

PERFORMANCE PLAN
CHIEF FINANCIAL OFFICER
(DEPUTY MUNICIPAL MANAGER FINANCIAL SERVICES)
UMHLATHUZE MUNICIPALITY

This plan defines the Council's expectations of the Chief Financial Officer (CFO) in accordance with the Chief Financial Officer's performance agreement to which this document is attached. Section 57 (5) of the Municipal Systems Act and the Performance Regulations gazetted in Notice No 805, published on 1 August 2006, which provides that performance objectives and targets must be based on the key performance indicators set out from time to time in the Municipality's Integrated Development Plan and determined in agreement with the Municipal Manager (MM) (as representative of Council).

There are 6 parts to this plan:

1. A statement about the purpose of the position.
2. Performance review procedure
3. Functional alignment of the individual performance scorecard to the Integrated Development Plan of the organisation
4. Score card detailing key performance areas (KPA's) and their related performance indicators, weightings and target dates.
5. Competency Requirements
6. Consolidated score (Performance Assessment Calculator)

The period of this plan is from 01 July 2018 to 30 June 2019.

Signed and accepted by the **CHIEF FINANCIAL OFFICER (CFO)**:

Date: 25-07-2018

Signed by the **Municipal Manager (MM)** on behalf of Council:

Date: 27/7/2018

1. POSITION PURPOSE

To perform all the duties and functions of the Chief Financial Officer (CFO) as required by the relevant legislation or reasonably stipulated by the MM, to be accountable for the execution of all the directions and resolutions of the Municipality, the co-ordination of all the activities of the Municipality, to be accountable for the general supervision, control and efficiency of the Department of the Chief Financial Officer and to ensure compliance with all of the key performance areas as set out in the contract of employment between the Council and the Chief Financial Officer.

2. PERFORMANCE REVIEW PROCEDURE

1. A performance review will be held on a quarterly basis with a formal performance review bi-annually in December/January and in June/July after the end of the financial year with the understanding that review in the first and third quarter may be verbal if performance is satisfactory.
2. The MM may request input from agendas, minutes and "customers" on the CFO's performance throughout the review period. This may be done through discussion or by asking "customers" to complete a rating form to submit to the evaluation panel for consideration. Customers are people who are able to comment on the CFO's performance since they have worked closely with him on some or all aspects of his job.
3. **The CFO to prepare for quarterly performance evaluation by providing a brief description of achievements, including reference to evidence, supporting documentation (documents, reports and/or resolutions with dates of submission) in the relevant column in section 4 (KPA scorecard below). Achievements to be reported on cumulatively.**
4. The CFO to provide a rating for himself for the final assessment against the agreed objectives in the column provided in the KPA scorecard.
5. The CFO and Evaluation panel to meet to conduct formal performance rating and agree final scores. It may be necessary to have two meetings i.e. give the CFO scores and allow him time to consider them before final agreement. In the event of a disagreement, the evaluation panel has the final say with regard to the final score that is given.
6. The Evaluation panel to provide ratings of the CFO's performance against agreed objectives as a result of portfolio of evidence and/or comments and "customer" input.
7. Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet.
8. Any reasons for non-compliance should be recorded during the review session by keeping of minutes of the review session.
9. The assessment of the performance of the CFO will be based on the following rating scale for KPA's:

Terminology	Description	Rating Level
Outstanding Performance	Performance far exceeds the standard expected of the CFO at this level. The appraisal indicates that the CFO has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	5
Performance significantly above expectation	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the CFO has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	4
Fully Effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the CFO has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	3
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 CFO has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	2
Unacceptable Performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the CFO has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The CFO 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.	1

10. Only those items relevant for the review period in question should be scored.
11. The assessment of the performance of the CFO on all Competencies will be based on the rating scale as reflected in section 4 of the performance plan.
12. The MM and the CFO to prepare and agree on a personal development plan (PDP) for addressing developmental gaps.
13. The MM and CFO to set new objectives, targets, performance indicators, weightings and dates etc. for the following financial year.
14. Poor work performance will be dealt with in terms of regulation 32 (3) of the Performance Regulations gazetted in Notice No 805, published on 1 August 2006.

3. FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE INTEGRATED DEVELOPMENT PLAN (IDP) OF THE ORGANISATION

The Integrated Development Plan (IDP) 2017/2022 of the uMhlathuze Local Municipality is aligned to the prescribed National Key Performance Areas:

1. Good Governance and Public Participation
2. Basic Service Delivery
3. Local Economic Development
4. Institutional Development and Transformation
5. Financial Viability and Management
6. Cross Cutting

All departments within the organisation are accountable for the successful fulfilment of IDP specific programmes listed under each of the above National Key Performance Areas.

The Chief Financial Officer is directly accountable for the following IDP Programmes directly linked to the IDP Framework as indicated in the IDP column of the scorecard:

KPA 1 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
GOALS	OBJECTIVES	STRATEGIES
1.1 Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance	1.1.1 To ensure effective and efficient administration complying with its Legal Mandates	1.1.1.4 Development and review of policies that will lead to improved service delivery and legislative compliance
		1.1.1.5 Compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases
	1.1.2 To maintain an organizational performance management system as a tool to monitor progress on service delivery	1.1.2.1 Monitor evaluate measure and review the performance of the municipality against indicators and targets set in the IDP
	1.1.6 To bring the organisation to an enabled risk maturity level	1.1.6.1 Implement and maintenance of a sound enterprise risk management
		1.1.6.2 Implement and maintenance of a sound fraud risk management system
		1.1.6.3 Implement and maintenance of business continuity management
	1.1.7 Ensure reliability and maintain independence of internal audit activity	1.1.7.2 Effective and value adding internal audit activity

KPA 4 : MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION		
GOALS	OBJECTIVES	STRATEGIES
4.1 A Municipality that is Resourced and Committed to attaining the vision and mission of the organisation	4.1.1 To create an appropriate organisational climate that will attract and ensure retention of staff	4.1.1.2 Compliancy with Employment Equity Act
		4.1.1.3 Implement EAP programs that promote and support health and well-being of employees
		4.1.1.4 Improve Citizens Skills levels and education
		4.1.1.5 Create and maintain sound relationship between management and labour

