



CHRIS HANI
DISTRICT MUNICIPALITY
SUSTAINING GROWTH
THROUGH OUR PEOPLE

ANNUAL PERFORMANCE AGREEMENT

Prepared for and entered into by:

Mr Moppo, A. Mene
the Municipal Manager of the
CHRIS HANI DISTRICT MUNICIPALITY
(“the Municipal Manager”)

and

Mr Bhekisia, J. Mthembu
the Strategic Manager at the
CHRIS HANI DISTRICT MUNICIPALITY
(“the Strategic Manager”)

for the financial year:

1 July 2016 to 30 June 2017

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PROLOGUE

- 1.1. The Municipality has, in terms of Section 57(1)(a) of the Local Government: Municipal Systems Act, No. 32 of 2000 ("the Systems Act") entered into a contract of employment with the Strategic Manager for a period of 5 years, commencing on 1st August 2013
- 1.2. Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the Parties, require the Parties to conclude an annual performance agreement.
- 1.3. The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Director to a set of outcomes that will secure local government policy goals.
- 1.4. The Parties wish to ensure that there is compliance with Sections 57(4A), (4B) and (5) of the Systems Act.

1. INTERPRETATION

- 1.5. In this Agreement the following words will have the meaning ascribed thereto:
 - 1.5.1. "this Agreement" – means the performance agreement between the Municipality and the Strategic Manager and the annexures thereto.
 - 1.5.2. "the Executive Authority" – means the Mayoral Committee of the Municipality constituted in terms of Section 55 of the Local Government: Municipal Structures Act as represented by its chairperson, the Executive Mayor.
 - 1.5.3. "the Strategic Manager" – means the Director responsible for Strategic Management Services who is directly accountable to the Municipal Manager in terms of Section 56(a) of the Systems Act.
 - 1.5.4. "the Municipal Manager" – means the Municipal Manager appointed in terms of Section 82 of the Local Government: Municipal Structures Act, No. 117 of 1998.
 - 1.5.5. "the Municipality" – means the CHRIS HANI DISTRICT MUNICIPALITY.
 - 1.5.6. "the Parties" – means the Municipal Manager and the Strategic Manager.



2. PURPOSE OF THIS AGREEMENT

- 2.1. The Parties agree that the purposes of this Agreement are to:
 - 2.1.1. comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the contract of employment entered into between the Parties;
 - 2.1.2. specify objectives and targets established for the Strategic Manager and to communicate to the Strategic Manager the Municipality's expectations of the Strategic Manager's performance and accountability;
 - 2.1.3. specify accountabilities as set out in Annexure A;
 - 2.1.4. monitor and measure performance against targeted outputs and outcomes;
 - 2.1.5. use Annexures A, B and C, as a basis for assessing whether the Strategic Manager has met the performance expectations applicable to his/her job;
 - 2.1.6. appropriately reward the Strategic Manager in accordance with the Municipality's performance management policy in the event of outstanding performance;
 - 2.1.7. establish a transparent and accountable working relationship; and
 - 2.1.8. give effect to the Municipality's commitment to a performance-orientated relationship with its Strategic Manager in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1. Notwithstanding the date of signature this Agreement will commence on the **1st of July 2016** and will remain in force until a new performance agreement including a Performance Plan and Personal Development Plan is concluded between the Parties as contemplated in Clause 3.2
- 3.2. The Parties will review the provisions of this Agreement during June each year. The Parties will conclude a new performance agreement including a Performance Plan and Personal Development Plan that replaces this Agreement at least once a year by not later than the **31st of July** each year.

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- 3.3. The payment of the performance bonus is determined by the performance score obtained during the annual performance assessment as informed by the quarterly performance assessments. Should the Strategic Manager be entitled to a bonus, this will be paid out after approval by Council and not later than sixty (60) days thereafter in the Director's salary for a month that shall be applicable.
- 3.4. The payment of a performance bonus for the year in which the Strategic Manager's contract of employment expires will be done as set out in clause 3.3 and the bonus so determined will be paid to the Strategic Manager on the last day of his/her employment or not later than 30 days thereafter.
- 3.5. In the event of the Strategic Manager commencing or terminating his services with the Municipality during the validity period of this Agreement, the Strategic Manager's performance for the portion of the period referred to in clause 3.1 during which he/she was employed, will be evaluated and he/she will be entitled to a pro rata performance bonus based on his evaluated performance and the period of actual service.
- 3.6. The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon by the Parties.
- 3.7. If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.
- 3.8. This Agreement will terminate on the termination of the Strategic Manager's contract of employment for any reason.

4. PERFORMANCE OBJECTIVES

- 4.1. The Performance Plan in **Annexure A** sets out:
 - 4.1.1. the performance objectives and targets which must be met by the Strategic Manager; and
 - 4.1.2. the timeframes within which those performance objectives and targets must be met.
- 4.2. The Personal Development Plan in **Annexure B** sets out the Strategic Manager's

- 4.3. The Core Management Competencies reflected in **Annexure C** set out those management skills regarded as critical to the position held by the Strategic Manager.
- 4.4. The performance objectives and targets reflected in **Annexure A** are set by the Municipality in consultation with the Strategic Manager and based on the Integrated Development Plan and the budget of the Municipality, and include key objectives, key performance areas, target dates and weightings.
- 4.5. The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the time frame in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.6. The Strategic Manager's performance will, in addition, be measured in terms of contributions to the development objectives and strategies set out in the Municipality's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1. The Strategic Manager agrees to participate in the performance management system that the Municipality adopts or introduces for the municipal management and municipal staff of the Municipality.
- 5.2. The Strategic Manager accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the municipal management and municipal staff to perform to the standards required.
- 5.3. The Executive Authority and/or Municipal Manager will consult the Strategic Manager about the specific performance standards that will be included in the performance management system as applicable to the Strategic Manager.
- 5.4. The Strategic Manager undertakes to actively focus towards the promotion and implementation of his/her Key Performance Areas as set out in **Annexure A** including special projects relevant to the Director's responsibilities within the local government framework.

