



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: HUMAN SETTLEMENTS

MANDLA GEORGE

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 1 JULY 2016 - 30 JUNE 2017

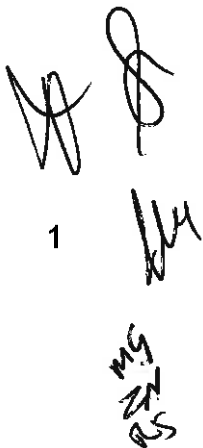
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PERFORMANCE PLAN: MR MANDLA GEORGE

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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2025

SECTION A: 2016/17 PERFORMANCE PLAN - HUMAN SETTLEMENTS

KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	KPI NO	KEY PERFORMANCE INDICATOR (KPI)	TARGET- QUARTER ENDING SEPTEMBER 2016	TARGET- QUARTER ENDING DECEMBER 2016	TARGET- QUARTER ENDING 31 MARCH 2017	ANNUAL TARGET- QUARTER ENDING 30 JUNE 2017	2016/17 BUDGET INFORMATION	RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	WEIGHTING	WEIGHTING
KPA 1: Effective City Governance	KPE 1.1: Internal Controls	1.1	% achievement of the Human Settlements Directorate's plan of action as reflected in the audit action plan in respect of the 2015/16 audit by the Auditor General	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% 4. Above 90% up to 95% 3. 90% 2. Below 90% down to 70% 1. Below 70%	3%	5%
KPA 1: Effective City Governance	KPE 1.2: Risk Management	1.2	Number of Human Settlements Directorate's Risk Management Reports submitted to the Chief Operating Officer	1	2	3	4	No budget provision required	Risk Management Report Correspondence on the submission of Risk Management Report	5: 6 4: 5 3: 4 2: 3 1: Below 3	2%	
KPA 2: Integrated Service Delivery to a Well-structured City	KPE 2.1: Integrated and Sustainable Human Settlements	2.1	Number of housing opportunities (social housing and state subsidised housing) provided	46	96	164	220	Vote No: 04154643 Description: Top Structure for Housing Amount: R 517 128 000	FURs/Happy Letters/Occupancy Certificates Progress Report from Social Housing Institutions A list indicating locations (township and Ward) and erf numbers of houses	5: Above 4500 (state subsidised housing) and 330 (social housing) 4: Above 3000 (state subsidised housing) and 220 (social housing) up to 4500 (state subsidised housing) and 330 (social housing) 3: 3000 (state subsidised housing) and 220 (social housing) 2: Below 3000 (state subsidised housing) and 220 (social housing) down to 750 (state subsidised housing) and 55 (social housing) 1: Below 750 (state subsidised housing) and 55 (social housing)	8%	74%
				1256	2011	2247	3000	Vote No: 04154643 Description: Top Structure for Housing Amount: R 517 128 000	State subsidised housing State subsidised housing State subsidised housing			

