

PERFORMANCE AGREEMENT

**IN TERMS OF THE LOCAL GOVERNMENT:
MUNICIPAL SYSTEMS ACT,
2000 (32 OF 2000)**

AND

**LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO
MUNICIPAL MANAGERS, 2006**

Entered into by and between

The **CITY OF MATLOSANA** herein represented by

S.G MABUDA

in his capacity as

Acting Municipal Manager
(hereinafter referred to as the **Employer**)

And

M.L. MAKHETHA

As the

Manager Support Services
(hereinafter referred to as the **Employee**)

For the Period

1 July 2011 To 02 January 2012

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The **CITY OF MATLOSANA** herein represented by Sipho Gift Mabuda (full name) in his capacity as Acting Municipal Manager (hereinafter referred to as the **Employer**) and Motlatsi Lesley Makhetha (full name) Employee of the Municipality (hereinafter referred to as the **Employee**).

collectively referred to as the "Parties"

WHEREBY IT IS AGREED AS FOLLOWS:

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 to 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 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

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

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- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 01 July 2011 and will remain in force until 02 January 2012, subject to the provisions of clause 3.2.
- 3.2 This Agreement is subservient to the employment agreement of the Employee and will automatically terminate on the termination of the **Employee's** contract of employment for whatever reason.
- 3.3 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, as agreed between the Parties and in compliance with clause 10 of this agreement.
- 3.4 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 contents of this Agreement are no longer appropriate, the contents shall immediately be revised as agreed between the Parties and in compliance with clause 10 of this agreement.

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 the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), 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.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 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 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.

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- 5.2 The **Employee** accepts that the purpose of the performance management system which provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 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**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 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.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCRs) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.3 KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 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 (Annexure A), 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**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	5%
Municipal Institutional Development and Transformation	60%
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	35%
Total	100%

- 5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee**'s assessment score. CCRs that are deemed to be most critical for the **Employee**'s specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:






CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership		10%
Programme and Project Management		
Financial Management		10%
Change Management		10%
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment		10%
Client Orientation and Customer Focus		10%
Communication		5%
Honesty and Integrity		10%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Performance Management and Reporting		15%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		10%
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		10%
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 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** SDBIP.
- 6.5 The performance appraisal will involve:

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6.5.1 Assessment of the achievement of results as outlined in the Performance Plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or 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 should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	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	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 PA and Performance Plan.					
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 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.					

6.7 For purposes of evaluating the performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the Mayoral Committee;
- 6.7.4 Mayor and/or Municipal Manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established –

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the Mayoral Committee; and
- 6.8.4 Municipal Manager from another municipality.

6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.


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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 that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter : July – September 2011
Second quarter : October – December 2011

7.2 The **Employer** shall keep a record of 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).

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 to assist 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;

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- 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 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee**'s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the **Employer** shall –
 - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 11.3.2 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.

12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee**'s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
 - 12.1.1 A member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

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- 12.2 In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.

13. GENERAL

- 13.1 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**.
- 13.2 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.

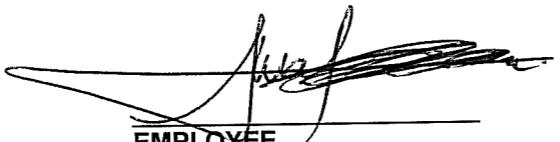
14. PERFORMANCE APPRAISALS

- 14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 5 of the 2011 Performance Management System Framework and Policy document.

Thus done and signed at Klerksdorp on this the 13 day of May 2011.

AS WITNESSES:

1. Monica


EMPLOYEE

2. Hansie Potgieter

AS WITNESSES:

1. FO Tiff


EMPLOYER

2. Ruthie

Performance Plan

MANAGER SUPPORT SERVICES M L Makhetha

CITY OF MATLOSANA
Period 1 July 2011 to 02 January 2012


M L Makhetha

OFFICE OF THE MUNICIPAL MANAGER

MANAGER SUPPORT SERVICES - MR. ML MAKHETA

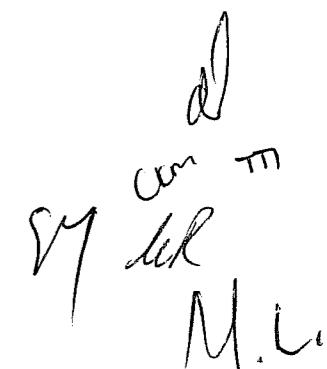
OPERATIONAL

Project ID	Vote No.	Item Nr. (Section)	Supervisor	Responsible Person	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
Compliance	None	PMS1	Manager Support Services - ML Makheta	OC Powrie	Municipal Institutional Development and Transformation	To approve the draft SDBIP to comply with legislation	Draft 2012/13 SDBIP approved by Council	Approving draft 2012/13 SDBIP by Council by May 2012		Approved draft SDBIP	1	-							Council Resolution
Compliance	None	PMS2	Manager Support Services - ML Makheta	OC Powrie		To approve the final SDBIP to ensure compliance with legislation	Final 2012/13 SDBIP approved by Executive Mayor	Approving final 2012/13 SDBIP by Executive Mayor (28 days after approval of budget) by June 2012		Approved SDBIP	1	-							Council Resolution
Compliance	None	PMS3	Manager Support Services - ML Makheta	OC Powrie		To sign the Performance Agreements to comply with legislation	2012/13 Performance Agreements with section 57 employees signed	Signing 2012/13 performance agreements with section 57 employees by June 2012		Signed Agreements	1	-							Signed Agreements MM Resolution
Compliance	None	PMS4	Manager Support Services - ML Makheta	OC Powrie		To approve the Annual Performance Report to comply with section 46 of the MSA	2010/11 Annual Performance Report approved by Municipal Manager	Approving an 2010/11 Annual Performance Report by Municipal Manager by August 2011		Approved Annual Performance Report	1	2010/11 Annual Performance Report							MM Resolution
Compliance	None	PMS5	Manager Support Services - ML Makheta	OC Powrie		To approve the Mid-Year Assessment Report to comply with section 72 of the MFMA	2011/12 Mid-Year Assessment Report approved by the Executive Mayor	Approving the 2011/12 Mid-Year Assessment Report by the Executive Mayor by 25 January 2012		Approved Mid-Year Assessment Report	1	-							Council Resolution
Compliance	None	PMS6	Manager Support Services - ML Makheta	OC Powrie		To table the Annual Report to comply with section 121 of MFMA	2010/11 Annual Report tabled before Council	Tabling the 2010/11 Annual Report before Council by 31 January 2012		Tabled Annual Report	1	-							Council Resolution
Compliance	None	IDP1	Manager Support Services - ML Makheta	S Owencamp	Good Governance and Public Participation	To approve the draft IDP to comply with legislation	Draft 2012/13 IDP approved by Council	Approving draft 2012/13 IDP by Council by March 2012		Approved Draft IDP	1	-							Council Resolution
Compliance	None	IDP2	Manager Support Services - ML Makheta	S Owencamp		To approve the final IDP to comply with legislation	Final 2012/13 IDP approved by Council	Approving final 2012/13 IDP by Council by May 2012		Approved IDP	1	-							Council Resolution

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Compliance	None	IA7	Municipal Manager	T Oliphant	Good Governance and Public Participation	To review Risk Management processes to ensure good governance and to comply with legislation	Number 2011/12 reports on the effectiveness of risk management and emerging risks to Audit Committee and risk management committee	Reporting quarterly on the 2011/12 Risk Register to the Audit Committee and risk management committee on emerging risks and the effectiveness of risk management by December 2011	Risk Management report	1	-								Report
										2	1 Report								
										3	-								
										4									
Compliance	None	IA8	Municipal Manager	T Oliphant	Existing plan	To submit a Risk Based Audit Plan to ensure	3-Year Risk Based Audit Plan 2012/13 submitted to the Audit Committee for approval	Submitting a 3-Year Risk Based Audit Plan 2012/13 to the Audit Committee for approval by June 2012		1	-								Approved Risk Based Audit Plan
										2	-								
										3	-								
										4	Approved Plan								
Compliance	None	IA9	Municipal Manager	T Oliphant	Existing programme	To continue with Professional Development to enhance knowledge, skills and other competencies of Internal Audit staff	2012/13 CPD program developed for approval by Skills Development Officer	Develop the 2012/13 CPD program for approval by Skills Development Officer by June 2012		1	-								Approved Continuing Professional Development program
										2	-								
										3	-								
										4	Appoved CPD								
Compliance	None	IA10	Municipal Manager	T Oliphant	New project	To conduct quality assurance improvement programme to comply with legislative requirements	Number peer-to-peer quality assurance and improvement programme performed	Performing 1 peer-to-peer quality assurance and improvement programme by March 2012		1	-								Approved Continuing Professional Development program
										2	-								
										3	Assessment Report								
										4	-								



