



**PERFORMANCE PLAN**

**MADE AND ENTERED INTO BY AND BETWEEN**

**THE NELSON MANDELA BAY METROPOLITAN MUNICIPALITY  
AS REPRESENTED BY THE ACTING CITY MANAGER**

**JOHANN METTLER**

**AND**

**ACTING EXECUTIVE DIRECTOR: CORPORATE SERVICES**

**VUYO ZITUMANE**

**THE EMPLOYEE OF THE MUNICIPALITY**

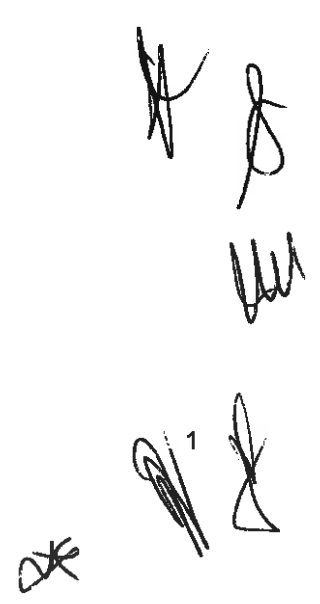
**FOR THE**

**FINANCIAL YEAR: 1 JULY 2016 - 30 JUNE 2017**

## PERFORMANCE PLAN: MS VUYO ZITUMANE

This performance plan is divided into four sections:

- **Section A** : Performance Plan
- **Section B** : Core Competency Requirements
- **Section C** : Assessment Rating Calculator
- **Section D** : Signature Page



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SECTION A: PERFORMANCE PLAN: CORPORATE SERVICES

| KEY PERFORMANCE AREA (KPA)                                | KEY PERFORMANCE ELEMENT (KPE)                             | Q1 | Q2  | Q3  | Q4  | TARGET-QUARTER ENDING 30 SEPTEMBER 2016 - | TARGET-QUARTER ENDING 31 DECEMBER 2016 | TARGET-QUARTER ENDING 31 MARCH 2017 - | ANNUAL TARGET-QUARTER ENDING 30 JUNE 2017 - TARGET | 2016/17 BUDGET INFORMATION   | RECOMMENDED PORTFOLIO OF EVIDENCE  | RECOMMENDED INTERPRETATION OF RATING SCALE   | WEIGHING | TOTAL WEIGHING |
|---|---|----|-----|-----|-----|---|--|---------------------------------------|--|------------------------------|--|--|----------|----------------|
| KPA 1: Effective city governance                          | KPE 1.1 Risk Management                                   | 1  | 2   | 3   | 4   | 1   | 2                                      | 3                                     | 4  | No budget provision required | Risk Management Report<br>Correspondence on the submission of Risk Management Report<br>Confirmation of receipt of Reports from Risk Management Unit         | 5: 6<br>4: 5<br>3: 4<br>2: 3<br>1: Below 3   | 10%      | 20%            |
|   | KPE 1.2 Internal controls                                 | 1  | N/A | 90% | 90% | N/A                                       | N/A                                    | 90%                                   | 90%  | No budget provision required | Independent report from Internal Audit indicating the percentage achievement of the audit action plan in respect of the 2015/16 audit by the Auditor General | 5: Above 95%<br>4: Above 90% up to 95%<br>3: 90%<br>2: Below 90% down to 70%<br>1: Below 70%           | 10%      |                |
| KPA 2: Integrated service delivery a well-structured city | KPE 2.1 Protection of municipal assets                    | 1  | 8   | 10  | 12  | 6   | 8                                      | 10                                    | 12   | No budget provision required | Report from Service Provider   | 5: above 18<br>4: 12 up to 18<br>3: 12<br>2: Below 12 down to 6<br>1: below 6 down to 0                | 3%       | 3%             |
|   | KPE 3.1 Inclusive economic development and job creation   | 1  | 140 | 210 | 280 | 70  | 140                                    | 210                                   | 280  | No budget provision required | EPWP Reports   | 5: Above 320<br>4: Above 280 up to 320<br>3: 280<br>2: Below 280 down to 200<br>1: Below 200 down to 0 | 2%       |                |
| KPA 3: Inclusive economic development and job creation    | KPE 3.1 Job creation and Expanded Public Programme (EPWP) | 1  | 42  | 63  | 84  | 21  | 42                                     | 63                                    | 84   | No budget provision required | EPWP Reports   | 5: Above 120<br>4: Above 84 up to 120<br>3: 84<br>2: Below 84 down to 40<br>1: Below 40 down to 0      | 2%       | 4%             |
|   | KPE 3.1 Job creation and Expanded Public Programme (EPWP) | 1  | 42  | 63  | 84  | 21  | 42                                     | 63                                    | 84   | No budget provision required | EPWP Reports   | 5: Above 120<br>4: Above 84 up to 120<br>3: 84<br>2: Below 84 down to 40<br>1: Below 40 down to 0      | 2%       |                |