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KPA 2: Integrated Service Delivery to a Well-structured City	KPE 2.1: Integrated and Sustainable Human Settlements	2.1.2	Number of defective state subsidised houses rectified	40	120	240	400	Vote No: 04154643 Description: Top Structure for Housing Amount: R 517 128 000	A list indicating locations (township and Ward) and erf numbers of rectified houses Handover Certificates FURs	5: 601 and above 4: From 401 up to 600 3: 400 2: 398 down to 100 1: Below 100	2%	2%
KPA 2: Integrated Service Delivery to a Well-structured City	KPE 2.1: Integrated and Sustainable Human Settlements	2.1.3	Number of erven provided with permanent water and sanitation services	566	1697	3393	5655	Vote No: Various Job Numbers Description: Services for Housing Delivery (10074) - Various Amounts: R 211 100 000	Completion Certificates Consultant Progress Report	5: From 8484 and above 4: From 5656 up to 8483 3: 5655 2: From 5654 down to 1414 1: Below 1413	10%	10%
KPA 2: Integrated Service Delivery to a Well-structured City	KPE 2.1: Integrated and Sustainable Human Settlements	2.1.4	Number of Local Spatial Development Frameworks (LSDF) approved by Council	Draft LSDFs of Bethelsdorp and Summerstrand in place	Draft LSDFs of Ibhayi, Bethelsdorp and Summerstrand submitted to the Human Settlements Standing Committee	Stakeholders consulted	3 LSDFs (Ibhayi, Bethelsdorp and Summerstrand) approved by Council	Vote No: 04396350 Description: Infrastructure and Planning - Town Planning Amount: R1 000 000	Copies of LSDFs Council Minutes Human Settlements Committee Agenda/Minutes	5: 3 LSDFs approved between July and December 2016 4: 3 LSDFs approved between January and April 2017 3: 3 LSDFs approved by June 2017 2: 2 LSDFs approved by June 2017 1: 1 or no LSDFs approved by June 2017	8%	8%
KPA 2: Integrated Service Delivery to a Well-structured City	KPE 2.1: Integrated and Sustainable Human Settlements	2.1.5	Number of households relocated from stressed informal settlements and other servitudes to Greenfield development areas	300	600	900	1200	Vote No: 04136358 Description: Management of Informal Settlements Amount: R 1 903 120	A list indicating locations (township and Ward) and erf numbers of relocated households Relocation Certificates	5: Above 1799 4: Above 1200 up to 1799 3: 1200 2: Below 1200 down to 300 1: Below 300	8%	8%

74% Continues

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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	2016/17 BUDGET INFORMATION	RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	WEIGHTING	WEIGHTING
KPA 2: Integrated Service Delivery to a Well-structured City	KPE 2.1: Integrated and Sustainable Human Settlements	2.1.5	Number of hectares of land procured for Greenfields development	Feasibility and Viability Assessments (for consideration of approximately 120ha of land for Greenfield Development) commenced	Feasibility and Viability Assessments (for consideration of approximately 120ha of land for Greenfield Development) completed	Final Land Assembly Report for the procurement of 120ha of land for Greenfield development submitted to Council	120ha of land procured for Greenfield development	Vote No : Various Job Numbers Description: Services for Housing Delivery (10074) - Various Amounts: R 211 100 000	Title Deeds Council Minutes Proof of payment	5: 120ha of land procured for Greenfield development between July and December 2016 4: 120ha of land procured for Greenfield development between January and April 2017 3: 120ha of land procured for Greenfield development by June 2017 2: Below 120ha down to 30ha of land procured for Greenfield development by June 2017 1: Below 30ha of land procured for Greenfield development by June 2017	5%	5%
				Feasibility and Viability Assessments (for consideration of approximately 70ha of land for Brownfield Development) commenced	Feasibility and Viability Assessments (for consideration of approximately 70ha of land for Brownfield Development) completed	Final Land Assembly Report for the procurement of 70ha of land for Brownfield development submitted to Council	70ha of land procured for Brownfield development	Vote No: Various Job Numbers Description: Services for Housing Delivery (10074) - Various Amounts: R 211 100 000	Title Deeds Council Minutes Proof of payment	5: 70ha of land procured for Greenfield development between July and December 2016 4: 70ha of land procured for Greenfield development between January and April 2017 3: 70ha of land procured for Greenfield development by June 2017 2: Below 70ha down to 18ha of land procured for Greenfield development by June 2017 1: Below 18ha of land procured for Greenfield development by June 2017	5%	5%
KPA 2: Integrated Service Delivery to a Well-structured City	KPE 2.1: Integrated and Sustainable Human Settlements	2.1.6	Number of informal settlements upgraded (services provided): In Situ	1 000	2 500	3 4 000	4	Vote No: Various Job Numbers Description: Services for Housing Delivery (10074) - Various Amounts: R 211 100 000	Completion Certificates Consultant Progress Report	5: Above 6 4: From 5 up to 6 3: 4 2: From 3 down to 2 1:1	9%	9%
				1 000	2 500	4 000	7 000	No budget provision required	Proof of Title Deeds transfer	5: Above 10500 4: From 7001 up to 10500 3: 7000 2: From 6998 down to 1750 1: Below 1750	5%	5%