KPA 5 : MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT		
GOALS	OBJECTIVES	STRATEGIES
5.1 Sound Financial- and Supply Chain Management	5.1.1 Compliance with financial legislation and policies	5.1.1.1 GRAP compliance
		5.1.1.2 mSCOA compliant
		5.1.1.3 Review of all financial related policies
		5.1.1.4 Compliance with all MFMA and related local government financial legislation
	5.2.1 Sustainable Financial and supply chain Management	5.2.1.1 Provide continuous Internal Communication on Budget and Financial Management matters
		5.2.1.2 Asset Accounting Management
		5.2.1.3 Accurate and timeous billing and receipting of revenue
		5.2.1.4 Apply Adequate Internal controls
		5.2.1.5 Demand and acquisition management
		5.2.1.6 Contracts and Logistics management
		5.2.1.7 Apply adequate financial management methodologies

4. FUNCTIONAL KEY PERFORMANCE AREA SCORECARD

STRATEGIC OBJECTIVE	No	IDP	PERFORMANCE INDICATOR	ANNUAL TARGET	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with brief descriptive achievements reported with reference to supportive documentation)				CFO SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1 30 September 2018	Q2 31 December 2018	Q3 31 March 2019	Q4 30 June 2019		
SOUND FINANCIAL VIABILITY AND MANAGEMENT												
KEY PERFORMANCE AREA: <i>Expenditure – (Budgeting and Reporting)</i>												
Effectively planning, executing and managing the budgeting process in accordance with the Municipal Finance Management Act, 2003	1.1.1	5.1.1.1	Approval of the 2019/2020 budget by Council in terms of Sec.24 (1) of the MFMA	Prepare and submit final 2019/2020 budget to Council for approval by 31 May 2019 in terms of Sec.24 (1) of the MFMA	11	a) Copy of item to EXCO b) Copy of EXCO resolution noting or adopting budget time schedule	<u>Target:</u> Key deadlines schedule to EXCO before 31 August 2018	<u>Target:</u>	<u>Target:</u> Draft budget to Council for approval by 22 March 2019	<u>Target:</u> Final budget to Council for approval by 30 May 2019		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
	1.1.2	5.1.1.1	Mid-Year Financial Review or the 2018/2019 budget in terms of S.72 of the MFMA	Prepare and submit the Mid-Year Financial Review or the 2018/2019 budget in terms of S.72 of the MFMA and the adjustments budget if required, by 25 Jan 2019	5	a) Copy of 2018/2019 mid-year financial review or adjustments budget & item to Council in terms of the MFMA b) Copy of Council resolution approving the financial review and/or the adjustments budget	<u>Target:</u>	<u>Target:</u>	<u>Target:</u> Mid-Year Financial Review by 25 January 2019	<u>Target:</u>		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
Submission of monthly, quarterly and annual financial reports and statements that comply with applicable legislation (GRAP and MFMA)	1.2.1	5.1.1.1	Submission of monthly financial reports to the Mayor within 10 working days after month end in terms of S.71 of the MFMA.	Prepare and submit monthly financial reports to the Mayor within 10 working days after month end in terms of S.71 of the MFMA, thereafter via the Finance Portfolio Committee within 30 days after month end.	5	a) Copies of monthly financial reports and item to Council and EXCO in terms of the MFMA b) Copy of the resolutions taken by EXCO in respect of the reports submitted.	<u>Target:</u> Copy of 3 monthly reports to Council	<u>Target:</u> Copy of 3 monthly reports to Council	<u>Target:</u> Copy of 3 monthly reports to Council	<u>Target:</u> Copy of 3 monthly reports to Council		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
	1.2.2	5.1.1.4	Submission of 2017/2018 financial statements to Auditor General by 31 August 2018 and	Submit completed 2017/2018 financial statements to Auditor General by 31 August 2018 in line	5	a) Copy of item together with financial statements to Council/Audit committee b) Copy of C/Res in respect of the	<u>Target:</u> 2017/2018 (AFS) Financial statements	<u>Target:</u> 2017/2018 AG Audit report submitted within 30 days of receipt from AG	<u>Target:</u>	<u>Target:</u>		

STRATEGIC OBJECTIVE	No	IDP	PERFORMANCE INDICATOR	ANNUAL TARGET	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with brief descriptive achievements reported with reference to supportive documentation)				CFO SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1 30 September 2018	Q2 31 December 2018	Q3 31 March 2019	Q4 30 June 2019		
			submission of the Audit Report on 2017/2018 financial year to Council via the Audit Committee not later than 30 days after receipt from the Auditor General.	with legislation and submit the Audit Report on 2017/2018 financial year to Council via the Audit Committee not later than 30 days after receipt from the Auditor General		financial statements c) Evidence of submission of AFS to the AG. d) Copy of item together with financial audit report on 2014/2017 financial year to Council e) Copy of Council Res.	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
	1.2.3	5.1.1.1	Contribution to the Annual Report by providing Departmental Annual report performance and Financial Statements for submission to the AG.	Contribute to the Annual Report by providing Departmental Annual report performance and Financial Statements for submission to the AG by 31 August 2018	3	a) Copy of AFS b) Copy of the financial component included in the Annual report	<u>Target:</u> Submit AFS to the AG by 31 Aug 2018 <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> <u>Achievements:</u> Target Met / Target Partially met Target Not met		
Revision of Service Delivery and Budget Implementation Plan (SDBIP) as per Section 69(3)(a) of the MFMA for the 2018/2019 financial year.	1.3.1	5.1.1.1	Submission of the draft SDBIP for 2019/2020 to the Mayor within 14 days after approval of budget by Council.	Prepare and submit the draft SDBIP for 2019/2020 to the Mayor within 14 days after approval of budget by Council.	4	a) Copy of item together with SDBIP to Council and resolution b) Copy of C/Res adopting the Budget c) Copy of receipt of draft SDBIP by the Mayor.	<u>Target:</u> <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Ensure draft SDBIP prepared together with the draft 2019/2021 budget and submitted to EXCO by 30 April 2019 <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Ensure submission of final SDBIP 2019/2020 to EXCO by 30 June 2019 and submission to National Treasury and Provincial treasury as legislated <u>Achievements:</u> Target Met / Target Partially met Target Not met		
	1.3.2	5.1.1.4	Quarterly SDBIP reports to the EXCO within 30 days of the last day of each quarter.	Submit quarterly progress report on SDBIP to the EXCO within 30 days of the last day of each quarter	5	a) Copy of item together with quarterly financial report to Exco/Council b) Copy of Promis accounting system figures to support quarterly SDBIP figures	<u>Target:</u> Quarterly report <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Quarterly report <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Quarterly report <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Quarterly report <u>Achievements:</u> Target Met / Target Partially met Target Not met		