A handwritten signature in black ink, appearing to read "B.M." or a similar initials.

6. PERFORMANCE ASSESSMENT

6.1. The performance of the Strategic Manager will be assessed against the outputs and outcomes achieved in terms of his/her Key Performance Areas (KPAs) as fully described in **Annexure A** and his/her Core Management Competencies (CMCs) determined at the commencement of this Agreement with a weighting of 80:20 allocated to the KPAs and CMCs respectively. Therefore the KPAs that refer to the main tasks of the Strategic Manager account for 80% of his/her assessment while the CMCs make up the other 20% of the Strategic Manager's assessment score.

6.2. The weightings agreed to in respect of the Strategic Manager's KPAs attached as **Annexure A** are set out in the table below:

KEY PERFORMANCE AREA	DESCRIPTION	WEIGHT
KPA 3	Municipal Transformation and Organisational Development	5%
KPA 4	Financial Management and Viability	10%
KPA 5	Good Governance and Public Participation	80%
TOTAL		100%

6.3. The weightings agreed to in respect of the CMCs considered most critical for the Strategic Manager's position and further defined in Annexure C are set out in the table below:

LEADING COMPETENCIES

NO .	COMPETENCY AREA	DEFINITION	ACHIEVEMENT LEVEL	WEIGHT
1	Strategic Leadership and Management	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate	Advanced	15%
2	People Management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	Advanced	10%
3	Programme and Project Management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives	Advanced	10%
4	Financial Management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	Advanced	5%
5	Change Leadership	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	Advanced	5%
6	Governance Leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	Advanced	10%

CORE COMPETENCIES

NO .	COMPETENCY AREA	DEFINITION	ACHIEVEMENT LEVEL	WEIGHT
1	Morale Competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	Advanced	5%
2	Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	Advanced	15%
3	Analysis and Innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	Advanced	5%
4	Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	Advanced	5%
5	Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome	Advanced	10%
6	Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	Advanced	5%

6.4. The assessment of the performance of the Strategic Manager will be based on the following rating scales for KPAs and CMCs:

RATING SCALES		
LEVEL	TERMINOLOGY	DESCRIPTION
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the employee has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Agreement and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Performance Significantly Above Expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year
3	Fully Effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement and Performance Plan
2	Performance Not Fully Effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half of the key performance criteria and indicators as specified in the Performance Agreement and Performance Plan.
1	Unacceptable Performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Agreement and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.5. To determine which rating on the five-point rating scale did the Strategic Manager achieve for each KPA, the following criteria should be used:

Description	Definition
Duration of task	Was the target achieved within the projected timeframe
Level of complexity	Did the task require problem solving; reconciling different perceptions and the use of innovative alternatives?
Cost	Was the target delivered within budget? Was there saving or was there over expenditure?
Constraints	Did the envisaged constraints materialise? If so, were steps taken to manage/reduce the effects of the constraint? If not, was it beneficial to the completion of the target? Were there any innovative/pro-active steps taken to manage the constraint

6.6. Annexure "B" may be used as the basis for progress discussions by the municipality.

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7. PANEL AND SCHEDULE FOR ASSESSMENTS

7.1. An assessment panel consisting of the following persons will be established:

7.1.1. The Municipal Manager

7.1.2. Chairperson of the Audit Committee

7.1.3. Member of the Mayoral Committee

7.1.4. Municipal Manager from another Municipality

7.2. In addition, a pre-assessment will be done by:

7.2.1. The Municipal Manager

7.2.2. The Strategic Manager (own assessment)

7.3. The performance of the Strategic Manager will be assessed in relation to his/her achievement of:

7.3.1. The targets indicated for each KPA in Annexure A;

7.3.2. The CCRs as defined in clause 6.3 of this agreement on a date to be determined for each of the following quarterly periods:

Quarter	Months	Review Date
1	July – September	October
2	October – December	January
3	January – March	April
4	April – June	July

The Annual Performance Assessment will be conducted upon approval of the Annual Report

7.4. Assessments in the first and third quarter may be verbal if the Strategic Manager's performance is satisfactory

7.5. The Municipality will keep a record of the mid-year and annual assessment meetings.

8. EVALUATING PERFORMANCE AND THE MANAGEMENT OF EVALUATION OUTCOMES

- 8.1. The Strategic Manager will submit quarterly performance reports and a comprehensive annual performance report with the self-assessment to the Municipal Manager before the performance assessment meeting.
- 8.2. The Municipal Manager will give performance feedback to the Strategic Manager after each quarterly and the annual assessment meetings.
- 8.3. The Strategic Manager will be subjected to the performance evaluation panel at the end of the financial year for assessing the performance during the year
- 8.4. The panel evaluation of the Strategic Manager's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 8.5. At the end of the 4th quarter, the Executive Authority will determine if the Strategic Manager is eligible for a performance bonus as envisaged in his/her contract of employment based on the bonus allocation set out in clause 8.11 of this agreement.
- 8.6. The results of the annual assessment and the scoring report of the Strategic Manager for the purposes of bonus allocation, if applicable, will be submitted to the Executive Authority for a recommendation to the full Council.
- 8.7. Personal growth and development needs identified during any performance assessment discussion, must be documented in the Strategic Manager's Personal Development Plan as well as the action steps and set time frames agreed to.
- 8.8. Despite the establishment of agreed intervals for assessment, the Municipal Manager may, in addition, review the Strategic Manager's performance at any stage while his/her contract of employment remains in force.
- 8.9. The Municipal Manager will be entitled to review and make reasonable changes to the provisions of **Annexure "A"** from time to time for operational reasons. The Strategic Manager will be fully consulted before any such change is made.
- 8.10. The provisions of **Annexure "A"** may be amended by the Executive Authority when the Municipality's performance management system is adopted, implemented and/or amended as the case may be subject to clause 5.3.

