget</p>										
H52 2	H52 21	N/A	H52 2	0	450	1st Quarter: 115 (1 JULY 2023 - 30 SEPTEMBER 2023) 2nd Quarter: 115 (1 JULY 2023 - 31 DECEMBER 2023) 3rd Quarter: 115 (1 JULY 2023 - 31 MARCH 2024) 4th Quarter: 115 (1 JULY 2023 - 30 JUNE 2024)	1st Quarter: R4 893 214,400 2nd Quarter: R8 533 123,200 3rd Quarter: R9 786 428,800 4th Quarter: R11 621 384,200 TOTAL BUDGET ALLOCATED: R23 834 150,600	1. Qualitative motivation 2. 400 - 450 down to 300 1. Below 200	5%	5%
<p>1. Number of residential properties in the industry housing market awaiting the municipal valuation roll</p> <p>2. Percentage of revenue generated from the sale of completed applications received</p> <p>3. Service Charges and Property Rates Revenue as a percentage of Service Revenue Budget</p> <p>4. Funded budget</p>										
H52 2	H52 21	N/A	H52 2	0	450	1st Quarter: 115 (1 JULY 2023 - 30 SEPTEMBER 2023) 2nd Quarter: 115 (1 JULY 2023 - 31 DECEMBER 2023) 3rd Quarter: 115 (1 JULY 2023 - 31 MARCH 2024) 4th Quarter: 115 (1 JULY 2023 - 30 JUNE 2024)	1st Quarter: R4 893 214,400 2nd Quarter: R8 533 123,200 3rd Quarter: R9 786 428,800 4th Quarter: R11 621 384,200 TOTAL BUDGET ALLOCATED: R23 834 150,600	1. Qualitative motivation 2. 400 - 450 down to 300 1. Below 200	5%	5%
<p>1. Number of residential properties in the industry housing market awaiting the municipal valuation roll</p> <p>2. Percentage of revenue generated from the sale of completed applications received</p> <p>3. Service Charges and Property Rates Revenue as a percentage of Service Revenue Budget</p> <p>4. Funded budget</p>										
H52 2	H52 21	N/A	H52 2	0	450	1st Quarter: 115 (1 JULY 2023 - 30 SEPTEMBER 2023) 2nd Quarter: 115 (1 JULY 2023 - 31 DECEMBER 2023) 3rd Quarter: 115 (1 JULY 2023 - 31 MARCH 2024) 4th Quarter: 115 (1 JULY 2023 - 30 JUNE 2024)	1st Quarter: R4 893 214,400 2nd Quarter: R8 533 123,200 3rd Quarter: R9 786 428,800 4th Quarter: R11 621 384,200 TOTAL BUDGET ALLOCATED: R23 834 150,600	1. Qualitative motivation 2. 400 - 450 down to 300 1. Below 200	5%	5%

FM1 Enhanced municipal budgeting and budget implementation		FM1 Enhanced municipal budgeting and budget implementation		FM1 Enhanced municipal budgeting and budget implementation		FM1 Enhanced municipal budgeting and budget implementation		FM1 Enhanced municipal budgeting and budget implementation		FM1 Enhanced municipal budgeting and budget implementation	
FM2 2	FM2 21	FM1 1	FM1 21	FM1 14	LED3 21	FM1 1	FM1 21	FM1 14	LED3 21	FM1 1	FM1 21
16	16	14	14	14	14	14	14	14	14	14	14
<p>KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</p> <p>KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</p> <p>KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</p> <p>KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</p>											
<p>Can backlog requests reconciliation at year end</p> <p>Can backlog requests reconciliation at year end</p> <p>Can backlog requests reconciliation at year end</p> <p>Can backlog requests reconciliation at year end</p>											
R1: 1 billion	R1: 1 billion	R1: 1 billion	R1: 1 billion	R1: 1 billion	R1: 1 billion	R1: 1 billion	R1: 1 billion	R1: 1 billion	R1: 1 billion	R1: 1 billion	R1: 1 billion
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<p>According to UDFSA Circular 08, the Municipality is required to report achievement against the Key Performance Indicator in its Annual Performance Report only. It should, however, be noted that the Municipality monitors performance against the KPI throughout the financial year by means of including quarterly performance reports of the relevant Senior Manager</p> <p>According to UDFSA Circular 08, the Municipality is required to report achievement against the Key Performance Indicator in its Annual Performance Report only. It should, however, be noted that the Municipality monitors performance against the KPI throughout the financial year by means of including quarterly performance reports of the relevant Senior Manager</p> <p>According to UDFSA Circular 08, the Municipality is required to report achievement against the Key Performance Indicator in its Annual Performance Report only. It should, however, be noted that the Municipality monitors performance against the KPI throughout the financial year by means of including quarterly performance reports of the relevant Senior Manager</p> <p>According to UDFSA Circular 08, the Municipality is required to report achievement against the Key Performance Indicator in its Annual Performance Report only. It should, however, be noted that the Municipality monitors performance against the KPI throughout the financial year by means of including quarterly performance reports of the relevant Senior Manager</p>											
R1: 1 billion	R1: 1 billion	R1: 1 billion	R1: 1 billion	R1: 1 billion	R1: 1 billion	R1: 1 billion	R1: 1 billion	R1: 1 billion	R1: 1 billion	R1: 1 billion	R1: 1 billion
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<p>Various operating budget</p> <p>Various operating budget</p> <p>Various operating budget</p> <p>Various operating budget</p>											
CAPEX	CAPEX	CAPEX	CAPEX	CAPEX	CAPEX	CAPEX	CAPEX	CAPEX	CAPEX	CAPEX	CAPEX
R4 318 132,500	R4 318 132,500	R4 318 132,500	R4 318 132,500	R4 318 132,500	R4 318 132,500	R4 318 132,500	R4 318 132,500	R4 318 132,500	R4 318 132,500	R4 318 132,500	R4 318 132,500
R8 636 271,000	R8 636 271,000	R8 636 271,000	R8 636 271,000	R8 636 271,000	R8 636 271,000	R8 636 271,000	R8 636 271,000	R8 636 271,000	R8 636 271,000	R8 636 271,000	R8 636 271,000
R17 354 406,500	R17 354 406,500	R17 354 406,500	R17 354 406,500	R17 354 406,500	R17 354 406,500	R17 354 406,500	R17 354 406,500	R17 354 406,500	R17 354 406,500	R17 354 406,500	R17 354 406,500
R16 808 319,000	R16 808 319,000	R16 808 319,000	R16 808 319,000	R16 808 319,000	R16 808 319,000	R16 808 319,000	R16 808 319,000	R16 808 319,000	R16 808 319,000	R16 808 319,000	R16 808 319,000
R11 272 542,000	R11 272 542,000	R11 272 542,000	R11 272 542,000	R11 272 542,000	R11 272 542,000	R11 272 542,000	R11 272 542,000	R11 272 542,000	R11 272 542,000	R11 272 542,000	R11 272 542,000
Financial report	Financial report	Financial report	Financial report	Financial report	Financial report	Financial report	Financial report	Financial report	Financial report	Financial report	Financial report
5	5	5	5	5	5	5	5	5	5	5	5
Above R1.9 billion and/or qualitative motivation	Above R1.9 billion and/or qualitative motivation	Above R1.9 billion and/or qualitative motivation	Above R1.9 billion and/or qualitative motivation	Above R1.9 billion and/or qualitative motivation	Above R1.9 billion and/or qualitative motivation	Above R1.9 billion and/or qualitative motivation	Above R1.9 billion and/or qualitative motivation	Above R1.9 billion and/or qualitative motivation	Above R1.9 billion and/or qualitative motivation	Above R1.9 billion and/or qualitative motivation	Above R1.9 billion and/or qualitative motivation
4 Above R1.7 billion up to R1.8 billion	4 Above R1.7 billion up to R1.8 billion	4 Above R1.7 billion up to R1.8 billion	4 Above R1.7 billion up to R1.8 billion	4 Above R1.7 billion up to R1.8 billion	4 Above R1.7 billion up to R1.8 billion	4 Above R1.7 billion up to R1.8 billion	4 Above R1.7 billion up to R1.8 billion	4 Above R1.7 billion up to R1.8 billion	4 Above R1.7 billion up to R1.8 billion	4 Above R1.7 billion up to R1.8 billion	4 Above R1.7 billion up to R1.8 billion
3 R1.7 billion	3 R1.7 billion	3 R1.7 billion	3 R1.7 billion	3 R1.7 billion	3 R1.7 billion	3 R1.7 billion	3 R1.7 billion	3 R1.7 billion	3 R1.7 billion	3 R1.7 billion	3 R1.7 billion
2 Below R1.7 billion down to R1.6 billion	2 Below R1.7 billion down to R1.6 billion	2 Below R1.7 billion down to R1.6 billion	2 Below R1.7 billion down to R1.6 billion	2 Below R1.7 billion down to R1.6 billion	2 Below R1.7 billion down to R1.6 billion	2 Below R1.7 billion down to R1.6 billion	2 Below R1.7 billion down to R1.6 billion	2 Below R1.7 billion down to R1.6 billion	2 Below R1.7 billion down to R1.6 billion	2 Below R1.7 billion down to R1.6 billion	2 Below R1.7 billion down to R1.6 billion
1 Below R1.6 billion	1 Below R1.6 billion	1 Below R1.6 billion	1 Below R1.6 billion	1 Below R1.6 billion	1 Below R1.6 billion	1 Below R1.6 billion	1 Below R1.6 billion	1 Below R1.6 billion	1 Below R1.6 billion	1 Below R1.6 billion	1 Below R1.6 billion