STRATEGIC OBJECTIVE	No	IDP	PERFORMANCE INDICATOR	ANNUAL TARGET	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with brief descriptive achievements reported with reference to supportive documentation)				CFO SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1 30 September 2018	Q2 31 December 2018	Q3 31 March 2019	Q4 30 June 2019		
Monitoring of timely payment of creditors and salaries	1.4.1	5.1.1.3	Submission of monthly cash flow statement via the Finance Portfolio Committee to EXCO and Council together with creditors' age analysis.	Monitor the payment of creditors and salaries by submitting monthly cash flow statement via the Finance Portfolio Committee to EXCO and Council together with creditors' age analysis.	2	a) Copy of monthly cash flow statement b) Copy of creditors age analysis c) Item to Finance Portfolio committee d) Copy of Item to EXCO/Council e) Copy of Council resolution	<u>Target:</u> 3 Monthly cash flow statements • Creditors paid <30 days • Salaries and wages < 7 days after month end	<u>Target:</u> 3 Monthly cash flow statements • Creditors paid <30 days • Salaries and wages < 7 days after month end	<u>Target:</u> 3 Monthly cash flow statements • Creditors paid <30 days • Salaries and wages < 7 days after month end	<u>Target:</u> 3 Monthly cash flow statements • Creditors paid <30 days • Salaries and wages < 7 days after month end		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
	1.4.2	5.1.1.4	Ensure cash coverage of two times normal creditors.	Cash coverage of two times normal creditors by 30 Jun 2019	2	a) Copy of item to the Finance Portfolio committee, EXCO and Council b) Copy of resolutions	<u>Target:</u> 1.5 Quarterly report	<u>Target:</u> 1.5 Quarterly report	<u>Target:</u> 1.7 Quarterly report	<u>Target:</u> 2 Quarterly report		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
Ensure financial prudence with clean audit by the Auditor General	1.5.1	1.1.7.2	Audit Implementation Plan and resolution of audit management issues relating to Budget and treasury office that transpired from the 2017/18 audit exceptions by the AG	Develop Audit Implementation Plan and resolve 100% of audit management issues relating to Budget and treasury office for 2017/18 from audit exceptions from the AG by 30 Jun 2019	2	a. Copy of item to the Audit committee, EXCO and Council	<u>Target:</u> Submission of Annual Financial Statements for 2017/2018	<u>Target:</u> Clean Audit for 2017/2018	<u>Target:</u> Develop Audit Implementation Plan resolve at least 60% of audit management issues relating to Budget and treasury office for 2017/18 from audit exceptions from the AG.	<u>Target:</u> (1) Clean audit for 2017/2018 (2) Resolve 40% of audit management issues relating to Budget and treasury office for 2017/18 from audit exceptions from the AG.		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
	1.5.2	5.1.1.4	Debt coverage by own billed revenue must be below 30%	Debt coverage by own billed revenue to be below 30% up to 30 Jun 2019	2	a) Copy of item to the Finance Portfolio committee, EXCO and Council b) Copy of resolutions	<u>Target:</u> <30%	<u>Target:</u> <30%	<u>Target:</u> <30%	<u>Target:</u> <30%		
							<u>Achievements:</u> Target Met / Target Partially met	<u>Achievements:</u> Target Met / Target Partially met	<u>Achievements:</u> Target Met / Target Partially met	<u>Achievements:</u> Target Met / Target Partially met		

STRATEGIC OBJECTIVE	No	IDP	PERFORMANCE INDICATOR	ANNUAL TARGET	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with brief descriptive achievements reported with reference to supportive documentation)				CFO SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1 30 September 2018	Q2 31 December 2018	Q3 31 March 2019	Q4 30 June 2019		
							Target Not met	Target Not met	Target Not met	Target Not met		
	1.5.3	5.2.1.2	Asset Management from Financial component	Review of Asset Policy and verification of Assets from Financial component by 30 Jun 2019	2	a. Copy of item to the Finance Portfolio committee, EXCO and Council b. Copy of resolutions	<u>Target:</u> Review of Asset Policy by AFS Section <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Finalisation of Asset Verification timetable by AFS Section <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 75% assets verified <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 100% assets verified <u>Achievements:</u> Target Met / Target Partially met Target Not met		
					48							

KEY PERFORMANCE AREA: Revenue

Developing and maintaining of revenue enhancement policies in terms of the MFMA	2.1	5.1.1.3	Review revenue enhancement policies annually, i.e. Budget related Policies including (Rates and Tariffs, Bylaws, Credit control and Debt control Policies) and submit via the Finance Portfolio Committee to EXCO and Council for approval by 30 June 2019.	Review revenue enhancement policies annually, i.e. Budget related Policies including (Rates and Tariffs, Bylaws, Credit control and Debt control Policies) and submit via the Finance Portfolio Committee to EXCO and Council for approval by 30 June 2019	3	a) Copy of the revised tariff and rates policies b) Copy of items with revised policies to the Finance Portfolio committee, EXCO and Council c) Copy of resolutions	<u>Target:</u> <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Draft Budget reflecting Tariffs changes <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Submit Policies for approval to Council <u>Achievements:</u> Target Met / Target Partially met Target Not met		
Improvement on revenue collection	2.2	5.1.1.4	Submission of monthly outstanding debtors' to the Mayor within 10 working days after month end in terms of S.71 of the MFMA	Submit monthly outstanding debtors' to the Mayor within 10 working days after month end in terms of S.71 of the MFMA, thereafter via the Finance Portfolio Committee within 30	5	a) Copy of debtors' age analysis reflecting outstanding debtors by category and by area. b) Item with supporting docs to the Council c) Copy of resolution	<u>Target:</u> 3 monthly outstanding debtors' report <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 3 monthly outstanding debtors' report <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 3 monthly outstanding debtors' report <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 3 monthly outstanding debtors' report <u>Achievements:</u> Target Met / Target Partially met Target Not met		