| KEY PERFORMANCE AREA (KPA)                    | KEY PERFORMANCE ELEMENT (KPE)     | NO  | KEY PERFORMANCE INDICATOR (KPI)   | TARGET-QUARTER ENDING 30 SEPTEMBER 2016 - | TARGET-QUARTER ENDING 31 DECEMBER 2016 | TARGET-QUARTER ENDING 31 MARCH 2017 - | ANNUAL TARGET-QUARTER ENDING 30 JUNE 2017 - TARGET | 2016/17 BUDGET INFORMATION   | RECOMMENDED PORTFOLIO OF EVIDENCE   | RECOMMENDED INTERPRETATION OF RATING SCALE   | WEIGHING | TOTAL WEIGHTING |
|---|-----------------------------------|-----|---|---|--|---------------------------------------|--|------------------------------|---|--|----------|-----------------|
| KPA 4: Institutional and capacity development | KPE 4.1 Monitoring and evaluation | 4.1 | % KPIs reflected in the 2016/17 performance plan with a Technical Description and Business Process Guide in place                 | 100% by September 2016                    | N/A                                    | N/A                                   | 100% by September 2016                             | No budget provision required | Technical Description and Business Process Guide  | 5: 100% by 31 July 2016<br>4: 100% by 31 August 2016<br>3: 100% by September 2016<br>2: Any one of the guides not in place by September 2016<br>1: Two or more guides not in place by September 2016                       | 3%       |                 |
| KPA 4: Institutional and capacity development | KPE 4.1 Monitoring and evaluation | 4.2 | % of Corporate Services KPIs in the SDBIP which require procurement with a procurement plan in place                              | 100% by September 2016                    | N/A                                    | N/A                                   | 100% by September 2016                             | No budget provision required | Procurement Plans   | 5: 100% by 31 July 2016<br>4: 100% by 31 August 2016<br>3: 100% by September 2016<br>2: Any one of the procurement plans not in place by September 2016<br>1: Two or more procurement plans not in place by September 2016 | 3%       |                 |
| KPA 4: Institutional and capacity development | KPE 4.2 Labour Relations          | 4.2 | Average turnaround time for resolving labour disputes (from the date of receipt of the labour dispute to the date it is resolved) | 6 months                                  | 6 months                               | 6 months                              | 6 months   | No budget provision required | List of labour disputes reflecting dates of dispute registered<br>Correspondence<br>Progress reports on the status of cases | 5: Below 5 months<br>4: Below 6 months down to 5 months<br>3: 6 months average<br>2: Above 6 up to 7 months<br>1: Above 7 months   | 5%       | 67%             |
| KPA 4: Institutional and capacity development | KPE 4.2 Labour Relations          | 4.2 | Number of Management Union Meetings (MUM) held  | 1   | 2                                      | 3                                     | 4  | No budget provision required | Attendance registers<br>(Minutes)   | 5: Above 6<br>4: 5<br>3: 4<br>2: 3<br>1: Below 3   | 3%       |                 |
| KPA 4: Institutional and capacity development | KPE 4.2 Labour Relations          | 4.2 | Number of Local Labour Forum meetings held in terms of the Council approved Calendar of meetings                                  | 1   | 2                                      | 3                                     | 4  | No budget provision required | Attendance registers<br>(Minutes)   | 5: Above 6<br>4: 5<br>3: 4<br>2: 3<br>1: Below 3   | 3%       |                 |

| KEY PERFORMANCE AREA (KPA)                    | KEY PERFORMANCE ELEMENT (KPE)          | KPI NO | KEY PERFORMANCE INDICATOR (KPI)   | TARGET-QUARTER ENDING 30 SEPTEMBER 2016 -  | TARGET-QUARTER ENDING 31 DECEMBER 2016   | TARGET-QUARTER ENDING 31 MARCH 2017 -  | ANNUAL TARGET-QUARTER ENDING 30 JUNE 2017 - TARGET  | 2016/17 BUDGET INFORMATION   | RECOMMENDED PORTFOLIO OF EVIDENCE  | RECOMMENDED INTERPRETATION OF RATING SCALE  | WEIGHING | TOTAL WEIGHING |
|---|--|--------|---|--|--|--|---|--|--|---|----------|----------------|
| KPA 4: Institutional and capacity development | KPE 4.3 Facilities                     | 4.3.1  | Developing a strategy for the provision of integrated office accommodation for municipal staff and Councilors   | Preliminary study and consulting process completed   | Feasibility study on the provision of integrated office accommodation and facilities for municipal officials conducted | Draft Integrated office accommodation strategy approved by Human Resources and Corporate Administration Standing Committee | Integrated office accommodation strategy approved by Council  | Vote: 20030221<br>Description: Office Accommodation-ward councilors<br>Amount: R 2, 500,000.00 | Preliminary Study<br>Draft Strategy<br>Draft feasibility study<br>Draft Strategy<br>HR&CA Minutes / Agenda<br>Council approval | 5: Integrated office accommodation strategy approved by Council by December 2016<br>4: Integrated office accommodation strategy approved by Council by March 2017<br>3: Integrated office accommodation strategy approved by Council by June 2017<br>2: Draft strategy approved by Human Resources and Corporate Administration Standing Committee<br>1: Draft strategy ready - yet to be presented to Human Resources and Corporate Standing Committee   | 3%       |                |
| KPA 4: Institutional and capacity development | KPE 4.3 Facilities                     | 4.3.2  | Developing management framework for leases  | Leases Task Team established<br>Terms of Reference developed                                   | Leases framework approved by the Human Resources and Corporate Administration Standing Committee by December 2016      | N/A  | Leases framework approved by the Human Resources and Corporate Administration Standing Committee by December 2016   | No budget provision required   | Task team ToR<br>Management for leases Framework<br>HR&CA Minutes  | 5: Leases framework approved by the Human Resources and Corporate Administration Standing Committee by October 2016 and earlier<br>4: Leases framework approved by the Human Resources and Corporate Administration Standing Committee by November 2016<br>3: Leases framework approved by the Human Resources and Corporate Administration Standing Committee by December 2016<br>2: Leases framework approved by the Human Resources and Corporate Administration Standing Committee by January 2017<br>1: Leases framework approved by the Human Resources and Corporate Administration Standing Committee by February 2017 and beyond | 10%      | 87 % continues |
| KPA 4: Institutional and capacity development | KPE 4.4 Human Resources Transformation | 4.4.1  | Number of people from employment equity target groups employed in the three highest levels of management (City Manager, Section 56 Managers and Strategic Skilled Level Managers) in compliance with the Municipality's approved Employment Equity Plan | Progress Report submitted to the Human Resources & Corporate Administration Standing Committee | Progress Report submitted to the Human Resources & Corporate Administration Standing Committee                         | Revised Employment Equity Plan submitted to the Human Resources & Corporate Administration Standing Committee              | African Male - 25<br>African Female - 7<br>Coloured Male - 3<br>Coloured Female - 2<br>White Male - 5<br>White Female - 4<br>Indian Male - 1<br>Indian Female - 0 | No budget provision required   | Approved Employment Equity Plan<br>Progress reports<br>CS & HR standing Committee Minutes                                      | 5: 47 by December 2016 and Progress Report submitted to the Human Resources and Corporate Administration Standing Committee<br>4: 47 by March 2017 and Progress Report submitted to the Human Resources and Corporate Administration Standing Committee<br>3: 47 by June 2017 and Progress Report submitted to the Human Resources and Corporate Administration Standing Committee quarterly<br>2: 47 not met by June 2017<br>1: Target not met and progress not reported on a quarterly basis  | 2%       |                |