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										MFMA CBS OUTCOME																													
										IDP MFMA CBS REF / MSA REG REF			SOBP MFMA CBS REF / MSA REG REF			SOBP KPI NUMBER			KEY PERFORMANCE AREA (KPA)																				
										KPI HQ			KEY PERFORMANCE INDICATOR			BASELINE (ANNUAL PERFORMANCE TARGET ESTIMATE)			2022/23 ANNUAL PERFORMANCE TARGET			1ST QUARTER PLANNED TARGET (1 JULY 2022 - 30 SEPTEMBER 2023)			2ND QUARTER PLANNED TARGET (1 JULY 2022 - 31 DECEMBER 2022)			3RD QUARTER PLANNED TARGET (1 JULY 2022 - 31 MARCH 2023)			4TH QUARTER PLANNED TARGET (1 JULY 2022 - 30 JUNE 2023)								
										VOTE NUMBER/PROJECT ID			DESCRIPTION			RESOURCES ALLOCATED FOR 2022/23 PER QUARTER (ACCUMULATIVE)			RECOMMENDED PORTFOLIO EVIDENCE			RECOMMENDED INTERPRETATION OF RATING SCALE			KPI WEIGHTING			TOTAL WEIGHTING											
										No direct budget linked to Key Performance Indicator measurement			1st Quarter Planned Budget as Table SA 22, 28 and 30			2nd Quarter Planned Budget as Table SA 22, 28 and 30			3rd Quarter Planned Budget as Table SA 22, 28 and 30			4th Quarter Planned Budget as Table SA 22, 28 and 30			TOTAL BUDGET ALLOCATED			Financial report			5. Above 201 days and/or qualitative nomination 4. Below 20 days down to 20 days and/or qualitative nomination 3. 30 days 2. Below 20 days up to 40 days 1. Above 40 days			8			2%		
										No direct budget linked to Key Performance Indicator measurement			1st Quarter Planned Budget as Table SA 22, 28 and 30			2nd Quarter Planned Budget as Table SA 22, 28 and 30			3rd Quarter Planned Budget as Table SA 22, 28 and 30			4th Quarter Planned Budget as Table SA 22, 28 and 30			TOTAL BUDGET ALLOCATED			Financial report			5. Above 180% and/or qualitative nomination 4. Above 173% up to 180% and/or qualitative nomination 3. 173% 2. Below 173% down to 164% 1. Below 164%			8			5%		
										No direct budget linked to Key Performance Indicator measurement			1st Quarter Planned Budget as Table SA 22, 28 and 30			2nd Quarter Planned Budget as Table SA 22, 28 and 30			3rd Quarter Planned Budget as Table SA 22, 28 and 30			4th Quarter Planned Budget as Table SA 22, 28 and 30			TOTAL BUDGET ALLOCATED			Financial report			5. Above R1.5 and/or qualitative nomination 4. Above R1.1 up to R1.5 and/or qualitative nomination 3. R1.1 2. Below R1.1 down to R0.7 1. Below R0.7			8			5%		
										No direct budget linked to Key Performance Indicator measurement			1st Quarter Planned Budget as Table SA 22, 28 and 30			2nd Quarter Planned Budget as Table SA 22, 28 and 30			3rd Quarter Planned Budget as Table SA 22, 28 and 30			4th Quarter Planned Budget as Table SA 22, 28 and 30			TOTAL BUDGET ALLOCATED			Financial report			5. Above 10% and/or qualitative nomination 4. Below 12% down to 10% and/or qualitative nomination 3. 12% 2. Above 12% up to 14% Above 14%			8			2%		
										No direct budget linked to Key Performance Indicator measurement			1st Quarter Planned Budget as Table SA 22, 28 and 30			2nd Quarter Planned Budget as Table SA 22, 28 and 30			3rd Quarter Planned Budget as Table SA 22, 28 and 30			4th Quarter Planned Budget as Table SA 22, 28 and 30			TOTAL BUDGET ALLOCATED			Financial report			5. Below 201 days and/or qualitative nomination 4. Below 20 days down to 20 days and/or qualitative nomination 3. 30 days 2. Below 20 days up to 40 days 1. Above 40 days			8			2%		