8.11. A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that:

- 8.11.1. a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
- 8.11.2. a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

9. OBLIGATIONS OF THE MUNICIPALITY

- 9.1. The Municipality will create an enabling environment to facilitate effective performance by the Strategic Manager.
- 9.2. The Strategic Manager will be provided with access to skills development and capacity building opportunities.
- 9.3. The Municipality will work collaboratively with the Strategic Manager to solve problems and generate solutions to common problems that may impact on the performance of the Strategic Manager.
- 9.4. The Municipality will make available to the Strategic Manager such resources including employees as the Strategic Manager may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement; provided that it will at all times remain the responsibility of the Strategic Manager to ensure that he/she complies with those performance obligations and targets.
- 9.5. The Strategic Manager will be delegated such powers by the Municipality as may in the discretion of the Municipality be reasonably required from time to time to enable him/her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1.The Executive Authority and / or Municipal Manager agrees to consult the Strategic Manager within a reasonable time where the exercising of the Executive Authority's and / or Municipal Manager's powers will:

10.1.1. have a direct effect on the performance of any of the Strategic Manager's functions;

10.1.2. commit the Strategic Manager to implement or to give effect to a decision made by the Executive Authority and/or Municipal Manager;

10.1.3. have a substantial financial effect on the Municipality.

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

11. CONSEQUENCES OF POOR OR UNACCEPTABLE PERFORMANCE

11.1. Where the Municipal Manager is, at any time during the Strategic Manager's employment, not satisfied with the Strategic Manager's performance with respect to any matter dealt with in this Agreement, the Municipal Manager will give notice to the Strategic Manager to attend a meeting with the Municipal Manager.

11.2. The Strategic Manager will have the opportunity at the meeting to satisfy the Municipal Manager of the measures being taken to ensure that the Strategic Manager's performance becomes satisfactory in accordance with a documented programme, including any dates, for implementing these measures

11.3.The Municipality will provide systematic remedial or developmental support to assist the Strategic Manager to improve his/her performance.

11.4.If, after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Municipal Manager holds the view that the performance of the Strategic Manager is not satisfactory, the Municipal Council will, as per the advice of the Municipal Manager and subject to compliance with applicable labour legislation, be entitled to, by notice in writing to the Strategic Manager, take steps to terminate the Strategic Manager's employment in accordance with the relevant legislation.

11.5. Where there is a dispute or difference as to the performance of the Strategic Manager under this Agreement, the Parties will confer with a view to resolving the dispute or difference.

11.6. Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the Strategic Manager's contract of employment with or without notice for any other breach by the Strategic Manager of his obligations to the Municipality or for any other valid reason in law.

12. DISPUTES

12.1. In the event that the Strategic Manager is dissatisfied with any decision or action of the Executive Authority and/or Municipal Manager in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Strategic Manager has achieved the performance objectives and targets established in terms of this Agreement, the Strategic Manager may meet with the Municipal Manager with a view to resolving the issue. At the Strategic Manager's request the Municipal Manager will record the outcome of the meeting in writing.

12.2. In the event that the Strategic Manager remains dissatisfied with the outcome of that meeting, he/she may raise the issue in writing with the Executive Mayor. The Executive Mayor will determine a process within 4 (four) weeks for resolving the issue, which will involve at least providing the Strategic Manager with an opportunity to state his case orally or in writing before the Executive Mayor. At the Strategic Manager's request, the Executive Mayor will record the outcome of the meeting in writing. The final decision of the Executive Mayor on the issue will be made within 6 (six) weeks of the issue being raised with the latter and will, subject to common law and applicable labour law, be final.

12.3. If any dispute about the nature of the Strategic Manager's performance agreement whether it relates to key responsibilities, priorities, methods of assessment or any other matter provided for cannot be resolved through an internal mechanism as contemplated above, the dispute will be mediated by the MEC for local government in the province or any other person appointed by the MEC within 30 days of receipt of a formal dispute from the Strategic Manager's.

12.4. In the event that the mediation process contemplated above fails, the relevant arbitration clause of the contract of employment will apply.

13. GENERAL

13.1. The contents of this Agreement and the outcome of any review conducted in terms of Annexure "A" will not be confidential, and may be made available to the public by the Municipality, where appropriate.