74% Continues

KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	KPI NO	KEY PERFORMANCE INDICATOR (KPI)	TARGET- QUARTER ENDING SEPTEMBER 2016	TARGET- QUARTER ENDING 31 DECEMBER 2016	TARGET- QUARTER ENDING 31 MARCH 2017	ANNUAL TARGET- QUARTER ENDING 30 JUNE 2017	2016/17 BUDGET INFORMATION	RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	WEIGHTING
KPA 2: Integrated Service Delivery to a Well-structured City	KPE 2.1: Integrated and Sustainable Human Settlements	2.1.10	Number of housing beneficiaries approved	300	900	1800	3000	Vote No: N/A Description: HSDG Amount: R 435 081 122	A system generated list/report indicating details (names and ID numbers) and erf numbers of the approved sites	5: Above 4500 4: From 3001 up to 4500 3: 3000 2: From 2999 down to 750 1: Below 750	3%
KPA 2: Integrated Service Delivery to a Well-structured City	KPE 2.1: Integrated and Sustainable Human Settlements	2.1.11	% of new Title Deeds registered in respect of the state subsidised housing units provided in 2016/17	42%	67%	75%	100%	Vote No: N/A Description: HSDG Amount: R 435 081 123	Proof of Title Deeds registration	5: 100% between July and December 2016 4: 100% between January and April 2017 3: 100% by June 2017 2: From 99% down to 25% by June 2017 1: Below 25% by June 2017	3%
KPA 2: Integrated Service Delivery to a Well-structured City	KPE 2.1: Integrated and Sustainable Human Settlements	2.1.12	Number of officials capacitated in terms of the Human Settlements Capacity Development Programme	20	30	35	40	Vote No: 17330375 Description: Training (Accreditation) Amount: R2 189 710	Completion Certificates List of capacitated officials	5: Above 60 4: From 41 up to 60 3: 40 2: From 39 down to 10 1: Below 10	2%
KPA 2: Integrated Service Delivery to a Well-structured City	KPE 2.1: Integrated and Sustainable Human Settlements	2.1.13	Average turnaround time in finalising a rezoning application (from the date of receipt of the application to the date of final decision)	180 days	160 days	140 days	120 days	No budget provision required	A system generated report indicating the dates of receiving and finalising all applications Calculation of the average turnaround time	5: Below 60 days 4: Below 120 days down to 60 days 3: 120 days 2: Above 120 days up to 180 days 1: Above 180 days	3%
KPA 2: Integrated Service Delivery to a Well-structured City	KPE 2.1: Integrated and Sustainable Human Settlements	2.1.14	Average turnaround time in finalising a commercial building plan application (from the date of receipt of the application to the date of final decision)	2 weeks	2 weeks	2 weeks	2 weeks	No budget provision required	A report indicating the dates of receiving and finalising all applications Calculation of the average turnaround time	5: Below 1 week 4: Below 2 weeks down to 1 week 3: 2 weeks 2: Above 2 weeks up to 3 weeks 1: Above 3 weeks	3%

74% Continues

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KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	KPI NO	KEY PERFORMANCE INDICATOR (KPI)	TARGET- QUARTER ENDING SEPTEMBER 30 2016	TARGET- QUARTER ENDING 31 DECEMBER 2016	TARGET- QUARTER ENDING 31 MARCH 2017	ANNUAL TARGET- QUARTER ENDING 30 JUNE 2017	2016/17 BUDGET INFORMATION	RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	WEIGHTING	WEIGHTING
KPA 3: Inclusive Economic Development and Job Creation	KPE 3.1: Job creation and Expanded Public Work Programme (EPWP)	3.1.1	Number of Work Opportunities (WO) created	760	1519	1260	2533	Vote No: Various Job Numbers Description: Services for Housing Delivery (10074) - Various Amounts: R 211 100 000	EPWP Reports	5: Above 3801 4: Above 2533 up to 3801 3: 2533 2: Below 2533 down to 633 1: Below 633	2%	2%
KPA 3: Inclusive Economic Development and Job Creation	KPE 3.1: Job creation and Expanded Public Work Programme (EPWP)	3.1.2	Number of Full Time Equivalent (FTE) jobs created	127	253	380	760	Vote No: Various Job Numbers Description: Services for Housing Delivery (10074) - Various Amounts: R 211 100 000	EPWP Reports	5: Above 1140 4: Above 760 up to 1140 3: 760 2: Below 760 down to 190 1: Below 190	2%	2%
KPA 4: Institutional and Capacity Development	KPE 4.1: Performance Management	4.1.1	Conducting quarterly performance reviews of Human Settlements Directorate's 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 information required	List of active service providers per directorate Performance review forms Reports / correspondence	5: 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 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 3: Conduct quarterly performance reviews within 5 days after the end of the quarter 2: Conduct quarterly performance reviews later than 5 days but within 10 days after the end of the quarter. 1: Conduct quarterly performance later than 10 days after the end of the quarter	3%	11%