| KEY PERFORMANCE AREA (KPA)                    | KEY PERFORMANCE ELEMENT (KPE)          | NO    | KEY INDICATOR (KPI)   | TARGET-QUARTER ENDING 30 SEPTEMBER 2016 -  | TARGET-QUARTER ENDING 31 DECEMBER 2016                           | TARGET-QUARTER ENDING 31 MARCH 2017 -   | ANNUAL TARGET-QUARTER ENDING 30 JUNE 2017 - TARGET                                 | 2016/17 BUDGET INFORMATION   | RECOMMENDED PORTFOLIO OF EVIDENCE  | RECOMMENDED INTERPRETATION OF RATING SCALE   | WEIGHING | TOTAL WEIGHTING |
|---|--|-------|---|--|--|---|--|--|--|--|----------|-----------------|
| KPA 4: Institutional capacity and development | KPE 4.4 Human Resources Transformation | 4.4.2 | Developing an Integrated Human Resource Manual with Procedures for Nelson Mandela Bay Municipality  | Preliminary study and consulting process completed (identifying all procedures to be documented in consultation with other directorates) | Draft Integrated Human Resource Manual with Procedures developed | Draft Integrated Human Resource Manual with Procedures presented to Human Resources and Corporate Administration Standing Committee | Integrated Human Resource Manual with Procedures presented to Council for approval | No budget provision required   | Draft Integrated Human Resource Manual with Procedures HR&CA minutes Council approval            | 5: Integrated Human Resource Manual with Procedures presented to Council for approval by December 2016<br>4: Integrated Human Resource Manual with Procedures presented to Council for approval by March 2017<br>3: Integrated Human Resource Manual with Procedures presented to Council for approval by June 2017<br>2: Draft Integrated Human Resource Manual with Procedures presented to Council for approval still to present to Council<br>1: Draft still to be presented to Human Resource and Corporate Administration Standing Committee | 10%      | 67% continues   |
|   |  |       |   | 80%  | 100% by December 2016  | N/A   | 100% by December 2016  | Vote No: 0001 0375 (Various votes)<br>Description: Training<br>Amount: R11 395 670 | Certificates<br>Attendance registers   | 5: 100% by October 2016<br>4: 100% by November 2016<br>3: 100% by December 2016<br>2: Below 100% down to 70%<br>1: Below 70% down to 0%  | 3%       |                 |
|   |  |       |   | 40%  | 50%  | 70%   | 80%  | No budget provision required   | List containing approved and budgeted positions and recruitment schedule indicating appointments | 5: Above 95%<br>4: Above 80% up to 95%<br>3: 80%<br>2: Below 80% down to 50%<br>1: Below 50%   | 3%       |                 |
| KPA 4: Institutional capacity and development | KPE 4.5 Institutional capacity         | 4.5.1 | Percentage of Senior Managers (Section 54 and Section 56) attending at least one skills / training / development course within the financial year | 80%  | 100% by December 2016  | N/A   | 100% by December 2016  | Vote No: 0001 0375 (Various votes)<br>Description: Training<br>Amount: R11 395 670 | Certificates<br>Attendance registers   | 5: 100% by October 2016<br>4: 100% by November 2016<br>3: 100% by December 2016<br>2: Below 100% down to 70%<br>1: Below 70% down to 0%  | 3%       | 67% continues   |
|   |  |       |   | 40%  | 50%  | 70%   | 80%  | No budget provision required   | List containing approved and budgeted positions and recruitment schedule indicating appointments | 5: Above 95%<br>4: Above 80% up to 95%<br>3: 80%<br>2: Below 80% down to 50%<br>1: Below 50%   | 3%       |                 |
| KPA 4: Institutional capacity and development | KPE 4.5 Institutional capacity         | 4.5.2 | % reduction in vacancy rate for all approved and budgeted posts   | 40%  | 50%  | 70%   | 80%  | No budget provision required   | List containing approved and budgeted positions and recruitment schedule indicating appointments | 5: Above 95%<br>4: Above 80% up to 95%<br>3: 80%<br>2: Below 80% down to 50%<br>1: Below 50%   | 3%       | 67% continues   |
|   |  |       |   | 40%  | 50%  | 70%   | 80%  | No budget provision required   | List containing approved and budgeted positions and recruitment schedule indicating appointments | 5: Above 95%<br>4: Above 80% up to 95%<br>3: 80%<br>2: Below 80% down to 50%<br>1: Below 50%   | 3%       |                 |