SECTION 81 SCORECARD

MFM, Enhanced municipal budgeting and budget implementation		MFM, Enhanced municipal budgeting and budget implementation		MFM, Enhanced municipal budgeting and budget implementation		MFM, Enhanced municipal budgeting and budget implementation		MFM, Enhanced municipal budgeting and budget implementation		MFM, Enhanced municipal budgeting and budget implementation		MFM, Enhanced municipal budgeting and budget implementation		MFM, Enhanced municipal budgeting and budget implementation		MFM, Enhanced municipal budgeting and budget implementation		MFM, Enhanced municipal budgeting and budget implementation	
FM1.1	FM1.1	FM1.1	FM1.1	FM1.1	FM1.1	FM1.1	FM1.1	FM1.1	FM1.1	FM1.1	FM1.1	FM1.1	FM1.1	FM1.1	FM1.1	FM1.1	FM1.1	FM1.1	FM1.1
11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11
19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19
18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18
17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17
16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16
15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15
14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14
13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13
12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11
10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9
8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%
40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

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SECTION B1: SCORECARD

MFMA C88 OUTCOME		N/A	
IDP MFMA C88 REF / MBA REG REF		N/A	
SDBIP MFMA C88 REF / MBA REG REF		N/A	
SDBIP KPI NUMBER		1-74	
KEY PERFORMANCE AREA (KPA)		KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	
KPI NO		73	
KEY PERFORMANCE INDICATOR		Complying with the requirements outlined in Section 62 of the Municipal Systems Act	
BASELINE (ANNUAL PERFORMANCE OF 2022 ESTIMATED)		In progress	
2023/24 ANNUAL PERFORMANCE TARGET		All requirements completed with, when specified brackets	
TARGETS FOR 2023/24 PER QUARTER (ACCUMULATIVE)		1ST QUARTER PLANNED TARGET (1 JULY 2023 - 30 SEPTEMBER 2023) 2ND QUARTER PLANNED TARGET (1 JULY 2023 - 31 DECEMBER 2023) 3RD QUARTER PLANNED TARGET (1 JULY 2023 - 31 MARCH 2024) 4TH QUARTER PLANNED TARGET (1 JULY 2023 - 30 JUNE 2024)	
VOTE NUMBER/PROJECT ID		SDBIP MEMORANDUM NO 18	
DESCRIPTION		No direct budget linked to Key Performance Indicator measurement	
RESOURCES ALLOCATED FOR 2023/24 PER QUARTER (ACCUMULATIVE)		1st Quarter Planned Budget as Table SA 23. 29 and 30 2nd Quarter Planned Budget as Table SA 23. 29 and 30 3rd Quarter Planned Budget as Table SA 23. 29 and 30 4th Quarter Planned Budget as Table SA 23. 29 and 30 TOTAL BUDGET ALLOCATED	
RECOMMENDED OF THE SCALE		1. Every delivery of two or more of the following targets set and / or references for B2a, b, 4. Every delivery of any of the quarterly targets set and / or delivery of all annual targets as reflected in the contract. 2. Less or non-delivery of any of the quarterly targets set and / or more of the quarterly targets set.	
KPI WEIGHTING		8% continued	
TOTAL WEIGHTING			

E2: Improved affordability of electricity		FM1: Enhanced municipal budgeting and budget implementation	
FM1.1		FM1.1	
FM1.12		FM1.11	
12		11	
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT		KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	
24		25	
Percentage of user residential electricity provision allocated as Free Basic Electricity (FBE)		Total Capital Expenditure as a percentage of Total Capital Budget	
5.4%		63.24%	
7%		95%	
It is projected that quarterly SDBIP targets not to be met		10%	
		30%	
		60%	
		95%	
SDBIP MEMORANDUM NO 18		Total Capital Budget	
R650-102		CAPEX	
R8,999,750		R324,463,028	
R13,819,500		R1,164,930,037	
R20,179,250		R1,844,472,290	
R27,639,000		R3,941,350,095	
R27,639,000		R2,506,271,000	
R17,924,456,500		R1,318,135,500	
R16,408,914,900		R2,506,271,000	
R17,722,342,000		R1,164,930,037	
Financial report		Financial report	
KPI to be disregarded for the purpose of quarterly performance review and annual performance evaluation		KPI to be disregarded for the purpose of quarterly performance review and annual performance evaluation	
%		%	
%		%	

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SECTION 81: SCORECARD

FMS improved asset management		FMS improved asset management		FMS improved asset management		FMS improved asset management		FMS improved asset management		FMS improved asset management		FMA C88 OUTCOME																											
FMS 3	FMS 31	FMS 2	FMS 21	FMS 2	FMS 21	FMS 1	FMS 12	FMS 1	FMS 12	FMS 1	FMS 12	FMA 31	SDBP MFMA C88 REF / MSA REG REF	SDBP MFMA C88 REF / MSA REG REF	SDBP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KPI NO	MEASUREMENT INDICATOR	BASELINE PERFORMANCE OF 2022 (ESTIMATED)	2023 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2023A PER QUARTER (ACCUMULATIVE)				VOYE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2023A PER QUARTER (ACCUMULATIVE)				RECOMMENDED PORTFOLIO EVIDENCE	RECOMMENDED OR INTERPRETATION OF RATING SCALE	KPI WEIGHTING	TOTAL WEIGHTING					
27	27	26	23	37	37	36	36	35	35	34	34	25	25	25	25	25	25	25	25	25	30 days	30 days	30 days	30 days	30 days	30 days	30 days	30 days	30 days	30 days	30 days	30 days	30 days	30 days	30 days	30 days			