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KPA 4: Institutional and Capacity Development	KPE 4.1: Performance Management	4.1.1	Conducting quarterly performance reviews of Managers directly reporting to the Acting Executive Director	Acting Executive Director's performance Plan in place Performance plans of direct reporting managers in place 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 ED's Performance Plan Managers' Performance Plans Registers Attendance Minutes Reports on Reviews	5: In addition to 3 and 4 below, demonstrate a % quarter-to-quarter improvement in performance 4: In addition to 3 below, conduct monthly Directorate Management Team meeting where "Performance" (directorates KPIs, targets and performance) is an agenda item 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 2: Any 1 or 2 of the quarterly performance reviews not completed / conducted 1: More than 2 quarterly performance reviews not completed / conducted	2%	2%
KPA 4: Institutional and Capacity Development	KPE 4.2: Monitoring and Evaluation	4.2.1	% 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	2015/16 Technical Description and Business Process Guides	5: 100% by 31 July 2016 4: 100% by 31 August 2016 3: 100% by September 2016 2: Any one of the guides not in place by September 2016 1: Two or more guides not in place by September 2016	2%	2%
KPA 4: Institutional and capacity development	KPE 4.2: Monitoring and evaluation	4.2.2	% of Human Settlements Directorate's 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 4: 100% by 31 August 2016 3: 100% by September 2016 2: Any one of the procurement plans not in place by September 2016 1: Two or more procurement plans not in place by September 2016	2%	2%
KPA 4: Institutional and Capacity Development	KPE 4.3: Labour relations	4.3.1	Number of Management Union Meetings (MUM) held	1	2	3	4	No budget provision required	Attendance registers Minutes	5: 6 4: 5 3: 4 2: 3 1: Below 3	2%	2%

11% Continues

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KPA 5: Financial Sustainability and Viability	KPE 5.1: Budgeting and Financial Accounting	5.1.1	% of the Human Settlements Directorate's Capital Budget actually spent	10%	30%	60%	95%	Vote: N/A Description: USDG Amount: R211 000 000	Financial report	5: Above 97% 4: Above 95% up to 97% 3: 95% 2: Below 95% down to 24% 1: Below 24%	2%	2%
KPA 5: Financial Sustainability and Viability	KPE 5.1: Budgeting and Financial Accounting	5.1.2	% of the Human Settlements Directorate's Training Budget spent on implementing its Workplace Skills Plan	10%	30%	60%	95%	Vote No: 11910375 Description: Training Amount : R49 7870	Financial report	5: Above 97% 4: Above 95% up to 97% 3: 95% 2: Below 95% down to 24% 1: Below 24%	2%	6%
KPA 5: Financial Sustainability and Viability	KPE 5.1: Budgeting and Financial Accounting	5.1.3	% of Human Settlement's repairs and maintenance Budget spent on repairs and maintenance	12%	32%	46%	95%	Vote No: 1191 (Various repairs and maintenance) Description: Repairs and Maintenance Amount : R9 711 9110	Financial report	5: Above 97% 4: Above 95% up to 97% 3: 95% 2: Below 95% down to 24% 1: Below 24%	2%	2%

SECTION B: CORE COMPETENCY REQUIREMENTS (100%)