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Personal Development Plan (PDP)

MANAGER SUPPORT SERVICES **M L Makhetha**

CITY OF MATLOSANA

Period 1 July 2011 to 02 January 2012

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Compiled on (Date): 1 July 2011

Competency area	Competencies required	Knowledge and Skills	Employee		Supervisor		HR Skills Gap Identified
			Yes	No	Yes	No	
1. Strategic leadership and management	Within the area of responsibility, the ability to contribute to service delivery systems of a complex nature and to manage the achievement of strategies and goals.	<ul style="list-style-type: none"> Providing visible, supportive & effective leadership Motivating and empowering staff to deliver on strategies and goals. Fostering a positive and creative management culture. Contributing to the alignment of strategies and goals with national and provincial policies and within the district. Managing and overseeing implementation of an effective performance management system. Utilising strategic planning methods and tools. Within the area of responsibility the ability to formulate and influence short, medium and long-term service delivery plans to deliver on strategies and goals. 					
	Within the area of responsibility the ability to formulate and influence short, medium and long-term service delivery plans to deliver on strategies and goals.	<ul style="list-style-type: none"> Providing direction and contributing to the development and review of credible plans including the integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP). Ensuring, within area of responsibility, the alignment of 					

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	<ul style="list-style-type: none"> strategies and goals. Assessing and monitoring the impact of financial and non-financial changes on plans including national and provincial policy statements and changes. Implementing plans within the local government legal framework. Identifying and managing risk in plans. Based on the past and current performance and financial position of the municipality, advise on plans and strategies and goals. 		
	<p>The ability to provide supportive leadership to the accounting officer and senior management team.</p>	<ul style="list-style-type: none"> Working closely in conjunction with the senior management team to support the accounting officer Contributing and advising the accounting officer and senior management team on policy objectives to ensure clear purpose and direction. Evaluating and reporting to the accounting officer and senior management team on the alignment and achievement of strategies and goals in respect of activities, service delivery and performance. Formulating, in conjunction with the accounting officer and senior management team, a clear vision, mission and strategies and goals for the municipality. Establishing a culture of learning within the area of responsibility. 	
	<p>Within the area of responsibility, the</p>	<ul style="list-style-type: none"> Developing and maintaining strategic alliances within the cooperative 	

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	ability to develop and maintain strategic alliances with various stakeholders.	<ul style="list-style-type: none"> governance framework. For the purpose of achieving the Constitutional mandate of local government, developing and maintaining strategic alliances with organisations and bodies outside government. Communicating the municipality's mission and vision to various stakeholders
2. Strategic financial management	Within the area of responsibility, the ability to support an effective, economic and efficient finance function.	<ul style="list-style-type: none"> Supporting the implementation of finance strategies, which enhance good financial management and decision-making practices within the area of responsibility. Supporting the implementation of financial policies, systems, guidelines instructions and related policies to ensure efficient and effective financial administration and control. Within the area of responsibility, managing the control of assets according to policies and procedures. Supporting the budget process, including preparing information supporting budget estimates and identifying priorities and mandates for programmes in alignment with the integrated development plan (IDP). Supporting the accounting officer to oversee the financial management, tax implications and performance of service delivery mechanisms (internal and external (including municipal entities in the case of a municipality)) and outsourced

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		service agreements within the area of responsibility.	
	The ability to forecast revenue and expenditure, and assessing the impact thereof on the financial position and performance, within the area of responsibility.	<ul style="list-style-type: none"> Supporting the accounting officer with the preparation of multi-year revenue and expenditure forecasts, strategic plans, budgets and estimates and advising the impact thereof on service delivery, performance and financial position within the area of responsibility. Advise the accounting officer of resource requirements to implement strategies and goal within the area of responsibility. 	
3. Operational financial management	Within the area of responsibility, the ability to implement financial systems.	<ul style="list-style-type: none"> For purposes of the area of responsibility, formulating and contributing to specifications of appropriate and accurate financial operating systems. Analysing regular reports, within the area of responsibility, relating to the measurement and monitoring of financial information and performance, including the implementation of the budget and service delivery and budget implementation plan (SDBIP). Implement adequate control of financial operating systems within the area of responsibility. Regular review of the efficiency and effectiveness of financial operating systems to align with changing needs within the area of responsibility. 	<p style="text-align: right;"><i>S. M. k. S. M. Am</i></p>