| KEY PERFORMANCE AREA (KPA)                    | KEY PERFORMANCE ELEMENT (KPE)  | KPI NO | KEY PERFORMANCE INDICATOR (KPI)  | TARGET-QUARTER ENDING 30 SEPTEMBER 2016 -  | TARGET-QUARTER ENDING 31 DECEMBER 2016                      | TARGET-QUARTER ENDING 31 MARCH 2017 -   | ANNUAL TARGET-QUARTER ENDING 30 JUNE 2017 - TARGET   | 2016/17 BUDGET INFORMATION   | RECOMMENDED PORTFOLIO OF EVIDENCE  | RECOMMENDED INTERPRETATION OF RATING SCALE  | WEIGHTING | TOTAL WEIGHTING |
|---|--------------------------------|--------|--|--|---|---|--|------------------------------|--|---|-----------|-----------------|
| KPA 4: Institutional capacity and development | KPE 4.5 Institutional capacity | 4.5    | Percentage of staff that has undergone a skills audit (including competency profiling)   | 30%  | 40%   | 50%   | 70%  | No budget provision required | Skills audit reports   | 5: Above 80%<br>4: Above 70% up to 80%<br>3: 70% by June 2017<br>2: Below 70% down to 50%<br>1: Below 50% down to 0%  | 3%        | 67% continues   |
| KPA 4: Institutional capacity and development | KPE 4.5 Institutional capacity | 4.5    | Facilitating approval by Council of the NIMBM Staff Establishment (in line with Section 66 of Municipal Systems Act and Chapter 2 of the Regulation on the appointment of Senior Managers) | "As- Is" structure (including additional temporal employees/ contract workers) approved by Council | NIMBM Staff Establishment implementation framework in place | NIMBM Staff Establishment "To Be" Structure presented for approval to the Human Resources and Corporate Administration Standing Committee | NIMBM Staff Establishment (in line with Section 66 of Municipal Systems Act (MSA) and Chapter 2 of the Regulation on the appointment of Senior Managers) approved by Council | No budget provision required | Council Minutes<br>Organogram<br>Relevant Section of MSA and Regulations | 5: NIMBM Staff Establishment in line with Section 66 of Municipal Systems Act and Chapter 2 of the Regulation on the appointment of Senior Managers approved by Council by December 2016<br>4: NIMBM Staff Establishment in line with Section 66 of Municipal Systems Act and Chapter 2 of the Regulation on the appointment of Senior Managers approved by Council by March 2017<br>3: NIMBM Staff Establishment in line with Section 66 of Municipal Systems Act and Chapter 2 of the Regulation on the appointment of Senior Managers approved by Council by June 2017<br>2: NIMBM Staff Establishment "To Be" Structure not presented for approval at Human Resources and Corporate Administration Standing Committee<br>1: No NIMBM Staff Establishment "To Be" Structure in place | 7%        |                 |

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| KEY PERFORMANCE AREA (KPA)                    | KEY PERFORMANCE ELEMENT (KPE)  | KPI NO | KEY INDICATOR (KPI)   | TARGET-QUARTER ENDING 30 SEPTEMBER 2016 -  | TARGET-QUARTER ENDING 31 DECEMBER 2016   | TARGET-QUARTER ENDING 31 MARCH 2017 -   | ANNUAL TARGET-QUARTER ENDING 30 JUNE 2017 - TARGET                                 | 2016/17 BUDGET INFORMATION   | RECOMMENDED PORTFOLIO OF EVIDENCE   | RECOMMENDED INTERPRETATION OF RATING SCALE   | WEIGHING | TOTAL WEIGHTING |
|---|--------------------------------|--------|---|--|--|---|--|------------------------------|---|--|----------|-----------------|
| KPA 4: Institutional and capacity development | KPE 4.6 Performance management | 4.6.1  | Conducting quarterly performance reviews of Managers reporting to the Acting Executive Director   | Acting Executive Director's performance plan in place<br>Performance plans of direct reporting managers in place<br>2015/16 Fourth quarter performance reviews conducted with direct reportees | 2016/17 First Quarter performance reviews conducted with direct reporting managers | 2016/17 Mid-Term performance reviews conducted with direct reporting managers | 2016/17 Third Quarter performance reviews conducted with direct reporting managers | No budget provision required | Acting Executive Director's Performance Agreement<br>Managers' Performance Plans<br>Attendance Registers<br>Minutes<br>Reports on Reviews | 5: In addition to 3 and 4, below, demonstrate a % quarter-to-quarter improvement in performance<br>4: In addition to 3 below, conduct monthly Directorate Management Team meeting where "Performance" (Directorate KPIs, targets, and performance) is an agenda item<br>3: Performance agreement and performance plans in place; as well as 2015/16 Fourth quarter, 2016/17 First, Second and Third Quarter performance reviews conducted with direct reporting managers<br>2: Any 1 or 2 of the quarterly performance reviews not completed / conducted<br>1: More than 2 quarterly performance reviews not completed / conducted   | 2%       | 67% continues   |
| KPA 4: Institutional and capacity development | KPE 4.6 Performance management | 4.6.2  | Conducting quarterly performance reviews of Corporate Service Providers and/or Contractors in line with concluded Service Level Agreement and/or project plan | Within 5 days after the end of the quarter   | Within 5 days after the end of the quarter   | Within 5 days after the end of the quarter                                    | Within 5 days after the end of the quarter   | No budget provision required | List of active service providers per Directorate<br>Performance review forms<br>Reports / correspondence                                  | 6: Conduct monthly performance reviews or Conduct quarterly performance reviews within 1 day after the end of the quarter; and demonstrate that the outcome of the performance review has been dealt with.<br>4: Conduct bi-monthly performance reviews or Conduct quarterly performance reviews within 3 days after the end of the quarter; and demonstrate that the outcome of the performance review has been dealt with.<br>3: Conduct quarterly performance reviews within 5 days after the end of the quarter.<br>2: Conduct quarterly performance reviews later than 5 days but within 10 days after the end of the quarter.<br>1: Conduct quarterly performance later than 10 days after the end of the quarter. | 2%       |                 |

