

**PERFORMANCE AGREEMENT**

**BETWEEN**

**Loyiso Luthando Donald Pepeta**  
**(Chief Finance Officer)**

**And**

**Mluleki Fihlani**  
**(Municipal Manager)**

**OF**  
**INGQUZA HILL LOCAL MUNICIPALITY**

**PERIOD OF AGREEMENT:**  
**1 July 2010 TO 30 June 2011**

## **1.0 JOB DETAILS**

Employment # if applicable:	xxxxxxxxxx
Department:	Budget & Treasury
Location	Ingquza Hill Local Municipality
Salary Level	Section 57 Manager
Notch (Package)	RK p.a.
Occupational classification	Senior Management
Designation	Chief Finance Officer

## **2.0 VISION AND MISSION OF DEPARTMENT**

### **2.1 Vision**

"A developmental, economically viable and responsive municipality where communities enjoy equitable access to services in a sustainable manner"

### **2.2 Mission**

The strategic goal for this Department is to ensure good governance, an effective, efficient & transparent financial management.

## **3.0 JOB PURPOSE**

I, Loyiso Luthando Donald Pepeta, in my capacity as Chief Finance Officer commit myself to the vision and mission of the Ingquza Hill Local Municipality as reflected in the Strategic plan of the Municipality.

As Chief Finance Officer my job purpose will be to:  
Strategically plan all finance projects. Advise the municipality in all finance related matters. Manage departmental and municipal resources. Provide guidance to junior staff members and councilors where required.

## **TABLE 1**

<b>NUMBER</b>	<b>KEY PERFORMANCE CATEGORY (ACCORDING TO NTF)</b>	<b>APPLICABLE BATHOPELE PRINCIPLE(S) FOR THIS CATEGORY TARGETED FOR THIS YEAR</b>	<b>WEIGHT of KEY PERFORMANCE CATEGORY (SERVICE DELIVERY TO WEIGH MORE UNLESS THERE IS A SPECIAL CIRCUMSTANCE)</b>
1.	Municipal Transformation and Organizational development	Information	15%
2.	Infrastructural Development and Service Delivery	Transparency, accountability	15%
3.	LED	Courtesy, redress,	10%
4.	Municipal Financial Viability and Management	Access, re-dress, Consultation	40%
5.	Good Governance	Transparency, accountability	20%
<b>SUB-TOTAL FOR PERFORMANCE PLAN (see PART B TABLES LATER)</b>			<b>100%</b>

**TABLE 2**

<b>NUMBER</b>	<b>CORE MANAGEMENT CRITERIA</b>	<b>BATHOPELE PRINCIPLES</b>	<b>WEIGHT</b>
1.	Strategic Capability, Leadership and Financial Management	Value for money	20%
2.	Change Management	Consultation	5%
3.	People Management and Empowerment	Courtesy	7%
4.	Client Orientation and Customer Focus	Service standards	5%
5.	Service Delivery	Value for money; speed, consultation	15%
6.	Problem-Solving and Analytical Thinking		5%
7.	People and Diversity Mgt		5%

8.	Client Orientation and Customer Focus		2%
10	Communication		5%
11	Accountability Ethical Conduct		5%
12	Policy Conceptualisation and Implementation		10%
12.	Mediation Skills		3%
13.	Advanced Negotiation Skills		
14.	Partnership & Stakeholders Relation		5%
15.	Supply Chain Management		8%
<b>Sub-Total FOR MINIMUM CMCs and Targeted Batho Pele Principles to be amplified in Part C and Measured in Part D later)</b>			<b>100%</b>

#### 4.0 JOB FUNCTIONS

My job functions as Chief Finance Officer will include the following:  
Strategically plan all financial projects. Advise the municipality in all finance related matters. Manage departmental and municipal resources. Provide guidance to junior staff members and councillors where required.