STRATEGIC OBJECTIVE	No	IDP	PERFORMANCE INDICATOR	ANNUAL TARGET	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with brief descriptive achievements reported with reference to supportive documentation)				CFO SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1 30 September 2018	Q2 31 December 2018	Q3 31 March 2019	Q4 30 June 2019		
				days after month end up to 30 Jun 2019								
	2.3	5.1.1.4	Maintain the turnover rate of all outstanding monthly recurring rates and service charges between 14% to 20% and report monthly turnover rate and progress reports to Council.	Maintaining the turnover rate of all outstanding monthly recurring rates and service charges between 14% to 20% and report monthly turnover rate and progress reports to Council 30 Jun 2019	3	a) Copy of cash collection report reflecting cash collected for each month against the total revenue raised for each month on an incremental basis b) Item with supporting docs to the Council c) Copy of resolution	<u>Target:</u> Indicate the turnover rate at quarter end. 3 monthly progress reports to the Council Between 14 & 20 <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Indicate the turnover rate at quarter end. 3 monthly progress reports to the Council Between 14 & 20 <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Indicate the turnover rate at quarter end. 3 monthly progress reports to the Council Between 14 & 20 <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Indicate the turnover rate at quarter end. 3 monthly progress reports to the Council Between 14 & 20 <u>Achievements:</u> Target Met / Target Partially met Target Not met		
Ensure financial prudence with clean audit by the Auditor General	2.4	5.2.1.7	Revenue collected as a percentage of billed amount. (Collection Rate)	95% Revenue collection rate as a percentage of billed amount up to 30 Jun 2019	4	a) Copies of monthly financial reports and item to Council and EXCO in terms of the MFMA	<u>Target:</u> 95% collection rate <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 95% collection rate <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 95% collection rate <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 95% collection rate <u>Achievements:</u> Target Met / Target Partially met Target Not met		
					15							
KEY PERFORMANCE AREA: Supply Chain Management												
Supply Chain Management control in terms of regulations, policy and procedures	3.1.	5.2.1.5	Quarterly SCM reports to the Council within 30 days of end of each quarter in terms of Council policy.	Quarterly SCM reports to the Council within 30 days of end of each quarter in terms of Council policy up to 30 Jun 2019	4	a) Copy of the quarterly SCM report b) Copy of item to Finance Portfolio Com with recommendations in terms of adherence to SCM policy c) Copy of Council resolution	<u>Target:</u> Quarterly SCM reports on adherence to SCM policy <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Quarterly SCM reports on adherence to SCM policy <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Quarterly SCM reports on adherence to SCM policy <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Quarterly SCM reports on adherence to SCM policy <u>Achievements:</u> Target Met / Target Partially met Target Not met		
Controlling and monitoring of	3.2	5.2.1.5	Annual stock count for 2017/2018 financial year by	Annual stock count for 2017/2018 financial year	3	a) Copy of annual stock count report of 2014/2017 b) Copy of items to Council	<u>Target:</u> Annual stock count report for 2017/2018 by 30 August 2018 <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Within 10% Quarter 1 report on <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Within 10% Quarter 2 report on stock <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Within 10% Quarter 3 report on stock <u>Achievements:</u> Target Met / Target Partially met Target Not met		

STRATEGIC OBJECTIVE	No	IDP	PERFORMANCE INDICATOR	ANNUAL TARGET	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with brief descriptive achievements reported with reference to supportive documentation)				CFO SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1 30 September 2018	Q2 31 December 2018	Q3 31 March 2019	Q4 30 June 2019		
stores centres by performing quarterly stock counts			30 August 2018, and quarterly report on stock counts for the 2018	performed by 30 August 2018, and submit quarterly report on stock counts for the 2018/2019 to Council up to 30 Jun 2019		c) Copy of Council resolutions		stock count for 2018/2019	count for 2018/2019	count for 2018/2019		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
Ensure Financial prudence with clean audit by the Auditor General	3.3	5.2.1.5	Improved average turnaround of tender procurement processes in accordance with the procurement plan.	Improved average turnaround of tender procurement processes in accordance with the procurement plan with maxi turn-around time of 16 weeks up to 30 Jun 2019	2	a) Tenders approved by the Bid Adjudication Committee.	<u>Target:</u> 16 weeks	<u>Target:</u> 16 weeks	<u>Target:</u> 16 weeks	<u>Target:</u> 16 weeks		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
					9							
KEY PERFORMANCE AREA: Financial Management												
Developing and maintaining of expenditure management policies in terms of the MFMA	4.1	5.1.1.3	Revision of expenditure management policies, i.e. the Investment and Cash Management Policy, Credit and Debt Control Policy and the Indigent Policy annually for approval by Council	Review expenditure management policies, i.e. the Investment and Cash Management Policy, Credit and Debt Control Policy and the Indigent Policy annually and submit via the Finance Portfolio Committee to EXCO and Council for approval by 30 Jun 2019.	3	a) Copy of the revised Investment and Cash policy b) Copy of item with revised policy c) Copy of Council resolution	<u>Target:</u> Report on the policies reviewed in June 2018.	<u>Target:</u> Report progress on number of policies reviewed	<u>Target:</u> Report progress on number of policies reviewed	<u>Target:</u> Review policies in June for the next financial year		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
Administration and maintenance of an Asset Management System and	4.2	5.2.1.2	Maintaining of Asset Register in line with the prevailing accounting standards and	Maintain Asset Register in line with the prevailing accounting standards and include the figures in the Annual	4	a) Copy of asset register b) Copy of AFS c) Copy of item to Council d) Copy of resolution e) Copy of submission to the Auditor General	<u>Target:</u> Asset register figures to AG Signed Asset register to Portfolio Committee	<u>Target:</u> Signed Asset register to Portfolio Committee	<u>Target:</u> Signed Asset register to Portfolio Committee Asset register figures in Interim AFS to Audit Committee	<u>Target:</u> Reconciled Asset register figures to Audit Committee		

