



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

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

MR JOHANN METTLER

AND

**THE EXECUTIVE DIRECTOR: SPORT, RECREATION, ARTS AND
CULTURE**

MRS NOXOLO NQWAZI

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 2017/18 (1 JULY 2017 - 30 JUNE 2018)

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SECTION A: NOXOLO NQWAZI

PREAMBLE

The performance agreement is divided into five sections:

- **Section A:** Performance Agreement
- **Section B:** Performance Plan
- **Section C:** Core Competency Requirements
- **Section D:** Assessment Rating Calculator
- **Section E:** Personal Development Plan

1. PARTIES

The parties to this Agreement are:

1.1 The Nelson Mandela Bay Metropolitan Municipality ("the Employer").

1.2 **Mrs N Nqwazi** of the Employer ("the Employee").

2. INTRODUCTION

2.1 The Employer has entered into a contract of employment with the Employee in terms of Section 57(1) (a) of the Local Government: Municipal Systems Act, No. 32 of 2000 ("the Systems Act").

2.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.

2.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will achieve local government policy goals.

2.4 The parties wish to ensure full compliance with Sections 57(4B) and 57(5) of the Systems Act.

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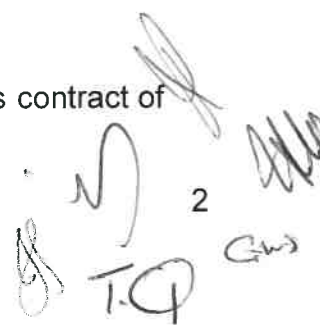
3. PURPOSE OF AGREEMENT

The purpose of this Agreement is to -

- 3.1 comply with the provisions of Section 57(1) (b), (4B) and (5) of the Systems Act, as well as with the employment contract entered into between the parties;
- 3.2 specify objectives and targets defined and agreed with the Employee and to communicate to the Employee the Employer's expectations regarding his performance and accountabilities in alignment with the Integrated Development Plan (IDP), the Service Delivery and Budget Implementation Plan (SDBIP), as well as the Budget of the Municipality;
- 3.3 specify accountabilities as set out in a Performance Plan, which constitutes Section B of this Performance Agreement;
- 3.4 monitor and measure performance against set targeted outputs;
- 3.5 use this Performance Agreement as the basis for assessing whether the Employee has met the performance expectations applicable to his position;
- 3.6 appropriately reward the Employee in the event of outstanding performance; and
- 3.7 give effect to the Employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

4. COMMENCEMENT AND DURATION

- 4.1 This Agreement shall commence on **01 July 2017** and shall remain in force until **30 June 2018**. Upon the expiry of this Performance Agreement and in the event that the employee is still in the service of the Municipality, a new Performance Agreement shall be concluded between the parties.
- 4.2 This Agreement will terminate on the termination of the Employee's contract of employment, for any reason.



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- 4.3 The content of this Agreement may be revised at any time during the above-mentioned period, to determine the applicability of the matters agreed upon.
- 4.4 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 content of this Agreement is no longer appropriate, the content must be revised immediately.

5. PERFORMANCE OBJECTIVES

5.1 The Performance Plan (Section B) sets out –

- 5.1.1 the performance objectives and targets that must be met by the Employee; and
- 5.1.2 the timeframes within which those performance objectives and targets must be met.

5.2 The performance objectives and targets reflected in Section B are set by the Employer in consultation with the Employee and based on the Integrated Development Plan (IDP), the Service Delivery and Budget Implementation Plan (SDBIP), as well as the Budget of the Employer, and shall include key objectives, key performance indicators, target dates and weightings.

- 5.2.1 The Key Performance Areas (KPAs) describe the key functional areas of responsibility.
- 5.2.2 The key objectives describe the main tasks that need to be done.
- 5.2.3 The key performance indicators (KPI) provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 5.2.4 The target dates describe the timeframe in which the work must be achieved.
- 5.2.5 The weightings indicate the relative importance of the key objectives to each other.

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- 5.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

6. PERFORMANCE MANAGEMENT SYSTEM

- 6.1 The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the Municipality.
- 6.2 The Employee accepts that the purpose of the Performance Management System will be to provide a comprehensive system of specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 6.3 The Employer will consult the Employee about the specific performance standards that will be included in the Performance Management System, as applicable to the Employee.
- 6.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the Employee's responsibilities) within the local government framework.
- 6.5 The criteria, upon which the performance of the Employee must be assessed, shall consist of two components, both of which must be contained in the Performance Agreement.
- 6.5.1 The Employee must be assessed against both components, with a weighting of 80:20 respectively allocated to the KPAs and the Core Competency Requirements (CCRs).
- 6.5.2 Each area of assessment will be weighted and shall contribute a specific part to the total score.
- 6.5.3 KPAs covering the main areas of work will account for 80%, while of the final assessment, CCRs will account for 20%.
- 6.6 The Employee's performance assessment shall be based on performance in terms of the outputs/outcomes (performance indicators) identified as per the

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attached Performance Plan (Section B), which are linked to KPAs, which constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

NO	Key Performance Areas (KPAs)	Weighting
1	Basic Service Delivery	39%
2	Municipal Institutional Development and Transformation	19%
3	Local Economic Development	25%
4	Municipal Financial Viability and Management	12%
5	Good Governance and Public Participation	5%
TOTAL PERCENTAGE		100%

- 6.7 The following CCRs, which are critical to the employee's specific job, shall make up the other 20% of the Employee's assessment score and must be considered with due regard to the proficiency level agreed to.

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)			
CORE MANAGERIAL COMPETENCIES		INDICATE CHOICE	WEIGHT
1	Financial management	Compulsory	9%
2	People management and empowerment	Compulsory	9%
3	Client orientation and customer focus	Compulsory	9%
4	Honesty and integrity	Not Compulsory	8%

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CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)			
FINANCIAL AND SUPPLY CHAIN MANAGEMENT COMPETENCY AREAS		INDICATE CHOICE	WEIGHT
5	Strategic leadership and management	Compulsory	9%
Operational financial management (<i>See financial management under core managerial competencies</i>)			
6	Governance, ethics and values in financial management	Compulsory	9%
7	Financial and performance reporting	Compulsory	9%
8	Risk and change management	Compulsory	9%
9	Project Management	Compulsory	7%
10	Legislation, policy and implementation	Compulsory	7%
11	Supply Chain Management	Compulsory	8%
12	Audit and assurance	Compulsory	7%
TOTAL PERCENTAGE			100 %

7. EVALUATING PERFORMANCE

7.1 The Performance Plan (Section B) sets out –

7.1.1 the standards to be met by the Employee; and

7.1.2 the intervals for the evaluation of the Employee's performance.

7.2 Schedule for Performance reviews / evaluations.

7.2.1 The employee must be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

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REVIEW / EVALUATION	PERIOD	DATE
First Quarter Review	July – September	02 November 2017
Second Quarter Review	October – December	Review date to be determined in line with 2018 Council Calendar of meetings.
Third Quarter Review	January – March	Review date to be determined in line with 2018 Council Calendar of meetings
Fourth Quarter Review	April – June	Review date to be determined in line with 2018 Council Calendar of meetings
Annual Performance Evaluation	July – June	Evaluation date to be determined in line with 2018 Council Calendar of meetings.

7.2.2 Despite the establishment of agreed intervals for evaluation, the Employer may, in addition, review the Employee's performance at any stage while the contract of employment remains in force.

7.3 Personal growth and development needs identified during any performance review discussion, if any, must be documented in a Personal Development Plan, as well as the actions agreed to, and implementation must take place within set time frames (Refer to Section E of this agreement).

7.4 The Employee's performance shall be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

7.5 The annual performance review shall involve:

7.5.1 **Assessment of achievement of results, as outlined in performance plan:**

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- (a) Each KPA shall be assessed according to the extent to which the specified standards and performance indicators have been met and with due regard to *ad hoc* tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale must be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to Clause 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

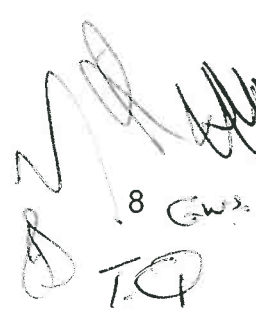
7.5.2 Assessment of CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale must be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to Clause 7.5.3) must then be used to add the scores and calculate a final CCR score.

7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator (see Section D). Such overall rating represents the outcome of the performance appraisal.

7.6 The assessment of the performance of the Employee shall be based on the following rating scale for KPAs and CCRs:



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Level	Terminology	Description	Rating				
			1	2	3	4	5
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 has 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 per KPA and fully achieved all others throughout the year.					
3	Performance fully effective	Performance fully meets the standards expected in all areas of the position. 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 the key performance criteria and indicators, as specified in the Performance Agreement and Performance Plan.					


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Level	Terminology	Description	Rating				
			1	2	3	4	5
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.					

7.7 For purposes of evaluating the performance of the **employee**, an evaluation panel constituted of the following persons must be established -

- (a) Municipal Manager;
- (b) Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee;
- (c) Member of the Mayoral Committee; and
- (d) Municipal Manager from another Municipality.

7.8 The Executive Director responsible for the human resources function of the Municipality must provide secretariat services to the evaluation panel.

7.9 The Chief Operating Officer shall co-ordinate the performance management process including the evaluation, implementation and management of performance outcomes.

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8. SCHEDULE FOR QUARTERLY PERFORMANCE REVIEWS

- 8.1 The Employer must conduct performance reviews on a quarterly basis during the financial year.
- 8.2 The Employer must keep a record of performance review meetings.
- 8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 8.4 The Employer will be entitled to review and make reasonable changes to the provisions of Section B from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 8.5 The Employer may amend the provisions of Section B whenever the performance management system is adopted, implemented and/or amended, as the case may be, in which case the Employee will be fully consulted before any such change is made.
- 8.6 The Employer shall within a reasonable period after each quarter deliver to the Employee a written report setting forth the results of the relevant assessment.

9. OBLIGATIONS OF EMPLOYER

- 9.1 The Employer must –
 - 9.1.1 create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 provide access to skills development and capacity building opportunities;
 - 9.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;


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- 9.1.4 at the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him in meeting the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will, amongst others –

10.1.1 have a direct effect on the performance of any of the Employee's functions;

10.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 have a substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 9.1 as soon as is reasonably practicable, to enable the Employee to take the necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance, as reflected in the table below.


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FINAL SCORE (%)	PERFORMANCE BONUS (%)
Less than 100%	Remedial Action
100% – 129%	No Bonus
130% – 139%	5%
140% – 149%	9%
150% – 159%	10%
160% – 167%	14%

11.2 In the case of unacceptable performance, the Employer shall –

11.2.1 provide systematic remedial or developmental support to assist the Employee to improve his performance; and

11.2.2 after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or his duties.

12. DISPUTE RESOLUTION

12.1 If the Parties are in dispute, they will use their best endeavours to resolve the dispute through mediation. In the event of the Parties being unable to resolve the dispute by way of mediation, then the dispute between the parties will be determined in accordance with the arbitration procedures detailed below.

12.2 Unless otherwise provided for in this agreement, any dispute between the Parties hereto (and which dispute has previously been submitted to mediation without resolution) in regard to–

12.2.1 The interpretation of; or

12.2.2 The effect of; or

12.2.3 The carrying out of; or

12.2.4 Any other matter arising directly or indirectly out of this Agreement; shall be submitted to, and decided by arbitration.

12.3 The arbitration will be held in Port Elizabeth informally, but otherwise under the provisions of the Arbitration Act 1965, as amended from time to time, or any act passed in substitution for it, it being the intention that the arbitration will as far as possible be held and concluded within twenty-one (21) days after it has been demanded. All parties are entitled to be represented at the arbitration.

12.4 The arbitrator shall be, if the matter in dispute is:-

12.4.1 Primarily an accounting matter, an independent chartered accountant of not less than fifteen (15) years standing, practicing as a registered auditor, agreed upon between the Parties;

12.4.2 Primarily a legal matter, a practicing attorney of not less than fifteen (15) years' standing, or a Senior Counsel, agreed upon between the Parties;

12.4.3 Any other matter, an independent person agreed upon between the Parties.

12.5 If the Parties cannot agree whether any matter in dispute falls under Clauses 12.4.1 or 12.4.2 within seven (7) days, then that dispute will be submitted for decision in terms of Clause 12.4.3 above within seven (7) days after the Parties have so failed to agree, so that the arbitration can be held and concluded as far as possible within the period of twenty-one (21) days referred to above.

12.6 If the Parties are agreed as to whether any matter in dispute falls under clauses 12.4.1 or 12.4.2 above, or should a determination be made in terms of Clause 12.4.3 above, but fail to agree on the appointment of an arbitrator, such failure to agree shall be referred to the most senior executive officer of the association representing the particular profession concerned, and in the case of Clause 12.4.3 above, to the President for the time being of the Law Society of the Cape for the appointment of arbitrator.

12.7 The decision of the arbitrator will be final and binding upon all the Parties and shall be carried into effect and may be made an order of any competent court,

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including any decision regarding the costs of the arbitration that the arbitrator shall be empowered to make.

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Section B must be made available to the public by the Employer.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The annual performance evaluation results of the Executive Director must be submitted to the MEC responsible for local government in the province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.


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SECTION B: PERFORMANCE PLAN

1. PURPOSE

This Performance Agreement defines Council's expectations of the Executive Director's performance, of which the Performance Plan is a part. Section 57(5) of the Municipal Systems Act provides that performance objectives and targets must be based on key performance indicators, as set in the Municipality's Integrated Development Plan (IDP) and must be reviewed annually.

2. KEY RESPONSIBILITIES

The following objectives of local government inform the Executive Director's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. KEY PERFORMANCE AREAS

The following Key Performance Areas (KPAs) set in line with the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006), Government Gazette No29089, inform the Integrated Development Plan Pillars listed in the Performance Plan in Section B of this agreement:

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- KPA 1:** Basic service delivery.
- KPA 2:** Municipal institutional development and transformation.
- KPA 3:** Local economic development.
- KPA 4:** Municipal financial viability and management.
- KPA 5:** Good governance and public participation.

as well as the core competency requirements as outlined in Section C of this agreement.

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SECTION B1: 2017/18 PERFORMANCE PLAN: SPORT, RECREATION, ARTS AND CULTURE

KEY PERFORMANCE AREA (KPA)	IDP PILLAR	KPI NO	KEY PERFORMANCE INDICATOR (KPI)	TARGET - QUARTER ENDING 30 SEPTEMBER 2017	TARGET - QUARTER ENDING 31 DECEMBER 2017	TARGET - QUARTER ENDING 31 MARCH 2018	TARGET - QUARTER ENDING 30 JUNE 2018	2017/18 ANNUAL TARGET	VOTE NUMBER/ PROJECT ID	DESCRIPTION	BUDGET (RAND AMOUNT)	RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED RATING SCALE	INTERPRETATION OF WEIGHTING	WEIGHTING	TOTAL
KPA 1: BASIC SERVICE DELIVERY	PILLAR 5: THE CARING CITY	1	% completion of the upgrade of the changing rooms and ablutions at Walmer/Fountain Road Sports Field	15%	25%	55%	90%	55%	Project ID: 19980285	Upgrade Existing Sports Facilities	11,000,000	Contractor appointment letter Contractor Progress report Project plan	5: 55% completed by April 2018 4: 55% completed by May 2018 3: 55% completed by June 2018 2: Below 55% down to 35% completed by June 2018 1: Below 35% completed by June 2018	5%		
KPA 1: BASIC SERVICE DELIVERY	PILLAR 5: THE CARING CITY	2	% completion of the upgrade of the changing rooms and ablutions at Mqolomba Sports Field	15%	25%	55%	90%	90%	Project ID: 20162354	KwaNobuhle Sports Complex	3,760,000	Contractor appointment letter Contractor Progress report Project plan	5: 90% completed by April 2018 4: 90% completed by May 2018 3: 90% completed by June 2018 2: Below 90% down to 75% completed by June 2018 1: Below 75% completed by June 2018	5%		
KPA 1: BASIC SERVICE DELIVERY	PILLAR 5: THE CARING CITY	3	% completion of the Main Library Restoration Upgrade	30%	35%	42%	48%	48%	20060113	Upgrade and Restoration of Libraries	13,000,000 (Rolled over from 2016/17 financial year)	Contractor appointment letter Contractor Progress report Project plan	5: 48% of the Main Library Restoration upgrade completed in line with project plan by April 2018 4: 48% of the Main Library Restoration upgrade completed in line with project plan by May 2018 3: 48% of the Main Library Restoration upgrade completed in line with project plan by June 2018 2: 48% of the Main Library Restoration upgrade completed in line with project plan by June 2018 with over expenditure on the budget 1: Main Library Restoration upgrade not completed by June 2018	5%	39%	
KPA 1: BASIC SERVICE DELIVERY	PILLAR 6: THE FORWARD THINKING CITY	4	Number of sports facilities provided with rain water tanks	2 rain water tanks	4 rain water tanks	7 rain water tanks	10 rain water tanks	10 rain water tanks	00646297	Finished Goods	150,000	Photos	5: 10 rain water tanks provided by April 2018 4: 10 rain water tanks provided by May 2018 3: 10 rain water tanks provided by June 2018 2: Below 10 down to 8 rain water tanks provided by June 2018 1: Below 8 rain water tanks provided by June 2018	4%		
KPA 1: BASIC SERVICE DELIVERY	PILLAR 6: THE FORWARD THINKING CITY	5	Number of sports facilities provided with boreholes	Tender advertised	Contractor appointed	1	2	2	00646344	Maintenance of building Infrastructure	200,000	Copy of the tender Contractor appointment letter	5: 2 boreholes provided by April 2018 4: 2 boreholes provided by May 2018 3: 2 boreholes provided by June 2018 2: Below 2 down to 1 borehole provided by June 2018 1: No sports facilities provided with boreholes by June 2018	4%		

SECTION B1: 2017/18 PERFORMANCE PLAN: SPORT, RECREATION, ARTS AND CULTURE															
KEY PERFORMANCE AREA (KPA)	IDP PILLAR	KPI ON	KEY PERFORMANCE INDICATOR (KPI)	TARGET - QUARTER ENDING 30 SEPTEMBER 2017	TARGET - QUARTER ENDING 31 DECEMBER 2017	TARGET - QUARTER ENDING 31 MARCH 2018	TARGET - QUARTER ENDING 30 JUNE 2018	2017/18 ANNUAL TARGET	VOTE NUMBER/ PROJECT ID	DESCRIPTION	BUDGET (RAND AMOUNT)	RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED RATING SCALE	INTERPRETATION OF	WEIGHTING
KPA 1: BASIC SERVICE DELIVERY	PILLAR 2: THE OPPORTUNITY CITY	6	% completion of St George's Cricket Stadium upgrade	Business Plan in respect of the St George's Cricket Stadium upgrade received from the Eastern Province Cricket Union	Funds transferred to the Eastern Province Cricket Union	Progress Report based on the St George's Cricket Stadium Upgrade Business Plan submitted to the Sports, Recreation, Arts and Culture standing Committee	100% (Pollock Pavilion, Duckpond Pavilion, Frielinghause Pavilion and the Terrace upgrade completed)	100% (Pollock Pavilion, Duckpond Pavilion, Frielinghause Pavilion and the Terrace upgrade completed)	On 7 June 2017, Council resolved to provide R5 400,000 budget for the implementation of this project in the 2017/18 financial year.			Implementation plan Report from EP Cricket Union	5: 100% completed by April 2018 4: 100% completed by May 2018 3: 100% completed by June 2018 2: Below 100% down to 90% completed by June 2018 1: Below 90% completed by June 2018		5%
KPA 1: BASIC SERVICE DELIVERY	PILLAR 2: THE OPPORTUNITY CITY	7	% completion of Mendi Cultural Centre upgrade	Contract Appointed	20%	50%	90%	90% (Phase 1)	20100104	Repairs and Maintenance	2,500,000	Contractor appointment letter Contractor Progress report Project plan	5: 90% completed by April 2018 4: 90% completed by May 2018 3: 90% completed by June 2018 2: Below 90% down to 65% completed by June 2018 1: Below 65% completed by June 2018		4%
KPA 1: BASIC SERVICE DELIVERY	PILLAR 2: THE OPPORTUNITY CITY	8	% completion of Kings Beach ablution facilities upgrade	Contractor Appointed	40%	80%	100%	100%	20030795	Upgrade Beachfront-Tourism	600,000	Contractor appointment letter Contractor Progress report Project plan	5: 100% completed by April 2018 4: 100% completed by May 2018 3: 100% completed by June 2018 2: Below 100% down to 80% completed by June 2018 1: Below 80% completed by June 2018		5%
KPA 1: BASIC SERVICE DELIVERY	PILLAR 2: THE OPPORTUNITY CITY	9	Developing a management model for all municipal resorts	Consultant Appointed	Draft Resorts Policy in place	Draft Management Model in place	Management model adopted by Council	Management model adopted by Council	00656236	Business and Advisory Research and Advisory	200,000	Model for Municipal Resorts	5: A management model for all municipal resorts developed by December 2017 4: A management model for all municipal resorts developed by March 2018 3: A management model for all municipal resorts developed by June 2018 2: Draft management model for all municipal resorts developed by June 2018 1: No management model for all municipal resorts developed by June 2018		2%
KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	PILLAR 1: THE WELL RUN CITY	10	% Sport, Recreation, Arts and Culture KPIs in the 2017/18 performance agreement with a Technical Description and Business Process Guide in place	100% by 30 September 2017	N / A	N / A	N / A	100% by 30 September 2017	No budget provision necessary	No budget provision necessary	No budget provision necessary	2016/17 Technical Description and Business Process Guides	5: 100% by 31 July 2016 4: 100% by 31 August 2016 3: 100% by September 2016 2: Any one of the Guides not in place 1: Two or more Guides not in place		2%
															39% continues

SECTION B1: 2017/18 PERFORMANCE PLAN: SPORT, RECREATION, ARTS AND CULTURE

KEY PERFORMANCE AREA (KPA)	IDP PILLAR	KPI NO	KEY PERFORMANCE INDICATOR (KPI)	TARGET - QUARTER ENDING 30 SEPTEMBER 2017	TARGET - QUARTER ENDING 31 DECEMBER 2017	TARGET - QUARTER ENDING 31 MARCH 2018	TARGET - QUARTER ENDING 30 JUNE 2018	2017/18 ANNUAL TARGET	VOTE NUMBER/ PROJECT ID	DESCRIPTION	BUDGET (RAND AMOUNT)	RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED RATING SCALE	INTERPRETATION OF	WEIGHTING	TOTAL WEIGHTING
KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	PILLAR 1: THE WELL RUN CITY	11	% of Sport, Recreation, Arts and Culture directorate's KPIs in the SDBIP which require procurement not less than R200 000 (tax included) with a procurement plan in place	100% by 7 July 2017	N/A	N/A	N/A	100% by 7 July 2017	No budget provision required	No budget provision required	No budget provision required	Procurement Plans	5: 100% before 5 July 2017 4: 100% from 5 to 6 July 2017 3: 100% by 7 July 2017 2: Any one of the procurement plans not in place by 7 July 2017 1: Two or more procurement plans not in place by 7 July 2017		2%	
KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	PILLAR 1: THE WELL RUN CITY	12	% of Sport, Recreation, Arts and Culture directorate's project related KPIs with quarterly percentage targets in the SDBIP with a detailed project plan / technical description in place outlining the composition of each percentage target	100% by 30 September 2017	N/A	N/A	N/A	100% by 30 September 2017	No budget provision required	No budget provision required	No budget provision required	Project Plans	5: 100% by 31 July 2017 4: 100% by 31 August 2017 3: 100% by 30 September 2017 2: Any one of the project plans not in place by 30 September 2017 1: Two or more project plans not in place by 30 September 2017		3%	
KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	PILLAR 1: THE WELL RUN CITY	13	Conducting quarterly performance reviews of Managers directly reporting to the Executive Director	Executive Director's performance Agreement in place Performance plans of direct reporting managers in place 2016/17 Fourth quarter performance reviews conducted with direct reportees	2017/18 First Quarter performance reviews conducted with direct reporting managers	2017/18 Mid-Term performance reviews conducted with direct reporting managers	2017/18 Third Quarter performance reviews conducted with direct reporting managers	Executive Director's performance Agreement in place 2016/17 Fourth quarter performance reviews conducted with direct reportees 2017/18 First, Second and Third Quarter performance reviews conducted with direct reporting managers	No budget provision required	No budget provision required	No budget provision required	ED's Performance Agreement Managers' Performance Plans Attendance Registers Minutes Reports on Reviews	5: In addition to 3 and 4 below, demonstrate a % quarter-to-quarter improvement in performance 4: In addition to 3. below, conduct monthly Directorate Management Team meeting where "Performance" (directorate KPIs, targets and performance) is an agenda item 3: Performance agreement and performance plans in place, as well as 2016/17 Fourth quarter, 2017/18 First, Second and Third Quarter performance reviews conducted with direct reporting managers 2: Any 1 or 2 of the quarterly performance reviews not completed / conducted 1: More than 2 quarterly performance reviews not completed / conducted		3%	19% continues
KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	PILLAR 1: THE WELL RUN CITY	14	Conducting quarterly performance reviews of Sport, Recreation, Arts and Culture directorate's Providers and/or Contractors in line with concluded Service Level Agreement and/or project plan reflecting key performance indicators or deliverables	Within 10 calendar days after the end of the quarter	Within 10 calendar days after the end of the quarter	Within 10 calendar days after the end of the quarter	Within 10 calendar days after the end of the quarter	Within 10 calendar days after the end of the quarter	No budget provision required	No budget provision required	No budget provision required	List of active service providers per directorate Performance review forms Reports / correspondence	5: Conduct monthly performance reviews or conduct quarterly performance reviews within 5 calendar days after the end of the quarter; and demonstrate that the outcome of the performance review has been dealt with. 4: Conduct bi-monthly performance reviews or conduct quarterly performance reviews within 6 to 9 calendar days after the end of the quarter; and demonstrate that the outcome of the performance review has been dealt with. 3: Conduct quarterly performance reviews within 10 calendar days after the end of the quarter. 2: Conduct quarterly performance reviews later than 10 calendar days but within 15 calendar days after the end of the quarter. 1: Conduct quarterly performance later than 15 calendar days after the end of the quarter.		3%	