	<p>monitoring and advising the accounting officer of changes that may affect the working capital.</p> <ul style="list-style-type: none"> Within the area of responsibility contributing to the prioritisation of working capital to align with strategies and goals. Within the area of responsibility contribute to decisions regarding borrowing and the significance thereof to service delivery programmes. Within the area of responsibility, applying 'best practice' risk management practices to the management of working capital.
understand the importance of maintaining sufficient working capital (cash flow/short term liquidity) to meet the requirements of the area of responsibility.	<p>The ability to contribute to the budget preparation and implementation process.</p> <ul style="list-style-type: none"> Providing technical inputs relating to the area of responsibility, with the preparation and implementation of the budget. Within the area of responsibility, implementing the budget In the case of a municipality, supporting the accounting officer to ensure that the budget process relating to the area of responsibility aligns the budget and related policies to the Integrated Development Plan (IDP) and service delivery and budget implementation plan (SDBIP) of the municipality OR in the case of a municipal entity, supporting the accounting officer to ensure that the budget process relating to the area of responsibility aligns the budget and related policies to the strategic plan of the entity and service delivery

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		agreement (SDA) and integrated development plan (IDP) of its parent municipality <ul style="list-style-type: none"> Within the area of responsibility, knowledge of financial planning, budgeting and forecasting and the interrelation thereof.
4. Governance, ethics & values in financial management	The ability to support and implement good governance in the area of responsibility.	<ul style="list-style-type: none"> Support and implement clear roles and responsibilities, separation of powers and regular reporting lines for all role players within the area of responsibility to ensure transparency and accountability. Knowledge and understanding of governance and ethics in financial management, embodied in the King Report on Corporate Governance, as it applies to the local government legal framework. Within the area of responsibility, promoting the generation and sharing of knowledge and learning to enhance the collective knowledge, capacity and skills of officials and councillors or directors Support the formulation of and implement the codes of conduct for all role players within the area of responsibility, which shall as a minimum include financial management, supply chain management and the codes of conduct set out in the Local Government: Municipal Systems Act. Support the implementation of systems to encourage and enforce good governance, ethics and the codes of conduct. These systems

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	<p>could include mechanisms to report misconduct, fraud, corruption, favouritism and non-compliance with legislation and disclosure of conflicts of interest, inducements, rewards, gifts, hospitality and favours.</p> <p>Ensuring that investigations are conducted within 30 days of discovery of allegations and that cases that may constitute a criminal offence are reported to the South African Police Service.</p> <ul style="list-style-type: none"> • Ensuring that codes of conduct, roles and responsibilities and reporting lines are clearly communicated, understood and observed by all role players within the area of responsibility. • Leading by example and promoting high standards of ethical behaviour by acting with fidelity, honesty, integrity and in the best interests of the municipality and maintaining the confidentiality of information.
5. Financial and performance reporting	<p>The ability to support the implementation of the financial reporting process of the municipality.</p> <ul style="list-style-type: none"> • Knowledge and understanding of the legislative framework governing financial reporting in local government. • Supporting and contributing to the timely preparation, submission and publication of statutory reports, including the annual financial statements, annual report, in-year reporting (e.g. in the case of a municipality monthly (section 71) and mid-year (section 72)), withdrawals from bank accounts (section 11(4)) etc).

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	<ul style="list-style-type: none"> Within the area of responsibility, ensuring that the content of financial reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific. Support the accounting officer to analyse and evaluate the financial reports to understand the impact on, and to guide planning in respect of, strategies and goals including the financial position, borrowings, performance, implementation of the annual budget and service delivery and budget implementation plan (SDBIP), tariff-, rates-, credit control, debt collection-, supply chain management-, and other relevant policies. Within the area of responsibility to generate, analyse and evaluate cost-management reports for all programmes and/or projects to review departmental performance.
The ability to support the implementation of the performance reporting process of the municipality.	<ul style="list-style-type: none"> Knowledge and understanding of the local government legislative framework governing performance reporting. <ul style="list-style-type: none"> Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality Contribute to the timely preparation,