STRATEGIC OBJECTIVE	No	IDP	PERFORMANCE INDICATOR	ANNUAL TARGET	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with brief descriptive achievements reported with reference to supportive documentation)				CFO SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1 30 September 2018	Q2 31 December 2018	Q3 31 March 2019	Q4 30 June 2019		
Asset register			include the figures in the Annual Financial Statements of the 2017/2018 financial year for submission to Council and the Auditor General.	Financial Statements. (2017/2018 financial year) and submit to Council and the Auditor General by 30 Jun 2019		f) Reconciliation of GL to FAR as at 30 June 2018	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
Reporting on grants as gazetted	4.3	5.1.1.1	Monthly Grant reports on all DORA reportable grants received to the Municipal Manager within 10 days after receipt of payment from National Treasury	Monthly Grant reports on all DORA reportable grants received to the Municipal Manager within 10 days after receipt of payment from National Treasury up to 30 Jun 2019	3	a) Copy of monthly grant reports on all DORA reportable grants	<u>Target:</u> 3 monthly Grant reports included in Section 71 report <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 3 monthly Grant reports included in Section 71 report <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 3 monthly Grant reports included in Section 71 report <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 3 monthly Grant reports included in Section 71 report <u>Achievements:</u> Target Met / Target Partially met Target Not met		
Maintaining of an Investment Register	4.4	5.1.1.1	Quarterly reports of the investment register with details of investment, period, interest rate and term as part of the quarterly financial report via the Finance Portfolio Committee within 30 days after month end.	Quarterly reports of the investment register with details of investment, period, interest rate and term as part of the quarterly financial report via the Finance Portfolio Committee within 30 days after month end up to 30 Jun 2019	3	a) Copy of register and investments in quarterly financial report to Finance Portfolio Com b) Copy of Promis accounting system figures to support quarterly investment figures c) Copy of item to the Council	<u>Target:</u> quarterly target <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> quarterly target <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> quarterly target <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> quarterly target <u>Achievements:</u> Target Met / Target Partially met Target Not met		
Maintaining of a Loans Register	4.5	5.1.1.1	Quarterly report of details of all loans as part of the quarterly financial via the Finance Portfolio Committee within 30 days after month end.	Quarterly report of details of all loans as part of the quarterly financial via the Finance Portfolio Committee within 30 days after month end up to 30 Jun 2019	3	a) Copy of report with details of all loans as part of the item included in quarterly report to Finance Portfolio Com b) Copy of Promis figures aligned to the loans register to support loan figures in the report c) Copy of item to the Council	<u>Target:</u> Quarterly report <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Quarterly report <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Quarterly report <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Quarterly report <u>Achievements:</u> Target Met / Target Partially met Target Not met		

STRATEGIC OBJECTIVE	No	IDP	PERFORMANCE INDICATOR	ANNUAL TARGET	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with brief descriptive achievements reported with reference to supportive documentation)				CFO SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1 30 September 2018	Q2 31 December 2018	Q3 31 March 2019	Q4 30 June 2019		
Provide and maintain economic and social infrastructure-led economic growth and development	4.6	5.2.1.6	Percentage of Capital Budget on Finance departments' projects.	95% expenditure of Capital Budget on Finance departments' projects by 30 Jun 2019	2	a) Copy of SDBIP report with details of all Finance projects as submitted to Exco.	<u>Target:</u> 15% capital spend <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 40% capital spend <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 80% capital spend <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 95% capital spend <u>Achievements:</u> Target Met / Target Partially met Target Not met		
					18							
KEY PERFORMANCE AREA: Departmental Management												
Sufficient departmental response to internal and external audit and general enquiries and implement-approved recommendations timeously.	5.1	1.1.7.2	Coordination and implementation of Auditor General (AG) findings action plans to ensure an unqualified audit report(excluding activities requiring budget)	100% resolution of Auditor General (AG) findings contained on the AG action plan due within the area of responsibility of the Chief Financial Officer by 30 Jun 2019	4	a) Auditor General (AG) findings contained on the AG action plan b) Quarterly % resolution of Auditor General (AG) findings contained on the AG action plan	<u>Target:</u> Finalise 2016/2017 carried over Auditor General (AG) matters contained on the AG action plan <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 40% resolution of Auditor General (AG) findings contained on the AG action plan <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 80% resolution of Auditor General (AG) findings contained on the AG action plan <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 100% resolution of Auditor General (AG) findings contained on the AG action plan <u>Achievements:</u> Target Met / Target Partially met Target Not met		
Manage departmental risk identified in the organisational risk assessment register	5.2	1.1.6.1	Managing operational risks of the Financial Service Department	Managing the operational risks of the Financial Service Department by quarterly review and updating progress and sign off up to 30 Jun 2019	2	a) Quarterly risk assessment registers	<u>Target:</u> Quarterly updated and signed off CFO Department operational risk registers for review by CRO. <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Quarterly updated and signed off CFO Department operational risk registers for review by CRO. <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Quarterly updated and signed off CFO Department operational risk registers for review by CRO. <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Quarterly updated and signed off CFO Department operational risk registers for review by CRO. <u>Achievements:</u> Target Met / Target Partially met Target Not met		

STRATEGIC OBJECTIVE	No	IDP	PERFORMANCE INDICATOR	ANNUAL TARGET	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with brief descriptive achievements reported with reference to supportive documentation)				CFO SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1 30 September 2018	Q2 31 December 2018	Q3 31 March 2019	Q4 30 June 2019		
Creating sustainable livelihoods through the provision of integrated services to communities, promoting a better life for all (Sukuma Sakhe)	5.3	1.1.4	Processing of issues emanating from Operation Sukuma Sakhe structures affecting the Financial Services Department	100% processing of issues emanating from Operation Sukuma Sakhe structures affecting the Financial services Department up to 30 Jun 2019	2	a. List of all issues raised b. CFO responses	<u>Target:</u> 100% issues processed <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 100% issues processed <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 100% issues processed <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 100% issues processed <u>Achievements:</u> Target Met / Target Partially met Target Not met		
Ensure Institutionalisation of Batho Pele Culture	5.4	1.1.3	Implementation of Batho Pele Programme of action for the Financial Service Department	80% Implementation of Batho Pele programme of action for FS 2018/2019 by 30 Jun 2019.	2	a) Copy of finalized Batho Pele programme of action rollout plan for FS b) Quarterly progress on 2018/2019 implementation	<u>Target:</u> Finalize Batho Pele programme of action rollout plan for FS. <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 40% Implementation <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 60% Implementation <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 80% Implementation <u>Achievements:</u> Target Met / Target Partially met Target Not met		
					10							
TOTAL					100							

5. COMPETENCY REQUIREMENTS FOR THE CHIEF FINANCIAL OFFICER

Refer to separate document reflecting Competency requirements in terms of the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers (GN 21 of 17 February 2014). (Annexure A2 on DMS 1272969)

The ratings attached to this section will impact on the final performance score and will assist in identifying areas of development for inclusion in a personal development plan (PDP) for addressing developmental gaps.