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|---|--|-------|--|--|--|--|--|---|---|--|----------|-----------------|
| KPA 4: Institutional capacity and development | KPE 4.7 Leave Management                   | 4.7.1 | Developing and implementing a Leave Management Policy and Strategy for Nelson Mandela Bay Municipality | Preliminary study and consulting process completed | Leave Management Policy and Strategy approved by Human Resources and Corporate Administration Standing Committee | Leave Management Policy and Strategy approved by Council by March 2017 | Leave Management Policy and Strategy approved by Council by March 2017 | No budget provision required  | Preliminary study<br>Leave management Strategy<br>Council Minutes | 5: Leave Management Policy and Strategy approved by Council by September 2016<br>4: Leave Management Policy and Strategy approved by Council by December 2016<br>3: Leave Management Policy and Strategy approved by Council by March 2017<br>2: Draft Leave Management Policy and Strategy not presented at HR and CA Standing Committee<br>1: No draft Leave Management Policy and Strategy in place | 5%       | 67% continues   |
| KPA 5: Financial Sustainability and Viability | KPE 5.1 Budgeting and Financial Accounting | 5.1.1 | % of Corporate Service's Capital Budget actually spent   | 10%  | 30%  | 60%  | 95%  | Vote No: Various<br>Project ID<br>Description: Capital Projects<br>Amount: R23 400 000.00 | Financial report  | 5: Above 97% to 100%<br>4: Above 95% up to 97%<br>3: 95%<br>2: Below 95% down to 24%<br>1: Below 24%   | 2%       |                 |
| KPA 5: Financial Sustainability and Viability | KPE 5.1 Budgeting and Financial Accounting | 5.1.2 | % of Corporate Service's Training Budget spent on implementing Workplace Skills Plan                   | 10%  | 30%  | 60%  | 95%  | Vote No: Various<br>Votes<br>Description: Training Amount: R2 365 140.00                  | Financial report  | 5: Above 97% to 100%<br>4: Above 95% up to 97%<br>3: 95%<br>2: Below 95% down to 24%<br>1: Below 24%   | 2%       |                 |
| KPA 5: Financial Sustainability and Viability | KPE 5.1 Budgeting and Financial Accounting | 5.1.3 | % of Corporate Service's Repairs and Maintenance Budget spent on repairs and maintenance               | 12%  | 32%  | 46%  | 95%  | Vote No: Various<br>votes<br>Description: Various line items<br>Amount: R19 384 870       | Financial report  | 5: Above 97% to 100%<br>4: Above 95% up to 97%<br>3: 95%<br>2: Below 95% down to 24%<br>1: Below 24%   | 2%       |                 |

**SECTION B: CORE COMPETENCY REQUIREMENTS (100%)**

**MINIMUM COMPETENCY LEVELS**

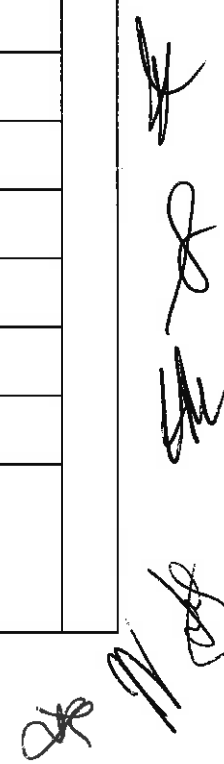
| NO | Competence  | Description   | Generic performance standards  | WEIGHT |
|----|---|---|--|--------|
| 1  | <p><b>CORE MANAGERIAL COMPETENCIES: Financial Management</b></p> <p><b>Also listed under:-</b></p> <p><b>FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES: Operational Financial Management</b></p> | <p>Apply cost management information systems in the preparation of management reports (119341)</p> <p>Conduct working capital management activities in accordance with sound financial management policy (119331)</p> <p>Plan a municipal budgeting and reporting cycle (116364)</p> <p>Maximises the organisation's business sense and displays a sound business understanding in applying the most effective management practices to achieve organisational financing goals and objectives.</p> <p>Applies the techniques of sound financial management in local government.</p> <p>Demonstrates an understanding of the principles of good governance and ethical behaviour within a municipal setting.</p> <p>Uses the working capital management policy applicable to the public management and administration sector.</p> | <p>= Identify and apply different methods of accounting for costs in the public setting.</p> <p>= Compile costing information for management control.</p> <p>= Prepare cost performance reports using variance analysis techniques.</p> <p>= Present relevant data to support non-routine short-term decisions.</p> <p>= Use the working capital management policy applicable to the public management and administration sector.</p> <p>= Use financial information to inform working capital decisions.</p> <p>= Manage accounts receivable.</p> <p>= Manage inventory.</p> <p>= Manage cash resources.</p> <p>= Identify the roles and responsibilities of municipal political executive and senior management required by the local government legislative framework for budgeting</p> <p>= Plan a municipal budget calendar in accordance with the legislation</p> <p>= Develop a legislatively compliant municipal budget and treasury office</p> <p>= Comply with the conditions for municipal delegations</p> <p>= Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate.</p> <p>= Manages and monitors financial risk.</p> <p>= Defines and evaluates mechanisms and processes for deciding the overall levels of expenditure at local government level.</p> <p>= Defines the notions of political and managerial accountability and separation of responsibilities within the municipal context.</p> <p>= Explains the working capital policy in the public finance management and administration sector.</p> <p>= Identifies the element covered by the working capital policy.</p> <p>= Demonstrates the need to manage the overall working capital position to meet overall financial management policy.</p> | 9%     |

