

# MOSSEL BAY MUNICIPALITY

## Performance Agreement

MADE AND ENTERED INTO BY AND BETWEEN:

THE MOSSEL BAY MUNICIPALITY  
AS REPRESENTED BY THE MUNICIPAL MANAGER  
Dr MICHELE GRATZ  
(herein and after referred to as Employer)

AND

MR HERMAN FRANCOIS BOTHA  
DIRECTOR: FINANCIAL SERVICES  
(herein and after referred to as Employee)

FOR THE

FINANCIAL YEAR: 1 JULY 2009 - 30 JUNE 2010

*SL*

*[Handwritten signatures]*

**1. INTRODUCTION**

- 1.1 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 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties".
- 1.2 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.
- 1.3 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 secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

**2. PURPOSE OF THIS AGREEMENT**

- 2.1 Comply with the provisions of Section 57(1)(b),(4A) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her job;
- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.





**3. DELIVERY**

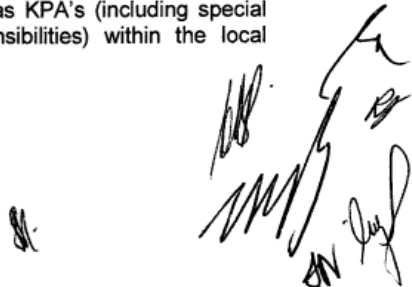
- 3.1 This Agreement will commence on the 01 July 2009 and will remain in force until 30 June 2010 where after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

**4. PERFORMANCE OBJECTIVES**

- 4.1 The Performance Plan (Annexure A) sets out –
  - 4.1.1 The performance objectives and targets that must be met by the Employee; and
  - 4.1.2 The time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

**5. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM.**

- 5.1 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.

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- 5.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.3 The Employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

KPA No	Key Performance Area
1	Basic Service Delivery
2	Municipal Transformation and Organisational Development
3	Local Economic Development
4	Municipal Financial Viability and Management
5	Good Governance and Public Participation
<b>TOTAL 80%</b>	

- 5.4 The CCR's will make up the other 20% of the Employee's assessment score. CCR's that are deemed to be most critical for the Employee's specific job are reflected in the list below as agreed to between the Employer and Employee:

CCR No	Core Competency Requirement
1	Strategic Capability and Leadership
2	<b>Financial Management (compulsory)</b>
3	Change Management
4	Knowledge Management
5	Problem Solving and Analysis
6	Programme and Project Management
7	Service Delivery Innovation
8	<b>People Management and Empowerment (compulsory)</b>
9	<b>Client Orientation and Customer Focus (compulsory)</b>
10	Communication
<b>TOTAL 20%</b>	

## 6. PERFORMANCE MANAGEMENT SYSTEM

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out –
- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
- 6.1.2 The intervals for the evaluation of the Employee's performance.

- 6.2 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.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP).
- 6.5 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description
5	<b>Outstanding performance</b>	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 PA and Performance plan and maintained this in all areas of responsibility throughout the year.
4	<b>Performance significantly above expectations</b>	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 and fully achieved all others throughout the year.
3	<b>Fully effective</b>	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	<b>Not fully effective</b>	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 PA and Performance Plan.
1	<b>Unacceptable performance</b>	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA 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.

6.6 For purposes of evaluating the performance of the Employee, an evaluation panel constituted of the following persons will be established –

- 6.6.1 Municipal Manager (primary assessor);
- 6.6.2 Chairperson of Portfolio Committee:..... (secondary assessor);
- 6.6.3 Chairperson of Performance Audit Committee (observer and to report to Council on process followed);
- 6.6.4 Municipal Manager from another municipality optionally (observer); and
- 6.6.5 Member of the Ward Committee optionally (observer).

**7. SCHEDULE FOR PERFORMANCE REVIEWS**

7.1 The performance of each Employee in relation to his/her performance agreement shall be reviewed on the following dates with the understanding reviews in the first and third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	July - September 2009	Informal: October 2009
2	October – December 2009	Developmental Panel Evaluation: February 2010
3	January – March 2010	Informal: April 2010
3	April-June 2010	Reward Panel Evaluation: August 2010

- 7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.



**8. DEVELOPMENTAL REQUIREMENTS**

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B. Such Plan may be implemented and/or amended as the case may be after the each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

**9. OBLIGATIONS OF THE EMPLOYER**

9.1 The Employer shall-

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 On the request of the Employee delegate such powers reasonably required by the Employee to enable him/her 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 assisting him/her to meet the performance objectives and targets established in terms of this Agreement.

**10. CONSULTATION**

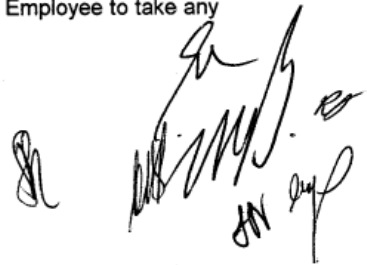
10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others-

10.1.1 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 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 clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

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**11. REWARD**

11.1 After the annual evaluation exercise has been completed, the employee will be eligible to receive a performance bonus based on the points calculated based on the weightings allocated to each performance objective in "Annexure A" of this agreement.

11.2 The performance bonus will be awarded based on the following scheme:  
Performance Rating Bonus Amount:

00% - 45%	Poor performance	0% of Total package
46% - 55%	Average Performance	5% of Total Package
56% - 65%	Fair Performance	8% of Total Package
66% - 75%	Good Performance	11% of Total Package
76% - 100%	Excellent Performance	15% of Total Package



**12. MANAGEMENT OF EVALUATION OUTCOMES**

12.1 Where the employer is, at any time during the employee's employment, not satisfied with the manager's performance with respect to any matter dealt with in this Agreement, the employer will give notice the employee to attend a meeting.

12.2 The employee will have the opportunity at the meeting to satisfy the employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures.

12.3 Where there is a dispute or difference as to the performance of the employee under this Agreement, the parties will confer with a view to resolving the dispute or difference.

12.4 In the case of unacceptable performance, the employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

12.4.2 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 her duties.

**13. DISPUTE RESOLUTION**

13.1 In the event that the employee is dissatisfied with any decision or action of the Council in terms of this Agreement, or where a dispute or difference arises as to the extent to which the employee has achieved the performance objectives and targets established in terms of this Agreement, the employee may within 3 working days meet with the



employer with a view to resolving the issue. The employer will record the outcome of the meeting in writing.

13.2 If the parties could not resolve the issues within 10 working days, an independent arbiter, acceptable to both parties, should be appointed to resolve the matter within thirty days.

13.3 In the instance where the matters referred to in 13.2 were not successful, the matter should be referred to the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee or any other person appointed by the MEC.

13.4 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

**14. GENERAL**

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

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

Thus done and signed at MOSSEL BAY on this the 29<sup>th</sup> day of July 2009.

**AS WITNESSES:**


1. 

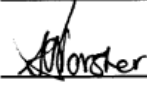
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MUNICIPAL MANAGER

Thus done and signed at MOSSEL BAY on this the 29<sup>th</sup> day of July 2009.

**AS WITNESSES:**

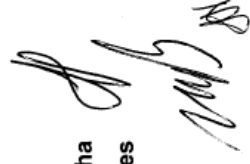
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2. 

  
DIRECTOR: FINANCIAL SERVICES

Performance Plan

Mr H Botha  
Director: Financial Services



## KEY PERFORMANCE INDICATORS

The following Key Performance Indicators (KPI's) provide the details of the evidence that must be provided to show that a key objective has been obtained. The weightings show the relative importance of the key objectives to each other and should add up to 80.

National KPA	KPI Name	KPI Definition	Target Unit	Target Q1			Target Q2			Target Q3			Target Q4			Weighting	
				Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10		
BSD	Capital Project Performance	Delivery of capital projects as defined in the Departmental SDBIP	% of Projects completed	Targets as set in the SDBIP			Targets as set in the SDBIP			Targets as set in the SDBIP			Targets as set in the SDBIP			5	
	Reporting	Address reporting requirements within the required timeframes														5	
MFVM	Reporting to NT and PT according to MFMA & DORA	Monthly / Quarterly reporting within required timeframes	% reports submitted	100	100	100	100	100	100	100	100	100	100	100	100	100	
MFVM	SDBIP update + Reporting to council, NT, PT and IGNITE	Update of SDBIP on a monthly basis by the 10th of each month.	Monthly	100	100	100	100	100	100	100	100	100	100	100	100	100	
GGPP	Submission of Annual Report information	Departmental Report submitted by 30 November	Nov 09						1								
MFVM	Monthly report preparation to committees	Report completed and submitted by 10th of each month	% completed within required timeframe	95	95	95	95	95	95	95	95	95	95	95	95	95	95
MFVM	Mid-year Report - MFMA section 72	Compilation of mid-year report by 25 January	Mid-year report								1						
	Responding to Audit Reports	Responding to reporting requirements as prescribed														5	
MFVM	Updating of internal audit queries within 6 months (Management Tool) from date of reports	% of queries rectified within 6 months	% queries rectified / implemented	80	80	80	80	80	80	80	80	80	80	80	80	80	80
MFVM	Management Tool with regards to external audit queries	% of total queries rectified each month	% of target achieved			60	70	80									



National KPA	KPI Name	KPI Definition	Target Unit	Target Q1			Target Q2			Target Q3			Target Q4				
				Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Weighting	
MTID	Compliance to safety regulations	Plan and budget for safety related shortcomings	Plan for adjustment estimate							1							
GGPP	Review of by-laws and policies	# of policies and by-laws reviewed and updated	1 per quarter			1											5
	<b>Safeguarding of assets</b>	<b>Assets recorded and safeguarded</b>															5
MFVM	Write off capital assets - Redundant / Auctions / Insurance	Write-off recorded in Asset Register	Monthly	100	100	100	100	100	100	100	100	100	100	100	100	100	100
MFVM	Capitalisation and Updating asset register with monthly transactions	New Assets record in Asset Register	% of all assets	95	95	95	95	95	95	95	95	95	95	95	95	95	95
MFVM	Asset Survey - Loose assets	Annual asset count completed	1 count per annum - Feb and March														100
MFVM	Survey of all fixed and loose assets for impairment (idle/obsolete/broken and useful life)	Annual impairment completed	1 Complete impairment report		1												
MFVM	Updating of Insurance Portfolio with all new capitalised, written-off and redundant assets	Recorded in Insurance Portfolio and submit to Insurers	% of changes updated on portfolio	100	100	100	100	100	100	100	100	100	100	100	100	100	100
MFVM	Updating of annual renewal of Insurance Portfolio	Completion of Portfolio by September & March	2 Complete Portfolio			1											1
	<b>Year-end Procedures</b>	<b>Effective and timeous year-end procedures</b>															5
MFVM	Calculation Interest + Redemption on Leased Assets	Interest + Redemption recorded in Asset Register	Monthly	100	100	100	100	100	100	100	100	100	100	100	100	100	100
MFVM	Write down Depreciation on Infrastructure Assets	Depreciation recorded in Asset Register	Monthly	100	100	100	100	100	100	100	100	100	100	100	100	100	100
MFVM	Closure of books and compilation of financial statements	Closing of books and compilation of financial statements for submission to AG	1 set of Financial Statements			1											

National KPA	KPI Name	KPI Definition	Target Unit	Target Q1			Target Q2			Target Q3			Target Q4			Weighting	
				Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10		
MFVM	Meeting on Management tool i.r.o. year-end checklist	Quarterly progress meetings on year-end procedures	4 Meetings held annually			1					1					1	
MFVM	Implementation of Management tool i.r.o. year-end checklist	% of tasks completed per month as per management tool	% of tasks completed	100	100	100	100	100	100	100	100	100	100	100	100	100	
	<b>Municipal Budgeting</b>	<b>Effective municipal budgets within required timeframe</b>															5
MFVM	Budget Processes aligned with IDP processes	Budget Process plan tabled to Council before end of August	1 process plan by 31/8	1													
MFVM	Compilation of Draft Budget	Finalisation of Draft budget	1 Draft budget								1						
MFVM	Compilation of Final approved Budget	Finalisation of budget by 31 May	1 budget approved by 31/05														
MFVM	Compilation of Adjustment Budget	Completion of Adjustment Budget before 28 February	1 budget in February								1						
MFVM	Workshop, implementation and amendments of budget related policies	Amended budget policies for input to annual budget document	% of policies submitted for draft budget input													100	
	<b>Revenue Management</b>	<b>Debtor Management</b>															5
MFVM	Debit raising & account prints to be timely finalised and posted as per pre-determined annual schedule	100% of accounts posted within required timeframes	% of timelines met	100	100	100	100	100	100	100	100	100	100	100	100	100	
MFVM	Monthly auditing of indigent records	98% of indigent audited	% audited	98	98	98	98	98	98	98	98	98	98	98	98	98	
MFVM	Correcting of accounting differences between met-value & Promun System	Correcting of 100% of all differences between met-value & Promun System	% of records compared	100	100	100	100	100	100	100	100	100	100	100	100	100	
MFVM	Finalisation of the supplementary Valuation list	Supplementary Valuation list completely finalised, including objections and/or	Nr. of interim valuations completed													1	

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National KPA	KPI Name	KPI Definition	Target Unit	Target Q1			Target Q2			Target Q3			Target Q4			Weighting	
				Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10		
		appeals															
MFVM	Reconciliation of Control Accounts	Monthly Reconciliation of all control accounts	% monthly reconciliations	100	100	100	100	100	100	100	100	100	100	100	100	100	100
MFVM	Recording of deeds list	95% of all deeds lists	% recorded	95	95	95	95	95	95	95	95	95	95	95	95	95	95
MFVM	Implementation of Management tool i.r.o. year-end checklist	% of tasks completed per month as per management tool	% of tasks completed	100	100	100	100	100	100	100	100	100	100	100	100	100	100
MFVM	Workshop with staff, implementation and amendments of budget related policies	Amended budget policies for input to annual budget document	% of policies amended and submitted for draft budget input														
		<b>Revenue Management</b>															5
MFVM	Debtors payments received timeously	Payment % rate	% debtors paid	95	95	95	95	95	95	95	95	95	95	95	95	95	95
MFVM	Scrutinising of arrear accounts to ensure efficiency of debt collector	% arrear accounts individually scrutinised to ensure efficiency of debt collector	% arrear accounts checked	90	90	90	90	90	90	90	90	90	90	90	90	90	90
MFVM	Banking of all receipts	All receipts banked within 48 hours	% within 48 hours	100	100	100	100	100	100	100	100	100	100	100	100	100	100
MFVM	Rates Clearance applications completed	% completed within 14 days	% completed within 14 days	100	100	100	100	100	100	100	100	100	100	100	100	100	100
MFVM	Execution of disconnection of electricity on arrears accounts	% executed per month	% executed per month	95	95	95	95	95	95	95	95	95	95	95	95	95	95
MFVM	Execution of disconnection of water on arrears accounts	% executed per month	% executed per month	85	85	85	85	85	85	85	85	85	85	85	85	85	85
		<b>Revenue Management</b>															5
		<b>Meters and Meter Reading Management</b>															
MFVM	Actual meter reading	meters read/total meters	% meters read/total meters	98	98	98	98	98	98	98	98	98	98	98	98	98	98

National KPA	KPI Name	KPI Definition	Target Unit	Target Q1			Target Q2			Target Q3			Target Q4			Weighting
				Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	
MFVM	Reporting of unregistered or underground meters	98% faulty meters reported	% faulty meters reported	98	98	98	98	98	98	98	98	98	98	98	98	98
MFVM	Scrutinising pre-lists of meter readers and obtaining correct readings	% scrutinised per month	% scrutinised per month	95	95	95	95	95	95	95	95	95	95	95	95	95
	<b>Revenue Management</b>	<b>Management of Service Providers</b>														5
MFVM	Management of Service Providers: Collections	Meetings with Service Providers: Collections	Nr. Of meetings	4	4	4	4	4	4	4	4	4	4	4	4	4
MFVM	Management of Service Providers: Prepaid metering	Meetings with Service Providers: Prepaid metering	Nr. Of meetings	1	1	1	1	1	1	1	1	1	1	1	1	1
	<b>Information Technology for municipality</b>	<b>Effective processes to maximise IT availability and support</b>														5
MTID	Ensure a virus free environment	Viruses Reported attended to	% Viruses reported addressed	100	100	100	100	100	100	100	100	100	100	100	100	100
MTID	Back-up of all systems and databasis	Daily, Weekly and monthly back-up	% of successful back-ups	100	100	100	100	100	100	100	100	100	100	100	100	100
MTID	Attending to hardware, software and network problems (PC's & Mainframes)	% of problems solved within 2 working days	% of problems solved within 2 working days	98	98	98	98	98	98	98	98	98	98	98	98	98
MTID	Debit raising and month-end procedures	Monthly procedures as per schedule	% of monthly procedures	100	100	100	100	100	100	100	100	100	100	100	100	100
MTID	Communication of IT security policy to all users	100% communicated	100% communicated	100	100	100	100	100	100	100	100	100	100	100	100	100
MTID	Network availability	98% network availability and actions to improve network speed	% availability	98	98	98	98	98	98	98	98	98	98	98	98	98
MTID	Quarterly IT Steering Committee meetings.	quarterly meetings held	# quarterly meetings held			1					1				1	1

National KPA	KPI Name	KPI Definition	Target Unit	Target Q1			Target Q2			Target Q3			Target Q4			Weighting
				Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	
MTID	Workshop and implementation of policies with personnel of all departments	All staff trained in IT policies	% of staff trained	100	100	100	100	100	100	100	100	100	100	100	100	100
	<b>Recording of municipal expenditure</b>	<b>Effective processes to record and manage municipal expenditure</b>														5
MFVM	Timeous payment of invoices and utilisation of discounts	Payment within 30 days from date of invoice/statement	% invoices paid	90	90	90	90	90	90	90	90	90	90	90	90	90
MFVM	Timely payment of Salaries and Wages	Payment by due date every month	% payment by due date every month	98	98	98	98	98	98	98	98	98	98	98	98	98
MFVM	Timely Third-party payments	Third-party payments paid before month end	% payments before month end	95	95	95	95	95	95	95	95	95	95	95	95	95
MFVM	Balancing of register with control accounts	Balancing within 5 working days after month end	% completed timeously	95	95	95	95	95	95	95	95	95	95	95	95	95
MFVM	Budgeting for salaries and wages	Budget Completion by 30 November	% completed timeously			40										
MFVM	Operational Budget Reporting	Monthly & Quarterly reports	% timely reporting	100	100	100	100	100	100	100	100	100	100	100	100	100
MFVM	Vote virements	Virements recorded on Financial System	% of virements recorded	100	100	100	100	100	100	100	100	100	100	100	100	100
MFVM	Reconciliation of control votes and suspense accounts	Reconciliations completed within 5 working days after month end	% reconciliations completed	100	100	100	100	100	100	100	100	100	100	100	100	100
MFVM	Implementation of Management tool i.r.o. year-end checklist	% of tasks completed per month as per management tool	% of tasks completed	100	100	100	100	100	100	100	100	100	100	100	100	100
	<b>Supply chain management</b>	<b>Effective processes to provide and support supply chain management support to municipality</b>														5
MFVM	Regular stock take	Monthly & Quarterly stocktakes	% stock takes completed	100	100	100	100	100	100	100	100	100	100	100	100	100

National KPA	KPI Name	KPI Definition	Target Unit	Target Q1			Target Q2			Target Q3			Target Q4					
				Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Weighting		
MFVM	Review of SCM policy	SCM policy reviewed and updated / SLA's with each department	% reviewed						25					100				
MFVM	Annual Database registrations	Annual Database registration invitation done	% completed											100				
MFVM	Database availability	Database available on Internal Network	% availability											50				100
MFVM	Database updates - quarterly	4 updates done	# updates done			1								1				1
MFVM	Effective Bid Committee System	Effective Bid Committee System in place	% completed	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
MFVM	All SCM reporting requirements met	All SCM reporting requirements met	% reporting requirements met			50								98				
MFVM	SCM delegations	SCM delegations in place throughout the year	% delegations in place	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
MFVM	Availability of generic bid documents	Generic bid documents, incl CIBD, revised and available	% availability	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
MFVM	Collaborator SCM implementation and effective functioning	Collaborator SCM implemented and functioning effectively	% implemented			25								75				100
GGPP	Implementation of Management tool i.r.o. year-end checklist	% of tasks completed per month as per management tool	% of tasks completed	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

## CORE COMPETENCY FRAMEWORK

Core Managerial Skill	Select prof. level (refer Annexure C)	Definition	Weighting	Comments
Strategic Leadership and Management	C	Skills to be able to provide a vision, set the direction for the municipality or department and inspire others in order to deliver on the municipality's mandate	2	
Programme and project management		Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that local government objectives are achieved		
Financial Management	A	Skills required to manage projects and/or department work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling costs throughout the year by allocating resources appropriately and understanding and anticipating the impact of other departments on own budget and adopting where necessary.	2	
Change Management	B	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments.	0.5	
Knowledge management	A	This includes the working knowledge of Council regulations, by-laws and policies, National, Provincial and Local Government structures and applicable legislation.	2	
Planning and organising		Skills required to plan and organise an activity so that a specific goal is achieved. This requires setting priorities and allocating time and resources. It involves being aware of the interrelationships among activities in a project and then planning tasks and resource allocation accordingly. It requires being able to work effectively under short deadlines.		
Problem solving and analytical thinking	B	Be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	0.5	
People and diversity management	C	Skills to manage and encourage people, optimise their outputs and effectively manage relationships. This includes holding regular meetings with his/ her team so that information can be shared and so that the team is aware of decisions that may affect them. It also involves distributing workloads so that individual skills are used appropriately and so that the work is evenly spread, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately the municipality	2	

Core Managerial Skill	Select prof. level (refer Annexure C)	Definition	Weighting	Comments
Client orientation and customer focus	C	Whether providing a service to an internal or external customer this means trying to determine the needs of the customer and then meeting those needs. At a minimum employees are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without argument. Ideally managers are required to be proactive by trying to understand needs of the customer and providing an appropriate service based on these underlying needs	2	
Service delivery innovation	C	This is about wanting to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something but rather are encouraged to use their initiative to make sure that things get done accurately and efficiently.	1	
Communication	C	Skills to be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	2	
Accountability and ethical conduct	C	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the municipality	2	
Advanced negotiation skills		Skills required negotiating favourable deals for the municipality by preparing for negotiations which require a risk analysis to be conducted since the outcome is not necessarily predictable. This includes applying skills and techniques of negotiating that show an understanding of the other parties needs and agenda.		
Supply chain management	A	Understanding of the policy approved by Council, appointment and management of services providers within the approved framework	2	
Computer literacy		Skills required to use office based equipment in order to do one's job. This include word processing, developing and working with spreadsheets and creating reports		
Report writing	C	Skills required to write complex reports by collecting and presenting relevant information and tailoring the report to the requirements of the targeted audience	1	
Statistical Data	C	The collection and management of data on a monthly basis as required by legislation, provincial and national departments and to measure the performance of the municipality	1	