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MFA C88 OUTCOME	
N/A	IDP MFMA C88 REF / MSA REG REF
LED332	SDBIP MFMA C88 REF / MSA REG REF
60	SDBIP KPI NUMBER
KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	KEY PERFORMANCE AREA (KPA)
40	KPI NO
Percentage of municipal payments received from business within the municipal area	KEY PERFORMANCE INDICATOR
	BASELINE (ANNUAL PERFORMANCE OF 2022) ESTIMATED)
	2023 ANNUAL PERFORMANCE TARGET
	1ST QUARTER PLANNED TARGET (1 JULY 2023 - 30 SEPTEMBER 2023)
	2ND QUARTER PLANNED TARGET (1 JULY 2023 - 31 DECEMBER 2023)
	3RD QUARTER PLANNED TARGET (1 JULY 2023 - 31 MARCH 2024)
	4TH QUARTER PLANNED TARGET (1 JULY 2023 - 30 JUNE 2024)
	TARGETS FOR 2023/24 PER QUARTER (ACCUMULATIVE)
	VOTE NUMBER / PROJECT ID
	DESCRIPTION
	RESOURCES ALLOCATED FOR 2023/24 PER QUARTER (ACCUMULATIVE)
	1st Quarter Planned Budget as Table SA 23.29 and 30
	2nd Quarter Planned Budget as Table SA 23.29 and 30
	3rd Quarter Planned Budget as Table SA 23.29 and 30
	4th Quarter Planned Budget as Table SA 23.29 and 30
	TOTAL BUDGET ALLOCATED
	RECOMMENDED PORTFOLIO EVIDENCE
	RECOMMENDED OR INTERPRETATION OF RATING
	KPI to be disregarded for purposes of annual performance evaluation
	KPI WEIGHTING
	TOTAL WEIGHTING

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SECTION B: PERFORMANCE PLAN

SECTION B2 - REPORTING SCORECARD

B2(a): COMPLIANCE INDICATORS / QUESTIONS

I herewith commit to ensure that the necessary reporting system(s) are put in place to report performance against the compliance indicators and questions reflected under Section B2(a) of this agreement, to the Office of the Chief Operating Officer on a quarterly basis, within 10 working days after the end of a quarter.

SDBIP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR / QUESTION	INDICATOR DEFINITION	BASELINE (ANNUAL PERFORMANCE OF 2021/22 ESTIMATED)	1ST QUARTER PLANNED TARGET (1 JULY 2023 - 30 SEPTEMBER 2023)	2ND QUARTER PLANNED TARGET (1 JULY 2023 - 31 DECEMBER 2023)	3RD QUARTER PLANNED TARGET (1 JULY 2023 - 31 MARCH 2024)	4TH QUARTER PLANNED TARGET (1 JULY 2023 - 30 JUNE 2024)
COMPLIANCE INDICATORS									
26	C26 (GG)	1	R-value of all tenders awarded	The Cumulative R-value of all tenders awarded. A tender is an invitation to bid for a project. A tender is 'awarded' when the municipality officially selects an individual/company to carry out the work required to complete a project.	R 50,064,465.35				
27	C27 (GG)	2	Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	(1) Simple count of the number of tenders awarded in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	7				
28	C28 (GG)	3	R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	(1) Sum of the R-value of all tenders awarded in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	R 24,336,183.60				
54	C71 (LED)	4	Number of procurement processes where disputes were raised	The number of procurement processes where disputes were raised within the municipality. A municipality typically allows service providers who were unsuccessful in the tender process 14 days to dispute the outcome of their bid. This process usually takes place before the letter of award is issued to the successful bidder.	New Compliance Indicator				
60	C77 (LED)	5	B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based	The B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based within the municipality. In May 2019 amendments were made to the Enterprise and Supplier Development Scorecard and are now in effect. The aim of the Preferential Procurement Scorecard is to encourage the usage of black owned professional services and entrepreneurs as suppliers while inherently encouraging measured entities to empower themselves on the broad-based principles of B-BBEE.	R571 476 701.25				
61	C78 (LED)	6	B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned	The B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned based within the municipality. In May 2019 amendments were made to the Enterprise and Supplier Development Scorecard and are now in effect. The aim of the Preferential Procurement Scorecard is to encourage the usage of black owned professional services and entrepreneurs as suppliers while inherently encouraging measured entities to empower themselves on the broad-based principles of B-BBEE.	R244 882 848.60				

SDBIP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR / QUESTION	INDICATOR DEFINITION	BASELINE (ANNUAL PERFORMANCE OF 2021/22 ESTIMATED)	1ST QUARTER PLANNED TARGET (1 JUL Y 2023 - 30 SEPTEMBER 2023)	2ND QUARTER PLANNED TARGET (1 JUL Y 2023 - 31 DECEMBER 2023)	3RD QUARTER PLANNED TARGET (1 JUL Y 2023 - 31 MARCH 2024)	4TH QUARTER PLANNED TARGET (1 JUL Y 2023 - 30 JUNE 2024)
62	C79 (LED)	7	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement	The B-BBEE Procurement Spend on all Empowering Suppliers based within the municipality. In May 2019 amendments were made to the Enterprise and Supplier Development Scorecard and are now in effect. The aim of the Preferential Procurement scorecard is to encourage the usage of black owned professional services and entrepreneurs as suppliers while inherently encouraging measured abilities to empower themselves on the broad-based principles of B-BBEE.	R686 729 062,24				
69	C86 (LED)	8	Number of households in the municipal area registered as indigent	This refers to the number of households on the municipality's indigent register. An indigent register is a municipally administered list of households in need of economic relief/assistance. Those registered as indigent usually receive rates relief and the allocation of free basic services, including at least 6kl of free water per registered household per month and 50 kWh of electricity per registered household per month. Some municipalities provide more support than the above.	47,497				
71	C88 (LED)	9	Number of businesses registered with the South African Revenue Service within the municipal area	The number of businesses registered within the municipal area with SARS in terms of having submitted IT77 forms. This will include all businesses known to SARS with a physical address listed within the municipal area.	New Compliance Indicator				
76	C93 (FM)	10	Number of awards made in terms of SCM Reg 32	This indicator measures the number of awards made by means of "piggy back" contracts. MFMA SCM Reg 32 refers to procurement of goods and services secured by other organs of state.	New Compliance Indicator				
77	C94 (FM)	11	Number of requests approved for deviation from approved procurement plan	The indicator measures the number of requests approved for deviation from the municipality's approved procurement plan. The indicator also provides the reasons why the municipality has deviated from the approved procurement plan.	New Compliance Indicator				
78	C95 (FM)	12	Number of residential properties in the billing system	The indicator measures the number of unique properties zoned for residential purposes by the municipality that reflects on the billing system of the municipality. This includes residential properties that are zero-rated.	New Compliance Indicator				
79	C96 (FM)	13	Number of non-residential properties in the billing system	The indicator measures the number of unique properties zoned for non-residential purposes by the municipality that reflects on the billing system of the municipality. This includes non-residential properties that are zero-rated.	New Compliance Indicator				
80	C97 (FM)	14	Number of properties in the valuation roll	The indicator measures the number of unique properties reflected on the municipal valuation roll. This includes residential properties that are zero-rated and draws from Supplementary valuation rolls in years between official valuations.	New Compliance Indicator				
COMPLIANCE QUESTIONS									
Q19	15	15	Is the municipal supplier database aligned with the Central Supplier Database?	Ensuring that there is alignment between the service provider data base within the municipality and the Central Supplier Database (CSD). The Central Supplier Database maintains a database of organisations, institutions and individuals who can provide goods and services to government as a whole.	New Compliance Question				