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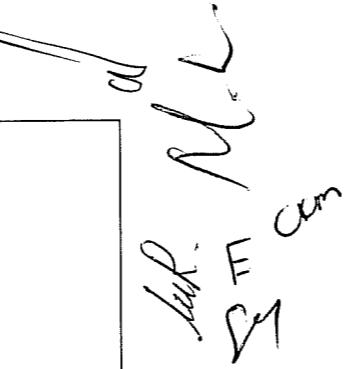
	<p>submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) and (4) of the MFMA), mid-year performance reporting (sections 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid year performance reporting (section 88 of the MFMA), etc.</p> <ul style="list-style-type: none"> • Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific. • Within the area of responsibility, analyse and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies. • Within the area of responsibility, analyse and evaluate the performance of: <ul style="list-style-type: none"> ○ Service delivery mechanisms (internal and external) and outsourced service agreements against performance targets; and <ul style="list-style-type: none"> ○ In the case of a municipality, of each of its municipal entities against the service level agreement
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		<p>and performance targets for that entity</p> <ul style="list-style-type: none"> Within the area of responsibility, ensuring that there is a link between the performance indicators and targets and the integrated development plan (IDP), service delivery and budget implementation plan (SDBIP) and the individual performance agreements of officials. Within the area of responsibility, ensuring that the remuneration and appraisal system is performance based and that all performance bonuses are only awarded after consideration of actual performance of the municipality against the performance targets for a specific period. Regularly benchmark the performance of the area of responsibility against the performance of functions of similar and/or comparable municipalities to improve and guide in the planning and delivery of services.
6. Risk and change management	The ability to understand risk and guide the management of risk for the municipality within the area of responsibility.	<ul style="list-style-type: none"> Contributing to and supporting the accounting officer with the establishment and maintenance of effective, efficient and transparent systems of financial and risk management and internal control Contributing to and supporting the accounting officer with the implementation of a risk management- and fraud prevention plan Contributing to and supporting the

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	<p>accounting officer with regular risk assessments and ensuring that risks are prioritised according to highest versus lowest potential risk</p> <ul style="list-style-type: none"> Mitigating risks within the area of responsibility in accordance with the prioritisation of risk Ensuring that the management of risk (including the possible transfer of risk) within the area of responsibility, includes consideration of potential risks relating to mechanisms for service delivery (both internal and external), outsourced service agreements. In the case of a municipality it must also consider its municipal entities and Public-and-Private Partnerships (PPPs) and the transferring of funds to organisations and bodies outside government. Analysing the reports of the internal audit unit and the audit committee applicable to the area of responsibility when considering risk and risk management 	
	<p>The ability to guide the management of change for the municipality within the area of responsibility.</p>	<ul style="list-style-type: none"> Understanding the local government environment (including legislative, social, political and economic) and the ability to analyse the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognising when this necessitates change Managing and implementing change management within the area of


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	<ul style="list-style-type: none"> • responsibility • The ability to be proactive and find creative and innovative solutions to change • Consultation with and management of various stakeholders particular to the change • Managing and resolving any resistance to change • Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for change 	
7. Project management	The ability to provide direction and guide project management within the area of responsibility	<ul style="list-style-type: none"> • Knowledge and understanding of project budgeting, human resource management, change management, negotiation skills, service delivery mechanisms (internal and external) and outsourced service agreements (including in the case of a municipality Public-and-Private Partnerships (PPPs)), and the legal framework particular to the area of responsibility • Within the area of responsibility, knowledge and basic understanding of the operation and technical workings of local government services and facilities • Supporting the accounting officer to analyse, evaluate and select project proposals. This includes, within the area of responsibility, aligning the selection of projects and project outcomes with the integrated development plan (IDP), the budget and service delivery and budget implementation plan (SDBIP)

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	<ul style="list-style-type: none"> Within the area of responsibility, ensuring an analytical and methodical structuring of projects and project planning. This is to ensure adequate control over projects and the efficient, effective and economic implementation and completion thereof to a high quality and standard Oversee and manage the establishment of project- and contract management capacity within the area of responsibility. This includes building capacity through appropriate training and the allocation of resources. Ensuring clear lines of accountability, regular monitoring, measuring and reporting on the performance of projects and contracts within the area of responsibility, including regular reporting to the accounting officer Within the area of responsibility, ensuring regular reporting by external mechanisms and all contractors and service providers, including the availability of adequate information for the municipality to meet its statutory reporting obligations Contributing to and supporting the accounting officer with the establishment and maintenance of a contract register Contributing to and supporting the accounting officer to establish a contract management process to ensure that, prior to their commencement, contracts and
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	<p>amendments to contracts are in writing, include appropriate contract terms and conditions (including section 116 contract requirements (MFMA)) and contain performance based contract remuneration</p> <ul style="list-style-type: none"> • Oversee the implementation of project plans within the area of responsibility • Contributing to the resolution of problems and disputes within the area of responsibility, as and when required • Supporting the accounting officer in consulting and securing stakeholder and community support for, and involvement in projects where relevant. 	
8. Legislation, policy and implementation	<p>The ability to support and contribute to the formulation of policy and in the case of a municipality also By-laws</p>	<ul style="list-style-type: none"> • Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies • Excellent verbal communication and writing skills and an ability to research and analyse complex information • Supporting the accounting officer and contributing to the process of adopting policies and making By-laws. This includes advising accounting officer on the financial and nonfinancial impact of proposed policies and By-laws OR in the case of a municipal entity supporting the accounting officer and contributing to