#### 5.0 REPORTING REQUIREMENTS

I shall report to the Municipal Manager for the Department as my Supervisor on all parts of this Agreement. I shall:

- Timeously alert the Municipal Manger of any emerging factors that could preclude the achievement of any performance agreement undertakings.
- Establish and maintain appropriate internal controls and reporting systems in order to meet performance expectations.
- Discuss and thereafter document for the record and future use any revision of targets as necessary as well as progress made towards the achievement of Performance Agreements measures in all four key categories of my performance as listed in section 3 above.
- Effectively manage the performance of all my subordinate team(s) as dictated by the prevailing PMS policies and practices of the Municipalities.

In turn the Municipal Manager as my Supervisor shall:

- Create an enabling environment for me to facilitate effective performance.
- Provide access to skills development, capacity building opportunities and all requisite resources.
- Work collaboratively to solve problems and generate solutions to common problems within the Municipality that may be impacting on my performance.

## **6.0 DELEGATIONS**

The following authorities and powers of the Municipal Manager herewith delegated to me, (the Chief Finance Officer) to enable her/him to execute key responsibilities and achieve set objectives:

e. g.

- Regulations G3, C, H1, G1.1.1, G1.1.2, G1.1.5, C 2.1, C2.3, G2.1, G2.3, E.1
- B, C.5, C.3

ii) *Delegations and authorizations will be added or removed from the agreement in the following manner*

As per agreement between Manager and Municipal Manager

## **7.0 PERFORMANCE APPRAISAL FRAMEWORK**

Performance will be assessed according to:

- ❖ The outputs and outcomes under each KRA / Measurable Objective as outlined and contained in my Annual Individual Performance Plan attached as Part A of this whole Agreement.
- ❖ Part D of this Agreement, being the Competence-Based Individual Development Portion of this whole Agreement. This part D will include a list of all agreed and applicable generic competencies taken from the DPLG list of CMCs, plus more job specific competencies.
- ❖ Both Parts B and D will have input, output and outcome indicators that reflect (e.g. in brackets BP 1) the measurement of Batho Pele Principles in the applicable KRI and Targets.
- ❖ All measurable objectives or KRAs will show their weightings and where standards are available like the Batho Pele standards, these standards will inform the KRI for that Batho Pele principle.

I shall further undertake to focus and to actively work towards the promotion and implementation of KRAs within the framework of the laws and regulations governing the Public Service.

## **8.0 DEVELOPMENTAL REQUIREMENTS**

The plan for addressing the developmental gaps would be as per attached PART D. It is drawn after first profiling the individual competencies under generic, job specific and other competencies that must and can be developed in that particular year. The profiling and measurement is based on a scale of 1-3 as explained in the relevant tables. Measurement of acquired competencies will include the application of available and relevant Batho Pele Principles standards where such are available.

## **9.0 TIME TABLE AND RECORDS OF REVIEW DISCUSSIONS AND ANNUAL APPRAISALS**

I shall report to the Municipal Manager as to progress regarding the contents of this agreement and specific outputs as contained in this agreement and the Strategic Plan of the Municipal and stating reasons for any variance to the plan.

During the review sessions or at any stage where such a need is detected, my manager and I will agree to the amendment of specific outputs, coaching notes, based on circumstances obtaining. Such notes and / or changes must be in writing and counter-signed by myself as well as my manager and the overseer.

My Manager, the Municipal Manager shall give due feedback every quarter (with specific focus to the mid-term December 2010 and end of year, June 2011) with regards to my performance and in where necessary, we shall agree on the administration of any remedies to arrest any undesirable trends which may be evident at the time.

The annual evaluation shall be performed in June 2011

## **10.0 MANAGEMENT OF PERFORMANCE OUTCOMES**

The Municipal Manager (my manager) led by myself, shall review and evaluate my performance in terms of this agreement and this agreement only.

Where satisfactory performance has been demonstrated, the Municipal Manager (my manager) shall authorize performance related salary recognition which includes but is not limited to cash bonuses and/or upward salary progression and with regard to poor /non performance deal with matter in terms of the Chapter xxx of SMS Handbook and the PMS policy / procedures manual.

**11.0 DISPUTE RESOLUTION**

Both the Municipal Manager (my manager) and myself shall agree that should there exist a dispute about the nature of this PA relating to key responsibilities, priorities, methods of assessment and /or salary increment in this agreement shall be mediated by a mutually acceptable person to both of us to resolve the dispute that might arise.