6. CONSOLIDATED SCORE (Refer to Performance Assessment Rating Calculator)

The consolidated performance Evaluation Results will be attached separately to this Performance Plan

COMPETENCY FRAMEWORK – CHIEF FINANCIAL OFFICER

Competency Assessment Sheet

2018/2019

1. In terms of Local Government: Regulations on appointment and conditions of employment of Senior Managers, Reg. 21 of 17 January 2014, the "Core competencies" are competencies that cut across all levels of work in a municipality and enhance contextualised leadership that guarantees service delivery impact; and "Leading competencies" means competencies that are required to develop clear institutional strategy, initiate, drive and implement programs to achieve long-term sustainable and measurable service delivery performance results.
2. There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance.
3. All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance and is listed as follows:

LEADING COMPETENCIES		
COMPETENCY		Weighting
Strategic Direction and Leadership	<ul style="list-style-type: none"> Impact and Influence Institutional Performance Management Strategic Planning and Management Organisational Awareness 	9
People Management	<ul style="list-style-type: none"> Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and Dispute Management 	9
Program and Project Management	<ul style="list-style-type: none"> Program and Project Planning and Implementation Service Delivery Management Program and Project Monitoring and Evaluation 	9
Financial Management	<ul style="list-style-type: none"> Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Monitoring 	9
Change Leadership	<ul style="list-style-type: none"> Change Vision and Strategy Process Design and Improvement Change Impact Monitoring and Evaluation 	8
Governance Leadership	<ul style="list-style-type: none"> Policy Formulation Risk and Compliance Management Cooperative Governance 	8
WEIGHTING LEADING COMPETENCIES		52
CORE COMPETENCIES		
COMPETENCY		Weighting
Moral Competence		8
Planning and Organising		8
Analysis and Innovation		8
Knowledge and Information Management		8
Communication		8
Results and Quality Focus		8
WEIGHTING CORE COMPETENCIES		48
Total Percentage Weighting		100

4. The assessment of the manager on the performance of competencies will be based on the following rating scale:

Achievement Level	Description	SCORING
Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention	1 – 2
Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses	3
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses	4
Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods	5

5. The following competencies are to be evaluated during the Annual Performance Assessment:

COMPETENCY 1

Cluster		Leading Competencies	
Competency Name		Strategic Direction and Leadership	
Competency Definition		Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate	
List Key Indicators to define the competency achievement level			
ACHIEVEMENT LEVELS (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none">• Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate• Describe how specific tasks link to institutional strategies but has limited influence in directing strategy• Has a basic understanding of institutional performance management, but lacks the ability to Integrate systems into a collective whole• Demonstrate a basic understanding of key decision makers	<ul style="list-style-type: none">• Give direction to a team in realising the institution's strategic mandate and set objectives• Has a positive impact and influence on the morale, engagement and participation of team members• Develop actions plans to execute and guide strategy implementation• Assist in defining performance measures to monitor the progress and effectiveness of the institution• Displays an awareness of institutional structures and political factors• Effectively communicate barriers to execution to relevant parties• Provide guidance to all stakeholders in the achievement of the strategic mandate• Understand the aim and objectives of the institution and relate it to own work	<ul style="list-style-type: none">• Evaluate all activities to determine value and alignment to strategic intent• Display in-depth knowledge and understanding of strategic planning• Align strategy and goals across all functional areas• Actively define performance measures to monitor the progress and effectiveness of the institution• Consistently challenge strategic plans to ensure relevance• Understand institutional structures and political factors, and the consequences of actions• Empower others to follow strategic direction and deal with complex situations• Guide the institution through complex and ambiguous concern• Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	<ul style="list-style-type: none">• Structure and position the institution to local government priorities• Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework• Hold self-accountable for strategy execution and results• Provide impact and influence through building and maintaining strategic relationships• Create an environment that facilitates loyalty and innovation• Display a superior level of self-discipline and integrity in actions• Integrate various systems into a collective whole to optimise institutional performance management• Uses understanding of competing interests to manoeuvre successfully to a win/win outcome
WEIGHTING			9
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 2

Cluster		Leading Competencies	
Competency Name		People Management	
Competency Definition		Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	
List Key Indicators to define the competency achievement level			
ACHIEVEMENT LEVELS (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none">• Participate in team goal setting and problem solving• Interact and collaborate with people of diverse backgrounds• Aware of guidelines for employee development, but requires support in Implementing development initiatives	<ul style="list-style-type: none">• Seek opportunities to increase team contribution and responsibility• Respect and support the diverse nature of others and be aware of the benefits of a diverse approach• Effectively delegate tasks and empower others to increase contribution and execute functions optimally• Apply relevant employee legislation fairly and consistently• Facilitate team goal setting and problem solving• Effectively identify capacity requirements to fulfil the strategic mandate	<ul style="list-style-type: none">• Identify ineffective team and work processes and recommend remedial interventions• Recognise and reward effective and desired behaviour• Provide mentoring and guidance to others in order to increase personal effectiveness• Identify development and learning needs within the team• Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism• Inspire a culture of performance excellence by giving positive and constructive feedback to the team• Achieve agreement or consensus in adversarial environments• Lead and unite diverse teams across divisions to achieve institutional objectives	<ul style="list-style-type: none">• Develop and incorporate best practice people management processes, approaches and tools across the institution• Foster a culture of discipline, responsibility and accountability• Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution• Develop comprehensive integrated strategies and approaches to human capital development and management• Actively identify trends and predict capacity requirements to facilitate unified transition and performance management
WEIGHTING			9
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 3

Cluster	Leading Competencies		
Competency Name	Program and Project Management		
Competency Definition	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
List Key Indicators to define the competency achievement level			
ACHIEVEMENT LEVELS (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none">• Initiate projects after approval from higher authorities• Understand procedures of program and project management methodology, implications and stakeholder involvement• Understand the rational of projects in relation to the institution's strategic objectives• Document and communicate factors and risk associated with own work• Use results and approaches of successful project implementation as guide	<ul style="list-style-type: none">• Establish broad stakeholder involvement and communicate the project status and key milestones• Define the roles and responsibilities of the project team and create clarity around expectations• Find a balance between project deadline and the quality of deliverables• Identify appropriate project resources to facilitate the effective completion of the deliverables• Comply with statutory requirements and apply policies in a consistent manner• Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation	<ul style="list-style-type: none">• Manage multiple programs and balance priorities and conflicts according to institutional goals• Apply effective risk management strategies through impact assessment and resource requirements• Modify project scope and budget when required without compromising the quality and objectives of the project• Involve top-level authorities and relevant stakeholders in seeking project buy-in• Identify and apply contemporary project management methodology Influence and motivate project team to deliver exceptional results• Monitor policy implementation and apply procedures to manage risks	<ul style="list-style-type: none">• Understand and conceptualise the long-term implications of desired project outcomes• Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives• Consider and initiate projects that focus on achievement of the long-term objectives Influence people in positions of authority to implement outcomes of projects• Lead and direct translation of policy into workable actions plans• Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed
WEIGHTING			9
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 4

Cluster	Leading Competencies		
Competency Name	Financial Management		
Competency Definition	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		
List Key Indicators to define the competency achievement level			
ACHIEVEMENT LEVELS (RATING)			
BASIC 1 – 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
<ul style="list-style-type: none">• Understand basic financial concepts and methods as they relate to institutional processes and activities• Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems• Understand the importance of financial accountability• Understand the importance of asset control	<ul style="list-style-type: none">• Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate• Assess, identify and manage financial risks• Assume a cost saving approach to financial management• Prepare financial reports based on specified formats• Consider and understand the financial implications of decisions and suggestions• Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated• Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	<ul style="list-style-type: none">• Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility• Prepare budgets that are aligned to the strategic objectives of the institution• Address complex budgeting and financial management concerns• Put systems and processes in place to enhance the quality and integrity of financial management practices• Advise on policies and procedures regarding asset control• Promote National Treasury's regulatory framework for Financial Management	<ul style="list-style-type: none">• Develop planning tools to assist in evaluating and monitoring future expenditure trends• Set budget frameworks for the institution• Set strategic direction for the institution on expenditure and other financial processes• Build and nurture partnerships to improve financial management and achieve financial savings• Actively identify and implement new methods to improve asset control• Display professionalism in dealing with financial data and processes
WEIGHTING			9
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 5

Cluster	Leading Competencies		
Competency Name	Change Leadership		
Competency Definition	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		
List Key Indicators to define the competency achievement level			
ACHIEVEMENT LEVELS (RATING)			
BASIC 1 – 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
<ul style="list-style-type: none">• Display an awareness of change interventions, and the benefits of transformation initiatives• Able to identify basic needs for change• Identify gaps between the current and desired state• Identify potential risk and challenges to transformation, including resistance to change factors• Participate in change programs and piloting change interventions• Understand the impact of change interventions on the institution within the broader scope of Local Government	<ul style="list-style-type: none">• Perform an analysis of the change impact on the social, political and economic environment• Maintain calm and focus during change• Able to assist team members during change and keep them focused on the deliverables• Volunteer to lead change efforts outside of own work team• Able to gain buy-in and approval for change, from relevant stakeholders• Identify change readiness levels and assist in resolving resistance to change factors• Design change interventions that are aligned with the institution's strategic objectives and goals	<ul style="list-style-type: none">• Actively monitor change impact and results and convey progress to relevant stakeholders• Secure buy-in and sponsorship for change initiatives• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change• Take the lead in impactful change programs• Benchmark change interventions against best change practices• Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation• Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	<ul style="list-style-type: none">• Sponsor change agents and create a network of change leaders who support the interventions• Actively adapt current structures and processes to incorporate the change interventions• Mentor and guide team members on the effects of change resistance factors and how to integrate change• Motivate and inspire others around change initiatives
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 6

Cluster	Leading Competencies		
Competency Name	Governance Leadership		
Competency Definition	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		
List Key Indicators to define the competency achievement level			
ACHIEVEMENT LEVELS (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none">• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders• Provide input into policy formulation	<ul style="list-style-type: none">• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution• Actively drive policy formulation within the institution to ensure the achievement of objectives	<ul style="list-style-type: none">• Able to link risk initiatives into key institutional objectives and drivers• Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives• Demonstrate a thorough understanding of risk retention plans• Identify and implement comprehensive risk management systems and processes• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations	<ul style="list-style-type: none">• Demonstrate a high level of commitment in complying with governance requirements• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework• Able to advise Local Government on risk management strategies, best practice interventions and compliance management• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government• Able to shape, direct and drive the formulation of policies on a macro level
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 7

Cluster		Core Competencies	
Competency Name		Moral Competence	
Competency Definition		Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	
List Key Indicators to define the competency achievement level			
ACHIEVEMENT LEVELS (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none">• Realise the impact of acting with integrity, but requires guidance and development in implementing principles• Follow the basic rules and regulations of the institution• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	<ul style="list-style-type: none">• Conduct self in alignment with the values of Local Government and the institution• Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver• Actively report fraudulent activity and corruption within local government• Understand and honour the confidential nature of matters without seeking personal gain• Able to deal with situations of conflict of interest promptly and in the best interest of local government	<ul style="list-style-type: none">• Identify, develop, and apply measures of self-correction• Able to gain trust and respect through aligning actions with commitments• Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders• Present values, beliefs and ideas that are congruent with the institution's rules and regulations• Takes an active stance against corruption and dishonesty when noted• Actively promote the value of the institution to internal and external stakeholders• Able to work in unity with team and not seek personal gain• Apply universal moral principles consistently to achieve moral decisions	<ul style="list-style-type: none">• Create an environment conducive of moral practices• Actively develop and implement measures to combat fraud and corruption• Set integrity standards and shared accountability measures across the institution to support the objectives of local government• Take responsibility for own actions and decisions, even if the consequences are unfavourable
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 8