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	<p>the process of adopting policies including advising on the financial and non-financial impact of proposed policies</p> <ul style="list-style-type: none"> • Supporting the accounting officer and contributing to the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws. • Supporting the accounting officer and contributing to the conceptualisation, formulation and drafting of policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing I policies and By-laws and be within budget constraints. 	
	<p>The ability to implement, manage and oversee the implementation of legislation and policy within the area of responsibility</p> <ul style="list-style-type: none"> • Implementing and overseeing the implementation and enforcement of policies and By-laws, within the area of responsibility • Supporting the accounting officer and contributing to the establishment and maintenance of a register of non-compliance with legislative requirements. This includes, within the area of responsibility, regularly reporting these to the accounting officer and other role players. For example, instances of non-compliance with the MFMA are 	

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	<p>required to be reported to the National Treasury</p> <ul style="list-style-type: none"> • Regularly monitor and report to accounting officer on the implementation of policies and compliance with legislative requirements • Regularly reviewing and, where necessary, proposing to the accounting officer amendment of policies and in the case of a municipality also By-laws and, within the area of responsibility, to ensure their relevance and alignment with the strategies and goals • Within the area of responsibility, monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance • For purposes of the area of responsibility, regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies 	
9. Stakeholder relations	<p>Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.</p> <ul style="list-style-type: none"> • Within the area of responsibility, knowledge and understanding of stakeholders and recognising the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders. • Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would 	 

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management powers and duties in accordance with the Municipal Supply Chain Management Regulations.	<ul style="list-style-type: none"> Implementing and managing the implementation and enforcement of the supply chain management policy within the area of responsibility to ensure supply chain management that is fair, transparent, competitive and cost effective Within the area of responsibility, contributing to and maintaining registers to support the supply chain management function, including details of all tenders received and awarded, disclosure of sponsorships, inducements, rewards, gifts and favours, awards to close family members and persons in the service of the state, etc. Supporting the accounting officer with the resolution of supply chain management related disputes, objections, complaints and queries as they relate to the area of responsibility Within the area of responsibility, ensuring that unsolicited bids are considered in accordance with the framework contained in the Municipal Supply Chain Management Regulations Implementing and monitoring measures to combat abuse of the supply chain management system, fraud, corruption, favouritism and unfair and irregular practices 		
11. Audit and The ability to support	<ul style="list-style-type: none"> Within the area of responsibility, 		

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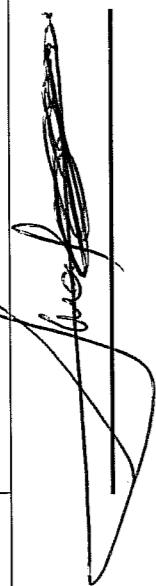
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Assurance	<p>the audit process, in order to obtain the optimum level of assurance from the Auditor-General</p> <ul style="list-style-type: none"> • providing administrative support and ensuring access of the internal audit unit, audit committee and the Auditor-General to the financial records and all relevant information of the municipality or municipal entity to enable them to perform their respective functions • Analysing the reports and advice of the internal audit unit, audit committee and Auditor- General, providing appropriate management responses and taking appropriate action as it relates to the area of responsibility • Contribute to the timely preparation of accurate annual financial statements for auditing and the annual report(s) for the municipality and/or its entities to the Auditor-General (refer chapter 12 of the MfMA). In the case of a municipality with sole/ effective control of a municipal entity this includes consolidated financial statements of the municipality and such municipal entities. • Within the area of responsibility, ensuring and managing appropriate communication with the Office of the Auditor-General • During the audit, timeously responding to and coordinating responses within the area of responsibility to audit queries and requests for additional information • The audit process provides the municipal council, the board of directors and stakeholders with the level of assurance that can be
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	placed on finances. Senior managers, in conjunction with the accounting officer, should consistently ensure improvement of financial management practices of the municipality and/ or municipal entities to strive to obtain the optimum level of assurance from the Auditor-General.
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Employee's signature :



Manager's signature:



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