| NO   | Competence  | Description   | Generic performance standards   | WEIGHT    |
|--|---|---|---|-----------|
| 1  | <b>FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES:</b><br>Operational Financial Management <i>Continues</i> | Manages inventory.  | = Applies government guidelines relating to procurement and inventory.  | continues |
|  |   |   | = Provides management techniques and practices are used with reference to various inventory items.  |           |
|  |   |   | = Implements Asset Management Strategy.   |           |
|  |   | Identifies the roles and responsibilities of municipal political executive and senior management required by the local government legislative framework for budgeting.              | = Identifying the roles and responsibilities of municipal political executives, accounting officers and senior managers in the budget preparations are identified using regulatory framework. |           |
|  |   |   | = The typical scope of this outcome will include roles and responsibilities of the Mayor, Municipal Manager, Council, Chief Finance Officer and Senior Managers.                              |           |
|  |   | Plans a municipal budget calendar in accordance with the legislation.   | = The typical scope of this outcome will include community participation, integrated Development Plans, Mayoral activities and budget approval.   |           |
| Develops a legislatively compliant municipal Budget and Treasury Office. | = Develops a budget that complies with relevant legislation.  |   |   |           |
| 2  | <b>CORE MANAGERIAL COMPETENCIES:</b> People management and empowerment  | Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals.  | = Delegates and empowers others to increase contribution and level of responsibility.   | 9%        |
|  |   |   | = Applies labour and employment legislation and regulations consistently.   |           |
|  |   |   | = Recognises individuals and teams and provides developmental feedback in accordance with performance management principles.  |           |
|  |   |   | = Adheres to internal and national standards with regard to HR practices.   |           |
|  |   |   | = Deals with labour matters according to legislation.   |           |
|  |   |   | = Identifies competencies required and ensures that all employees in the directorate have personal development plans.   |           |
|  |   |   | = Manages conflict through a participatory and transparent approach.  |           |
| 3  | <b>CORE MANAGERIAL COMPETENCIES:</b> Client orientation and customer focus                                      | Understands the service needs of a client/customer (internal or external) and actively focuses on anticipating, meeting and exceeding the needs in a timely and appropriate manner. | = Follows through on client enquiries, requests and complaints in a timely manner.  | 9%        |
|  |   |   | = Advises clients about status of issues or progress of projects.   |           |
|  |   |   | = Maintains clear communication with clients regarding mutual expectations and monitors client satisfaction.  |           |
|  |   |   | = Implements Batho Pele principles.   |           |
|  |   |   | = Aligns the organisational structure and management processes to support the client's vision.  |           |
| 4  | <b>CORE MANAGERIAL COMPETENCIES:</b> Honesty and Integrity  | Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust.  | = Conducts self in accordance with organisational code of conduct and policies.   | 8%        |
|  |   |   | = Reports fraud, corruption, nepotism and maladministration.  |           |
|  |   |   | = Honours the confidentiality of matters and does not use it for personal gain or the gain of others.   |           |
|  |   |   | = Discloses conflict of interest issues.  |           |
|  |   |   | = Uses work-time for organisational matters and not for personal matters.   |           |

| NO | Competence   | Description  | Generic performance standards  | WEIGHT |
|----|--|--|--|--------|
| 5  | <b>FINANCIAL AND SUPPLY CHAIN MANAGEMENT</b><br><b>COMPETENCIES: Strategic leadership and management</b> | <p>Contribute to the strategic planning process in a South African Municipality (116358)</p> <p>Determines and articulates the vision, sets the direction for the organisation and/or directorate and inspires others to deliver on the organisational mandate.</p> <p>Conducts a stakeholder analysis and develops a framework for a community participation process.</p> <p>Demonstrates knowledge of the legislative framework for integrated development planning and applies requirements of legislation.</p> <p>Formulates programs and develops methods for monitoring the implementation of a strategic plan and related programmes.</p> <p>Interpret South African legislation and policy affecting municipal financial management (116361)</p> | <p>= Formulate vision and mission statements in a South African Municipality as required by the Local Government Legislative Framework.</p> <p>= Conduct a stakeholder analysis and develop a framework for a community participation process.</p> <p>= Identify key performance areas applicable to institutional strategies as required by the Local Government Legislative Framework.</p> <p>= Formulate institutional strategies.</p> <p>= Demonstrate knowledge of the legislative framework for integrated development planning and apply requirements of legislation.</p> <p>= Formulate programmes and develop methods for monitoring the implementation of a strategic plan and related programmes.</p> <p>= Gives direction and realises the organisation's strategic objectives as expressed in the SDBIP, Budget and IDP.</p> <p>= Develops detailed action plans to execute strategic initiatives.</p> <p>= Achieves strategic objectives against specified performance measures.</p> <p>= Translates strategies into action plans.</p> <p>= Builds and supports a high-performance team.</p> <p>= Communicates strategic plan to the directorate(s).</p> <p>= Provides strategic leadership to relevant key Council structures.</p> <p>= Various stakeholders are identified that should be consulted in municipal strategic planning process, after which a database is developed.</p> <p>= An Institutional IDP and SDBIP is drafted and reviewed according to legislation and institutional timelines.</p> <p>= Develops indicators to be used in the measurement of the delivery of all elements of a strategic plan and effects periodic monitoring and evaluation.</p> <p>= Apply the techniques of sound financial management in local government.</p> <p>= Identify and describe the key elements in the structure of public policy making in South Africa and the connections and power relations between them.</p> <p>= Interpret the elements of initiatives taken through various pieces of legislation to promote sound financial management in local government.</p> <p>= Demonstrate, through analysis, an understanding of the environment in which policy-making takes place with emphasis on factors that significantly impinge on policy making.</p> <p>= Demonstrate an understanding of the principles of good governance and ethical behaviour within a municipal setting.</p> | 9%     |

