

PERFORMANCE AGREEMENT

BETWEEN

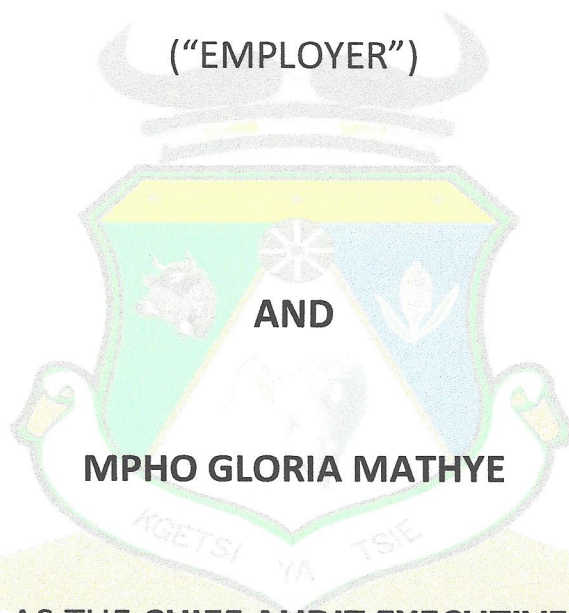
THE MUNICIPALITY OF RAMOTSHERE MOILOA LOCAL MUNICIPALITY,

AS REPRESENTED BY THE ACCOUNTING OFFICER

CROSBY MAEMA

(IN HIS CAPACITY AS THE MUNICIPAL MANAGER OF RAMOTSHERE MOILOA
LOCAL MUNICIPALITY)

("EMPLOYER")



AND

MPHO GLORIA MATHYE

IN HER CAPACITY AS THE CHIEF AUDIT EXECUTIVE OF RAMOTSHERE
MOILOA LOCAL MUNICIPALITY

("EMPLOYEE")

FOR THE

FINANCIAL YEAR: 1 JULY 2015 – 30 JUNE 2016

Handwritten signature and initials:
M
M
HK

TABLE OF CONTENTS

1. PERFORMANCE AGREEMENT.....	0
2. TABLE OF CONTENTS.....	2
3. INTRODUCTION.....	2
4. PURPOSE OF THIS AGREEMENT.....	2
5. COMMENCEMENT AND DURATION.....	3
6. PERFORMANCE OBJECTIVES.....	3
7. PERFORMANCE MANAGEMENT SYSTEM.....	4
8. PERFORMANCE MANAGEMEN.....	4
9. EVALUATING PERFORMANCE.....	5
10. SCHEDULE FOR PERFORMANCE REVIEW.....	7
11. DEVELOPMENTAL REQUIREMENTS.....	8
12. OBLIGATIONS OF THE EMPLOYER.....	8
13. CONSULTATION.....	8
14. MANAGEMENT OF EVALUATIONS OUTCOMES	8
15. DISPUTE RESOLUTION.....	9
16. GENERAL.....	9

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Municipality of **Ramotshere Moiloa Local Municipality** herein represented by **Crosby Maema, ID 710701543308** in his capacity as the **Municipal Manager of Ramotshere Moiloa Local Municipality** (hereinafter referred to as the Employer or Reporting Officer)

and

Mpho Gloria Mathye, ID 7911270459085 in her capacity as the **Chief Audit Executive** and an **Employee of Ramotshere Moiloa Local Municipality** (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 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".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties to conclude an annual performance Agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 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 Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or 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 in the event of outstanding performance; and
- 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 **01 July 2015** and will remain in force until **30 June 2016** where after a new Performance Agreement, Performance Plan and Personal Development 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. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive 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.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) 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 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 weighting.
- 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 (IDP).

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1** The Employee agrees to participate in the performance management system that the employer adopts or introduces for the Employer, 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 standard that will be included in the Performance Management System as applicable to the Employee.

6. The Employee agrees to participate in the Performance Management and Development System that the Employer adopts.

- 6.1** The Employee undertakes to actively focus towards the promotion and implementation of KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2** The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 6.2.1** The Employee must be assessed against both components, with a weighting of 80:20 allocated to the key Performance Areas (KPA's) and the Core Managerial Competencies (CMC's) respectively.
- 6.2.2** Each area of assessment will be weighted and will contribute a pro rata to the total score.
- 6.2.3** KPAs covering the main areas of work will account for 80% and CMC's will account for 20% of the final assessment.
- 6.3** The Employee's assessment will be based on his/ her performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (Annexure 12), 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.

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	-
Municipal Transformation and Institutional Development	8%
Local Economic Development (LED)	-
Municipal Financial Viability and Management	8%
Good Governance and Public Participation	84%
Good Governance and Community Participation	-
Community & Social Development Services	-
Total	100%

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

7. EVALUATING PERFORMANCE

7.1 The Performance Plan (Annexure A) to this Agreement sets out :

7.1.1 The standards and procedures for evaluating the Employee's performance; and

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

7.2 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 must be documented in a Personal Development Plan. Development Plan as well as the actions agreed to and implementation must take place within set time frames.

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

7.5 The annual performance appraisal will involve:

7.5.1 Assessment of the achievement of results as outlined in the performance plan:

- 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.
- c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CMC's

- a) Each CMC must 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 6.5.1) must then be used to add the scores and calculate a final CMC score.

7.5.3 Overall Rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's, CMC's and COC's :

Am.
MA
Mum
H.K.

Level	Terminology	Description	Rating
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Agreement and Performance Plan and maintained this in all areas of responsibility throughout the year.	
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement and Performance Plan.	
2	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.	
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 by the following persons will be established:

7.7.1 Municipal Manager;

7.7.2 Chairperson of the Performance Audit Committee or Audit and Risk Committee in the absence of PMS Audit Committee;

7.7.3 EXCO Member;

7.7.4 Municipal Manager from another Municipality.

8. SCHEDULE FOR PERFORMANCE REVIEWS

DM
MB
Mum
H.K.

- 8.1** The performance of the Employee in relation to his/her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

1.	First quarter	Fourth week of October 2015
2.	Second quarter	Fourth week of January 2016
3.	Third quarter	Fourth week of April 2016
4.	Fourth quarter	Fourth week of July 2016

- 8.2** The Employer shall keep a record of the mid-year review and annual assessment 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 Annexure "A" from time to time for operational reasons. The Employee must be fully consulted before any such change is made.
- 8.5** The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

10. OBLIGATIONS OF THE EMPLOYER

- 10.1** The Employer shall:
- 10.1.1** Create an enabling environment to facilitate effective performance by the employee;
- 10.1.2** Provide access to skills development and capacity building opportunities;
- 10.1.3** Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.
- 10.1.4** On the request of the Employee delegate such powers reasonably required by the Employee to enable him/her to meet the performance objectives and targets established in terms of this Agreement; and
- 10.1.5** Make available to the Employee such resources as the Employee may reasonably require from time to time to contribution him/her to meet the performance objectives and targets established in terms of this Agreement.

11. CONSULTATION

*Am,
mo
mun
HK*

- 11.1** The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others:
- 11.1.1** A direct effect on the performance of any of the Employee's functions;
 - 11.1.2** Commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 11.1.3** A substantial financial effect on the Employer.
- 11.2** The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1** The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 12.2** A performance bonus of 5% to 14% of inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.
- 12.3** The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of least twelve (12) service at current remuneration package 30 June (end of financial year) subject to a fully effective assessment.
- 12.4** In the case of unacceptable performance, the Employer shall:
- 12.4.1** Provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
 - 12.4.2** 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 her duties.

13. DISPUTE RESOLUTION

- 13.1** Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by :
- 13.1.1** The MEC for Local Government and the Province within thirty (30) days of receipt of a formal dispute from the Employee; or
 - 13.1.2** Any other person appointed by the MEC.

The Performance Plan sets out:

- a)** Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe;
- b)** Core competencies required from employees prescribed in the Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, R805 of 2006.

The employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the National KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee.

KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:

Category	Colour	Explanation
KPI's Not Met/ Unacceptable performance	1	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA 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.
KPI's Almost Met / Not fully effective	2	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 PA and Performance Plan.
KPI's Met / Fully effective	3	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
KPI's Well Met / Performance significantly above expectations	4	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.

2015/2016 Performance Plan: Chief Audit Executive

Category	Colour	Explanation
KPI's Extremely Well Met / Outstanding Performance	5	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 PA and Performance plan and maintained this in all areas of responsibility throughout the year.

PA, MP, MLC, H.K.

KEY PERFORMANCE INDICATORS

National KPA	Strategic Objectives	KPI No.	Key Performance Indicator (KPI)	Baseline	Annual Target	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
Good Governance and Public Participation	Promote accountable, Efficient and Transparent Administration	182	Number of Audit Committee Meetings held during 2015/2016	9 Audit and Risk Committee Meetings held during 2014/2015	4 Audit Committee Meetings held by June 2016	Attendance Registers, Minutes and Reports	1 Audit Committee meetings held by Sept. 2015	1 Audit Committee meetings held by Dec. 2015	1 Audit Committee meeting held by March 2016	1 Audit Committee meetings held by June 2016	8
Good Governance and Public Participation	Promote accountable, Efficient and Transparent Administration	183	Number of Audit Committee Charters reviewed and adopted by Council during 2015/2016	Audit Committee Charter not reviewed and adopted by Council (New) during 2014/2015	1 Audit Committee Charter reviewed and adopted by Council by May 2016	Attendance Registers, Minutes and Reports	-	-	-	1 Audit Committee Charter reviewed and adopted by Council by May 2016	8
Good Governance and Public Participation	Promote accountable, Efficient and Transparent Administration	184	Number of Reviewed Internal Audit Methodologies during 2015/2016	2014/2015 Internal Audit Methodology in place	1 Internal Audit Methodology developed by September 2015	Signed IA Methodology	1 Internal Audit Methodology developed by September 2015	-	-	-	8
Good Governance and Public Participation	Promote accountable, Efficient and Transparent Administration	185	Number of Audit and Risk Committee Quarterly Reports submitted to Council during	4 ARC Reports submitted to Council during 2014/2015 FY	4 ARC Quarterly Reports submitted to Council by June 2016	ARC Reports and Council Resolutions	1 ARC Quarterly Report submitted to Council by July. 2015	1 ARC Quarterly Report submitted to Council by Oct. 2015	1 ARC Quarterly Report submitted to Council by Jan 2016	1 ARC Quarterly Report submitted to Council by April 2016	10

2015/2016 Performance Plan: Chief Audit Executive

Annexure A

National KPA	Strategic Objectives	KPI No.	Key Performance Indicator (KPI)	Baseline	Annual Target	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
Good Governance and Public Participation	Promote accountable, Efficient and Transparent Administration	186	Number of Reviewed and adopted IA 3 year Rolling Plans by Council during 2015/2016	IA 3 year rolling plan 2014/2015-2016/2017 in place	1 IA 3 year Rolling Plan Reviewed and adopted by Council by June 2016	Copy of Plan Signed AC Recommendation	-	-	-	1 Internal Audit 3 year Rolling Plan Reviewed and adopted by Council by June 2016	8
							100% of completed audits v/s planned audits by Sept. 2015	100% of completed audits v/s planned audits by Dec. 2015	100% of completed audits v/s planned audits by March 2016	100% of completed audits v/s planned audits by March 2016	10
Good Governance and Public Participation	Promote accountable, Efficient and Transparent Administration	187	% of completed Audits v/s Planned Audits during 2015/2016	100% (3 audits completed versus 3 planned audits) completed during 2014/2015	100% of completed audits v/s planned audits by June 2016	Internal Audit Reports And Council Resolution	-	-	-	1 Internal Audit Charter reviewed and adopted by Council by June 2016	8
							100% of the quarterly operational budget targets as per the	100% of the quarterly operational budget targets as	100% of the quarterly operational budget targets as	100% of the quarterly operational budget targets as	8
Good Governance and Public Participation	Promote accountable, Efficient and Transparent Administration	188	Number of Internal Audit Charters reviewed and adopted by Council during 2015/2016	2014/2015 Internal Audit Charter in place	100% Monthly operational expenditure as a percentage	Signed AC Recommendation Copy of Approved IA Charter	-	-	-	1 Internal Audit Charter reviewed and adopted by Council by June 2016	8
							100% of the quarterly operational budget targets as per the	100% of the quarterly operational budget targets as	100% of the quarterly operational budget targets as	100% of the quarterly operational budget targets as	8
FINANCIAL VIABILITY	Promote Financial Accountability	69	Monthly operational expenditure as a percentage of planned	New KPI	100% Monthly operational expenditure as a percentage	Signed AC Recommendation Copy of Approved IA Charter	-	-	-	1 Internal Audit Charter reviewed and adopted by Council by June 2016	8
							100% of the quarterly operational budget targets as per the	100% of the quarterly operational budget targets as	100% of the quarterly operational budget targets as	100% of the quarterly operational budget targets as	8

MP H.K. Nkom


2015/2016 Performance Plan: Chief Audit Executive

Annexure A

National KPA	Strategic Objectives	KPI No.	Key Performance Indicator (KPI)	Baseline	Annual Target	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
			expenditure, and per approved Annual Budget as published during 2015/2016		of planned expenditure during 2015/2016		approved Budget by Sept. 2015	per the approved Budget by Dec. 2015	per the Budget by March 2016	per the Budget by June 2016	
Good Governance and Public Participation	To ensure functional Internal Audit and Audit Committee	N/A	Implemented the I/A Quality Assurance Improvement Programme	Developed I/A QAR Programme	02 QAR Internal Peer Reviews	Internal Audit Peer Reviews Report	-	01 Report	-	01 Report	8
Good Governance and Public Participation	To ensure functional Internal Audit and Audit Committee	N/A	Developed the Continuous Professional Development for Internal Auditors	2015/2016 CPD	Developed the Continuous Professional Development for Internal Auditors by June 2016	2016/2017 CPD Plan	-	-	-	Approved 2016/2017 CPD	8
Good Governance and Public Participation	To ensure functional Internal Audit and Audit Committee	N/A	Number of performance reviews held of all relevant employee levels in terms of the PMS process.	PMS Framework in place	Quarterly performance reviews held of all relevant employee levels in terms of the PMS process.	PMS evaluation report and individual score sheets	-	1st Quarter Informal Reviews	Mid-term Formal Reviews	3rd Quarter Informal Reviews	8
Municipal Transformation and	Institutional Development and Municipal	N/A	Performance agreements and	Performance Management Policy	Performance agreements and	Signed performance agreements and	Performance agreements and	-	-	-	8

Ch. M. H. K. N. M.

2015/2016 Performance Plan: Chief Audit Executive

National KPA	Strategic Objectives	KPI No.	Key Performance Indicator (KPI)	Baseline	Annual Target	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
Institutional Development	Transformation		scorecards signed ¹ with all relevant employees	Framework & Departmental SDBIP	scorecards for all relevant employees signed by 31 August 2015	scorecards.	scorecards finalized by 31 August 2015				
TOTAL											100
Percentage											80%

CORE COMPETENCY FRAMEWORK

The performance of Section 56 Managers should be assessed in terms of Core Competency Requirements (CCRs) as required by the Regulations of Section 56 Managers. These competencies describe general managerial and occupational skills. The assessment of these competencies will account for **twenty percent** of the total employee assessment score. The bold CCR's are compulsory for all managers.

Annexure B describes the different proficiency levels for each Core Competency Requirements (CCRs) and should therefore form part of this section of the Performance Plan.

Core Managerial Skill	Select prov. level (refer Annexure B)	Definition	Weight
Strategic Leadership and Management	✓	Skills to be able to provide a vision, set the direction for the municipality or department and inspire others in order to deliver on the municipality's mandate	10
Programme and project management	✓	Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that local government objectives are achieved	5
Financial Management	✓	Skills required managing projects and/or department work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling costs throughout the year by allocating resources appropriately and understanding and anticipating the impact of other departments on own budget and adopting where necessary.	10
Change Management	✓	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments.	5
Knowledge management	✓	This includes the working knowledge of Council regulations, by-laws and policies, National, Provincial and Local Government structures and applicable legislation.	15
Problem solving and analytical thinking	✓	Be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	15
People and diversity management	✓	Skills to manage and encourage people optimise their outputs and effectively manage relationships. This includes holding regular meetings with his/ her team so that information can be shared and so that the team is aware of decisions that may affect them. It also involves distributing workloads so that individual skills are used appropriately and so that the work is evenly spread, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the	10

2015/2016 Performance Plan: Chief Audit Executive

Annexure A

Core Managerial Skill	Select prov. level (refer Annexure B)	Definition	Weight
Client orientation and customer focus	✓	goals of the department and ultimately the municipality Whether providing a service to an internal or external customer this means trying to determine the needs of the customer and then meeting those needs. At a minimum employee are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without argument. Ideally managers are required to be proactive by trying to understand needs of the customer and providing an appropriate service based on these underlying needs	5
service delivery innovation	✓	This about wanting to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something but rather are encouraged to use their initiative to make sure that things get done accurately and efficiently.	5
communication	✓	Skills to be able to exchange 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.	10
accountability and ethical conduct	✓	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the municipality	10
TOTAL			100
CONTRIBUTION PERCENTAGE			20%

The 2015/2016 Performance Plan signed and accepted by the Chief Audit Executive:
Mrs Mpho Mathye

Date:

22/06/2015

The 2015/2016 Performance Plan signed on behalf of Ramotshere Local Municipality by
the Municipal Manager: Mr

Date:

20 July 2015

Annexure B: The Personal Development Plan (PDP)

Director	Mrs Mpho Mathye	Employee No	780070
Job Title:	Chief Audit Executive	Department:	Internal Audit
Municipal Manager:	Mr Crosby Maema	Date:	22nd June 2015

Applicable	Skills / Performance Gap	Outcomes Expected	Suggested training and / or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practise skill / development area	Support Person
1.	Audit of Corporate Governance	Techniques for the internal auditing of the Corporate Governance in a local government environment.	Corporate Governance: Strategy for Internal Audit (CGSA)	Accredited Institution (IIASA)	October 2015	Improved Internal Auditing of the municipal control environment on matters of corporate governance	Corporate Services through the Municipal Manager
2.	Internal Audit process undertaken reviews of the AFS preparations by the municipality	Techniques for the internal audit AFS process reviews.	Auditing the process utilized by management to improve their external audit opinions on their financial statement in the Public Sector (APEA).	Accredited Institution (IIASA)	November 2015	Enhanced Internal Auditing of the municipal control environment on matters of AFS process reviews	Corporate Services through the Municipal Manager
3.	Enterprise Risk Management	Extensive understanding of the audit on enterprise risk management	Auditing ERM with emphasis on ensuring King III (AEKR)	Accredited Institution (IIASA)	May 2016	Enhanced Internal Auditing of the municipal control environment on matters of ERM	Corporate Services through the Municipal Manager
4.	Combined Assurance Model - municipal	Implementation Framework for	Combined Assurance (CATL)	Accredited Institution (IIASA)	November 2015	Enhanced implementation of	Corporate Services through and CFO through

Am

environment	the Combined Assurance				the combined assurance for the municipality.	the Municipal Manager
5.	Quality Assurance Reviews (Internal & External)	QAR Assessment tools	Performing an Effective QA (QAR)	Accredited Institution (IIASA)	November 2015	Corporate Services through the Municipal Manager
6.	Ethics Audit	Understanding of the ethics audit (both internal auditors & municipal employees)	Ethics at work and the Internal Audit Profession (EWIP)	Accredited Institution (IIASA)	March 2016	Corporate Services through the Municipal Manager
7.	Soft Skill	Skills on the persuasion for the reception of the Internal Audit Recommended corrective actions/measures	Art of Persuasion For Internal Audit	Accredited Institution (IIASA)	September 2015	Corporate Services through the Municipal Manager
8.	Internal Audit Conflict Management	Skills on resolving internal audit conflicts with management	How to deal with difficult people Communication and Conflict Management (CONF)	Accredited Institution (IIASA)	September 2015	Corporate Services through the Municipal Manager
9.	Advanced Internal Audit Practices	Extensive & in-depth knowledge and understanding of Internal Audit Practices towards the	CIA Learning System	Accredited Institution (IIASA)	October 2015	Corporate Services through the Municipal Manager

Sanjiv

		Certified Internal Audit Accreditation by Institute						
Director's Signature		Date	22/06/15	Accounting Officer's Signature:		Date	20 July 2015	

Amey