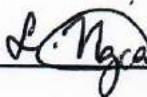
13.2. Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Strategic Manager in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Signed at Queenstown on this 1st day of July 2016

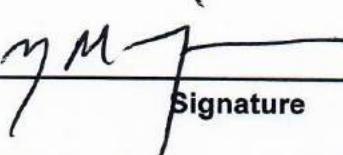

Strategic Manager
Chris Hani District Municipality

As witness:

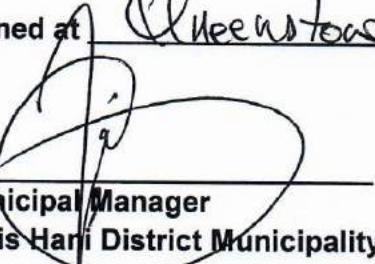
(1) Lerato Ngcaku
Full Name and Surname


Signature

(2) Yolizwe Maninjwa
Full Name and Surname


Signature

Signed at Queenstown on this 1 day of July 2016


Municipal Manager
Chris Hani District Municipality

As witness:

(1) C. S. Dlamini
Full Name and Surname


Signature

(2) Asaveca Mdempa
Full Name and Surname


Signature



MR B. MTHEMBU: STRATEGIC MANAGER
APPROVED ANNUAL PERFORMANCE PLAN
2016/2017 FINANCIAL YEAR

HIRIIS HANI
DISTRICT MUNICIPALITY
MAINTAINING GROWTH
FOR PEOPLE

KPA 3: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT						
Priority Area	Measurable Objectives	Strategy	KPI	Indicator Code	Programme Budget Allocation	Annual Target
SECTIONAL MANAGEMENT	To ensure sufficient human capital for the operations of the institution	Implementation of the reviewed organisational structure	Percentage compliance with HR policies and principles (HoD signed determination)	MTOD - 20 - 01		100%

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT						
Priority Area	Measurable Objectives	Strategy	KPI	Indicator Code	Programme Budget Allocation	Annual Target
GET PLANNING AND REPORTING	To prepare and adopt a Credible Budget	Preparation and tabling of Credit Budget	Percentage timely contribution to the development of the institutional budget	FMV - 11 - 01		100%
PROCUREMENT / AND MANAGEMENT	Ensuring sound and sustainable management of finances of district in line with National and Provincial norms and standards	Ensuring Expenditure management in line with the approved budget	Percentage expenditure of appropriated departmental budget	FMV - 13 - 01		25%

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
Priority Area	Measurable Objectives	Strategy	KPI	Indicator Code	Programme Budget Allocation	Annual Target
		Development and approval of customer care strategy	1 strategy approved by 30 June 2017	GGPP - 1		

To ensure effective and efficient customer care service		Development and approval of the Customer Care Policy		Development and implementation of a customer care strategy		Consumer Protection		Communication Planning		Marketing and Media Strategy		Digital Transformation					
		GGPP - 2		GGPP - 3		GGPP - 4		GGPP - 5		GGPP - 6		GGPP - 7		GGPP - 8		GGPP - 9	
Development and approval of the Customer Care Policy		1 policy approved by 30 June 2017		Consolidation of data from 2015/2016 customer satisfaction survey		Stakeholder consultation on draft Customer Care Policy		Approval of the Customer Care Policy		Implementation of the policy		Draft Customer Care Policy;		Attendance register;		Strategic Manager	
Development and implementation of a customer care strategy		Development and approval of the Customer Care Service Charter		1 Customer Care Service Charter		Stakeholder engagement on draft Customer Care Service Charter		Adoption of the Customer Care Service Charter		Council resolution on approval of policy;		Report to Mayoral Committee		Draft Customer Care Service Charter;		Strategic Manager	
To enhance communication with stakeholders and uphold municipal identity and image internally and externally.		Development of a centralised complaints management system		Centralised complaints management system		Systems Reports		Appointment of service provider		Awareness Campaigns on adopted Customer Service Charter		Attendance register;		Council resolution on adoption of Customer Care Service Charter;		Strategic Manager	
		COMMUNICATIONS AND MEDIA LIAISON		COMMUNICATION STRATEGY		COMMUNICATION AND MARKETING STRATEGY		SOCIAL MEDIA POLICY		DRAFT COMMUNICATION POLICY		IMPLEMENTATION OF POLICY		REPORT ON IMPLEMENTATION		STRATEGIC PLANNING	
To ensure effective and efficient customer care service		Percentage review of Communication Strategy and implementation plan	GGPP - 5	100%	Approved Communication and Marketing Strategy	100%	Approved Communication and Marketing Strategy	100% (Council approval of reviewed Strategy)	N/A	N/A	Reviewed Communication and marketing implementation plan		Attendance Registers		Council Resolution approving reviewed strategy		Strategic Manager
		Percentage development of communication policy	GGPP - 6	100%	Approved Communication and Marketing Strategy	70%	Stakeholder engagement on draft communication policy	70% (Stakeholder engagement on draft policy)	N/A	N/A	Draft Communication Policy		Attendance Registers		Council resolution approving the policy		Strategic Manager
		Percentage implementation of the communication policy	GGPP - 7	50%	Approved Communication and Marketing Strategy	N/A	Approved Communication and Marketing Strategy	40% (Situational analysis and development of draft communication policy)	N/A	25%	Report on implementation of policy submitted to Mayoral Committee		Draft Social Media Policy		Attendance Registers		Strategic Manager
		Percentage development and implementation of social media policy	GGPP - 8	100%	Approved Communication and Marketing Strategy	70%	Stakeholder engagement on draft social media policy	70% (Stakeholder engagement on draft policy)	N/A	50%	Report on systems configuration;		Council resolution approving the policy		Attendance Registers		Strategic Manager
		Percentage implementation of the social media policy	GGPP - 9	50%	Approved Communication and Marketing Strategy	N/A	Approved Communication and Marketing Strategy	100% (Consolidation of inputs and council approval of the policy)	N/A	25%	Report on implementation of policy submitted to Mayoral Committee		Draft Social Media Policy		Attendance Registers		Strategic Manager

