



# **ANNUAL PERFORMANCE AGREEMENT**

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**Prepared for and entered into by:**

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

**and**

**Mrs Yolanda, B Dakuse**  
**the Director at the**  
**CHRIS HANI DISTRICT MUNICIPALITY**  
**("the Director")**

**for the financial year:**  
**1 July 2016 to 30 June 2017**

## **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 Director for a period of 5 years, commencing on 1<sup>st</sup> November 2012
- 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 Director 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 Director" – means the Director responsible for Corporate 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 Director.

## **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 Director and to communicate to the Director the Municipality's expectations of the Director'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 the Director for permanent employment and/or to assess whether the Director has met the performance expectations applicable to his/her job;
- 2.1.6. appropriately reward the Director 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 Director in attaining equitable and improved service delivery.

## **3. COMMENCEMENT AND DURATION**

- 3.1. Notwithstanding the date of signature this Agreement will commence on the **1<sup>st</sup> 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 31<sup>st</sup> of July each year.



- 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 Director 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 Director'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 Director on the last day of his/her employment or not later than 30 days thereafter.
- 3.5. In the event of the Director commencing or terminating his services with the Municipality during the validity period of this Agreement, the Director'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 Director'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 Director; 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 Director's personal developmental requirements in line with the objectives and targets of the Municipality.

- 4.3. The Core Management Competencies reflected in **Annexure C** set out those management skills regarded as critical to the position held by the Director.
- 4.4. The performance objectives and targets reflected in **Annexure A** are set by the Municipality in consultation with the Director 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 Director'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 Director 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 Director 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 Director about the specific performance standards that will be included in the performance management system as applicable to the Director.
- 5.4. The Director 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.



## 6. PERFORMANCE ASSESSMENT

6.1. The performance of the Director will be assessed against the outputs and outcomes achieved in terms of his/her Key Performance Areas (KPA's) 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 KPA's and CMCs respectively. Therefore the KPA's that refer to the main tasks of the Director account for 80% of his/her assessment while the CMCs make up the other 20% of the Director's assessment score.

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

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

6.3. The weightings agreed to in respect of the CMCs considered most critical for the Director'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	
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	
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	
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	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	
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	

#### 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	
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	
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	
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	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	
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	

**TOTALS**

**20%**



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

RATING SCALES		
LEVEL	TERMONOLOGY	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 Director 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.



## **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 Director (own assessment)

7.3. The performance of the Director 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:

<b>Quarter</b>	<b>Months</b>	<b>Review Date</b>
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 Director'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 Director 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 Director after each quarterly and the annual assessment meetings.
- 8.3. The Director 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 Director's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 8.5. At the end of the 4<sup>th</sup> quarter, the Executive Authority will determine if the Director 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 Director 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 Director'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 Director'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 Director 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 Director.

9.2. The Director will be provided with access to skills development and capacity building opportunities.

9.3. The Municipality will work collaboratively with the Director to solve problems and generate solutions to common problems that may impact on the performance of the Director.

9.4. The Municipality will make available to the Director such resources including employees as the Director 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 Director to ensure that he/she complies with those performance obligations and targets.

9.5. The Director 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 Director 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 Director's functions;

10.1.2. commit the Director 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 Director 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 Director 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 Director's employment, not satisfied with the Director's performance with respect to any matter dealt with in this Agreement, the Municipal Manager will give notice to the Director to attend a meeting with the Municipal Manager.

11.2. The Director will have the opportunity at the meeting to satisfy the Municipal Manager of the measures being taken to ensure that the Director'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 Director 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 Director 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 Director, take steps to terminate the Director's employment in accordance with the notice period set out in the Director's contract of employment.



11.5. Where there is a dispute or difference as to the performance of the Director 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 Director's contract of employment with or without notice for any other breach by the Director of his obligations to the Municipality or for any other valid reason in law.

## **12. DISPUTES**

12.1. In the event that the Director 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 Director has achieved the performance objectives and targets established in terms of this Agreement, the Director may meet with the Municipal Manager with a view to resolving the issue. At the Director's request the Municipal Manager will record the outcome of the meeting in writing.