MINIMUM COMPETENCY LEVELS

NO	Competence	Description	Generic performance standards	WEIGHT
1	<p>CORE MANAGERIAL COMPETENCIES: Financial Management</p> <p>Also listed under-</p> <p>FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES: Operational Financial Management</p>	<p>Apply cost management information systems in the preparation of management reports (119341)</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>	9%
		<p>Conduct working capital management activities in accordance with sound financial management policy (119331)</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>Plan a municipal budgeting and reporting cycle (116364)</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>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>= Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate.</p> <p>= Manages and monitors financial risk.</p>	
		<p>Applies the techniques of sound financial management in local government.</p>	<p>= Defines and evaluates mechanisms and processes for deciding the overall levels of expenditure at local government level.</p>	
		<p>Demonstrates an understanding of the principles of good governance and ethical behaviour within a municipal setting.</p>	<p>= Defines the notions of political and managerial accountability and separation of responsibilities within the municipal context.</p>	
		<p>Uses the working capital management policy applicable to the public management and administration sector.</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>	

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

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

NO	Competence	Description	Generic performance standards	WEIGHT	
6	FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES: Governance, ethics and values in financial management	Applies the principles of ethics in a municipal environment (116343)	= Demonstrate knowledge and insight into existing legislation, regulations and codes affecting activities of municipalities in South Africa	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	FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES: Financial and performance reporting	Prepare and analyse municipal financial reports (116363)	= Select measure, record, classify and report financial data in accordance with current financial reporting standards	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		
		FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES: 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 to a South African municipal environment (116341)	= Implement performance management systems and mechanisms in a South African municipality, as required by the Local Government Legislative Framework				
	= Write and develop performance management concepts for the effective measurement of municipal strategic and financial performance				
8	FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES: Risk and change management	Apply risk management in South African municipalities (116339)	= 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	9%	
			= Identify the role played by risk management in a municipality		
			= Identify and establish institutional arrangements required for performance management in a municipality		
			= Interpret and apply legislation relevant to municipal risk management in South Africa municipalities		
			= Demonstrate how risk management contributes to good governance		
			= Apply performance management concepts to municipal service delivery		
			= Develop a municipality wide risk management and reporting system		
			= Develop a risk management process		






NO	Competence	Description	Generic performance standards	WEIGHT
8	FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES: Risk and change management Continues	Demonstrates how risk management contributes to good governance.	= Develops and implements risk management plans and reporting quarterly.	continues
			= Ensures the establishment and functionality of risk structures.	
			= Ensures the development and implementation of risk management strategies.	
9	FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES: Project Management	Initiates and manages projects in terms of project management principles. Applies operations research, principles and tools in the management of project activities and resources (119343).	= Identifies and solves performance problems using critical and creative thinking processes.	7%
			= Ensures performance improvement.	
			= Plans and reviews performance management annually in the institution..	
			= Works effectively with others as members of a team, group, organisation, community regarding performance issues and fostering team commitment to achieve a high level of service excellence.	
			= Collects, analyses, organises and critically evaluates performance information and presenting conclusions.	
10	CORE OCCUPATIONAL COMPETENCIES: Interpretation of and implementation within the legislative and national policy frameworks Also listed under:- FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES: Legislation, policy and implementation	Discuss the selected legislative regulatory framework governing the public sector management and administration environment (119334)	= Demonstrate an understanding of and interpret the South African Constitution in relation to public sector financial management	7%
			= Identify and apply the regulations governing the Division of Revenue	
			= Demonstrate knowledge of and apply the South African legal system within the public sector financial management and administration context	
			= Apply legislative regulations and legal principles to contracts	
		= Manage the implementation of the Municipal Finance Management Act in a municipality		
		Interprets the elements of initiatives taken through various pieces of legislation to promote sound financial management in local government.	= Adheres to legislative compliance.	
			= Adheres to the Municipal Finance Management Act.	
		Applies the principles of ethics and professionalism to a municipal code of conduct Assessment Criteria.	= Adheres to the Code of Conduct.	
			= Avoids misconduct and bringing the Municipality into disrepute.	
		Demonstrates an understanding of and interprets the South African Constitution in relation to public sector financial management.	= Implements intergovernmental relations.	
			= Adheres to good corporate governance.	
			= Ensures the functionality of Legal Services Sub-Directorate.	
			= Ensures adherence to the Policy Development Framework.	
= Ensures the development and adherence to the By-law Process Framework.				
= Ensures the review and uniformity of all by-laws.				