We agree that the person to be identified shall also be involved in the conclusion of this Performance Agreement before it is signed. The person should preferably be chosen on the basis of their functional expertise and people skills and not legal qualification.

**12.0 AMENDMENT OF AGREEMENT**

Amendments to the agreement shall be in writing and can only be effected after discussion and agreement by both parties. Such agreement will be signified by signatures to each amendment. Such amendment must be attached to the original signed agreement and a copy forwarded to the Performance Management Unit of the Municipality for record keeping.

**13.0 SIGNATURES OF PARTIES TO THE AGREEMENT**

The contents of the agreement discussed and agreed by:

	_____
Section 57 Manager	Loyiso Luthando Donald Pepeta DATE:

	_____
SUPERVISOR OF Section 57 Mgr:	Mluleki Fihlani DATE:

PART B: INDIVIDUAL PERFORMANCE PLAN BY KEY CATEGORIES OF PERFORMANCE

**B.1: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT**

**B. 2: LOCAL ECONOMIC DEVELOPMENT**

**B. 3: MUNICIPAL TRANSFORMATION & ORGANISATION DEV**

**B. 4: GOOD GOVERNANCE & PUBLIC PARTICIPATION**

**B. 5: INFRASTRUCTURAL DEVELOPMENT**

## B.1: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

List of Key Outcomes						Performance Targets for key Outcomes							
<ul style="list-style-type: none"> <li>❖ Adherence to cash management policy</li> <li>❖ Improve revenue collection</li> <li>❖ Improve customer satisfaction</li> <li>❖ Credible billing system</li> <li>❖ Compliance and accountability</li> </ul>						<ul style="list-style-type: none"> <li>• Significant reduction on accounting queries and disputes</li> <li>• Meeting the projected revenue</li> <li>• Cash flow management</li> </ul>							
Strategic Objective	KRAs Measurable Objective	Weight in %	KRIs indicators	Baseline	Means / Evidence of Verification / Outputs	Targets					Resource Allocation		
						Annual Target for the whole year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Financial	Physical & Spatial	Human
											R		
To ensure cost effective, efficient, transparent financial management	To maximize revenue collection	20	Number of awareness meeting for the rate payers & implementation of credit control policy	0%	Minutes or the report of the awareness meetings	4	1	1	1	1	Nil		4 staff
		25	Data cleansing for accurate billing	0	Report for data cleansing	100%	10%	50%	40%		40 000		
		25	Number of indigent support benefited	0%	List of beneficiary for indigent support	100%	0	30%	40%	30%	800 000		
		15	Monthly report for debtors reconciliation	0	Submission register from the Municipal Managers offices	12	3	3	3	3	Nil		
		15	Monthly report for Enatis reconciliation	0	Submission register from the Municipal Managers offices	12	3	3	3	3	Nil		

## B.1: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

List of Key Outcomes						Performance Targets for key Outcomes							
<ul style="list-style-type: none"> <li>❖ Service provider satisfaction</li> <li>❖ Compliance with the legislation</li> <li>❖ Efficiency in expenditure management</li> </ul>						<ul style="list-style-type: none"> <li>• Cash flow management</li> <li>• Improve staff morale</li> <li>• Improve staff morale and have high productivity</li> <li>• Early identification of possible fraudulent transactions</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>							
Strategic Objective	KRAs Measurable Objective	Weight in %	KRIs indicators	Baseline	Means / Evidence of Verification / Outputs	Targets					Resource Allocation		
						Annual Target for the whole year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Financial	Physical & Spatial	Human
To ensure cost effective, efficient, transparent financial management	To ensure and effective control of expenditure	25	Number of payment cycle per year for the payment of services providers	0%	Monthly report for the payment cycle	12	3	3	3	3	Nil		4 staff
		25	Number of payment cycle for statutory & the pay roll payment	0	Monthly report for statutory, pay roll payment & pay slips	12	3	3	3	3	Nil		
		25	Number of expenditure forecast & variance analysis	0%	Monthly report for the exp forecast & variance	12	3	3	3	3	Nil		
		25	Monthly reconciliation report for Bank & Creditors	1	Monthly submission of reports	12	3	3	3	3	Nil		

## B.1: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

List of Key Outcomes						Performance Targets for key Outcomes							
<ul style="list-style-type: none"> <li>❖ Compliance with the GRAP and GAMAP</li> <li>❖ Adherence to fixed asset management policy</li> <li>❖</li> </ul>						<ul style="list-style-type: none"> <li>• Safeguarding the asset of the council</li> <li>• Control of the fuel cards</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>							
Strategic Objective	KRAs Measurable Objective	Weight in %	KRIs indicators	Baseline	Means / Evidence of Verification / Outputs	Targets					Resource Allocation		
						Annual Target for the whole year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Financial	Physical & Spatial	Human
To ensure cost effective, efficient, transparent financial management	To ensure assets are safeguarded	25	Assets verification & bar coding for movable assets	0%	Report of fixed asset verification	2	0	1	0	1	10 000		CFO, SCM & 2 staff
		10	Amendment of fixed assets management policy	0	Policy adopted by the council	100%	10%	90%	0%	0%	Nil		
		50	Implementation of directive 4	0%	Implementation plan & Financial Statements	12		20%	60%	20%	1.2 Million		
		15	Reconciliation of fuel cards	0	Monthly recon for fuel	12	3	3	3	3	Nil		

## B.1: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

List of Key Outcomes					Performance Targets for key Outcomes								
<ul style="list-style-type: none"> <li>❖ Transparency and accountability</li> <li>❖ Compliance with the provision of the MFMA and related legislation</li> <li>❖</li> </ul>					<ul style="list-style-type: none"> <li>• Clear direction for budget adjustment</li> <li>• Early warnings on the cash flow management</li> <li>• Proper planning for the municipality</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>								
Strategic Objective	KRAs Measurable Objective	Weight in %	KRI indicators	Baseline	Means / Evidence of Verification / Outputs	Targets					Resource Allocation		
						Annual Target for the whole year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Financial	Physical & Spatial	Human
To ensure cost effective, efficient, transparent financial management	Prepare a realistic and strategic budget, effective control or expenditure as well enhancement of procurement system	40	Budget process plan for 2010 & 2011 financial year	0%	Adoption of budget process plan	100%	25%	25%	25%	25%	200 000 R		CFO & SNR ACC
		05	Line budget been captured in the system	0	Data information in the system	100%	100%	0%	0%	0%	Nil		
		30	Monitoring of budget vs projection & actual exp incurred	0%	Monthly reports on variances analysis	12	3	3	3	3	Nil		
		25	Monthly report for cash flow projections	0	Monthly reports on cash flow projections	12	3	3	3	3	Nil		

## B.1: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

List of Key Outcomes					Performance Targets for key Outcomes								
<ul style="list-style-type: none"> <li>❖ Compliance with the legislation</li> <li>❖ Adherence to SCM policy</li> <li>❖ Better service delivery to community</li> </ul>					<ul style="list-style-type: none"> <li>• Strengthening of the bid committees</li> <li>• Acquisition of and services from approved suppliers</li> <li>• Fair, equity and transparency when issuing the tenders</li> <li>• Council to exercise its oversight duties</li> <li>• Effectiveness and efficiency of demand and acquisition management</li> <li>•</li> <li>•</li> <li>•</li> </ul>								
Strategic Objective	KRAs Measurable Objective	Weight in %	KRIs indicators	Baseline	Means / Evidence of Verification / Outputs	Targets					Resource Allocation		
						Annual Target for the whole year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Financial	Physical & Spatial	Human
											R		
To ensure cost effective, efficient, transparent financial management	Enhancement of preferential procurement system to ensure compliance with legislation and regulations	20	implementation of SCM policy	0 %	Report on implementation of the policy	12	3	3	3	3	10 000		CFO & SCM Staff unity
		25	Supply data base updated	0	Updated data on the system	100%	25 %	25%	25%	25%	20 000		
		25	SCM committee established and supported	0 %	All committee in place & functioning	100%	25 %	25%	25%	25%	Nil		
		30	Supporting other department through acquisition process and demand management	1	Monthly reports from the SCM unit	12	3	3	3	3	Nil		

## B.1: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

List of Key Outcomes					Performance Targets for key Outcomes									
<ul style="list-style-type: none"> <li>❖ Compliance with the legislation</li> <li>❖ Adherence to understanding of the system</li> <li>❖ Better service delivery to community</li> </ul>					<ul style="list-style-type: none"> <li>• Strengthening of the internal controls &amp; procedures</li> <li>• Acquisition or updated financial systems</li> <li>• Minimizing the audit queries</li> <li>• Effectiveness and efficiency of cash flow management</li> <li>•</li> <li>•</li> <li>•</li> </ul>									
Strategic Objective	KRAs Measurable Objective	Weight in %	KRIs indicators	Baseline	Means / Evidence of Verification / Outputs	Targets				Resource Allocation				
						Annual Target for the whole year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Financial	Physical & Spatial	Human	
											R			
To ensure cost effective, efficient, transparent financial management	Enhancement of financial management system to ensure compliance with legislation and regulations	20	Developing a system manual for the users	0%	Manual in place	100%	70%	30%			50 000		CFO	
		50	System upgrade	0%	Updated Financial management system	100%	70%	30%			400 000			
		30	Training of all the user of the system	0%	List of trained staff	100%		70%	30%			100 000		
												Nil		

## B.1: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

List of Key Outcomes						Performance Targets for key Outcomes								
<ul style="list-style-type: none"> <li>❖ Compliance with the legislation</li> <li>❖ Adherence to conditional grants requirement</li> <li>❖ Council to exercise its oversight duties</li> </ul>						<ul style="list-style-type: none"> <li>• Higher performing municipality with less audit queries</li> <li>•</li> <li>•</li> <li>• Training programs developed for internship</li> <li>• Fully conversion of annual financial statements to GRAP and GAMAP</li> <li>•</li> </ul>								
Strategic Objective	KRAs Measurable Objective	Weight in %	KRI indicators	Baseline	Means / Evidence of Verification / Outputs	Targets					Resource Allocation			
						Annual Target for the whole year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Financial	Physical & Spatial	Human	
											R			
To ensure cost effective, efficient, transparent financial management	Implementation, enhancement and maintenance of an effective financial reporting system to ensure compliance with legislation and regulations	20	SCM, FMG, MSIG reports	0%	Report submitted to MM	12	3	3	3	3	735 000		CFO, SCM, Snr Acc,	
		10	Section 71 reports	0	Report submitted to MM	12	3	3	3	3	Nil			
		10	Section 72 reports	0%	Report submitted to MM	12	3	3	3	3	Nil			
		20	Conversion of annual financial statements to GRAP & GAMAP	0	Financial statement submitted in time to Auditor General	1	0	0	0	1	700 000			
		20	Audit readiness for the year ended 2009 & 2010	0	Submission of report to audit committee	1	0	0	0	1	500 000			
		20	Implementation of internship programme		Development plan for the interns in place		12	3	3	3	3	750 000		

## B. 2: LOCAL ECONOMIC DEVELOPMENT

List of Key Outcomes					Performance Targets for key Outcomes								
<ul style="list-style-type: none"> <li>❖ Compliance with the legislation</li> <li>❖ Fair distribution of jobs to services providers</li> <li>❖ Equitable, cost effective and transparent procurement</li> </ul>					<ul style="list-style-type: none"> <li>• Procurement of goods &amp; services in terms of SCM policy</li> <li>• Credible database</li> <li>• Improvement of local economy activities within the municipality</li> <li>•</li> </ul>								
Strategic Objective	KRAs Measurable Objective	Weight in %	KRIs indicators	Baseline	Means / Evidence of Verification / Outputs	Targets				Resource Allocation			
						Annual Target for the whole year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Financial	Physical & Spatial	Human
To ensure that local businesses are accommodated in the provision of goods & services whilst at the same time quality is not compromised	To empower and improve the services that are provided by SMMEs	25	Amendment of SCM policy to benefit SMMEs & Local people	0%	Policy adopted by the council	100%	0%	100%	0%	0%	Nil	N/A	CFO & SCM
		25	Number of youth benefited on tendering process	0	Number of contracts in place	20	5	5	5	5	Nil	N/A	
		25	Number of woman benefited on tendering process	0%	Number of contracts in place	20	5	5	5	5	Nil	N/A	
		25	Number of local business benefited on tendering process	1	Number of contracts in place	40	10	10	10	10	Nil	N/A	