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SECTION B: PERFORMANCE PLAN		SECTION B2: REPORTING SCORECARD		B2(b): DIRECTORATE OPERATIONAL INDICATORS		herein commit to:	
* Ensure that the key performance indicators reflected under Section B2(b) of this agreement, are expressed in sub-directorate performance scorecards, and * Ensure that the key performance indicators reflected under Section B2(b) of this agreement, is reported to the Corporate Services Directorate within 10 days after the end of the quarter.							
SECTION B: PERFORMANCE PLAN	SECTION B2: REPORTING SCORECARD	B2(b): DIRECTORATE OPERATIONAL INDICATORS	herein commit to:				
KEY PERFORMANCE AREA (KPA)	KEY INDICATOR	PERFORMANCE TARGET	2023/24 ANNUAL TARGET	VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED	RESOURCES ALLOCATED FOR 2023/24 PERFORMANCE PLAN
KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	1	Construction of the Supply Chain Management Offices	TBD	20182605	Construction of new offices at Supply Chain Management	R17,450,500.00	
KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	2	Upgrading of Municipal offices	ETB, Customer care centres upgraded in line with Capital funds	20182612	B&T Office Renovations - ETB Purchase & installation of Water Tanks, Customer Care Centres, Conditioning Units, Customer Care	R1,102,000.00	
KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	3	Undertaking the replacement of laptops and desktops	TBD	20200262	Replacement of Old Laptops and Desktops	R250,000.00	
KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	4	Purchasing of vehicles and plant	asset verification and debtor management vehicles purchased	20230297	Purchase of vehicles	R1,100,000.00	
KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	5	Purchasing of a queue management system	TBD	20200264	Replacement of Old Laptops and Desktops	R2,000,000.00	

SECTION C - COMPETENCY REQUIREMENTS

SECTION C1 - COMPETENCY FRAMEWORK

In the below Competency Framework, "core competencies" are competencies that cut across all levels of work in a municipality and enhance contextualised leadership that guarantees service delivery impact; and "leading competencies" means competencies that are required to develop clear institutional strategy; initiate, drive and implement programs to achieve long-term sustainable and measurable service delivery performance results.

This competency framework replaces regulation 26(8) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006.

A person appointed as a senior manager must have the competencies as set out in this framework.

The competency framework consists of six leading competencies which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.

The competency framework further involves six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.

There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance. All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance.

The competency framework is underscored by four (4) achievement levels that act as benchmark and minimum requirements for other human capital interventions, which are: recruitment and selection, learning and development, succession planning, and promotion.

The competencies that appear in the competency framework, are detailed as follows:-

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATINGS			
				BASIC SCORE OF 1 OR 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
1	Strategic direction and leadership	Impact and influence	9%	<ul style="list-style-type: none"> Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate. Describe how specific tasks link to institutional strategies but has limited influence in directing strategy. Has basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole. Demonstrate a basic understanding of decision key makers. 	<ul style="list-style-type: none"> Give direction a team in realising the institutions strategic mandate and set objectives. Has a positive impact and influence on the members. Develop actions plans to execute and guide strategy implementation. Assist defining in performance measures to monitor the progress and effectiveness of the institution. Displays an of awareness institutional structures and political factors. Effectively communicate barriers of execution to relevant parties. Provide guidance to all stakeholders in the achievement of the strategic mandate. Understand the aim and objectives of the institution and relate it to own work. 	<ul style="list-style-type: none"> Evaluate all activities to determine value and alignment to strategic intent. Display in-depth knowledge and understanding of strategic planning. Align strategy and goals across all functional areas. Actively define performance measures to monitor the progress and effectiveness of the institution. Consistently challenge strategic plans to ensure relevance. Understand institutional structures and political factors, and the consequences of actions. Empower others to follow strategic direction and deal with complex situations. Guide the institution through complex and ambiguous concern of. Use understanding power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances. 	<ul style="list-style-type: none"> Structure and position the institution to local government priorities. Actively use in-depth knowledge and understanding to develop and implement comprehensive and institutional framework. Hold self accountable for strategy execution and results. Provide impact and influence through building and maintaining strategic relationships. Create an environment that facilitates loyalty and innovation Display a superior level of self discipline and integrity in actions. Integrate various systems into a collective whole to optimise institutional performance management. Uses understanding of competing interests to manoeuvre successfully to a win-win outcome.
		Institutional Performance Management					
		Strategic Planning and management					
		Organisational Awareness					