SECTION B1: 2017/18 PERFORMANCE PLAN: SPORT, RECREATION, ARTS AND CULTURE

SECTION B1: 2017/18 PERFORMANCE PLAN: SPORT, RECREATION, ARTS AND CULTURE															
KEY PERFORMANCE AREA (KPA)	IDP PILLAR	ON KPI	KEY PERFORMANCE INDICATOR (KPI)	TARGET - QUARTER ENDING 30 SEPTEMBER 2017	TARGET - QUARTER ENDING 31 DECEMBER 2017	TARGET - QUARTER ENDING 31 MARCH 2018	TARGET - QUARTER ENDING 30 JUNE 2018	2017/18 ANNUAL TARGET	VOTE NUMBER/ PROJECT ID	DESCRIPTION	BUDGET (RAND AMOUNT)	RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED RATING SCALE	INTERPRETATION OF WEIGHTING	TOTAL
KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	PILLAR 1: THE WELL RUN CITY	15	Percentage of officials currently employed within the Sport, Recreation, Arts and Culture Directorate in positions designated in terms of the Municipal Regulations on Minimum Competency Levels that fully comply with the set regulation requirements	Progress report submitted to Directorate Management Team	Progress report submitted to Directorate Management Team	Progress report submitted to Directorate Management Team	33% (1 Director fully compliant)	33% (1 Director fully compliant)	No budget information required	No budget information required	No budget information required	Audit report of designated officials PDP's of candidates Training programme from service provider Attendance registers Progress report from training provider	5: Above 66% 4: Above 33% up to 66% 3: 33% 2: Below 33% down to 20% 1: Below 20%	2%	19% continues
KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	PILLAR 1: THE WELL RUN CITY	16	Average turnaround time for the filling of vacancies (spanning from the date of receipt of the recommendation made by the Interviewing Panel to the date of final decision on the Panel recommendation)	7 days	7 days	7 days	7 days	7 days	No budget information required	No budget information required	No budget information required	Correspondence Appointment letters	5: Below 4 days 4: Below 7 days down to 4 days 3: 7 days 2: Above 7 days up to 10 days 1: Above 10 days	2%	
KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	PILLAR 1: THE WELL RUN CITY	17	Average turnaround time for concluding internally managed disciplinary cases reported to the Labour Relations Unit (from the date the case is instituted to the date the case is concluded)	90 days	90 days	90 days	90 days	90 days	No budget information required	No budget information required	No budget information required	List of labour disputes reflecting dates when disputes were registered and resolved Correspondence Progress reports on the status of cases	5: Below 45 days 4: Below 90 days down to 45 days 3: 90 days 2: Above 90 days up to 135 days 1: Above 135 days	2%	
KPA 3: LOCAL ECONOMIC DEVELOPMENT	PILLAR 2: THE OPPORTUNITY CITY	18	Number of Work Opportunities (WO) created	39	116	232	387	387	No budget information required	No budget information required	No budget information required	EPWP Report	5: Above 410 4: Above 387 up to 410 3: 387 2: Below 387 down to 340 1: Below 340	3%	25%
KPA 3: LOCAL ECONOMIC DEVELOPMENT	PILLAR 2: THE OPPORTUNITY CITY	19	Number of Full Time Equivalent (FTE) jobs created	5	15	30	50	50	No budget information required	No budget information required	No budget information required	EPWP Report	5: Above 75 4: Above 60 up to 75 3: 50 2: Below 50 down to 35 1: Below 35	2%	
KPA 3: LOCAL ECONOMIC DEVELOPMENT	PILLAR 2: THE OPPORTUNITY CITY	20	Number of professional sports teams receiving funding from NMBM to contribute towards their sound financial footing	EP Cricket	Chippa United	SARU	3 (Chippa United SARU, EP Cricket)	3 (Chippa United SARU, EP Cricket)	0064	Other non profit Institutions	18,000,000	Proof of Payment Agreement	5: 3 professional teams receiving funding from NMBM by April 2018 4: 3 professional teams receiving funding from NMBM by May 2018 3: 3 professional teams receiving funding from NMBM by June 2018 2: 2 professional teams receiving funding from NMBM by June 2018 1: 1 professional teams receiving funding from NMBM by June 2015	5%	




SECTION B1: 2017/18 PERFORMANCE PLAN: SPORT, RECREATION, ARTS AND CULTURE

KEY PERFORMANCE AREA (KPA)	IDP PILLAR	ON KPI	KEY PERFORMANCE INDICATOR (KPI)	TARGET - QUARTER ENDING 30 SEPTEMBER 2017	TARGET - QUARTER ENDING 31 DECEMBER 2017	TARGET - QUARTER ENDING 31 MARCH 2018	TARGET - QUARTER ENDING 30 JUNE 2018	2017/18 ANNUAL TARGET	VOTE NUMBER/ PROJECT ID	DESCRIPTION	BUDGET (RAND AMOUNT)	RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED RATING SCALE	INTERPRETATION OF WEIGHTING	TOTAL WEIGHTING
KPA 3: LOCAL ECONOMIC DEVELOPMENT	PILLAR 2: THE OPPORTUNITY CITY	21	Number of programmes delivered by the Port Elizabeth Opera House in line with the Nelson Mandela Bay Municipality / Port Elizabeth Opera House partnership agreement	16	26	34	40	40	0065 1589	Special Projects	6,800,000	News paper articles Programmes	5: Above 45 programmes delivered by June 2018 4: Above 40 up to 45 programmes delivered by June 2018 3: 40 programmes delivered by June 2018 2: Below 40 down to 30 programmes delivered by June 2018 1: Below 30 programmes delivered by June 2018	5%	25% continues
KPA 3: LOCAL ECONOMIC DEVELOPMENT	PILLAR 2: THE OPPORTUNITY CITY	22	Number of beaches with Blue Flag status maintained	Lifeguards appointed	WESSA Blue flag award received	Report on compliance with criteria submitted to Sport, Recreation, Arts and Culture Standing Committee	3 (Humewood Beach, Kings Beach, Hobbie Beach)	3 (Humewood Beach, Kings Beach, Hobbie Beach)	0046 5119	Events Preparation	163,450	Appointment Letters Blue Flag Award SRAC Standing Committee Report	5: 3 Full Blue Flag Status maintained and 2 additional beaches with pilot status 4: 3 Full Blue Flag Status maintained and 1 additional beach with pilot stage 3: 3 Full Blue Flag Status maintained by June 2018 2: 2 Blue Flag Status maintained by June 2018 1: 1 Blue Flag Status maintained by June 2018	5%	
KPA 3: LOCAL ECONOMIC DEVELOPMENT	PILLAR 2: THE OPPORTUNITY CITY	23	Number of events hosted to position the NMBM as a world class destination	1 (EP Athletics: NMBM City Relay)	3 (EP Athletics: NMBM City Relay; Ebubeleni Summer Season)	4 (EP Athletics: NMBM City Relay; Ebubeleni Summer Season; Exterra)	6 (EP Athletics: NMBM City Relay; Ebubeleni Summer Season; Exterra; Splash; Ironman)	6 (EP Athletics: NMBM City Relay; Ebubeleni Summer Season; Exterra; Splash; Ironman)	1. 0065 1589 2. 1114 4976	1. Special Projects 2. Operating Levies Projects	1. 5,239,480 2. 24,128,320 TOTAL = 29,367,800	News paper articles Programmes SRAC Standing Committee Report	5: Above 8 events hosted by June 2018 4: Above 6 up to 8 events hosted by June 2018 3: 6 events hosted by June 2018 2: Below 6 down to 4 events hosted by June 2018 1: Below 4 events hosted by June 2018	5%	
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	PILLAR 1: THE WELL RUN CITY	24	% of Sport, Recreation, Arts and Culture directorate's Capital Budget actually spent	10%	30%	60%	95%	95%	Vote 14	Sports and Recreation	38720,000	Financial report	5: Above 97% 4: Above 95% up to 97% 3: 95% 2: Below 95% down to 24% 1: Below 24%	4%	12%
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	PILLAR 1: THE WELL RUN CITY	25	% of Sport, Recreation, Arts and Culture directorate's Training Budget spent on implementing its Workplace Skills Plan	20%	40%	75%	95%	95%	11940375	Training	284,224	Financial report	5: Above 97% 4: Above 95% up to 97% 3: 95% 2: Below 95% down to 24% 1: Below 24%	4%	
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	PILLAR 1: THE WELL RUN CITY	26	% of Sport, Recreation, Arts and Culture Directorate's planned repairs and maintenance performed	100% in line with the Directorate's repairs and maintenance plan	100% in line with the Directorate's repairs and maintenance plan	100% in line with the Directorate's repairs and maintenance plan	100% in line with the Directorate's repairs and maintenance plan	100% in line with the Directorate's repairs and maintenance plan	1. 11946344 2. 11946322 3. 11946022	1. Maintenance of Building and facilities 2. Maintenance and Equipment 3. Maintenance of heritage Sites	1. 3,929,792 2. 2,997,909 3. 786,140	Repairs and maintenance plan Completion Certificates Tender documents Invoices Progress reports	5: All 2017/18 planned repairs and maintenance performed by December 2017 4: All 2017/18 planned repairs and maintenance performed by May 2018 3: 100% 2: Below 100% down to 25% 1: Below 25%	4%	
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	PILLAR 1: THE WELL RUN CITY	27	Number of Sport, Recreation, Arts and Culture directorate's risk management reports submitted to the Chief Operating Officer	1	2	3	4	4	No budget information required	No budget information required	No budget information required	Risk Management Report Correspondence on the submission of Risk Management Report Confirmation of receipt of Reports from Risk Management Unit	5: 6 or more 4: 5 3: 4 2: 3 1: Below 3	1%	

SECTION B1: 2017/18 PERFORMANCE PLAN: SPORT, RECREATION, ARTS AND CULTURE															
KEY PERFORMANCE AREA (KPA)	IDP PILLAR	KPI NO	KEY PERFORMANCE INDICATOR (KPI)	TARGET - QUARTER ENDING 30 SEPTEMBER 2017	TARGET - QUARTER ENDING 31 DECEMBER 2017	TARGET - QUARTER ENDING 31 MARCH 2018	TARGET - QUARTER ENDING 30 JUNE 2018	2017/18 ANNUAL TARGET	VOTE NUMBER/ PROJECT ID	DESCRIPTION	BUDGET (RAND AMOUNT)	RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED RATING SCALE	INTERPRETATION OF WEIGHTING	TOTAL WEIGHTING
KPA 5:GOOD GOVERNANCE AND PUBLIC PARTICIPATION	PILLAR 1: THE WELL RUN CITY	28	% quarterly achievement of Sport, Recreation, Arts and Culture directorate's plan of action as reflected in the directorate's Auditor General Dashboard	95% in line with the Directorate's audit action plan	95% in line with the Directorate's audit action plan	95% in line with the Directorate's audit action plan	95% in line with the Directorate's audit action plan	95% in line with the Directorate's audit action plan	No budget information required	No budget information required	No budget information required	Independent report from Internal Audit indicating the percentage implementation of the action plan in respect of the 2016/17 audit by the Auditor General	5. Above 98% 4. Above 95% up to 98% 3. 95% 2. Below 95% down to 75% 1. Below 75%	2%	
	PILLAR 1: THE WELL RUN CITY	29	Percentage of 2017/18 Council resolutions relating to the Sport, Recreation, Arts and Culture Directorate implemented	95% in line with the Council Resolution Matrix	95% in line with the Council Resolution Matrix	95% in line with the Council Resolution Matrix	95% in line with the Council Resolution Matrix	95% in line with the Council Resolution Matrix	No budget provision required	No budget information required	No budget information required	Council Resolution Report on implementation of resolution	5. Above 98% 4. Above 95% up to 98% 3. 95% 2. Below 95% down to 75% 1. Below 75%	1%	
KPA 5:GOOD GOVERNANCE AND PUBLIC PARTICIPATION	PILLAR 1: THE WELL RUN CITY	30	Complying with the requirements outlined in section B2 of the Executive Director's 2017/18 performance agreement	Sub-directorate operational indicators reflected under Section B2(c) included in the performance plans of reporting directors	N / A	Baseline performance and outer year targets for indicators reflected under Section B2(a) submitted to the Office of the Chief Operating Officer as part of the 2018/19 IDP review process	Actual performance against COGTA indicators reflected under Section B2(b) submitted to the Office of the Chief Operating Officer for inclusion in the 2017/18 Annual Report	All requirements outlined in Section B2 of the performance agreement met within stipulated time lines	No budget provision required	No budget provision required	No budget provision required	Sub-directorate performance plans containing KPIs reflected under Section B2(c) Agenda / minutes of Management Team meetings Correspondence / proof of submission of baseline performance and targets to the Office of the Chief Operating Officer Correspondence / proof of submission of performance report on COGTA indicators to the Office of the Chief Operating Officer	5. Requirements of Section B2(a) met by December 2017 and Section B2(b) met by March 2018 3. All requirements in respect of Section B2 of performance and targets the performance agreement met within stipulated time lines. 2. Two of the three requirements of Section B2 of performance report on COGTA indicators to the Office of the Chief Operating Officer	1%	5% continues








SECTION B2: ADDITIONAL INDICATORS

I herewith commit to:-




- By no later than 31 March 2018, report baseline performance (as at 30 June 2017), against the list of statistical IDP indicators reflected under Section B2(a) of this agreement;
- By no later than 30 June 2018, report actual performance against the list of COGTA indicators reflected under Section B2(b) of this agreement;
- Utilise the 2017/18 financial year to establish and / or verify performance reporting processes and systems to facilitate reporting against the indicators reflected under Section B2 of this agreement;
- Determine outer year performance targets for all indicators reflected under Section B2 of this agreement, using baseline performance identified / industry standards and norms / guiding principles / best practice and / or any other Policy provision or legislative prescript; and
- Ensure that the key performance indicators reflected under Section B2(c) of this agreement, find expression in sub-directorate performance scorecards; and that performance is reported against these key performance indicators on a quarterly basis.

B 2(a): IDP STATISTICAL INDICATORS								
KEY PERFORMANCE AREA (KPA)	IDP PILLAR	KPI NO	KEY PERFORMANCE INDICATOR	2017/18 BASELINE PERFORMANCE AS AT 30 JUNE 2017	2018/19 TARGET	2019/20 TARGET	2020/2021 TARGET	2021/2022 TARGET
KPA 3: Local Economic Development	PILLAR 2: THE OPPORTUNITY CITY	1	Ratio of the NMBM Sport Talent Development Budget spent in relation to the number of sports teams that received financial support from the municipality**					
KPA 3: Local Economic Development	PILLAR 2: THE OPPORTUNITY CITY	2	Total attendance as a percentage of venue capacity at all arts and culture events hosted at museums, galleries, the Athenaeum and the Opera House**					
KPA 3: Local Economic Development	PILLAR 2: THE OPPORTUNITY CITY	3	% of the Sports/ Recreation/ Arts/ Culture organisations funded by Nelson Mandela Bay Municipality that complies with Section 67 of Municipal Finance Management Act**					
KPA 3: Local Economic Development	PILLAR 2: THE OPPORTUNITY CITY	4	Average cost of art gallery services per art gallery access					
KPA 3: Local Economic Development	PILLAR 2: THE OPPORTUNITY CITY	5	Average cost of library services in relation to NMBM budget, per library access**					
KPA 3: Local Economic Development	PILLAR 2: THE OPPORTUNITY CITY	6	Total attendance at all major strategic Sport, Recreation, Arts and Culture events per year**					
KPA 1: Basic Service Delivery	PILLAR 5: THE CARING CITY	7	Rand net expenditure on sport and recreation infrastructure per 1000 residents**					
KPA 1: Basic Service Delivery	PILLAR 5: THE CARING CITY	8	% year-to-year increase in the number of participants in the Nelson Mandela Bay Municipality Athletic Legacy Marathon**					
KPA 1: Basic Service Delivery	PILLAR 2: THE OPPORTUNITY CITY	9	Opening of the Red Location Museum					

B 2(a): IDP STATISTICAL INDICATORS							
KEY PERFORMANCE AREA (KPA)	IDP PILLAR	KPI NO	KEY PERFORMANCE INDICATOR	2017/18 BASELINE PERFORMANCE AS AT 30 JUNE 2017	2018/19 TARGET	2019/20 TARGET	2020/2021 TARGET
KPA 1: Basic Service Delivery	PILLAR 3: THE SAFE CITY	10	Number of life-saving clubs operating from fixed premises within Nelson Mandela Bay				
KPA 1: Basic Service Delivery	PILLAR 5: THE CARING CITY	11	% of existing sport facilities consistently maintained over a twelve month period				
B 2(b): COGTA INDICATORS							
KEY PERFORMANCE AREA (KPA)	IDP PILLAR	KPI NO	KEY PERFORMANCE INDICATOR	2017/18 ACTUAL PERFORMANCE AS AT 30 JUNE 2018	2018/19 TARGET	2019/20 TARGET	2020/2021 TARGET
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
B 2(c): SUB-DIRECTORATE OPERATIONAL INDICATORS							
KEY PERFORMANCE AREA (KPA)	IDP PILLAR	KPI NO	KEY PERFORMANCE INDICATOR	2017/18 ACTUAL PERFORMANCE AS AT 30 JUNE 2018	2018/19 TARGET	2019/20 TARGET	2020/2021 TARGET
KPA 3: Local Economic Development	PILLAR 2: THE OPPORTUNITY CITY	1	Number of semi-professional sports teams receiving funding from NMBM to contribute towards their development				
KPA 3: Local Economic Development	PILLAR 2: THE OPPORTUNITY CITY	2	Number of schools supported through the provision of funding towards the Get Ahead Sport Program (GASP)				
KPA 3: Local Economic Development	PILLAR 2: THE OPPORTUNITY CITY	3	Number of arts and culture programmes implemented at either NMBM art galleries and museums to promote arts an culture within Nelson Mandela Bay				
KPA 3: Local Economic Development	PILLAR 2: THE OPPORTUNITY CITY	4	Number of artists supported through the NMBM / Port Elizabeth Opera House partnership agreement				

B 2(c): SUB-DIRECTORATE OPERATIONAL INDICATORS									
KEY PERFORMANCE AREA (KPA)	IDP PILLAR	KPI NO	KEY PERFORMANCE INDICATOR	2017/18 ACTUAL PERFORMANCE AS AT 30 JUNE 2018	2018/19 TARGET	2019/20 TARGET	2020/2021 TARGET	2021/2022 TARGET	
KPA 3: Local Economic Development	PILLAR 2: THE OPPORTUNITY CITY	5	Number of public spaces/sites made available for artists to create temporary artworks or display of artworks of their own initiative						
KPA 3: Local Economic Development	PILLAR 2: THE OPPORTUNITY CITY	6	Number of programmes delivered by the South End Museum in line with the Nelson Mandela Bay Municipality / South End Museum partnership agreement						
KPA 1: Basic Service Delivery	PILLAR 2: THE OPPORTUNITY CITY	7	% completion of the Environmental Impact Assessment for the Wells Estate coastal infrastructure upgrade						
KPA 1: Basic Service Delivery	PILLAR 3: THE SAFE CITY	8	Number of seasonal lifeguards placed at Municipal beaches in line with WESSA requirements						
KPA 1: Basic Service Delivery	PILLAR 3: THE SAFE CITY	9	Number of life-saving clubs supported through the provision of fixed premises						
KPA 1: Basic Service Delivery	PILLAR 3: THE SAFE CITY	10	Number of "Learn to swim" programmes implemented in partnership with Nelson Mandela Bay Aquatics						
KPA 1: Basic Service Delivery	PILLAR 3: THE SAFE CITY	11	Number of water/aquatic awareness programs held within Nelson Mandela Bay schools						
KPA 1: Basic Service Delivery	PILLAR 4: THE INCLUSIVE CITY	12	Number of fallen heroes repatriated						
KPA 1: Basic Service Delivery	PILLAR 4: THE INCLUSIVE CITY	13	% of repatriations of fallen heroes carried out inline with Provincial Government directives						
KPA 1: Basic Service Delivery	PILLAR 5: THE CARING CITY	14	Number of libraries open in line with Nelson Mandela Bay Municipality library operating hours resolved by Council						
KPA 1: Basic Service Delivery	PILLAR 5: THE CARING CITY	15	Number of sport facilities maintained through day-to-day maintenance						
KPA 1: Basic Service Delivery	PILLAR 5: THE CARING CITY	16	Number of sports programs implemented to promote active and healthy lifestyles						
KPA 1: Basic Service Delivery	PILLAR 5: THE CARING CITY	17	Number of sport and recreation programmes supported through either financial provision and / or access to NMBM sports facilities						

SECTION C: CORE COMPETENCY REQUIREMENTS (100%)
MINIMUM COMPETENCY LEVELS

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

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

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

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

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

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

SECTION D

ASSESSMENT RATING CALCULATOR

NELSON MANDELA BAY MUNICIPALITY									
Assessment Rating Calculator									
Name: NOXOLO NQWAZI									
Cycle: Jul-17 to Jun-18									
Key Performance Indicator	Weight	Rating	Score		CCR	Weight	Rating	Score	
1	39%				1	9%			
2	19%				2	9%			
3	25%				3	9%			
4	12%				4	8%			
5	5%				5	9%			
					6	9%			
					7	9%			
					8	9%			
					9	7%			
					10	7%			
					11	8%			
					12	7%			
100%				0	100%				0
KPA weight				80%	CCR weight				20%
KPA SCORE				0%	CCR SCORE				0%
FINAL SCORE									0%



SECTION D

(a) Performance Calculations and Ratings

At the end of each performance review cycle, the employee will be assessed in terms of the required targets reflected on his / her respective performance plan. The following elements are essential in determining performance levels:

(b) Performance Weighting

Weightings allow emphasis to be placed on KPAs and key objectives that carry more importance and/or take more time. Every KPA in the performance agreement or plan must be assigned a weighting. The total of the weightings on each of the two components of the performance plan must add up to 100.

The purpose of the weighting is to enable Council to ensure performance of the key objectives with the highest strategic importance, and to reward outstanding performance accordingly.

(c) Performance Rating

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

(d) Score

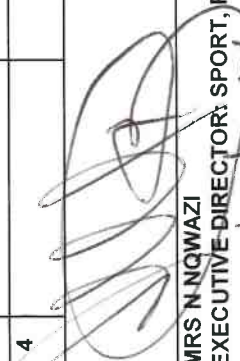

The score represents the product of the average rates of all the targets for each key performance indicator, and the weight for the respective key performance area; e.g. if the average rate is 3 and the weighting is 15, then the weighted score = 3×15 , which equals 45.

(e) Total Weighted Score and Performance Percentage

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



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SECTION E: 2017/18 PERSONAL DEVELOPMENT PLAN / INDIVIDUAL LEARNING PLAN - MRS N NQWAZI							
No	Skills / Performance Gap (in order of priority)	Outcomes Expected (measurable indicators: quantity, quality and time frames)	Suggested training and / or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill / development area	Support Person
1			The PDP will be populated, if necessary, during the 2017/18 quarterly performance reviews.				
2							
3							
4							
 MRS N NQWAZI EXECUTIVE DIRECTOR: SPORT, RECREATION, ARTS AND CULTURE DATE: 17/07/2017  MR J METTLER CITY MANAGER DATE:							

Thus **done** and **signed** at PORT ELIZABETH on 17 July 2017.




NOXOLO NQWAZI
EXECUTIVE DIRECTOR: SPORT, RECREATION, ARTS AND CULTURE

AS WITNESSES

1. 

2. 



JOHANN METTLER
ACTING CITY MANAGER

AS WITNESSES:

1.  Gws

2. 