| NO   | Competence   | Description   | Generic performance standards   | WEIGHT |   |
|--|--|---|---|--------|---|
| 6  | <b>FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES:</b> Governance, ethics and values in financial management | Applies the principles of ethics in a municipal environment (116343)  | = Demonstrate knowledge and insight into existing legislation, regulations and codes affecting activities of municipalities in South Africa | 9%     |   |
|  |  |   | = Apply the principles of ethics and professionalism to a municipal code of conduct   |        |   |
|  |  |   | = Develop an implementation plan to achieve compliance with an established code of ethics   |        |   |
| 7  | <b>FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES:</b> Financial and performance reporting                   | Prepare and analyse municipal financial reports (116363)  | = Select measure, record, classify and report financial data in accordance with current financial reporting standards                       | 9%     |   |
|  |  |   | = Prepare and comment on financial reports for different forms of municipal entities  |        |   |
|  |  |   | = Apply and comment on statements of generally recognized accounting practice   |        |   |
|  |  |   | = Analyze and interpret financial statements for stakeholders   |        |   |
|  |  |   | Apply accounting principles and procedures in the preparation of reports and decision making (119350)                                       |        | = Demonstrate an understanding of accounting principles and reporting requirements and nature of functions in public sector |
|  |  |   |   |        | = Use accounting techniques and approaches to process financial information   |
|  | = Apply end of period accounting procedures in the preparation of financial statements                           |   |   |        |   |
|  | = Apply procedures necessary for control over cash transactions and balances                                     |   |   |        |   |
|  | = Utilise procedures for reporting and recording accounts receivable   |   |   |        |   |
|  | = Utilise procedures for recording and reporting on liabilities in the public sector                             |   |   |        |   |
|  | <b>FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES:</b> Financial and performance reporting continues         | Apply selected GRAP (Generally Recognised Accounting Practices) to periodic accounting reporting process (119348)   |   |        | = Explain and apply the conceptual framework underlying GRAP  |
|  |  |   | = Present separate periodic financial statements in accordance with GRAP  |        |   |
|  |  |   | = Explain selected statutory provisions related to financial reporting  |        |   |
| = Analyse and interpret financial statements                                     |  |   |   |        |   |
| Conduct performance management in a South African municipal environment (116341) |  | = Implement performance management systems and mechanisms in a South African municipality, as required by the Local Government Legislative Framework        |   |        |   |
|  |  | = Write and develop performance management concepts for the effective measurement of municipal strategic and financial performance                          |   |        |   |
|  |  | = Develop and identify the critical areas of a performance management agreement to be used as a form of contract of employment for a municipal staff member |   |        |   |
| 8  | <b>FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES:</b> Risk and change management                            | Apply risk management in South African municipalities (116339)  | = Identify the role played by risk management in a municipality   | 9%     |   |
|  |  |   | = Interpret and apply legislation relevant to municipal risk management in South Africa municipalities                                      |        |   |
|  |  |   | = Demonstrate how risk management contributes to good governance  |        |   |
|  |  |   | = Develop a municipality wide risk management and reporting system  |        |   |
|  |  |   | = Develop a risk management process   |        |   |

| NO | Competence  | Description   | Generic performance standards   | WEIGHT    |
|----|---|---|---|-----------|
| 8  | <b>FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES:</b> Risk and change management<br>Continues  | Demonstrates how risk management contributes to good governance.  | <ul style="list-style-type: none"> <li>= Develops and implements risk management plans and reporting quarterly.</li> <li>= Ensures the establishment and functionality of risk structures.</li> <li>= Ensures the development and implementation of risk management strategies.</li> </ul>  | continues |
| 9  | <b>FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES:</b> Project Management   | <p>Initiates and manages projects in terms of project management principles.</p> <p>Applies operations research, principles and tools in the management of project activities and resources (119343).</p>   | <ul style="list-style-type: none"> <li>= Identifies and solves performance problems using critical and creative thinking processes.</li> <li>= Ensures performance improvement.</li> <li>= Plans and reviews performance management annually in the institution..</li> <li>= Works effectively with others as members of a team, group, organisation, community regarding performance issues and fostering team commitment to achieve a high level of service excellence.</li> <li>= Collects, analyses, organises and critically evaluates performance information and presenting conclusions.</li> </ul>  | 7%        |
| 10 | <p><b>CORE OCCUPATIONAL COMPETENCIES:</b><br/>Interpretation of and implementation within the legislative and national policy frameworks</p> <p>Also listed under-</p> <p><b>FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES:</b><br/>Legislation, policy and implementation</p> | <p>Discuss the selected legislative regulatory framework governing the public sector management and administration environment (119334)</p> <p>Interprets the elements of initiatives taken through various pieces of legislation to promote sound financial management in local government.</p> <p>Applies the principles of ethics and professionalism to a municipal code of conduct Assessment Criteria.</p> <p>Demonstrates an understanding of and interprets the South African Constitution in relation to public sector financial management.</p> | <ul style="list-style-type: none"> <li>= Demonstrate an understanding of and interpret the South African Constitution in relation to public sector financial management</li> <li>= Identify and apply the regulations governing the Division of Revenue</li> <li>= Demonstrate knowledge of and apply the South African legal system within the public sector financial management and administration context</li> <li>= Apply legislative regulations and legal principles to contracts</li> <li>= Manage the implementation of the Municipal Finance Management Act in a municipality</li> <li>= Adheres to legislative compliance.</li> <li>= Adheres to the Municipal Finance Management Act.</li> <li>= Adheres to the Code of Conduct.</li> <li>= Avoids misconduct and bringing the Municipality into disrepute.</li> <li>= implements intergovernmental relations.</li> <li>= Adheres to good corporate governance.</li> <li>= Ensures the functionality of Legal Services Sub-Directorate.</li> <li>= Ensures adherence to the Policy Development Framework.</li> <li>= Ensures the development and adherence to the By-law Process Framework.</li> <li>= Ensures the review and uniformity of all by-laws.</li> </ul> | 7%        |