LEADING COMPETENCIES	DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
			SCORE OF 1 OR 2	3	4	5
2	<p>People management</p> <p>Human capital Planning and development</p> <p>Diversity Management</p> <p>Employee Relations Management</p> <p>Negotiation and Dispute Management</p>	8%	<ul style="list-style-type: none"> Participate in team goal setting and problem solving. Interact and collaborate with people of diverse backgrounds. Aware of guidelines for employee development, but requires support in implementing development initiatives. 	<ul style="list-style-type: none"> Seek opportunities to increase team contribution and responsibility. Respect and support the diverse nature of others and be aware of the benefits of a diverse approach. Effectively delegate tasks empower and others to increase contribution and execute functions optimally. Apply relevant employee legislation fairly and consistently. Facilitate team goal setting and problem solving. Effectively identify capacity requirements to fulfil the strategic mandate. 	<ul style="list-style-type: none"> Identify ineffective team and work processes and recommend remedial interventions. Recognise and reward effective and desired behaviour. Provide mentoring and guidance to others in order to increase personal effectiveness. Identify development and learning needs within the team work. Build an environment conducive to sharing, innovation, ethical behaviour and professionalism. Inspire culture of a performance excellence by giving positive and constructive feedback to the team. Achieve agreement or consensus in adversarial environments. Lead and unite diverse teams across divisions to achieve institutional objectives 	<ul style="list-style-type: none"> Develop and incorporate best practice people management processes, approaches and across the tools institution. Foster a culture of discipline, responsibility and accountability. Understand the impact of diversity performance in and actively incorporate a diversity strategy in the institution. Develop comprehensive integrated strategies and approaches to human capital development and management. Actively identify trends and predict capacity requirements to facilitate united transition and performance management.
3	<p>Program and Project Management</p> <p>Program and Project Planning and Implementation</p> <p>Service Delivery Management</p> <p>Program and Project Monitoring and Evaluation</p>	8%	<ul style="list-style-type: none"> Initiate projects after approval from higher authorities. Understand procedures of program and project management methodology, implications and stakeholder involvement. Understand the rational of projects relation to the institution's strategic objectives. Document and communicate factors and risk associated with own work. Use results and approaches of successful project implementation as guide. 	<ul style="list-style-type: none"> Establish broad stakeholder involvement and communicate the project status and key milestones. Define the roles and responsibilities of the project team create and clarify around expectations balance. Find a between project deadline and the quality of deliverables. Identify appropriate project resources to facilitate the effective completion of the deliverables. Comply with statutory requirements and apply policies in a consistent manner. Monitor progress and use of resources and make needed adjustments to timelines, steps, resource and allocation. 	<ul style="list-style-type: none"> Manage multiple programs and balance priorities conflicts and according to institutional goals. Apply effective risk management strategies through impact assessment and resource requirements. Modify project scope budget when and required without compromising the quality and objectives of the project involve top-level authorities and relevant stakeholders in seeking project buy in. Identify and apply contemporary project management methodology influence and motivate project team deliver to exceptional results. Monitor policy implementation and apply procedures to manage risks. 	<ul style="list-style-type: none"> Understand and conceptualise the long-term implications of desired project outcomes. Direct a comprehensive strategic macro and micro analysis and scope projects accordingly Consider and initiate projects that focus on achievement of the long-term objectives. Influence people positions of in authority to implement outcomes of projects. Lead and direct translation of policy into workable actions plans. Ensures that programs are monitored to track progress and optimal resource utilization, and that adjustments are made as needed.

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LEADING COMPETENCIES	DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING					
			BASIC	COMPETENT	ADVANCED	SUPERIOR		
			SCORE OF 1 OR 2	3	4	5		
4	Financial Management Budget Planning and Execution	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner.	9%	<ul style="list-style-type: none"> Understand basic financial concepts and methods as they relate to institutional processes and activities. Display awareness into the various sources of financial data, reporting mechanisms, financial governance processes and systems. Understand the importance of financial accountability. Understand the importance of asset control. 	<ul style="list-style-type: none"> Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate. Assess, identify and manage financial risks. Assure a cost saving approach to financial management. Prepare financial reports based on specified formats. Consider and understand the financial implications of decisions and suggestions. Ensure that delegation and instructions are reviewed and implemented Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget. 	<ul style="list-style-type: none"> Take active ownership of planning, budgeting and forecast processes and provides credible answers to queries within own responsibility. Prepare budgets that are aligned to the strategic objectives of the institution. Address complex budgeting and financial management concerns. Put systems and processes in place to enhance the quality and integrity of financial management practices. Advise on policies and procedures regarding asset control. Promote National Treasury's regulatory framework for Financial Management 	<ul style="list-style-type: none"> Develop planning tools to assist in evaluating and monitoring future expenditure trends. Set budget frameworks for the institution. Set strategic direction for the institution on expenditure and other financial processes. Build and nurture partnerships to improve financial management and achieve financial savings. Actively identify and implement new methods to improve asset control. Display professionalism in dealing with financial data and processes. 	
5	Change Leadership Change Vision and Strategy	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.	8%	<ul style="list-style-type: none"> Displays an awareness of change and the benefits of transformation initiatives. Identify basic need for change. Identify gaps between the current and desired state. Identify potential risk and challenges to transformation, including resistance to change factors. Participate in change programs and piloting change interventions. Understand the impact of change interventions on the institution within the broader scope of local government. 	<ul style="list-style-type: none"> Perform a analysis of the change impact on social, political and economic environment. Maintain calm and focus during change. Be able to assist team members during change and keep them focused on deliverables. Volunteer to lead change efforts outside of own work team. Be able to gain buy-in and approval for change from relevant stakeholders. Identify change readiness levels and assist in resolving resistance to change factors. Design change interventions that are aligned with the institution's strategic objectives and goals. 	<ul style="list-style-type: none"> Actively monitor change impact and results and convey progress to relevant stakeholders. Secure buy-in and sponsorship for change initiatives. Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness. Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change. Take the lead in impactful change programs. Benchmark change interventions against best change practices. Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation. Take calculated risk and seek new ideas from best practice scenarios, and identify potential for implementation. 	<ul style="list-style-type: none"> Sponsor change agents and create a network of change leaders who support the interventions. Actively adapt current structures and processes to incorporate the change interventions. Mentor and guide team members on the effects of change, resistance factors and how to integrate change. Motivate and inspire others around change initiatives. 	
				Process Design and Improvement				
				Change Impact Monitoring and Evaluation				

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LEADING COMPETENCIES	DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC SCORE OF 1 OR 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
6	<p>Governance Leadership</p> <p>Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.</p>	9%	<ul style="list-style-type: none"> Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements. Understand the structure of cooperative and government but requires guidance on fostering workable relationships between stakeholders. Provide input into policy formulation. 	<ul style="list-style-type: none"> Display a thorough understanding of governance and risk and compliance factors and implement plans to address these. Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution. Actively drive policy formulation within the institution to ensure the achievement of objectives. 	<ul style="list-style-type: none"> Able to link risk initiatives into key institutional objectives and drivers. Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles. Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives. Demonstrate a thorough understanding of risk retention plans, identify and implement comprehensive risk management systems and processes. Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement. 	<ul style="list-style-type: none"> Demonstrate a high level of commitment in complying with governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework. Ability to advise Local Government on risk management strategies, best practice interventions and compliance management. Ability to forge positive relationships on cooperative governance level to enhance the effectiveness of local government. Ability to shape, direct and drive the formulation of policies on a macro level.
	<p>Policy Formulation</p>					
	<p>Risk and Compliance Management</p>					
	<p>Cooperative Governance</p>					

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CORE COMPETENCIES	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
		BASIC	COMPETENT	ADVANCED	SUPERIOR
		SCORE OF 1 OR 2			
7 Moral Competency	8%	<ul style="list-style-type: none"> Realise the impact of acting with integrity, but requires guidance and development in implementing principles. Follow the basic rules and regulations of the institution. Identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent. 	<ul style="list-style-type: none"> Conduct self in alignment with the values of Local Government and the institution. Openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver. Actively report fraudulent activity and requires guidance and development in cooperation with local government. Understand and honour the confidential nature of matters without seeking personal gain. Deal with situations of conflict of interest promptly and in the best interest of local government. 	<ul style="list-style-type: none"> Identify, develop, and apply measures of self-correction. Gain trust and respect through aligning actions with commitments. Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders. Present values, beliefs and ideas that are congruent with the institution's rules and regulations. Take an active stance against corruption and dishonesty when noted. Promote the value of the institution to internal and external stakeholders. Work in unity with a team and not seek personal gain. Apply universal moral principles consistently to achieve moral decisions. 	<ul style="list-style-type: none"> Create an environment conducive of moral practices Actively develop and implement measures to combat fraud and corruption. Set integrity standards and shared accountability measures across the institution to support the objectives of local government. Take responsibility for own actions and decisions, even if the consequences are unfavourable.
8 Planning and Organising	9%	<ul style="list-style-type: none"> Follow basic plans and organise tasks around set objectives. Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans. Follow existing plans and ensure that objectives are met. Focus on short term objectives in developing plans and actions. Arrange information and resources required for a task, but require further structure and organisation. 	<ul style="list-style-type: none"> Actively and appropriately organise information and resources required for a task. Recognise the urgency and importance of tasks. Balance short and long-term plans and goal and incorporate into the team's performance objectives. Schedule tasks to ensure they are performed within budget and with efficient use of time and resources. Measure progress and monitor performance and results. 	<ul style="list-style-type: none"> Define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation. Identify in advance required stages and actions to complete tasks and projects. Schedule realistic timelines, objectives and milestones for tasks and projects. Produce clear, detailed and comprehensive plans to achieve institutional objectives. Identify possible risk factors and design and implement appropriate contingency plans. Adapt plans in light of changing circumstances. Prioritise tasks and projects according to their relevant urgency and importance. 	<ul style="list-style-type: none"> Focus on broad strategies and initiatives when developing plans and actions. Project and forecast short, medium and long term requirements of the institution and local government. Translate policy into relevant projects to facilitate the achievement of institutional objectives.

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CORE COMPETENCIES		ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING						
		BASIC	COMPETENT	ADVANCED	SUPERIOR			
9	Analysis and Innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	3	<ul style="list-style-type: none"> Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations. Demonstrate objectivity, insight and thoroughness when analysing problems. Ability to break down complex problems into manageable parts and identify solutions. Consult internal and external stakeholders on opportunities to improve processes and service delivery. Clearly communicates the benefits of new opportunities and innovative solutions to stakeholders. Continuously identify opportunities to enhance internal processes. Identify and analyses opportunities conducive to innovation approaches and propose remedial intervention. 	4	<ul style="list-style-type: none"> Catches team members on analytical and innovative approaches and techniques. Engage with appropriate individuals in analysing and resolving complex problems. Identify solutions in various area in the institution. Formulate and implement new ideas throughout the institution. Ability to gain approval and buy in for proposed interventions from relevant stakeholders. Identify trends and best practices in processes and service delivery and propose institutional application 	5	<ul style="list-style-type: none"> Demonstrate complex analytical and problem solving approaches and techniques. Create an environment conducive to analytical and fact-based problem solving. Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence. Create an environment that fosters innovative thinking and follows a learning organisation approach. Be a thought leader on innovative customer service delivery, and process optimisation. Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.
10	Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government.	8%	<ul style="list-style-type: none"> Create and support a vision and culture where team members are empowered to seek, gain and share knowledge. Establish partnerships across local government to facilitate knowledge management. Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach. Recognise and exploit knowledge points in interactions with internal and external stakeholders. 				

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CORE COMPETENCIES		ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
		BASIC	COMPETENT	ADVANCED	SUPERIOR
WEIGHTING		SCORE OF 1 OR 2			
11	Communication	8%	3	4	5
12	Results and Quality Focus	8%	3	4	5
TOTAL PERCENTAGE		100%			

11
Communication

8%
Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.

8%
Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilizing such tools.
Express ideas in a clear and focused manner; but does not always take the needs of the audience into consideration.
Disseminate and convey information and knowledge adequately.

Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.
Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.
Adapt communication content and style to suit the audience and facilitate optimal information transfer.
Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.
Complete clear, focused, concise and well-structured written documents

Effectively communicate high risk and sensitive matters to relevant stakeholders.
Develop a well defined communication strategy.
Balance political perspectives with institutional needs when communicating viewpoints on complex issues.
Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Bahro Pele principles.
Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.
Able to communicate with the media with high levels of moral competence and discipline.

12
Results and Quality Focus

8%
Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.

Understand quality of work, but requires guidance in attending to important matters.
Show a basic commitment to achieving the correct results.
Produce the minimum level of results required in the role.
Produce outcomes that is of a good standard.
Focus on the quantity of output but requires development in incorporating the quality of work.
Produce quality work in general circumstances, but fails to meet expectation when under pressure.

Focus on high priority actions and does not become distracted by lower-priority activities.
Display firm commitment and pride in achieving the correct results.
Set quality standards and design processes and tasks around achieving set standards.
Produce output of high quality.
Able to balance the quantity and quality of results in order to achieve objectives.
Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed.

Consistently verify own standards and outcomes to ensure quality output.
Focus on the end result and avoids being distracted.
Demonstrate a determined and committed approach to achieving results and quality standards.
Follow task and projects through to completion.
Set challenging goals and objectives to self and team and display commitment to achieving expectations.
Maintain a focus on quality outputs when placed under pressure.
Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.