12.2. In the event that the Director 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 Director with an opportunity to state his case orally or in writing before the Executive Mayor. At the Director'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 Director'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 Director.

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 Director in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Signed at ROMAN on this 01 day of JULY 2016

  
\_\_\_\_\_  
Director: Corporate Services

Chris Hani District Municipality

As witness:

(1) LSAYENA MLEBYKA  
Full Name and Surname

  
\_\_\_\_\_  
Signature

(2) WANDA MAYONGO  
Full Name and Surname

  
\_\_\_\_\_  
Signature

Signed at ROMANI on this 01 day of JULY 2016

  
\_\_\_\_\_  
Municipal Manager

Chris Hani District Municipality



As witness:

(1) SIDIMA DYANI  
Full Name and Surname

(2) Yolisua Sinyaya.  
Full Name and Surname

[Signature]  
Signature

[Signature]  
Signature



**CHRIS HANI**  
DISTRICT MUNICIPALITY  
SUSTAINING GROWTH  
THROUGH OUR PEOPLE

**CORPORATE SERVICES DIRECTORATE  
DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)  
2016/2017 FINANCIAL YEAR**

KPA 3: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT										WEIGHT:			
Priority Area	Measurable Objectives	Strategy	KPI	Indicator Code	Programme Budget Allocation	Annual Target	Baseline	Planned Quarterly Targets				Evidence	Custodian
FLEET MANAGEMENT SERVICES													
FLEET MANAGEMENT	To ensure that the fleet is managed in accordance with the Fleet Management Policy.	Acquisition of fleet	Number of vehicles procured	MTOD - 1	R 20 000 000,00	46 fleet (21 LDVs; 9 Water tankers; 4 crew cabs; 5 drop sides; 1 - 16 seater; 2 TLBs; 2 Jetting machines; 2 Executives)	40 LDVs purchased	22 vehicles purchased	4 machines purchased (2 TLBs and 2 jetting machines)	9 vehicles purchased (water tankers)	11 vehicles purchased (drop side, crew cabs & council vehicles)	Delivery notes	Director: Corporate Services
		Management and maintenance of fleet asset	Number of fleet management and maintenance reports submitted	MTOD - 2	Operational Budget	8 reports submitted	4	2 reports	2 reports	2 reports	2 reports	Reports submitted to Standing Committee	Director: Corporate Services
BUILDINGS MAINTENANCE AND SECURITY SERVICES													
Buildings Maintenance	To safeguard the municipal assets in compliance with the safety standards	Construction and Maintenance of buildings	Number of buildings constructed and maintained	MTOD - 3	R 15 000 000,00	3 buildings maintained	4	1 building maintained	Assessment of satellite offices	1 building maintained	1 building maintained	Maintenance reports submitted to the Standing Committee	Director: Corporate Services
		Development and implementation of security management plan	Development and implementation of security management plan	MTOD - 4	R 80 000 000,00	1 building constructed (phase 1 of the building constructed)	0	Appointment of contractor	15% construction work completed	15% construction work completed	20% construction work completed	Progress report submitted to the Standing Committee	Director: Corporate Services
Security Services	To safeguard the municipal assets in compliance with the safety standards	Development and implementation of security management plan	Development and implementation of security management plan	MTOD - 5	Operational Budget	1 plan developed; 30% of plan implemented		Appointment of a service provider	Approved plan	15% implementation of approved plan	15% implementation of approved plan	Report on implementation of the plan submitted to the Standing Committee	Director: Corporate Services
RECORDS MANAGEMENT AND COUNCIL SUPPORT													
RECORDS MANAGEMENT	Safeguarding of information in line with legislation and prescripts	Implementation of the Records Management Policy, procedure manuals and file plans.	Acquisition of the Electronic Document Management System (EDMS)	MTOD - 6	R 4 000 000,00	Electronic Document Management System acquired		Appointment of service provider	Bid processes completed (specification, evaluation and adjudication)	EDMS acquired	Training of staff and users	Appointment letters; Attendance registers	Director: Corporate Services
COUNCIL SUPPORT	To render effective administrative support to council and its committees	To provide support in the implementation of the Council Rules of Order	Council rules of order reviewed and awareness and induction programmes implemented	MTOD - 7	Operational Budget	Reviewed rules of order; 3 programmes implemented		Review of rules of order	Induction programme implemented	Induction programme implemented	Staff training programme implemented	Approved rules of order; Attendance registers for programmes	Director: Corporate Services



LEGAL SERVICES														
LEGAL SERVICES	To provide proactive legal solutions to Council in order to mitigate risks	To develop and implement litigation management strategy	Litigation management strategy developed and implemented	MTOD - 8	R 2 000 000.00	1 strategy approved and implemented		Appointment of service provider; Establishment of panel of attorneys	Strategy approved	Implementation of approved strategy	Implementation of approved strategy	Appointment letter; List of panel members; Reports on implementation of strategy submitted to standing committee	Director: Corporate Services	
														To develop the municipal code
IT SERVICES														
ICT Governance	To ensure effective ICT Governance	Implementation of ICT strategy	Development and implementation of enterprise architecture	MTOD - 10	R 1 500 000.00	Enterprise Architecture developed and implemented		Appointment of service provider	Development of enterprise architecture	Approval and implementation of the architecture	Implementation of architecture	Appointment letter; Approved enterprise architecture; Implementation report submitted to Standing Committee	Director: Corporate Services	
		To ensure development, management and security of ICT infrastructure	Provide network connectivity and security that responds to the needs of the municipality	Percentage integration of ICT systems	MTOD - 11	R 1 500 000.00	30%		Approval of the workstudy report	Appointment of service provider for integration of systems	15%	15%	Approved workstudy report; Appointment letter; Report on integration of systems submitted to the Standing Committee	Director: Corporate Services
			Percentage implementation of secured network infrastructure in the district	MTOD - 12	R 1 500 000.00	30%		Appointment of service provider	10%	10%	10%	Report on secured network infrastructure submitted to the Standing Committee	Director: Corporate Services	
EMPLOYEE WELLNESS AND OHS														
Employee Wellness	To promote employee wellness within the organisation	Implementation of the Employee Wellness Strategy	Number of wellness interventions implemented	MTOD - 13	R 3 500 000.00	9 programmes implemented	9	3 (Change management; life coaching and therapeutic interventions)	3 (Organisational wellness; substance abuse; healthy lifestyle)	3 (online counselling; capacity building; and psycho-social survey)	Impact assessment report submitted to the Standing Committee	Director: Corporate Services		
Occupational Health and Safety	To provide safety measures for the Councilors and Employees of the CHDM	Implementation of the OHS Strategy	Number of OHS programmes implemented	MTOD - 14	R 11 660 000.00	5	5	Development of a IOD management protocol; OHS capacity building	Provision of protective clothing	Health risk assessment	Compliance (inspections, 2 OHS risk assessment plans)	Approved IOD management protocol; Attendance registers; Reports submitted to the Standing Committee	Director: Corporate Services	
HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT														
HUMAN RESOURCE	To develop and empower workforce to enhance their	Implementation	Number of WSP programmes implemented	MTOD - 15	Operational budget	20	4	5 training conducted	5 training conducted	8 training conducted	2 training conducted	Attendance register; Training outline	Director: Corporate Services	
			Number of employees undertaking process control learnership	MTOD - 16	Operational budget	26	26	Appointment of service provider	Implementation of learnership	Implementation of learnership	Implementation of learnership	Appointment letter; Report on implementation of learnership submitted to Standing Committee	Director: Corporate Services	

DEVELOPMENT	skills and competencies	of HRD strategy	Number of employees undertaking Adult Education and Training Programme	MTOD - 17	Operational budget	10	0	Identification of learners and implementing agent	Assessment of learners and orientation	Implementation of the programme	Implementation of the programme	List of learners: Report submitted to the Standing Committee	Director: Corporate Services
			Number of unemployed graduates participating in internship programme	MTOD - 18	Operational budget	50	40	Recruitment and selection of interns	Implementation of internship	Implementation of internship	Implementation of internship	List of learners: Report submitted to the Standing Committee	Director: Corporate Services
HUMAN RESOURCES TRANSFORMATION	To ensure compliance with the employment equity act.	Implementation of employment equity plan	Number of people from employment equity target groups employed in 3 highest levels	MTOD - 19		15		3	5	5	2	Recruitment report submitted to the Standing Committee	Director: Corporate Services
ORGANISATIONAL DEVELOPMENT	To ensure sufficient human capital for the operations of the institution	Implementation of the reviewed organisational structure	Percentage funded vacant positions filled	MTOD - 20	Operational budget	50% of prioritised positions filled		10% (13)	(13)	(10)	(10)		Director: Corporate Services
	To ensure that positions within the district are evaluated.	Grading of positions within the district	Percentage positions evaluated for CHDM	MTOD - 21	R 2 500 000,00	50% of positions evaluated		Job description writing					Director: Corporate Services
LABOUR RELATIONS	To ensure compliance with labour relations laws and collective agreement	Maintain sound labour relations within the institution	Number of labour relations programmes implemented	MTOD - 22	R 500 000,00	4		1	1	1	1	Attendance registers: Training outline	Director: Corporate Services
			Number of LLF meeting held	MTOD - 23	Operational budget	4	4	1	1	1	1	Attendance registers	Director: Corporate Services

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT													
Priority Area	Measurable Objectives	Strategy	KPI	Indicator Code	Programme Budget Allocation	Annual Target	Baseline	Planned Quarterly Targets				Evidence	Custodian
								Qrt 1	Qrt 2	Qrt 3	Qrt 4		
BUDGET PLANNING AND REPORTING	To prepare and adopt a Credible Budget	Preparation and tabling of Credible Budget	Percentage timely contribution to the development of the institutional budget	FMV - 11 - 01		100%		100%	100%	100%	100%	Attendance register for budget steering Committee Submissions for corporate services budget proposals	Director: Corporate Services
			Percentage expenditure of appropriated departmental budget	FMV - 13 - 01		100%		25%	50%	75%	100%	Quarterly expenditure reports	Director: Corporate Services
PROCUREMENT / DEMAND 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	Number of departmental procurement plans developed and approved	FMV - 27 - 01		1		N/A	1	N/A	N/A	Approved departmental procurement plan	Director: Corporate Services
			Percentage deviation from approved departmental procurement plan	FMV - 27 - 02		0%		0%	0%	0%	0%	Quarterly updated departmental procurement plan	Director: Corporate Services



KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION										WEIGHT:				
Priority Area	Measurable Objectives	Strategy	KPI	Indicator Code	Programme Budget Allocation	Annual Target	Baseline	Planned Quarterly Targets				Evidence	Custodian	
								Qrt 1	Qrt 2	Qrt 3	Qrt 4			
PERFORMANCE MANAGEMENT	Strengthen Institutional Performance planning, Monitoring and Evaluation	Assessing a system of Accountability and Reporting.	Number of quarterly performance reports submitted on time (with POE)	GGPP - 16 - 01		4		1	1	1	1	Proof of submission to the Office of the Municipal Manager	Director Corporate Services	
RISK MANAGEMENT AND AUDIT FUNCTION	To submit four Strategic and Operational Risk Evaluation reports on an annual basis	Implementation of risk management strategy	Percentage implementation of the departmental risk register	GGPP - 20 - 01		100%		25%	50%	75%	100%	Updated risk register submitted to the risk management committee	Director Corporate Services	
	To improve internal control environment	Implementation of Internal Audit Charter and Risk based Audit Plan	Percentage response to internal audit RFPs and resolving issues raised	GGPP - 23 - 02		100%		100%	100%	100%	100%	Quarterly internal audit report submitted to Audit Committee	Director Corporate Services	

## 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.

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



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



COMPETANCY AREA	COMPETANCY REQUIREMENT	KNOWLEDGE AND SKILLS
		<ul style="list-style-type: none"> <li>Supporting the budget process, including preparing information supporting budget and identifying priorities and mandates for programmes in alignment with the integrated development plan (IDP).</li> <li>Supporting the accounting officer to oversee the financial management, tax implications of service delivery mechanisms (internal and external) including municipalities in the case of a municipality) and outsourced service agreements within the area of responsibility.</li> </ul>
	The ability to forecast revenue and expenditure, and assessing the impact thereof on the financial position and performance, within the area of responsibility.	<ul style="list-style-type: none"> <li>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 delivery, performance and financial position within the area of responsibility.</li> <li>Advise the accounting officer of resource requirements to implement strategies and the area of responsibility.</li> </ul>
3. Operational financial management	Within the area of responsibility, the ability to implement financial systems.	<ul style="list-style-type: none"> <li>For purposes of the area of responsibility, formulating and contributing to specific appropriate and accurate financial operating systems.</li> <li>Analysing regular reports, within the area of responsibility, relating to the measurement monitoring of financial information and performance, including the implementation of budget and service delivery and budget implementation plan (SDBIP).</li> <li>Implement adequate control of financial operating systems within the area of responsibility.</li> <li>Regular review of the efficiency and effectiveness of financial operating systems to changing needs within the area of responsibility.</li> </ul>
	The ability to understand the importance of maintaining sufficient working capital (cash flow/short term liquidity) to meet	<ul style="list-style-type: none"> <li>Within the area of responsibility, monitoring and advising the accounting officer of changes that may affect the working capital.</li> <li>Within the area of responsibility contributing to the prioritisation of working capital to strategies and goals.</li> </ul>



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



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



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



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



COMPETANCY AREA	COMPETANCY REQUIREMENT	KNOWLEDGE AND SKILLS
		<ul style="list-style-type: none"> <li>Ensuring that the management of risk (including the possible transfer of risk) with responsibility, includes consideration of potential risks relating to mechanisms for delivery (both internal and external), outsourced service agreements. In the case of 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</li> <li><b>Analysing the reports of the internal audit unit and the audit committee applying</b></li> <li>Understanding the local government environment (including legislative, social, political, economic) and the ability to analyse the financial and non-financial impact of change on external and internal environment that could affect the municipality/ municipal entity recognising when this necessitates change</li> <li>Managing and implementing change management within the area of responsibility</li> <li>The ability to be proactive and find creative and innovative solutions to change</li> <li>Consultation with and management of various stakeholders particular to the change</li> <li>Managing and resolving any resistance to change</li> <li>Contributing and supporting the accounting officer with the alignment of strategies with the need for change</li> </ul>
7. Project management	The ability to provide direction and guide project management within the area of responsibility	<ul style="list-style-type: none"> <li>Knowledge and understanding of project budgeting, human resource management, management, negotiation skills, service delivery mechanisms (internal and external) 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</li> <li>Within the area of responsibility, knowledge and basic understanding of the operational technical workings of local government services and facilities</li> <li>Supporting the accounting officer to analyse, evaluate and select project proposals includes, within the area of responsibility, aligning the selection of projects and project</li> </ul>



- outcomes with the integrated development plan (IDP), the budget and service delivery budget implementation plan (SDBIP)
- ✚ Within the area of responsibility, ensuring an analytical and methodical structuring and project planning. This is to ensure adequate control over projects and the effective and economic implementation and completion thereof to a high quality
  - ✚ Oversee and manage the establishment of project- and contract management capacity in the area of responsibility. This includes building capacity through appropriate training and allocation of resources.
  - ✚ Ensuring clear lines of accountability, regular monitoring, measuring and reporting performance of projects and contracts within the area of responsibility, including reporting to the accounting officer
  - ✚ Within the area of responsibility, ensuring regular reporting by external mechanism contractors and service providers, including the availability of adequate information 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 be in writing, include appropriate contract terms and conditions (including section 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 when required



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



# COMPETANCY AREA

## COMPETANCY REQUIREMENT

### KNOWLEDGE AND SKILLS

		<p>responsibility, regularly reporting these to the accounting officer and other role pla example, instances of non-compliance with the MFMA are required to be reported National Treasury</p> <ul style="list-style-type: none"> <li>Regularly monitor and report to accounting officer on the implementation of policie compliance with legislative requirements</li> <li>Regularly reviewing and, where necessary, proposing to the accounting officer am policies and in the case of a municipality also Bylaws and, within the area of respoi ensure their relevance and alignment with the strategies and goals</li> <li>Within the area of responsibility, monitor and ensure enforcement of municipal By-l including penalties and fines for non-compliance</li> <li>For purposes of the area of responsibility, regularly consider the impact of amendm Constitution, national and provincial legislation and policy, and the legislative frame governing local government on the municipality's By-laws and policies</li> </ul>
<p>9. Stakeholder relations</p>	<p>Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.</p>	<ul style="list-style-type: none"> <li>Within the area of responsibility, knowledge and understanding of stakeholders and recognising the varying relations required with stakeholders and the impact on the n and the municipality's impact on its stakeholders.</li> <li>Within the area of responsibility, establishing and maintaining effective and relevant stakeholder relations. This would include relations with the community, local busines benefit organisations and other spheres of government including neighbouring muni and relations for purposes of external service delivery mechanisms, outsourced serv agreements, etc and, in the case of a municipality, Public-Private Partnerships (PPP</li> <li>Within the area of responsibility, establishing and maintaining clear roles and respon service levels, reporting lines and communications with the accounting officer, senior</li> </ul>



COMPETANCY AREA	COMPETANCY REQUIREMENT	KNOWLEDGE AND SKILLS
10. 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 with its municipal entities, to ensure effective and relevant internal stakeholder relations</p> <ul style="list-style-type: none"> <li>Within the area of responsibility, ensuring stakeholder consultation (internal and external) advising the accounting officer on stakeholder consultation as envisaged and require Municipal Systems Act and the MFMA. This includes managing stakeholder expectations</li> <li>Knowledge and understanding of the legislative framework governing the supply chain management function (including the Municipal Supply Chain Management Regulations, Preferential Procurement Policy Framework Act, 2000, etc)</li> <li>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.</li> <li>Implementing and managing the implementation and enforcement of the supply chain management policy within the area of responsibility to ensure supply chain management is fair, transparent, competitive and cost effective</li> <li>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 persons in the service of the state, etc.</li> <li>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</li> <li>Within the area of responsibility, ensuring that unsolicited bids are considered in accordance with the framework contained in the Municipal Supply Chain Management Regulations</li> <li>Implementing and monitoring measures to combat abuse of the supply chain management system, fraud, corruption, favouritism and unfair and irregular practices</li> </ul>



## COMPETANCY AREA

### 11. Audit and Assurance

## COMPETANCY REQUIREMENT

The ability to support the audit process, in order to obtain the optimum level of assurance from the Auditor-General

## KNOWLEDGE AND SKILLS

- Within the area of responsibility, providing administrative support and ensuring accurate internal audit unit, audit committee and the Auditor-General to the financial records relevant information of the municipality or municipal entity to enable them to perform 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 relates to the area of responsibility
- Contribute to the timely preparation of accurate annual financial statements for audit in annual report(s) for the municipality and/ or its entities to the Auditor-General (refer to the MFMA). In the case of a municipality with sole/ effective control of a municipal entity includes consolidated financial statements of the municipality and such municipal entity
- Within the area of responsibility, ensuring and managing appropriate communication with Office of the Auditor-General
- During the audit, timeously responding to and coordinating responses within the area of responsibility to audit queries and requests for additional information
- The audit process provides the municipal council, the board of directors and stakeholders 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.