INTERNAL COMMUNICATION	Number of internal and external newsletters, newsletters, leaflets, brochures produced	GGPP - 10	4	4	1st quarter newsletter and leaflets	2nd quarter newsletter and leaflets	3rd quarter newsletter and leaflets	4th quarter newsletter and leaflets	Approved newsletters, newsletters, brochures and leaflets	Strategic Manager
ICIPAL BRANDING	Percentage production of branding material	GGPP - 11	100%	100%	20%	50%	70%	100%	Report on production of branding material submitted to Mayoral Committee	Strategic Manager
ELECTRONIC COMMUNICATION	Percentage of electronic media campaigns undertaken (talk shows, adverts, dramatisations, outside broadcasts)	GGPP - 12	100%	100%	100%	100%	100%	100%	signed schedule of talk shows, audios for campaigns	Strategic Manager
MARKETING AND EVENTS	Percentage Maintenance of the website	GGPP - 13	100%	100%	100% (weekly updates of all pages and links)	100% (weekly updates of all pages and links)	100% (weekly updates of all pages and links)	100% (weekly updates of all pages and links)	Monthly list of all updates made submitted to Executive Management	Strategic Manager
PERFORMANCE MONITORING AND EVALUATION										
PERFORMANCE MANAGEMENT	Strengthen Institutional Performance planning, Monitoring and Evaluation	Asserting a system of Accountability and Reporting.	Number of SDBIP developed and submitted within prescribed timeframes	GGPP - 17	2	N/A	1	N/A	Approved SDBIP, Approved Adjusted SDBIP	Strategic Manager
		Number of statutory performance reports compiled and submitted to oversight structures	GGPP - 18	2	1	N/A	1	N/A	Approved APR, Approved Annual Report	Strategic Manager

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		RISK MANAGEMENT							
INTERNAL AUDIT FUNCTION	INTERNAL AUDIT	ANTI-FRAUD AND CORRUPTION			INTERNAL AUDIT			SECTOR PLANNING	STAKEHOLDER ENGAGEMENT AND FORUM COORDINATION
		To implement at least four anti-fraud and corruption initiatives per annum	Implementation of public service anti-corruption and fraud prevention plans	Number of Anti-Fraud and Corruption prevention initiatives undertaken	GGPP - 19	Operational Budget	Approved Anti-fraud and Corruption Plan		
RISK MANAGEMENT	To submit four Strategic and Operational Risk Evaluation reports on an annual basis	Implementation of risk management strategy	Number of Strategic and Operational Risk Evaluation Reports compiled	GGPP - 20	Operational Budget	4	Updated risk register	1	1
	To facilitate an annual Risk Assessment workshop for the 17/18 FY	Identification and Prioritization of key risks within CHDM	Risk Register for the 17/18 FY	GGPP - 21	Operational Budget	1	IDP	0	0
	Development of Compliance Register	Consideration of all applicable laws and regulations	Compliance Register	GGPP - 22	Operational Budget	1	legislations	0	0
	To improve internal control environment	Implementation of Internal Audit Charter and Risk based Audit Plan	Number of internal audit projects executed by June 2017	GGPP - 23	16 projects executed	8 projects executed (4 second quarter)	12 projects executed (4 third quarter)	16 projects executed (4 fourth quarter)	Internal Audit Report submitted to Audit Committee and Performance Audit Committee
MUNICIPAL INTERNATIONAL RELATIONS PROGRAMME	To foster development relations with other municipalities through twinning and partnership arrangements	Development and implementation of an International Relations Framework	Development of the International Relations Framework	GGPP - 26	International Relations Framework Approved by Council by 30 June 2017	None	Appointment of a service Provider	Stakeholder Engagement on Draft International Relations Framework	Council approval of final International Relations Framework
		% implementation of DIMAFO resolutions per quarter	GGPP - 34	Operational Budget	100%	None	100%	100%	Attendance Registers Minutes of the meetings Resolutions register

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% implementation of Speaker's and Chief Whips and MPAC Chairs Forum resolutions per quarter	GGPP - 35	Operational Budget	100%	None	100%	100%	100%	Strategic Manager
% implementation of the Technical IGR resolutions per quarter	GGPP - 36	Operational Budget	100%	None	100%	100%	100%	Strategic Manager
% implementation of the District Communicator's Forum resolutions per quarter	GGPP - 37	Operational Budget	100%	None	100%	100%	100%	Strategic Manager
% implementation of the SPU Forums resolutions per quarter	GGPP - 38	Operational Budget	100%	None	100%	100%	100%	Strategic Manager
% of the District Communication Forum resolutions distributed to local municipalities	GGPP - 39	Implementation of IGR Strategy	100%	100%	100%	100%	100%	Strategic Manager
MUNICIPAL SUPPORT								
Provide coordinated support to Local Municipalities	GGPP - 62	Development and implementation of a district municipal support model	Approved District Municipal support model	Compilation of situational analysis report	Compilation of draft municipal support model for the district	Stakeholder engagement on draft model; Approval of the municipal support model by the Council	Packaging of municipal support to local municipalities; Implementation of the municipal support package and reporting to the Mayoral Committee	Situational analysis report; Draft municipal support model; Council resolution approving the municipal support model; Attendance registers and agenda; Municipal support package and reports submitted to the Mayoral Committee

ANNEXURE C

COMPETANCY FRAMEWORK FOR SENIOR MANAGERS: GOVERNMENT NOTICE 21 IN GOVERNMENT GAZETTE 37245, DATED 17 JANUARY 2014

The following table provides guidance on the implementation of the Municipal Regulations on Minimum Competency Levels and will assist with the interpretation of the financial and supply chain management skill levels and areas of competency of the specific position. The table must be read in conjunction with the competency regulations. When evaluating the appropriateness of work related experience the table provides a useful reference of the competencies, knowledge and skills required of a person to fulfil the role of a Senior Manager in terms of the MFMA. Past work experience should be evaluated against this table. This table was also used to base the selection of Unit Standards contained in the competency regulations.