## B. 4: MUNICIPAL TRANSFORMATION & ORGANISATION DEV

List of Key Outcomes					Performance Targets for key Outcomes									
<ul style="list-style-type: none"> <li>❖ Compliance with the legislation</li> <li>❖ Fair distribution of jobs to services providers</li> <li>❖ Equitable, cost effective and transparent procurement</li> </ul>					<ul style="list-style-type: none"> <li>• Procurement of goods &amp; services in terms of SCM policy</li> <li>• Credible database</li> <li>• Improvement of local economy activities within the municipality</li> </ul>									
Strategic Objective	KRAs Measurable Objective	Weight in %	KRIs indicators	Baseline	Means / Evidence of Verification / Outputs	Targets				Resource Allocation				
						Annual Target for the whole year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Financial	Physical & Spatial	Human	
To ensure that organogram is reviewed based on change in the strategy in the IDP	To Re-skill the employees based on the outcomes of skill audit	40	Number of training related on the Munsoft system	0 %	Number of people who have been trained	16	4	4	4	4	Nil	N/A	CFO & SCM	
		40	Number of trainings related on the implementation of legislation	0	Number of people who have been trained	20	5	5	5	5	Nil	N/A		
	20	Number of programs related on the personal development of employees	0 %	Number of program implemented	20	5	5	5	5	Nil	N/A			

## B. 4: GOOD GOVERNANCE & PUBLIC PARTICIPATION

List of Key Outcomes						Performance Targets for key Outcomes								
<ul style="list-style-type: none"> <li>❖ Compliance with the legislation</li> <li>❖ Fair distribution of jobs to services providers</li> <li>❖ Equitable, cost effective and transparent procurement</li> </ul>						<ul style="list-style-type: none"> <li>• Procurement of goods &amp; services in terms of SCM policy</li> <li>• Credible database</li> <li>• Improvement of local economy activities within the municipality</li> </ul>								
Strategic Objective	KRAs Measurable Objective	Weight in %	KRIs indicators	Baseline	Means / Evidence of Verification / Outputs	Targets				Resource Allocation				
						Annual Target for the whole year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Financial	Physical & Spatial	Human	
To ensure sound internal controls	To improve the compliance of the employees related on the internal controls & relevant financial prescripts	25	Develop a procedure manuals that incorporate sound internal controls	0%	Procedure manuals in place	100%	0%	100%	0%	0%	Nil	N/A	CFO & SCM	
		25	Audit readiness has been done at the end of the financial year	0	Audit readiness report approved by the audit committee	100%	0%	50%	0%	50%	Nil	N/A		
		25	Monthly scrutiny of all financial documents for audit readiness	0%	Number of scrutiny report submitted to MM	12	3	3	3	3	Nil	N/A		
		25	Monthly evaluation of risk assessments for the department	1	Number of risk assessments submitted to MM	12	3	3	3	3	Nil	N/A		

## B. 5: INFRASTRUCTURAL DEVELOPMENT

List of Key Outcomes						Performance Targets for key Outcomes								
<ul style="list-style-type: none"> <li>❖ Compliance with CIDB legislation</li> <li>❖ Best practice on grant management</li> <li>❖ Equitable, cost effective and transparent procurement</li> </ul>						<ul style="list-style-type: none"> <li>• Registered on the website of CIDB</li> <li>• Less audit queries related to grant management</li> <li>• Credible database</li> </ul>								
Strategic Objective	KRAs Measurable Objective	Weight in %	KRIs indicators	Baseline	Means / Evidence of Verification / Outputs	Targets				Resource Allocation				
						Annual Target for the whole year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Financial	Physical & Spatial	Human	
To ensure the best practice on accounting funds for grants that are meant for services delivery	To account for all conditional grants	20	Call account for each conditional grant	0%	No of call accounts equal to No of conditional grants	100%	80 \$	0%	20%	0%	Nil	N/A	SNR Acc	
		20	Schedules of the grants and monthly payments	0	Report available	100%	25 %	25%	25%	25%	2M	N/A		
		20	File for all adverts for goods procured via tender processes	0%	File available	100%	0	10%	50%	40%	50 000	N/A		
		20	Database with accredited suppliers	1	Updated database	70%	10 %	40%	10%	10%	Nil	N/A		
		20	List of awarded contractors which have been captured in CIDB system	Tac hey survey	Monthly report available	1	10 %	70%	20%		150 000	N/A		

**PART C: COMPETENCY PROFILE FOR THE FY :**

The competency profile has been divided into three because employees (sms and non-sms) tend to focus only on what has been given or suggested in the manual without being job-specific or relevant

- In Section 1.0, list all those competences which you possess which are not specific to your job title but rather more to your level of responsibility, e.g. those that are the same for every sms, or manager, practitioner, nurse, engineer, grounds person, etc. These must be agreed on with the unit or branch or HOD in the case of sms managers before they are listed. Ideally a list of five priority generic competences must be listed.
- In section 2.0, list all those competences which you possess that qualify you for your current job, e.g. financial manager, PMS officer etc
- In section 3.0, list all those competences which, though not directly related to your current job or level of responsibility, are useful now or in the future, e.g. level of numeracy, general knowledge gained experientially or through training. These just make it possible to achieve more in your workplace or career development.

<b>INDIVIDUAL COMPETENCY PROFILE</b>		<b>JOB RELATED COMPETENCY PROFILE</b>	
<b>List of own current Competencies</b>	<b>Current level of competency (1 – 3)</b>	<b>Is this competence required for the job</b>	<b>Level of Competency Required for the Job. (as explained etc.)</b>
<b>1.0 Key Generic Competences (Taken from CMCs of DPSA)</b>			
1.1 Financial management	2	Yes	<b>3</b>
1.2 People Management	2	Yes	<b>3</b>
1.3 Knowledge Management	3	Yes	<b>3</b>
1.4 Strategy and purpose	3	Yes	<b>3</b>
1.5 Diversity management	2	Yes	<b>3</b>
1.6 Effective communication	2	Yes	<b>3</b>
Sub-Total (where applicable)			
<b>2.0 Job Specific Competences</b>			
2.1 Creative problem solving	3	Yes	<b>3</b>
2.2 Diversity Management	2	Yes	<b>3</b>
Sub-Total (where applicable)			
<b>3.0 Other Competences Deemed Important / Useful for Career and Performance Enhancement</b>			

3.1 Project Management	2	Yes	<b>3</b>
Sub-Total (where applicable)			
Grand Total (where applicable)			

## PART D: Competence-based individual development plan

Specify the competencies required for the position- these are based on CMCs and the current levels of competence between incumbent and manager. An executive discussion could lead to some prioritization. DPSA has made a few suggestions in this regard too.

<b>Competence Required (from gaps identified in the profiling process above).</b>	<b>For which KRA is this competency required</b>	<b>Weighting in %</b>	<b>Current level of competence (taken from competency profiles)</b>	<b>Targeted level of competence (select from level 1-3 from competency profiles)</b>	<b>Timetable for gaining targeted competency (e.g. by first quarter etc but within same cycle).</b>	<b>Activities to close competence gaps (own as well as managers).</b>
1. Financial Management	Provision of Human Resources/ Performance Management	30%	2	3	End of third quarter	Workshop
2. Knowledge Management	All	30%	2	3	End of fourth quarter	Training internally & externally
3. Strategy and purpose	All	20%	3	3	End of third quarter	Workshop
4. Project Management	Career enhancement	20%	2	3	End of third quarter	Workshop
5.						
<b>TOTAL</b>		<b>100%</b>				