Cluster	Core Competencies		
Competency Name	Planning and Organising		
Competency Definition	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		
List Key Indicators to define the competency achievement level			
ACHIEVEMENT LEVELS (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none">• Able to follow basic plans and organise tasks around set objectives• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans• Able to follow existing plans and ensure that objectives are met• Focus on short term objectives in developing plans and actions• Arrange information and resources required for a task, but require further structure and organisation	<ul style="list-style-type: none">• Actively and appropriately organise information and resources required for a task• Recognise the urgency and importance of tasks• Balance short and long-term plans and goals and incorporate into the team's performance objectives• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources• Measures progress and monitor performance results	<ul style="list-style-type: none">• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation• Identify in advance required stages and actions to complete tasks and projects• Schedule realistic timelines, objectives and milestones for tasks and projects• Produce clear, detailed and comprehensive plans to achieve institutional objectives• Identify possible risk factors and design and Implement appropriate contingency plans• Adapt plans in light of changing circumstances• Prioritise tasks and projects according to their relevant urgency and importance	<ul style="list-style-type: none">• Focus on broad strategies and initiatives when developing plans and actions• Able to project and forecast short, medium and long term requirements of the institution and local government• Translate policy into relevant projects to facilitate the achievement of institutional objectives
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 9

Cluster	Core Competencies		
Competency Name	Analysis and Innovation		
Competency Definition	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		
List Key Indicators to define the competency achievement level			
ACHIEVEMENT LEVELS (RATING)			
BASIC 1 – 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
<ul style="list-style-type: none">Understand the basic operation of analysis, but lack detail and thoroughnessAble to balance independent analysis with requesting assistance from othersRecommend new ways to perform tasks within own functionPropose simple remedial interventions that marginally challenges the status quoListen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	<ul style="list-style-type: none">Demonstrate logical problem solving techniques and approaches and provide rationale for recommendationsDemonstrate objectivity, insight, and thoroughness when analysing problemsAble to break down complex problems into manageable parts and identify solutionsConsult internal and external stakeholders on opportunities to improve processes and service deliveryClearly communicate the benefits of new opportunities and innovative solutions to stakeholdersContinuously identify opportunities to enhance internal processesIdentify and analyse opportunities conducive to innovative approaches and propose remedial intervention	<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniquesEngage with appropriate individuals in analysing and resolving complex problemsIdentify solutions on various areas in the institutionFormulate and implement new ideas throughout the institutionAble to gain approval and buy- in for proposed interventions from relevant stakeholdersIdentify trends and best practices in process and service delivery and propose institutional applicationContinuously engage in research to identify client needs	<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniquesCreate an environment conducive to analytical and fact-based problem-solvingAnalyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrenceCreate an environment that fosters innovative thinking and follows a learning organisation approachBe a thought leader on innovative customer service delivery, and process optimisationPlay an active role in sharing best practice solutions and engage in national and international local government seminars and conferences
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 10

Cluster	Core Competencies		
Competency Name	Knowledge and Information Management		
Competency Definition	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		
List Key Indicators to define the competency achievement level			
ACHIEVEMENT LEVELS (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none">• Collect, categorise and track relevant information required for specific tasks and projects• Analyse and interpret information to draw conclusions• Seek new sources of information to increase the knowledge base• Regularly share information and knowledge with internal stakeholders and team members	<ul style="list-style-type: none">• Use appropriate information systems and technology to manage institutional knowledge and information sharing• Evaluate data from various sources and use information effectively to influence decisions and provide solutions• Actively create mechanisms and structures for sharing of information• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	<ul style="list-style-type: none">• Effectively predict future information and knowledge management requirements and systems• Develop standards and processes to meet future knowledge management needs• Share and promote best practice knowledge management across various institutions• Establish accurate measures and monitoring systems for knowledge and information management• Create a culture conducive of learning and knowledge sharing• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	<ul style="list-style-type: none">• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information• Establish partnerships across local government to facilitate knowledge management• Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach• Recognise and exploit knowledge points in interactions with internal and external stakeholders
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 11

Cluster	Core Competencies		
Competency Name	Communication		
Competency Definition	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		
List Key Indicators to define the competency achievement level			
ACHIEVEMENT LEVELS (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none">• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools• Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration• Disseminate and convey information and knowledge adequately	<ul style="list-style-type: none">• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs• Adapt communication content and style to suit the audience and facilitate optimal information transfer• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders• Compile clear, focused, concise and well-structured written documents	<ul style="list-style-type: none">• Effectively communicate high-risk and sensitive matters to relevant stakeholders• Develop a well-defined communication strategy• Balance political perspectives with institutional needs when communicating viewpoints on complex issues• Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution• Able to communicate with the media with high levels of moral competence and discipline	<ul style="list-style-type: none">• Regarded as a specialist in negotiations and representing the institution• Able to inspire and motivate others through positive communication that is impactful and relevant• Creates an environment conducive to transparent and productive communication and critical and appreciative conversations• Able to coordinate negotiations at different levels within local government and externally
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 12

Cluster	Core Competencies		
Competency Name	Results and Quality Focus		
Competency Definition	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		
List Key Indicators to define the competency achievement level			
ACHIEVEMENT LEVELS (RATING)			
BASIC 1 – 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
<ul style="list-style-type: none">• Understand quality of work but requires guidance in attending to important matters• Show a basic commitment to achieving the correct results• Produce the minimum level of results required in the role• Produce outcomes that is of a good standard• Focus on the quantity of output but requires development in incorporating the quality of work• Produce quality work in general circumstances, but fails to meet expectation when under pressure	<ul style="list-style-type: none">• Focus on high priority actions and does not become distracted by lower-priority activities• Display firm commitment and pride in achieving the correct results• Set quality standards and design processes and tasks around achieving set standards• Produce output of high quality Able to balance the quantity and quality of results in order to achieve objectives• Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	<ul style="list-style-type: none">• Consistently verify own standards and outcomes to ensure quality output• Focus on the end result and avoids being distracted• Demonstrate a determined and committed approach to achieving results and quality standards• Follow task and projects through to completion• Set challenging goals and objectives to self and team and display commitment to achieving expectations• Maintain a focus on quality outputs when placed under pressure• Establishing institutional systems for managing and assigning work,• Defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	<ul style="list-style-type: none">• Coach and guide others to exceed quality standards and results• Develop challenging, client-focused goals and sets high standards for personal performance• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required• Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations• Take appropriate risks to accomplish goals• Overcome setbacks and adjust action plans to realise goals• Focus people on critical activities that yield a high impact
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			