COMPETENCY AREA	COMPETENCY REQUIREMENT	KNOWLEDGE AND SKILLS
Strategic leadership and management	Within the area of responsibility, the ability to contribute to service delivery systems of a complex nature and to manage the achievement of strategies and goals.	<ul style="list-style-type: none">■ Providing visible, supportive & effective leadership■ Motivating and empowering staff to deliver on strategies and goals.■ Fostering a positive and creative management culture.■ Contributing to the alignment of strategies and goals with national and provincial policies and within the district.■ Managing and overseeing implementation of an effective performance management system.■ Utilising strategic planning methods and tools.
	Within the area of responsibility the ability to formulate and influence short, medium and long-term service delivery plans to deliver on strategies and goals.	<ul style="list-style-type: none">■ Providing direction and contributing to the development and review of credible plans including the integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP).■ Ensuring, within area of responsibility, the alignment of strategies and goals.■ Assessing and monitoring the impact of financial and non-financial changes on plans including national and provincial policy statements and changes.■ Implementing plans within the local government legal framework.

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COMPETENCY AREA	COMPETENCY REQUIREMENT	KNOWLEDGE AND SKILLS
		<ul style="list-style-type: none"> Identifying and managing risk in plans. Based on the past and current performance and financial position of the municipality, advise on plans and strategies and goals.
The ability to provide supportive leadership to the accounting officer and senior management team.		<ul style="list-style-type: none"> Working closely in conjunction with the senior management team to support the accounting officer Contributing and advising the accounting officer and senior management team on policy objectives to ensure clear purpose and direction. Evaluating and reporting to the accounting officer and senior management team on the alignment and achievement of strategies and goals in respect of activities, service delivery and performance. Formulating, in conjunction with the accounting officer and senior management team, a clear vision, mission and strategies and goals for the municipality. Establishing a culture of learning within the area of responsibility.
Within the area of responsibility, the ability to develop and maintain strategic alliances with various stakeholders.		<ul style="list-style-type: none"> Developing and maintaining strategic alliances within the cooperative governance framework. For the purpose of achieving the Constitutional mandate of local government, developing and maintaining strategic alliances with organisations and bodies outside government. Communicating the municipality's mission and vision to various stakeholders Supporting the implementation of finance strategies, which enhance good financial management and decision-making practices within the area of responsibility. Supporting the implementation of financial policies, systems, guidelines instructions and related policies to ensure efficient and effective financial administration and control. Within the area of responsibility, managing the control of assets according to policies and procedures.

COMPETANCY AREA**KNOWLEDGE AND SKILLS****COMPETANCY REQUIREMENT**

- ➡ Supporting the budget process, including preparing information supporting budget estimates and identifying priorities and mandates for programmes in alignment with the integrated development plan (IDP).
- ➡ Supporting the accounting officer to oversee the financial management, tax implications and performance of service delivery mechanisms (internal and external) including municipal entities in the case of a municipality) and outsourced service agreements within the area of responsibility.
- ➡ Supporting the accounting officer with the preparation of multi-year revenue and expenditure forecasts, strategic plans, budgets and estimates and advising the impact thereof on service delivery, performance and financial position within the area of responsibility.
- ➡ Advise the accounting officer of resource requirements to implement strategies and goal within the area of responsibility.
- ➡ For purposes of the area of responsibility, formulating and contributing to specifications of appropriate and accurate financial operating systems.
- ➡ Analysing regular reports, within the area of responsibility, relating to the measurement and monitoring of financial information and performance, including the implementation of the budget and service delivery and budget implementation plan (SDBIP).
- ➡ Implement adequate control of financial operating systems within the area of responsibility.
- ➡ Regular review of the efficiency and effectiveness of financial operating systems to align with changing needs within the area of responsibility.
- ➡ Within the area of responsibility, monitoring and advising the accounting officer of changes that may affect the working capital.
- ➡ Within the area of responsibility contributing to the prioritisation of working capital to align with strategies and goals.

COMPETENCY AREA	COMPETANCY REQUIREMENT	KNOWLEDGE AND SKILLS
	<p>the requirements of the area of responsibility.</p>	<ul style="list-style-type: none"> Within the area of responsibility contribute to decisions regarding borrowing and the significance thereof to service delivery programmes. Within the area of responsibility, applying 'best practice' risk management practices to the management of working capital.
	<p>The ability to contribute to the budget preparation and implementation process.</p>	<ul style="list-style-type: none"> Providing technical inputs relating to the area of responsibility, with the preparation and implementation of the budget. Within the area of responsibility, implementing the budget In the case of a municipality, supporting the accounting officer to ensure that the budget process relating to the area of responsibility aligns the budget and related policies to the Integrated Development Plan (IDP) and service delivery and budget implementation plan (SDBIP) of the municipality OR In the case of a municipal entity, supporting the accounting officer to ensure that the budget process relating to the area of responsibility aligns the budget and related policies to the strategic plan of the entity and service delivery agreement (SDA) and integrated development plan (IDP) of its parent municipality Within the area of responsibility, knowledge of financial planning, budgeting and forecasting and the interrelation thereof.
<p>Governance, ethics values in financial management</p>	<p>The ability to support and implement good governance in the area of responsibility.</p>	<ul style="list-style-type: none"> Support and implement clear roles and responsibilities, separation of powers and regular reporting lines for all role players within the area of responsibility to ensure transparency and accountability. Knowledge and understanding of governance and ethics in financial management, embodied in the King Report on Corporate Governance, as it applies to the local government legal framework.