| NO | Competence   | Description  | Generic performance standards   | WEIGHT |
|----|--|--|---|--------|
| 11 | <b>FINANCIAL AND SUPPLY CHAIN MANAGEMENT</b><br><b>COMPETENCIES:</b> Supply Chain Management | Participate in the design and implementation of municipal supply chain management (116353)                         | = Apply legislative requirements governing supply chain management.   | 8%     |
|    |  |  | = Manage risks in supply chain management processes.  |        |
|    |  |  | = Delegate supply chain management powers and functions.  |        |
|    |  |  | = Comply with required ethical standards applied in municipal supply chain management.  |        |
|    |  |  | = Develop and evaluate a municipal supply chain management policy.  |        |
|    |  | Applies legislative requirements governing supply chain management.  | = Adheres to the Municipality's Supply Chain Management Policy.   |        |
|    |  | Manages risks in supply chain management processes.  | = Appoints companies which are registered on NMBM service providers database.   |        |
|    |  |  | = Implements contract management system to check on performance of contractors.   |        |
|    |  | Delegates supply chain management powers and functions.  | = Implements delegated powers in terms of supply chain management.  |        |
|    |  | Complies with required ethical standards applied in municipal supply chain management.                             | = Discloses requirements by supply chain management officials and other role players are identified in legislation and incorporated into the procedures, which will be implemented. |        |
|    |  | Develops and evaluates a municipal supply chain management policy.   | = Contributes to the annual review of the supply chain management policy.   |        |
|    |  |  | = Investigates and implements programmes to ensure the promotion of broad-based economic empowerment.   |        |
| 12 | <b>FINANCIAL AND SUPPLY CHAIN MANAGEMENT</b><br><b>COMPETENCIES:</b> Audit and Assurance     | Conducts auditing planning and implementation in a South African municipality (116351)                             | = Rectifies issues identified by Internal Audit.  | 7%     |
|    |  |  | = Develops and implements annually an Action Plan to rectify findings from the Office of the Auditor-General.   |        |
|    |  |  | = Enhances the implementation of the annual Audit Plan.   |        |
|    |  | Describes and evaluates the scope of both internal and external audit work and audit's relationship to management. | = Conducts self in accordance with organisational code of conduct and policies.   |        |
|    |  |  | = Reports fraud, corruption, nepotism and maladministration.  |        |
|    |  |  | = Honours the confidentiality of matters and does not use it for personal gain or the gain of others.   |        |
|    |  |  | = Discloses conflict of interest issues.  |        |
|    |  |  | = Uses work-time for organisational matters and not for personal matters.   |        |
|    |  |  | = Timeous response to audit queries and submission of information (both by Internal Audit and the Office of the Auditor-General).   |        |
|    |  |  | = Maintains a good working relationship with the Office of the Auditor-General.   |        |

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## SECTION C

### **(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 =  $3 \times 15$ , which equals 45.

### **(e) Total Weighted Score and Performance Percentage**

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



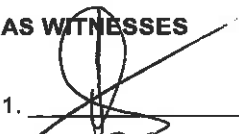

**SECTION D: SIGNATURE PAGE**

I, **Vuyo Zitumane**, appointed in an acting capacity in the position **Executive Director: Corporate Services**, for Nelson Mandela Bay Municipality in respect of the 2016/17 financial year, from **1 July 2016** to **30 June 2017**, herewith accept full accountability for the deliverables assigned to me in the enclosed 2016/2017 performance plan (Section A). 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 agreed to, in relation to the position of Executive Director: Corporate Services and the 2016/2017 Corporate Services Directorate Performance Scorecard. This further serves to confirm that I will set out to achieve and adhere to the Minimum Competencies as prescribed by the National Treasury Local Government: Municipal Finance Management Act: Municipal Regulations on Minimum Competency Levels as stipulated in the enclosed Core Competencies (Section B).

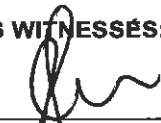
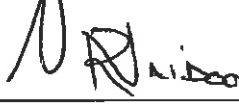
Thus done and signed at **PORT ELIZABETH** on this 13 day of July 2016

  
\_\_\_\_\_  
**VUYO ZITUMANE**  
**ACTING EXECUTIVE DIRECTOR: CORPORATE SERVICES**

**AS WITNESSES**

1.   
\_\_\_\_\_  
2.   
\_\_\_\_\_  
**JOHANN METTLER**  
**ACTING CITY MANAGER**

**AS WITNESSES:**

1.   
\_\_\_\_\_  
2.   
\_\_\_\_\_

2016/17 PERSONAL DEVELOPMENT PLAN / INDIVIDUAL LEARNING PLAN - MS V ZITUMANE

| No | Skills / Performance Gap (in order of priority) | Outcomes Expected (measurable indicators: quantity, quality and time frames) | Suggested training and / or development activity   | Suggested mode of delivery | Suggested Time Frames | Work opportunity created to practice skill / development area | Support Person |  |
|----|---|--|--|----------------------------|-----------------------|---|----------------|--|
| 1  |   |  |  |                            |                       |   |                |  |
| 2  |   |  |  |                            |                       |   |                |  |
| 3  |   |  | The PDP will be populated during the 2015/16 fourth quarter performance evaluation scheduled for August 2016 and thereafter updated during the 2016/17 quarterly performance reviews |                            |                       |   |                |  |
| 4  |   |  |  |                            |                       |   |                |  |

V ZITUMANE  
ACTING EXECUTIVE DIRECTOR: CORPORATE SERVICES

DATE:

J METTLER  
ACTING CITY MANAGER

DATE: