

**PERFORMANCE AGREEMENT
FOR
YEAR 2013/2014**

MADE AND ENTERED INTO BY AND BETWEEN

**THE COUNCIL OF THE iLEMBE DISTRICT
MUNICIPALITY**

Herein represented by **M D Newton**, in his duly authorised capacity as the
Acting Municipal Manager of iLembe District Municipality

AND

Miss Nosipho Mba
as the **Director: Finance** of the
iLembe District Municipality
(Employee)

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1. INTRODUCTION

(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 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".

(2) Section 57(1)(b) of the Systems Act, read with the Memorandum of Agreement of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement. The employer must conclude a Performance Agreement within 90 days of assumption of duty and renew it annually within one month of the commencement of the beginning of the financial year.

(3) The parties will 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 secure local government policy goals as defined in the municipal IDP.

(4) The parties will ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act as well as the Memorandum of Agreement of Employment entered into between the parties;

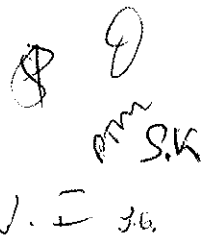
2.2 Communicate to the Employee the Employer's performance expectations and accountabilities by specifying objectives and targets as defined in the IDP;

2.3 Specify accountabilities as set out in the Performance Plan marked Annexure "A" (Capital Budget) and (Operating Budget)

2.4 Monitor and measure performance against set targeted outputs; in terms of the said Performance Plan.

2.5 Use the Performance Agreement and Performance Plan to assess whether the Employee has met the performance expectations applicable to his/her job;

2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy or institute sanctions for consistent under-performance.



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2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the 1st July 2013 and will remain in force until 30th June 2014 where after a new Performance Agreement and new Performance Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will review the provisions of this Agreement during June each year and will conclude a new Performance Agreement (and Performance Plan) that replaces this Agreement at least once a year but not later than one month after the commencement of the new financial year.

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

3.6 Any significant amendments/ deviations referred to in 3.4 and 3.5 above must take cognisance of, where relevant, the requirements of sections 34 and 42 of the Systems Act, and must be done in terms of regulation 4 (5) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, 2006 ("the Regulations").

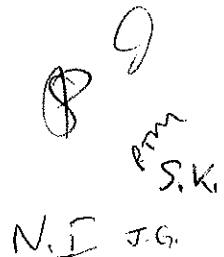
4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan sets out-

4.1.1 The performance objectives and targets that must be met by the Employee; and

4.1.2 The time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Annexure "A" (**Capital Budget**) and (**Operating Budget**) are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.



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4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5 PERFORMANCE APPRAISAL FRAMEWORK

5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer itself, management and municipal staff of the Employer.

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

5.3 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.

5.4 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.

5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which are contained in the Performance Agreement.

5.6 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.

5.7 KPAs covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.

5.8 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.9 The Employee's assessment will be based on his performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Annexure "A"), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

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National Performance (KPA's)	Key Areas	IDM Priorities as per the NKPA	Weighting	Weighting %
1. Financial Viability and Management		Expenditure of grants	H	10%
		Revenue generation	H	30%
		Budget control	H	10%
		Supply Chain Management	H	30%
2. Municipal Development & Institutional Transformation		People Management / Coaching sessions	L	10%
3. Good Governance and Public Participation		Clean Audit	H	10%
Total				100%

5.10 The CMCs will make up the other 20% of the Employee's assessment score. CMCs that are deemed to be most critical for the Employee's specific job should be selected (✓) from the list below as agreed to between the Employer and Employee.

Annexure "B" provides the scoring template for the Core Competency requirements identified in the Table hereunder.

Core Competency Assessments will be conducted during quarterly face-to-face Performance Assessments. The Mayor shall conduct Core Competency Assessments for the Municipal Manager. The Municipal Manager shall conduct Core Competency Assessments for Section 56 Managers. Where agreement on the allocation of a score (on the range 1 – 5) cannot be reached, the onus rests with the Employee to provide evidence of their claim to possession of the disputed Core Competency.

Core Competency Requirements for Managers		
Core Managerial Competencies (CMC)	Brief Description	WEIGHT
Strategic Capability	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional	
Programme and Project Management	To be inserted in the customisation of individuals' Performance Agreements	
Financial Management – COMPULSORY	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes – See Additional Notes below	40

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Change Management	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional	
Service Delivery Innovation	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional	
Problem Solving and Analytical Thinking	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional	10
People Management and Empowerment – COMPULSORY	Manages and encourages people, optimises their outputs and effectively manages relationships to achieve organisational goals – See Additional Notes	20
Client Orientation and Customer Focus – COMPULSORY	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice – See Additional Notes	10
Communication	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional	
Accountability and Ethical Conduct	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional See Additional Notes	10
Policy conceptualisation and implementation	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional	
Mediation skills	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional	
Partnership and Stakeholder Relations	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional	
		100%

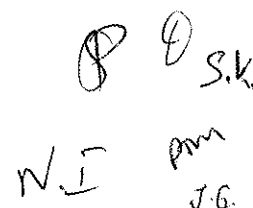
Additional Notes:

Compulsory

The compulsory Core Competencies above (Financial Management, People Management and Customer Focus) will all routinely be scored according to Annexure B of this agreement.

Financial Management is further measured in all managers' performance plans against a performance target.

In addition to the guidelines in Annexure B, People Management as a core competency is expected to contribute to the reduction of the costs associated with a failure to contain overtime, telephone/cell phone & internet usage as well as subsistence and travel.



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Optional

With the Accountability core competence, the ability to meet all reporting timeframes / deadlines will be considered additionally. Monitoring of the manager's ability to provide the relevant information required in the provincially prescribed COGTA Datasheets, on a quarterly basis. – will be a final consideration when awarding a score at assessment time.

Supply Chain Management is also selected for additional attention, if deemed applicable to the individual manager. Over and above Annexure B, the manager's competence will be assessed against his/her ability to generate appropriate Key Performance Indicators and Timeframes for external Service Providers. These must be captured in SLAs per Service Provider.

6. EVALUATING PERFORMANCE

6.1 The organisation's PMS Policy and User Manual to be read together with this Agreement sets out:

6.1.1 the standards and procedures for evaluating the Employee's performance; and

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

6.2 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.

6.3 Personal growth and development needs shall be documented up-front in this Performance Agreement and additional needs may be identified during any performance review discussion. Annexure "C" documents is a Personal Development Plan, the Employee's personal growth and development needs at the beginning of the financial year as well as the actions agreed to. Implementation must take place within set time frames, including attendance at, at least 1 week-long training workshop per year – to allow the Employee to remain abreast of the latest developments in his/her field of work for the Employer.

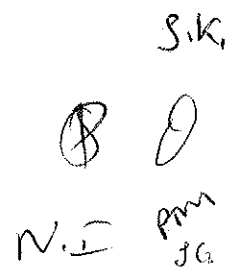
6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

6.5 The annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the SDBIP/Performance Scorecard:

(a) Each KPA should be assessed according to the extent to which the specified standards or 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 should be provided for each KPA.

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(c) The applicable assessment rating calculator must then be used to add the scores and calculate a final aggregate score.

6.5.2 Assessment of the CMCs

(a) Each CMC should be assessed according to the extent to which the specified standards have been met.

(b) An indicative rating on the five-point scale should be provided for each CMC.

(c) The applicable assessment rating calculator (refer to paragraph 7.5.1 above) must then be used to add the scores and calculate a final aggregate score.

6.5.3 Overall rating

An overall rating is calculated by the PMS Unit, however, the municipality will be procuring an electronic system for managing performance which will also cater for making these calculations.

7. Management of Performance Outcomes

Detail regarding the recognition and commensurate rewards for performance exceeding stipulated targets in the SDBIP are documented in the municipality's PMS Framework and in-line with the August 2006 PMS Regulations.

Annexure "D" provides the process to be followed in the event the Employer fails to meet his/her performance objectives. Poor performance shall be deemed consistent once two consecutive quarterly performance face-to face appraisals reveal declining achievements against set targets.

8. Recognition for Performance of Additional Tasks

Over and above KPA's where performance will be measured against SDBIP entries, recognition may be given for the performance of additional tasks. Rewards will be at the discretion of the iLembe District Municipality's Executive Committee.

9. Performance Reporting Deadlines

Departmental performance reports are due monthly, for the previous month – 14 days after the end of the previous month.


Quarterly, Half-Year and Annual Departmental Performance Reports are subject to this deadline and must include by the same deadline – Portfolios of Evidence in support of performance information submitted.

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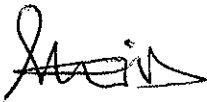
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SIGNED AT KwaDukuza ON THIS THE 2nd DAY OF July 2013

AS WITNESSES:

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THE MUNICIPALITY
(Municipal Manager)

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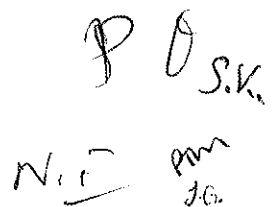
SIGNED AT KwaDukuza ON THIS THE ___ DAY OF July 2013

AS WITNESSES:

1. 


THE EMPLOYEE
(N. MBA)

2. 



ANNEXURE A:

SDBIP (compulsory)

(Attached)

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NATIONAL KPAs	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1st QUARTER TARGET End Sept 2013	2nd QUARTER TARGET End Dec 2013	3RD QUARTER TARGET End March 2014	4TH QUARTER TARGET End June 2014	WEIGHTINGS	RESPONSIBLE PERSON
	To achieve a clean audit opinion	Ensure adequate financial management	Obtain Clean Audit for 2012/13	a) Clear audit report by the AG for 2012/13 b) % decrease in AGs findings c) No repeat findings	a) AG Report b) Percentage c) Number	a) Unqualified audit report 2011/2012 b) 25% c) 0	a) Clean audit report by the AG for 2012/13 b) 25% c) 0	Salaries	a) Submission of AFS by 30 August 2013 for IDM Consolidated AFS by 30 Sept 2013 b) N/A c) N/A	a) Clean audit report b) 25% c) 0	a) N/A b) N/A c) N/A	a) N/A b) N/A c) N/A	H	Manager: Budget & Compliance
	To maintain a clean audit opinion	Ensure adequate financial management	Maintain Clean Audit for 2013/2014	a) Implementing and monitoring SOPs b) Implementing and monitoring AG key controls c) Implementing and monitoring AG dashboard	a) Number of SOPs monitoring reports b) Number of AG Key controls monitoring reports c) Number of AG Dashboard monitoring report	a) 3 SOPs monitoring reports b) 3 AG key controls monitoring reports c) 3 AG Dashboard monitoring reports	a) 12 SOPs monitoring reports b) 12 AG key controls monitoring reports c) 12 AG Dashboard monitoring reports	Salaries	a) 3 SOPs monitoring reports b) 3 AG key controls monitoring reports c) 3 AG Dashboard monitoring reports	a) 3 SOPs monitoring reports b) 3 AG key controls monitoring reports c) 3 AG Dashboard monitoring reports	a) 3 SOPs monitoring reports b) 3 AG key controls monitoring reports c) 3 AG Dashboard monitoring reports	a) 12 SOPs monitoring reports b) 12 AG key controls monitoring reports c) 12 AG Dashboard monitoring reports	H	Manager: Budget & Compliance
	To maintain a clean audit report	Ensure adequate financial management	Maintain Clean Audit for 2013/2014	a) Preparing monthly AFS that complies with the year end action plan and submitting them to FPC and Audit Committee b) Monitoring year end action plan progress c) Monitoring progress on audit queries resolving plan	a) Monthly AFS b) Percentage progress c) Percentage progress	a) New measure b) New measure c) New measure	a) 12 b) 100% c) 100%	Salaries	a) 3 b) 25% c) 25%	a) 5 b) 50% c) 50%	a) 9 b) 75% c) 75%	a) 12 b) 100% c) 100%	M	Manager: Budget & Compliance
	To increase financial viability	Ensure adequate financial management	Financial Management	Percentage variance of both under and over spending	Percentage	10%	10%	Salaries	Remain within 10% variance for both under/over expenditure	Remain within 10% variance for both under/over expenditure	Remain within 10% variance for both under/over expenditure	Remain within 10% variance for both under/over expenditure	H	Manager: Budget & Compliance
	To increase financial viability	Ensure adequate financial management	Statutory Monthly & Quarterly Reports	Submission of monthly reports and quarterly reports by deadline Monthly Reports - CFA - RME - AC - AD - DSA - DSA - DSA - MIG - SIG - RTSG - BSAC - WSOG - PWPG Quarterly Reports - BM - DE - WE - LTC - MEM1	MFMA compliance Dates	Monthly reports by 14th each month and quarterly reports by 21st after end of each quarter	Monthly reports by 14th each month and quarterly reports by 21st after end of each quarter	Salaries	Reports submitted by deadline	Reports submitted by deadline	Reports submitted by deadline	Reports submitted by deadline	M	Manager: Budget & Compliance
	To ensure effective management of budgeting process (realistic & credible)	Credible budget with identifiable revenue sources	Credible budgeting	Compliance with MFMA Budget Regulations and circulars	Compliance reports from KZN Provincial Treasury	a) New measure b) New Measure c) New Measure	a) Full compliance 2013/2014 b) Full compliance 2014/2015	Salaries	a) Full compliance as evidenced by the KZN Provincial Treasury compliance report and checklist on 2013/2014 approved budget b) N/A	a) Full compliance as evidenced by the following: 1) KZN Provincial Treasury compliance report and checklist on 2013/2014 Mid-term assessment 2) KZN Provincial Treasury compliance report and checklist on 2013/2014 approved adjustment budget	a) Full compliance as evidenced by the following: 1) KZN Provincial Treasury compliance report and checklist on 2014/2015 approved 1st draft budget b) KZN Provincial Treasury compliance report and checklist on 2014/2015 approved final budget	a) Full compliance as evidenced by the following: 1) KZN Provincial Treasury compliance report and checklist on 2014/2015 approved 1st draft budget b) KZN Provincial Treasury compliance report and checklist on 2014/2015 approved final budget	M	Manager: Budget & Compliance
	To increase financial viability	Ensure adequate financial management	Complete Budget for 2014/2015	Approved fully funded Operating & Capital Budget for 2014/2015 by deadline	MFMA compliance Dates	30 June 2013	30 June 2014	Salaries	Submit 2014/2015 budget programme to the Mayor	N/A	Prepare 2013/2014 mid adjustment budget and mid term assessment	Prepare 2014/2015 draft budget & final submit for approval	H	Manager: Budget & Compliance

Financial Viability & Management

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NATIONAL KPA's	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1st QUARTER TARGET End Sept 2013	2nd QUARTER TARGET End Dec 2013	3RD QUARTER TARGET End March 2014	4TH QUARTER TARGET End June 2014	WEIGHTINGS	RESPONSIBLE PERSON
	To ensure compliance with SCM policy and regulations	To ensure safeguarding of the Municipality's assets	Asset Management	a) Frequency of asset verification on movable assets b) Frequency of updating the asset register	Frequency	a) New measure b) New measure	a) Quarterly b) Monthly	Salaries	a) 1 b) 3	a) 2 b) 5	a) 3 b) 9	a) 4 b) 12	M	Manager Assets & Logistics
	To ensure compliance with SCM policy and regulations	To ensure the proper management of stores	Asset Management	a) Frequency of stock take variances b) Turnaround time to resolve variances	a) Frequency b) Time	a) New measure b) New measure	a) 12 b) 14 days	Salaries	a) 2 stock takes completed b) 14 days	a) 7 stock take completed b) 14 days	a) 10 stock take completed b) 14 days	a) 12 stock take completed b) 14 days	M	Manager Assets & Logistics
	To raise monthly collection rate on billing	Revenue Enhancement	Collection Rate	a) Percentage collection rate b) Percentage increase in the proportion of consumers paying in full vs the number of consumers billed	Percentage	a) 80% b) 40%	a) 85% b) 45%	Salaries	a) 70% b) 31%	a) 75% b) 35%	a) 80% b) 40%	a) 85% b) 45%	H	Manager Revenue
	To manage the debtor net revenue collected	Revenue Enhancement	Credit control & debt management	% of overdue accounts to be restricted submitted to Technical Services per month	Percentage	80%	85%	Salaries	81%	82%	83%	85%	H	Manager Revenue
	To manage the debtor net revenue collected	Revenue Enhancement	Outstanding debtors	R debtors outstanding as a % of revenue received for services	Percentage	200%	200%	Salaries	1200%	600%	400%	200%	M	Manager Revenue
	To manage the debtor net revenue collected	Revenue Enhancement	Debtors Control	% of debtors over 120 days handed over for collection	Percentage	80%	90%	Salaries	75%	80%	85%	90%	M	Manager Revenue
	To increase financial viability	To update the indigent register	Indigent Register	a) 2012/2013 indigent register approved by deadline b) 2013/2014 draft review indigent register prepared by deadline	Date	a) New measure b) New measure	a) Sept 2013 b) June 2014		a) 2012/2013 indigent register approved b) N/A	a) N/A b) N/A	a) N/A b) N/A	a) N/A b) 2013/2014 draft review indigent register	M	Manager Revenue
	To increase financial viability	Demand Management	Implementation and monitoring progress of Annual Procurement Plan	Percentage implementation of Annual procurement plan by deadline	Percentage	100%	100%	Salaries	25%	50%	75%	100%	M	Manager SCM
	To ensure compliance with SCM policy and regulations	Acquisition Management	Procurement time in line with the SCM policy	a) Turnaround time for the SCM processes in recommending preferred bidders to Departments (quotations, adverts etc) (between R30 000 & R200 000) b) Turnaround time for the SCM processes in recommending preferred bidders to Departments (quotations, adverts etc) (between R2000 and R25 999)	Number of days	a) 10 days b) 5 days	a) 10 days b) 5 days	Salaries	a) 10 days b) 5 days	a) 10 days b) 5 days	a) 10 days b) 5 days	a) 10 days b) 5 days	H	Manager SCM
	To ensure compliance with SCM policy and regulations	Acquisition Management	Compliance with the SCM policy	Turnaround time for processing all the b-35	Number	63 days	90 days	Salaries	90 days	90 days	90 days	90 days	H	Manager SCM
	To ensure compliance with SCM policy and regulations	Contract Management	Monitoring of performance management of service providers	Monthly reports on performance of service providers submitted to PPC	Number	New measure	12	Salaries	3	6	9	12	H	Manager SCM
	To ensure compliance with SCM policy and regulations	Contract Management	Regular update of the contract register	Number of contract registers completed and updated monthly	Number	New measure	12	Salaries	3 contract register updated	6 contract register updated	9 contract register updated	12 contract register updated	M	Manager SCM
	To increase financial viability	To ensure liquidity of the municipality	Debt coverage	Debt coverage ratio	Ratio	Maintain 12:1	Maintain 12:1	Salaries	3:1	6:1	9:1	12:1	M	Manager Expenditure
	To increase financial viability	To ensure the sustainability of the municipal finances	Management of cashflow	(Total operating revenue received - operating grants received/debt service payment due including interest & capital) Cashflow Management (Ability of council to meet its financial obligations)	Number	80 days	60 days cash on hand (Range between 30 and 90 days being ideal)	Salaries	30 days cash on hand (Range between 30 and 60 days with 60 days being ideal)	30 days cash on hand (Range between 30 and 60 days with 60 days being ideal)	45 days cash on hand (Range between 30 and 90 days with 90 days being ideal)	60 days cash on hand (Range between 30 and 90 days with 90 days being ideal)	M	Manager Expenditure
	To ensure that the municipality remains solvent/able to cover its costs at any and all times	To ensure the sustainability of the municipal finances	Costs Coverage	Cost coverage ratio (All available cash + investments/monthly fixed operating expenditure)	Ratio	Maintain 4:1	4:1	Salaries	1:1	2:1	3:1	4:1	M	Manager Expenditure
	To ensure adequate financial management	To ensure adequate financial management	Payment of creditors	% of claims with no outstanding issues submitted to Finance paid within 30 days	Percentage	100%	100%	Salaries	100%	100%	100%	100%	H	Manager Expenditure

Financial Viability & Management

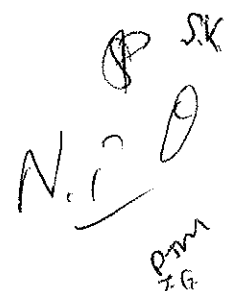
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NATIONAL KPAs	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1st QUARTER TARGET End Sept 2013	2nd QUARTER TARGET End Dec 2013	3RD QUARTER TARGET End March 2014	4TH QUARTER TARGET End June 2014	WEIGHTINGS	RESPONSIBLE PERSON
Financial Viability & Management	All IDM Strategic Objectives	To ensure effective Enterprise Risk Management	Compilation of Enterprise Risk Register	Complete Enterprise Risk Management Register approved with SDBIP	Risk Register	New measure	Enterprise Risk Register submitted to council together with 2014/2015 SDBIP	Salaries	Submit Enterprise Risk Register to MANCO Risk Management Committee and Council a) 1 b) 1	Submit the approved risk register to Heads of department a) 2 b) 2	Prepare for 2014/2015 risk assessment workshop and submit Enterprise Risk Register to council a) 3 b) 3	Finalise 2014/2015 Enterprise Risk Register and submit MANCO Risk Management Committee and Council a) 3 b) 3	H	Manager, Enterprise Risk Management
	All IDM Strategic Objectives	To ensure effective Enterprise Risk Management	Mitigating performance of effective enterprise risk management	a) Number of risk register updated b) Number of Ethics Committee held	Number	a) New measure b) New measure	a) 4 b) 4	Salaries	a) 1 b) 1	a) 2 b) 2	a) 3 b) 3	a) 3 b) 3	H	Manager, Enterprise Risk Management
	To improve the accountability and transparency through credible information from the IDP to the public	To improve service delivery through implementation of Organisational performance management	Performance Management	Number of coaching sessions of employees' performance conducted quarterly	Number	New indicator	4	Salaries	1	2	3	4	L	Manager, Enterprise Risk Management CFO
	To achieve a clean audit report	To achieve a clean administration	Operation Clean Administration	Performance Report with accurate & complete POEs submitted by deadline monthly and quarterly	Date	New indicator	10th day of each month	Salaries	10th day of each month	10th day of each month	10th day of each month	10th day of each month	M	CFO

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ANNEXURE B:**CORE COMPETENCY SCORING TEMPLATE**

Score on Core Competency Assessment	Description
1 (Not Yet Competent)	Demonstrates none of the guideline's components of the core competency
2. (Basic Competence)	Applies basic concepts and methods but requires supervision and coaching
3. (Competent)	Independently develops and applies more advanced concepts and methods. Plans and guides the work of others. Performs analysis.
4. (Advanced)	Understands and applies more complex concepts and methods. Leads and directs people or groups of recognised specialists. Able to perform in-depth analysis.
5. (Expert)	Sought out for deep, specialised expertise. Leads the direction of the entire organisation. Defines models/theories of best practice.



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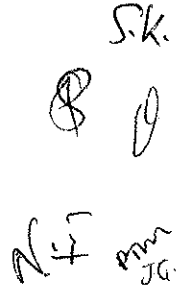
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GENERIC CORE MANAGEMENT CRITERIA (CMC) AND STANDARDS

	Description	Generic Standards For "Fully Effective" Performance
1. Strategic Capability and Leadership	Provides a vision, sets the direction for the organisation and/or unit and inspires others to deliver on the organisational mandate.	<ul style="list-style-type: none"> ◇ Gives direction to team in realising the organisation's strategic objectives; ◇ Impacts positively on team morale, sense of belonging and participation ◇ Develops detailed action plans to execute strategic initiatives; ◇ Assists in defining performance measures to evaluate the success of strategies; ◇ Achieves strategic objectives against specified performance measures; ◇ Translates strategies into action plans; ◇ Secures co-operation from colleagues and team members; ◇ Seeks stakeholders in achieving their goals; ◇ Inspires staff with own behaviour - "walks the talk"; ◇ Manages and calculates risks; ◇ Communicates strategic plan to the organisation ; and ◇ Utilises strategic planning methods and tools
2. Programme and Project Management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	<ul style="list-style-type: none"> ◇ Establishes broad stakeholder involvement and communicates the project status and key milestones; ◇ Defines roles and responsibilities for project team members and clearly communicates expectations; ◇ Balances quality of work with deadlines and budget; ◇ Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan; ◇ Uses computer software programmes to help manage project; and ◇ Sets and manages service level agreements with contractors.
3. Financial Management	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in	<ul style="list-style-type: none"> ◇ Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate; ◇ Manages and monitors financial risk; ◇ Continuously look for new opportunities to obtain and save funds; ◇ Prepare financial reports and guidelines based on prescribed format

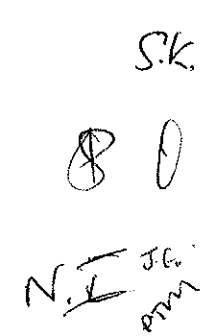
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	Description	Generic Standards For "Fully Effective" Performance
	accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives.	<ul style="list-style-type: none"> ◇ Understands and weighs up financial implications of propositions; ◇ Understands, analyses and monitors financial reports; ◇ Allocates resources to established goals and objectives. ◇ Aligns expenditure to cash flow projections; ◇ Ensures effective utilisation of financial resources; ◇ Develops corrective measures/actions to ensure alignment of budget to financial resources; and ◇ Prepares own budget in line with the strategic objectives of the organisation.
4. Change Management	Initiates, supports and champions organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.	<ul style="list-style-type: none"> ◇ Performs analysis to determine the impact of changes in the social, political and economic environment; ◇ Keeps self and others calm and focused during times of change or ambiguity; ◇ Initiates, supports and encourages new ideas; ◇ Volunteers to lead change efforts outside of work team; ◇ Consults and persuades all the relevant stakeholders of the need for change; ◇ Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change; ◇ Coaches colleagues on how to manage change; ◇ Proactively seeks new opportunities for change; ◇ Identifies and assists in resolving resistance to change with stakeholders; ◇ Designs specific projects to enable change that are aligned to the organisational objectives; and ◇ Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.
5. Knowledge Management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organisation.	<ul style="list-style-type: none"> ◇ Uses appropriate information systems to manage organisational knowledge; ◇ Uses modern technology to stay abreast of world trends and information; ◇ Evaluates information from multiple sources and uses information to influence decisions; ◇ Creates mechanisms and structures for sharing of knowledge in the organisation; ◇ Uses libraries, researches, knowledge specialists and other knowledge bases appropriately to improve organisational efficiency.



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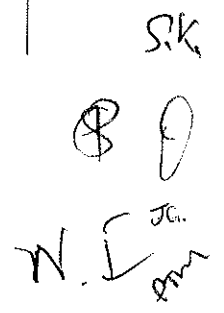
Generic Standards For "Fully Effective" Performance	
Description	
	<ul style="list-style-type: none"> ◇ Promotes the importance of knowledge sharing within own area; ◇ Adapts and integrates information from multiple sources to create innovative knowledge management solutions; and ◇ Nurtures a knowledge-enabling environment.
6. Service Delivery Innovation	<ul style="list-style-type: none"> ◇ Champions new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational goals. ◇ Consults clients and stakeholders on ways to improve the delivery of services; ◇ Communicates the benefits of service delivery improvement opportunities to stakeholders; ◇ Identifies internal process improvement opportunities to SDI; ◇ Demonstrates full knowledge of principles on service delivery innovations; ◇ Identifies and analyses opportunities where innovative ideas can lead to improved service delivery; ◇ Creates mechanisms to encourage innovation and creativity within functional areas and across the organisation; ◇ Implements innovative service delivery options in own department/organisation.
7. Problem Solving and Analysis	<ul style="list-style-type: none"> ◇ Explains potential impact of problems to own working environment; ◇ Demonstrates root cause of problems and evaluates whether solutions address root causes; ◇ Demonstrates objectivity, thoroughness, insightfulness, and probing behaviours when approaching problems; and ◇ Demonstrates the ability to break down complex problems into manageable parts and identify solutions.
8. People Management and Empowerment	<ul style="list-style-type: none"> ◇ Seeks opportunities to increase personal contribution and level of responsibility; ◇ Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches; ◇ Delegates and empowers others to increase contribution and level of responsibility; ◇ Applies labour and empowerment legislation and regulations consistently; ◇ Facilitates team goal setting and problem solving;



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	Description	Generic Standards For "Fully Effective" Performance
		<ul style="list-style-type: none"> ◇ Recognises individuals and teams and provides developmental feedback in accordance with performance management principles; ◇ Adheres to internal and national standards with regards to HR practices; ◇ Deals with labour matters; ◇ Identifies competencies required and suitable resources for specific tasks; ◇ Displays personal interest in the well-being of colleagues; ◇ Able to manage own time as well as time of colleagues and other stakeholders; and ◇ Manages conflict through a participatory transparent approach.
9. Client orientation and customer focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	<ul style="list-style-type: none"> ◇ Develops clear and implementable service delivery improvement programmes; ◇ Identifies opportunities to exceed the expectations of customers; ◇ Designs internal work processes to improve customer service; ◇ Adds values to the organisation by providing exemplary customer service; and ◇ Applies customer rights in own work environment.
10. Communication	Exchanges information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	<ul style="list-style-type: none"> ◇ Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way; ◇ Receptive to alternative viewpoints; ◇ Adapts communication content and style according to the audience including managing body language effectively; ◇ Delivers messages in manner that garners support, commitment and agreement; ◇ Writes well-structured complex documents; ◇ Communicates controversial sensitive messages to stakeholders tactfully; ◇ Listens well and is receptive; and ◇ Encourages participation and mutual understanding.
11. Honesty and integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	<ul style="list-style-type: none"> ◇ Conducts self in accordance with organisational code of conduct; ◇ Admits own mistakes and weaknesses and seeks help from others were unable to deliver; ◇ Reports fraud, corruption, nepotism and maladministration; ◇ Honours the confidentiality of matters and does not use it for personal gain or the gain of others;



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Description	Generic Standards For "Fully Effective" Performance
	<ul style="list-style-type: none"> ◇ Discloses conflict of interests issues; ◇ Establishes trust and shows confidence in others; ◇ Treats all employees with equal respect; ◇ Undertakes roles and responsibilities in a sincere and honest manner; ◇ Incorporates organisation values and beliefs into daily work ◇ Uses work timer for organisational matters and not for personal matters; and ◇ Shares information openly, whilst respecting the principle of confidentiality.

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ANNEXURE C:**PERSONAL DEVELOPMENT PLAN (PDP)**

Competency to be Addressed	Proposed Actions	Responsibility	Time-frame	Expected Outcome

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ANNEXURE D:**PROCESS TO MANAGE POOR PERFORMANCE**

In the event that the employee consistently fails to meet his/her performance targets, over a minimum of two consecutive face-to-face quarterly performance appraisals, Schedule 8, Section 9 – of the Labour Relations Act: Code of Good Practice: Dismissal - shall be followed, together with the following guidelines.

1. Prerequisites to Starting the Poor Performance and Incapacity Process

- i. The onus lies with the Municipal Manager in the case of Section 56 Managers to ensure that the subordinate knows what is required.
- ii. Objectives/targets, Key performance Indicators and deadlines should be agreed with the Employer
- iii. The employee should be given appropriate training, coaching and instructions in order to be able to meet the required objectives
- iv. The employee must have the means/equipment to perform the required objectives and
- v. The employee must be given regular feedback on his/her performance.

2. Formal Counselling Session

- i. The employee's direct Manager/Senior is responsible for conducting any formal counselling sessions on poor performance. The counselling session is an opportunity to formally plan and agree on corrective action, to:
 - ii. Identify why the employee is failing to meet the required performance standards/objectives
 - iii. Agree on a plan to assist the employee in achieving the required standards/objectives and give the employee a fair opportunity to improve his/her performance
 - iv. Make the employee aware of the potential consequences of not complying with performance requirements and
 - v. Ensure that these meetings are documented (and co-signed off by both parties) so that procedural fairness can be proved in the event of any future disputes and/or additional disciplinary action being taken.

3. Formal Disciplinary Process/Corrective Action

- i. Should the employee, after a reasonable period for improvement, which shall not be less than three months nor more than six months, continue to perform unsatisfactorily, notwithstanding appropriate evaluation, instruction, guidance and/or counselling – formal disciplinary steps shall be implemented
- ii. A formal disciplinary committee hearing shall be held in accordance with the provisions in the Labour Relations Act , Number 42 Of 1996 (as amended) – the outcome of which may include a final written warning and finally dismissal as a last resort.

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