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SECTION C: COMPETENCY REQUIREMENTS		
SECTION C2: MUNICIPAL COMPETENCY LEVEL (CHIEF FINANCIAL OFFICER)		
C2.1: General competency levels for chief financial officers-		
(1) The chief financial officer of a municipality must generally have the skills, experience and capacity to assume and fulfil the responsibilities and exercise the functions and powers assigned in terms of the Act to the chief financial officer of a municipality.		
(2) A chief financial officer must note that any failure to comply with any financial management responsibilities, functions and powers entrusted to that officer may constitute financial misconduct. In the case of chief financial officers of municipalities, specific financial management responsibilities, functions and powers are entrusted by the Act to chief financial officers.		
C2.2: Minimum competency levels for chief financial officers-		
The chief financial officer of a municipality must comply with the minimum competency levels required for higher education qualification, work related experience, core managerial and occupational competencies and be competent in the unit standards prescribed for financial and supply chain management competency areas as set out below:-		
MINIMUM COMPETENCY LEVELS FOR CHIEF FINANCIAL OFFICERS		
Description	SAQA US ID	UNIT STANDARD TITLE
All municipalities with annual budget of a value equal to or above R500 million		Required Minimum Competency Level in Unit Standards
Higher Education Qualification	At least NQF Level 7 in fields of Accounting, Finance or Economics	
or		
Chartered Accounting (SA)		
Work-Related Experience	Minimum of 7 years at senior and middle management levels, of which at least 2 years must be at senior management level	
Core Managerial and Occupational Competencies	As described in the performance Regulations (2014)	
Financial and Supply Chain Management Competency Areas:	SAQA US ID	UNIT STANDARD TITLE
Strategic leadership and management	116358	Contribute to the strategic planning process in a South African municipality
	116361	Interpret South African legislation and policy affecting municipal financial management
Strategic financial management	116342	Apply approaches to managing municipal income and expenditure within a multi-year framework
	116362	Manage a municipality's assets and liabilities
	116345	Apply the principles of budgeting within a municipality
	119352	Apply principles of information systems to public finance and administration
Operational financial management	119341	Apply cost management information systems in the preparation of management reports
	119331	Conduct working capital management activities in accordance with sound financial management policy
	116364	Plan a municipal budgeting and reporting cycle
Governance, ethics and values in financial management	116343	Apply the principles of ethics in a municipal environment
	116363	Prepare and analyse municipal financial reports
Financial and performance reporting	119348	Apply selected GRAP (Generally Recognised Accounting Practices) to periodic accounting reporting process
	116341	Conduct performance management to a South African municipal environment
Risk and change management	116339	Apply risk management in South African municipalities
Project Management	119343	Apply operations research principles and tools in the management of project activities and resources
	119334	Discuss the selected legislative regulatory framework governing the public sector management and administration environment
MINIMUM COMPETENCY LEVELS FOR CHIEF FINANCIAL OFFICERS		
Description		
All municipalities with annual budget of a value equal to or above R500 million		
Stakeholder relations	116348	Conduct stakeholder consultation around municipal finance programmes
Supply Chain Management	116353	Discuss the selected legislative regulatory framework governing the public sector management and administration environment
Audit and Assurance	116351	Conduct auditing planning and implementation in a South African municipality



SECTION D: ASSESSMENT RATING CALCULATOR			
NELSON MANDELA BAY MUNICIPALITY			
Name:		SELWYN THYS	
Cycle:		2023/24 FINANCIAL YEAR	
Key Performance Area		Weight	Rating
1	0%	0	0
2	4%	0	0
3	15%	0	0
4	73%	0	0
5	8%	0	0
Competencies		Weight	Rating
1	9%	0	0
2	8%	0	0
3	8%	0	0
4	9%	0	0
5	8%	0	0
6	9%	0	0
7	8%	0	0
8	9%	0	0
9	8%	0	0
10	8%	0	0
11	8%	0	0
12	8%	0	0
		100%	0
KPA weight		80%	20%
KPA SCORE		0%	0%
FINAL SCORE		0%	

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(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 = 3×15 , 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 competency requirements for a specific position. Therefore by adding all the weighted scores, one arrives at a figure representing the total weighted score.

SECTION E: PERSONAL DEVELOPMENT / TRAINING PLAN FOR SELWYN THYS

MAN NO	DESIGNATION	FULL NAME (NOT INITIALS)	SURNAME	ID NUMBER	OCCUPATIONAL LEVEL	NUMBER	TYPE OF INTERVENTION REQUIRED <small>(i.e. skills programme/ workshop/ learnership/ RPL/ trade test)</small>	NAME OF COURSE	ACTUAL COURSE DATE		NQF LEVEL (IF APPLICABLE)	SUB-DIRECTORAT E/DIVISION	TRAINING PROVIDER	TRAINING PROVIDER ACCREDITATION NUMBER	TRAINING PROVIDER CONTACT DETAILS	IS THE TRAINING PROVIDER PUBLIC / PRIVATE	ESTIMATED COST OF TRAINING
									START DATE	END DATE							
	Chief Financial Officer	Selwyn	Thys		Managers	1											
						2											
						3											
						4											
The PDP will be populated, if necessary, during the quarterly performance reviews.																	

Chief Financial Officer
[Signature]

DATE: 26/07/2023

CITY MANAGER
[Signature]

DATE: 31/07/2023

SECTION F: SIGNATURE

I, Selwyn Thys, appointed in the position of Chief Financial Officer of Nelson Mandela Bay Municipality for the 2023/24 financial year, herewith accept full responsibility and accountability for the deliverables assigned to me in this agreement during the period in which I assume employment.

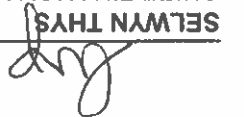
This serves to confirm that this document is a true reflection of the deliberations held between the City Manager and myself on the required performance standards and time-lines reflected in this agreement in relation to the position of Chief Financial Officer.

This further serves to confirm that I will set out to achieve the competencies as prescribed in the Local Government Regulations on Appointment and Conditions of Employment of Senior Managers, 2014; and to adhere to the competencies as prescribed by the Municipal Regulations on Minimum Competency Levels, 2007 as stipulated in Section C of this agreement.

This performance agreement will terminate on the same date my contract of employment terminates, for any reason.

Thus done and signed at PORT ELIZABETH on 26 July 2023.

CHIEF FINANCIAL OFFICER

SELWYN THYS


AS WITNESSES:

1. 

2. 

CITY MANAGER:



AS WITNESSES:

1. _____

2. _____

Date

26/07/2023

Date

31/07/2023