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COMPETANCY AREA**KNOWLEDGE AND SKILLS**

	<ul style="list-style-type: none">Within the area of responsibility, promoting the generation and sharing of knowledge and learning to enhance the collective knowledge, capacity and skills of officials and councillors or directorsSupport the formulation of and implement the codes of conduct for all role players within the area of responsibility, which shall as a minimum include financial management, supply chain management and the codes of conduct set out in the Local Government: Municipal Systems Act.Support the implementation of systems to encourage and enforce good governance, ethics and the codes of conduct. These systems could include mechanisms to report misconduct, fraud, corruption, favouritism and noncompliance with legislation and disclosure of conflicts of interest, inducements, rewards, gifts, hospitality and favours. Ensuring that investigations are conducted within 30 days of discovery of allegations and that cases that may constitute a criminal offence are reported to the South African Police Service.Ensuring that codes of conduct, roles and responsibilities and reporting lines are clearly communicated, understood and observed by all role players within the area of responsibility.Leading by example and promoting high standards of ethical behaviour by acting with fidelity, honesty, integrity and in the best interests of the municipality and maintaining the confidentiality of information.
Financial and performance reporting	<ul style="list-style-type: none">The ability to support the implementation of the financial reporting process of the municipality.Knowledge and understanding of the legislative framework governing financial reporting in local government.Supporting and contributing to the timely preparation, submission and publication of statutory reports, including the annual financial statements, annual report, in-year reporting (e.g. in the case of a municipality monthly (section 71) and mid-year (section 72)), withdrawals from bank accounts (section 11(4)) etc).

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COMPETANCY AREA	COMPETANCY REQUIREMENT	KNOWLEDGE AND SKILLS
	<p>The ability to support the implementation of the performance reporting process of the municipality.</p> <ul style="list-style-type: none"> ▪ Within the area of responsibility, ensuring that the content of financial reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific. ▪ Support the accounting officer to analyse and evaluate the financial reports to understand the impact on, and to guide planning in respect of, strategies and goals including the financial position, borrowings, performance, implementation of the annual budget and service delivery and budget implementation plan (SDBIP), tariff-, rates-, credit control, debt collection-, supply chain management-, and other relevant policies. ▪ Within the area of responsibility to generate, analyse and evaluate cost management reports for all programmes and/or projects to review departmental performance. ▪ Knowledge and understanding of the local government legislative framework governing performance reporting. ▪ Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality ▪ Contribute to the timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) and (4) of the MFMA), mid-year performance reporting (sections 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid year performance reporting (section 88 of the MFMA), etc. ▪ Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific. ▪ Within the area of responsibility, analyse and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the 	

COMPETANCY AREA	KNOWLEDGE AND SKILLS
	<p>implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies.</p> <ul style="list-style-type: none"> 👉 Within the area of responsibility, analyse and evaluate the performance of: <ul style="list-style-type: none"> ○ Service delivery mechanisms (internal and external) and outsourced service agreements against performance targets; and 👉 In the case of a municipality, of each of its municipal entities against the service level agreement and performance targets for that entity <p>👉 Within the area of responsibility, ensuring that there is a link between the performance indicators and targets and the integrated development plan (IDP), service delivery and budget implementation plan (SDBIP) and the individual performance agreements of officials.</p> <p>👉 Within the area of responsibility, ensuring that the remuneration and appraisal system is performance based and that all performance bonuses are only awarded after consideration of actual performance of the municipality against the performance targets for a specific period.</p> <p>👉 Regularly benchmark the performance of the area of responsibility against the performance of functions of similar and/or comparable municipalities to improve and guide in the planning and delivery of services.</p>
Risk and change management	<p>The ability to understand risk and guide the management of risk for the municipality within the area of responsibility.</p> <ul style="list-style-type: none"> 👉 Contributing to and supporting the accounting officer with the establishment and maintenance of effective, efficient and transparent systems of financial and risk management and internal control 👉 Contributing to and supporting the accounting officer with the implementation of a risk management- and fraud prevention plan 👉 Contributing to and supporting the accounting officer with regular risk assessments and ensuring that risks are prioritised according to highest versus lowest potential risk 👉 Mitigating risks within the area of responsibility in accordance with the prioritisation of risk

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COMPETANCY REQUIREMENT

KNOWLEDGE AND SKILLS

	<ul style="list-style-type: none"> Ensuring that the management of risk (including the possible transfer of risk) within the area of responsibility, includes consideration of potential risks relating to mechanisms for service delivery (both internal and external), outsourced service agreements. In the case of a municipality it must also consider its municipal entities and Public-and-Private Partnerships (PPPs) and the transferring of funds to organisations and bodies outside government. Analysing the reports of the internal audit unit and the audit committee applicable to the
The ability to guide the management of change for the municipality within the area of responsibility.	<ul style="list-style-type: none"> Understanding the local government environment (including legislative, social, political and economic) and the ability to analyse the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognising when this necessitates change Managing and implementing change management within the area of responsibility The ability to be proactive and find creative and innovative solutions to change Consultation with and management of various stakeholders particular to the change Managing and resolving any resistance to change Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for change
project management	<ul style="list-style-type: none"> Knowledge and understanding of project budgeting, human resource management, change management, negotiation skills, service delivery mechanisms (internal and external) and outsourced service agreements (including in the case of a municipality Public-and-Private Partnerships (PPPs)), and the legal framework particular to the area of responsibility Within the area of responsibility, knowledge and basic understanding of the operation and technical workings of local government services and facilities Supporting the accounting officer to analyse, evaluate and select project proposals. This includes, within the area of responsibility, aligning the selection of projects and project

COMPETENCY AREA

KNOWLEDGE AND SKILLS

- | COMPETENCY REQUIREMENT | KNOWLEDGE AND SKILLS |
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| | <p>outcomes with the integrated development plan (IDP), the budget and service delivery and budget implementation plan (SDBIP)</p> <ul style="list-style-type: none">• Within the area of responsibility, ensuring an analytical and methodical structuring of projects and project planning. This is to ensure adequate control over projects and the efficient, effective and economic implementation and completion thereof to a high quality and standard• Oversee and manage the establishment of project- and contract management capacity within the area of responsibility. This includes building capacity through appropriate training and the allocation of resources.• Ensuring clear lines of accountability, regular monitoring, measuring and reporting on the performance of projects and contracts within the area of responsibility, including regular reporting to the accounting officer• Within the area of responsibility, ensuring regular reporting by external mechanisms and all contractors and service providers, including the availability of adequate information for the municipality to meet its statutory reporting obligations• Contributing to and supporting the accounting officer with the establishment and maintenance of a contract register• Contributing to and supporting the accounting officer to establish a contract management process to ensure that, prior to their commencement, contracts and amendments to contracts are in writing, include appropriate contract terms and conditions (including section 116 contract requirements (MFMA)) and contain performance based contract remuneration• Oversee the implementation of project plans within the area of responsibility• Contributing to the resolution of problems and disputes within the area of responsibility, as and when required |

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COMPETANCY AREA	KNOWLEDGE AND SKILLS
legislation, policy and implementation	<ul style="list-style-type: none"> ■ Supporting the accounting officer in consulting and securing stakeholder and community support for, and involvement in projects where relevant. ■ Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies ■ Excellent verbal communication and writing skills and an ability to research and analyse complex information ■ Supporting the accounting officer and contributing to the process of adopting policies and making By-laws. This includes advising accounting officer on the financial and non-financial impact of proposed policies and By-laws OR in the case of a municipal entity supporting the accounting officer and contributing to the process of adopting policies including advising on the financial and non-financial impact of proposed policies ■ Supporting the accounting officer and contributing to the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws. ■ Supporting the accounting officer and contributing to the conceptualisation, formulation and drafting of policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing I policies and By-laws and be within budget constraints. ■ Implementing and overseeing the implementation and enforcement of policies and By-laws, within the area of responsibility ■ Supporting the accounting officer and contributing to the establishment and maintenance of a register of non-compliance with legislative requirements. This includes, within the area or
The ability to implement, manage and oversee the implementation of legislation and policy within the area of responsibility	

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COMPETANCY AREA	KNOWLEDGE AND SKILLS
	<p>responsibility, regularly reporting these to the accounting officer and other role players. For example, instances of non-compliance with the MFMA are required to be reported to the National Treasury</p> <ul style="list-style-type: none"> ➡ Regularly monitor and report to accounting officer on the implementation of policies and compliance with legislative requirements ➡ Regularly reviewing and, where necessary, proposing to the accounting officer amendment of policies and in the case of a municipality also Bylaws and, within the area of responsibility, to ensure their relevance and alignment with the strategies and goals ➡ Within the area of responsibility, monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance ➡ For purposes of the area of responsibility, regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies ➡ Within the area of responsibility, knowledge and understanding of stakeholders and recognising the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders. ➡ Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would include relations with the community, local businesses, public benefit organisations and other spheres of government including neighbouring municipalities and relations for purposes of external service delivery mechanisms, outsourced service agreements, etc and, in the case of a municipality, Public-Private Partnerships (PPPs) <p>Within the area of responsibility, establishing and maintaining clear roles and responsibilities, service levels, reporting lines and communications with the accounting officer, senior</p>
Stakeholder relations	<p>Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.</p>

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PETANCY AREA	COMPETANCY REQUIREMENT	KNOWLEDGE AND SKILLS
Supply Chain Management	The ability to contribute to the supply chain management function	<p>managers and other departments within the municipality and in the case of a municipality also with its municipal entities, to ensure effective and relevant internal stakeholder relations.</p> <ul style="list-style-type: none"> ↳ Within the area of responsibility, ensuring stakeholder consultation (internal and external) and advising the accounting officer on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA. This includes managing stakeholder expectations. ↳ Knowledge and understanding of the legislative framework governing the supply chain management function (including the Municipal Supply Chain Management Regulations, the Preferential Procurement Policy Framework Act, 2000, etc) ↳ Within the area of responsibility, implementing and monitoring delegations for supply chain management powers and duties in accordance with the Municipal Supply Chain Management Regulations. ↳ Implementing and managing the implementation and enforcement of the supply chain management policy within the area of responsibility to ensure supply chain management that is fair, transparent, competitive and cost effective ↳ Within the area of responsibility, contributing to and maintaining registers to support the supply chain management function, including details of all tenders received and awarded, disclosure of sponsorships, inducements, rewards, gifts and favours, awards to close family members and persons in the service of the state, etc. ↳ Supporting the accounting officer with the resolution of supply chain management related disputes, objections, complaints and queries as they relate to the area of responsibility <p>Within the area of responsibility, ensuring that unsolicited bids are considered in accordance with the framework contained in the Municipal Supply Chain Management Regulations</p> <ul style="list-style-type: none"> ↳ Implementing and monitoring measures to combat abuse of the supply chain management system, fraud, corruption, favouritism and unfair and irregular practices

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