NO	Competence	Description	Generic performance standards	WEIGHT
11	FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES: Supply Chain Management	Participate in the design and implementation of municipal supply chain management (116353)	<ul style="list-style-type: none"> = Apply legislative requirements governing supply chain management. = 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. 	8%
		Applies legislative requirements governing supply chain management.	= Adheres to the Municipality's Supply Chain Management Policy.	
		Manages risks in supply chain management processes.	<ul style="list-style-type: none"> = 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.	<ul style="list-style-type: none"> = 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	FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCIES: Audit and Assurance	Conducts auditing planning and implementation in a South African municipality (116351)	<ul style="list-style-type: none"> = Rectifies issues identified by Internal Audit. = 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. 	7%
		Describes and evaluates the scope of both internal and external audit work and audit's relationship to management.	<ul style="list-style-type: none"> = 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. 	

5/1/15
R 2/15

SECTION C

ASSESSMENT RATING CALCULATOR

NELSON MANDELA BAY MUNICIPALITY							
Assessment Rating Calculator							
Name:		MANDLA GEORGE					
Cycle:		Jul-16 to Jun-17					
Key Performance Area	Weight	Rating	Score	CCR	Weight	Rating	Score
1.1.1	3%		0	1	9%		0
1.2.1	2%		0	2	9%		0
2.1.1	8%		0	3	9%		0
				4	8%		0
2.1.2	2%		0	5	9%		0
2.1.3	10%		0	6	9%		0
2.1.4	8%		0	7	9%		0
2.1.5	8%		0	8	9%		0
2.1.6	5%		0	9	7%		0
2.1.7	5%		0	10	7%		0
2.1.8	9%		0	11	8%		0
2.1.9	5%		0	12	7%		0
2.1.10	3%		0				
2.1.11	3%		0				
2.1.12	2%		0				
2.1.13	3%		0				
2.1.14	3%		0				
3.1.1	2%		0				
3.1.2	2%		0				
4.1.1	3%		0				
4.1.2	2%		0				
4.2.1	2%		0				
4.2.2	2%		0				
4.3.1	2%		0				
5.1.1	2%		0				
5.1.2	2%		0				
5.1.3	2%		0				
100%			0	100%			0
KPA weight			80%	CCR weight			20%
KPA SCORE			0%	CCR SCORE			0%
FINAL SCORE							0%






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

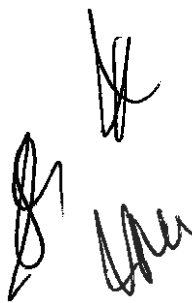
The rating can be defined as the level of achievement of the targets set for a specific key performance area. The Nelson Mandela Bay Municipality uses the five-point system for rating performance, as contained in the performance agreement (see Clause 7.6).

(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 = 3×15 , 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, **Mandla George**, appointed in an acting capacity in the position **Executive Director: Human Settlements**, 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 Acting City Manager and myself on the required performance standards and time-lines agreed to, in relation to the position of Executive Director: Human Settlements and the 2016/2017 Human Settlements 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 11th day of JULY 2016



MANDLA GEORGE
ACTING EXECUTIVE DIRECTOR: HUMAN SETTLEMENTS

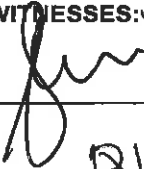
AS WITNESSES


1. 

2. 

JOHANN MEYTLER
ACTING CITY MANAGER

AS WITNESSES:

1. 

2. 

2016/17 PERSONAL DEVELOPMENT PLAN / INDIVIDUAL LEARNING PLAN - MR M GEORGE

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								

M GEORGE
ACTING EXECUTIVE DIRECTOR: HUMAN SETTLEMENTS

DATE:

J METTLER
ACTING CITY MANAGER

DATE: