

Annexure A

Performance Plan

Mopani District Municipality



The **main parts** to this Performance Plan are:

1. Performance Plan Overview
2. Strategy Map
3. A statement about the *Purpose* of the Position;
4. A performance scorecard per Key Performance Area (KPI's), IDP Objectives, Objective Weightings, Performance Indicators (KPIs), KPI Weightings, Targets (quarterly), evidence required
5. A performance scorecard per Key Performance Area (Projects), IDP Objectives, Objective Weightings, Projects / Initiatives, Quarterly Deliverables, Evidence required
6. Competencies
7. Approval of Personal Performance Plan
8. Summary Scorecard
9. Rating Scales
10. Assessment Process

Name: I.M. Moakamela

Position: Director Corporate Services

Accountable to: Municipal Manager

Plan Period: 01.07.2009 – 30.06.2010



Annexure A

PERFORMANCE PLAN

1. Purpose

The performance plan defines the Council's expectations of the Municipal Manager's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. Objects of Local Government

The following objects of local government will inform the Municipal Manager's performance against set performance indicators:

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

3. Key Performance Areas

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management

Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development
- 3.2 Infrastructure Development and Service Delivery
- 3.3 Local Economic Development (LED)
- 3.4 Municipal Financial Viability and Management
- 3.5 Good Governance and Public Participation

4. BSC Perspectives

The BSC Methodology was used for the development of the Performance

Management System and will read as follows:

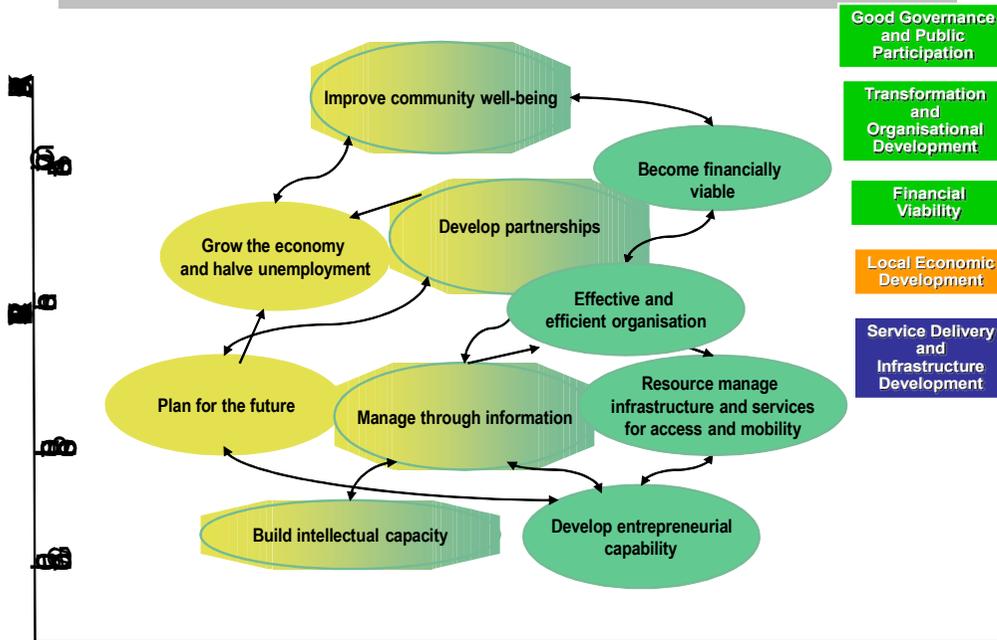
- 4.1 Community
- 4.2 Financial
- 4.3 Institutional Processes
- 4.4 Learning and Growth

5. Strategic Objectives

**The Key Performance Indicators are devised according to the IDP
Institutional Objectives to be achieved as depicted on the next page**

MOPANI DISTRICT STRATEGY MAP

To be the food basket of Southern Africa and the Tourism destination of choice



STRATEGIC VISION

“To be the Food Basket of Southern Africa and the Tourism Destination of choice”

STRATEGIC MISSION

- To provide integrated sustainable equitable services through democratic responsible and accountable governance

- Promoting the sustainable use of resources for economic growth to benefit the community

JOB PURPOSE

Position Goal

To become an employer of choice where best human capital can be attracted for customer orientated developmental local government where innovative systems, processes and quality services and sound governance are practiced

Position Purpose

The Corporate Service Director is required to lead and direct the Department in legal, human resources and administrative and systems for economic, efficient, effective and customer orientated services

The Director Corporate Services is accountable and responsible for amongst others:

➤ The management of Municipality's administration in accordance with Municipal legislation and other legislation applicable to the Municipality, includes management, discipline and development of staff

➤ The administration and implementation of the Municipality's by-laws and other legislation, includes the implementation of National and Provincial directives, policies and legislation and the rendering of legal advise, ensuring legislative requirements compliance

➤ The effective management and coordination of Information Technology of the municipality, in so far as software as well as hardware requirements are concerned

➤ Rendering of swift and accurate administrative services with internal customer orientation

KPA 1. Municipal Transformation and Organisational Development - KPI's

IDP Objective	Obj. Weighting	Programme	Institutional KPI	KPI Weighting	2009/10 Quarterly Targets				Evidence Required
					1st Q	2nd Q	3rd Q	4th Q	
Build Intellectual Capacity	20%	Capacity building and Training (HRD)	% training budget spent	60%	25%	50%	75%	100%	Financial reports
			% compliance to Skills Development Plan	40%	100%	100%	100%	100%	Monthly reports
Develop entrepreneurial capability	80%	Human Resource Management	Total number of woman employed by the municipality against total staff as %	5%	50.00%	50.00%	50.00%	50.00%	Staff register
			% compliance to employment equity plan	5%	100.00%	100.00%	100.00%	100.00%	EE report
			% job descriptions for new posts	10%	100.00%	100.00%	100.00%	100.00%	Signed job descriptions
			Number of currently filled posts of the total number of posts in the approved organogram as %	10%	n/a	n/a	n/a	200 / 283 = 70.6%	Staff register
			% Leave applications correlating with timesheet registers	10%	100%	100%	100%	100%	Leave register
			% of EAP cases successfully attended to	10%	100%	100%	100%	100%	Monthly reports
			% personnel turnover	10%	1%	1%	1%	1%	Staff register

KPA 1. Municipal Transformation and Organisational Development - KPI's

IDP Objective	Obj. Weighting	Programme	Institutional KPI	KPI Weighting	2009/10 Quarterly Targets				Evidence Required
					1st Q	2nd Q	3rd Q	4th Q	
Develop entrepreneurial capability		Human Resource Management	% turnover of new hire during first year	5%	0%	0%	0%	0%	Staff register
			% cases against the municipality for contravening OHS Regulations	10%	0%	0%	0%	0%	Monthly reports
			% of OHS committee recommendations implemented	10%	100%	100%	100%	100%	Monthly reports
			% staff with adequate OHS training	5%	n/a	n/a	n/a	10%	Training programmes and attendance registers
			% staff trained in First Aid	5%	n/a	n/a	n/a	10%	Training programmes and attendance registers
			Percentage functionality of Labour Forum	5%	100% (Quarterly meetings and minutes)	Agendas and minutes			

KPA 1. Municipal Transformation and Organisational Development - Projects

IDP Objective	Obj. Weighting	Programme	Project / Initiative	Proj. Weighting	Budget 2009/10	Target date	2009/10 Quarterly Outputs			
							1st Q	2nd Q	3rd Q	4th Q
Build Intellectual Capacity	20%	Capacity building and Training (HRD)	Work Place Skills Development Plan submitted to LGSETA	60%		3-Jun	Training of staff and Councillors conducted in terms of Workplace Skills plan	Training of staff and Councillors conducted in terms of Workplace Skills plan	Training of staff and Councillors conducted in terms of Workplace Skills plan. Work Place Skills Development Plan for next financial year developed and submitted to LGSETA by end March. Alignment of Workplace skills plan with S57 development needs and plans by March	Training of staff and Councillors conducted in terms of Workplace Skills plan
			Section 57 Managers leaders development program	40%		3-Jun	Programme to capacity S57 Manager developed and Personal Development Plans concluded with S57 Managers by end June.	Section 57 Managers leaders development program implemented through training according to individual development plans	Section 57 Managers leaders development program implemented through training according to individual development plans	Section 57 Managers leaders development program implemented through training according to individual development plans
Develop entrepreneurial capability	80%	Human Resource Management	Appointment of IDP Officers	5%		30-Sep	Finalisation of the recruitment process, induction and orientation			
			Training of staff as per the skills development plan	5%		3-Jun	Training of staff. Appointment of a service provider if necessary, certification	Training of staff. Appointment of a service provider if necessary, certification	Training of staff. Appointment of a service provider if necessary, certification	Training of staff. Appointment of a service provider if necessary, certification
Develop entrepreneurial capability		Human Resource Management	Skills Audit	5%		3-Jun	Skills audit conducted on current staff in the municipality by end Sep.			

KPA 1. Municipal Transformation and Organisational Development - Projects

IDP Objective	Obj. Weighting	Programme	Project / Initiative	Proj. Weighting	Budget 2009/10	Target date	2009/10 Quarterly Outputs			
							1st Q	2nd Q	3rd Q	4th Q
			Review and Implementation of the Employment Equity Plan	5%		30-Jun	Reviewed EEP	Monitoring the Implementation of EEP	Monitoring the Implementation of EEP	Monitoring the Implementation of EEP
			Review and implementation of the organogram of the municipality to ensure alignment with the IDP/Budget	5%		30-Jun	Reviewed Organogram	Appointment of personnel in line with the reviewed organogram	Appointment of personnel in line with the reviewed organogram	Appointment of personnel in line with the reviewed organogram
			Completion of the placement of staff in terms of Section 78 of the Municipal Systems Act (2000)	10%		31-Dec	Recruiting and filling of required positions in terms of Section 78 of the Municipal Systems Act (2000) by end Sep	Recruiting and filling of required positions in terms of Section 78 of the Municipal Systems Act (2000) by end Dec		
			Filling of all vacant section 57 managers posts	5%		30-Jun	Ensure that all S57 positions at Mopani are filled within 3 months of becoming vacant	Ensure that all S57 positions at Mopani are filled within 3 months of becoming vacant	Ensure that all S57 positions at Mopani are filled within 3 months of becoming vacant	Ensure that all S57 positions at Mopani are filled within 3 months of becoming vacant
Develop entrepreneurial capability		Human Resource Management	Signing of employment agreements by all Section 57 managers for the 2009/2010 financial year	10%		30-Jun	All Performance agreements for Mopani S57 employees are signed by the end of July 2009			

KPA 1. Municipal Transformation and Organisational Development - Projects

IDP Objective	Obj. Weighting	Programme	Project / Initiative	Proj. Weighting	Budget 2009/10	Target date	2009/10 Quarterly Outputs			
							1st Q	2nd Q	3rd Q	4th Q
			Budget and Treasury Office	5%		30-Dec		Recruiting and filling of required positions in terms of organogram and personnel budget by end Dec		Submit final organogram and personnel budget for inclusion of final IDP
			Internal Audit Unit	5%		30-Dec		Recruiting and filling of internal auditor position by end Dec	Induction conducted for the newly appointed internal auditor by end March	
			Communication unit	5%		30-Dec		Recruiting and filling of the 3 outstanding positions in the Communication unit by end Dec	Induction conducted for the newly appointed personnel in Communication Unit by end March	
			LED units	5%		30-Dec		Recruiting and filling of 1 outstanding position in terms of organogram and personnel budget by end Dec	Induction conducted for the newly appointed personnel in LED Unit by end March	
			Employee Assistance Programme	5%	600,000	30-Jun	Identification of beneficiaries within the system	Implementation of the programme	Implementation of the programme	Implementation of the programme
Develop entrepreneurial capability		Human Resource Management	Development of a Retention Strategy	10%	100,000	30-Jun	Develop TOR's, Setting up of a committee, Workshops and Capacity Building Intervention	Facilitation of data collection meetings and workshops, compilation of the strategy	Submission to council for adoption	Implementation and monitoring
			Long Service Recognition	5%		30-Jun	Identification of beneficiaries	Implementation of the programme	Implementation of the programme	Implementation of the programme
			HIV/AIDS at workplace programme	5%		30-Sep	HIV/AIDS at workplace program developed by end Aug. Roll out of programme by end Sept			

KPA 1. Municipal Transformation and Organisational Development - Projects

IDP Objective	Obj. Weighting	Programme	Project / Initiative	Proj. Weighting	Budget 2009/10	Target date	2009/10 Quarterly Outputs			
							1st Q	2nd Q	3rd Q	4th Q
										Development of Competency Framework

Evidence Required
Training programmes and attendance registers
Signed PDP's. Training programmes and attendance registers
Staff register. Training programmes and attendance registers
Training programmes and attendance registers
Skills audit report

Evidence Required
Monthly reports
Approved organogram. Staff register
Staff register and appointment approvals
Staff register
Signed Performance Agreements

Evidence Required
Staff register and appointment approvals
Monthly reports
Strategy document, adoption minutes
Monthly reports
Programme and report. Attendance registers

**Evidence
Required**

Framework
document and
adoption
minutes

KPA 2. Basic Service Delivery - KPI's

IDP Objective	Obj. Weightin	Programme	Institutional KPI	KPI Weighting	2009/10 Quarterly Targets				Evidence Required
					1st Q	2nd Q	3rd Q	4th Q	

KPA 2. Basic Service Delivery - Projects

IDP Objective	Obj. Weighting	Programme	Project / Initiative	Proj. Weighting	Budget 2009/10	Target date	2009/10 Quarterly Outputs				Evidence Required
							1st Q	2nd Q	3rd Q	4th Q	

KPA 4. Municipal Financial Viability and Management - KPI's

IDP Objective	Obj. Weighting	Programme	Institutional KPI	KPI Weighting	2009/10 Quarterly Targets				Evidence Required
					1st Q	2nd Q	3rd Q	4th Q	
Become financially viable	100%	Budget and Expenditure Management	% budget variance per directorate - Corporate Services	100%	0%	0%	0%	0%	Financial reports

KPA 5. Good Governance and Public Administration - KPI's

IDP Objective	Obj. Weighting	Programme	Institutional KPI	KPI Weighting	2009/10 Quarterly Targets				Evidence Required
					1st Q	2nd Q	3rd Q	4th Q	
Effective and efficient organisation	80%	Governance and Administration	% Functionality of Council	15%	100% (Quarterly meetings and minutes)	Agendas and minutes			
			# corruption cases prosecuted within 3 months / # total corruption cases reported each year	20%	100%	100%	100%	100%	Monthly reports
			# disciplinary cases resolved within 3 months / total # disciplinary cases reported each year	20%	100%	100%	100%	100%	Monthly reports
			Percentage Council Minutes completed within 5 working days after meetings	15%	100%	100%	100%	100%	Council Minutes
			% uptime of internet services	15%	100%	100%	100%	100%	Monthly reports
			% mail received processed daily	15%	100%	100%	100%	100%	Monthly reports
Develop partnerships	20%	Communication	% customer satisfaction rating per directorate - Corporate Services	100%	n/a	n/a	n/a	100%	Survey report

KPA 5. Good Governance and Public Participation - Projects

IDP Objective	Obj. Weighting	Programme	Project / Initiative	Proj. Weighting	Budget 2009/10	Target date	2009/10 Quarterly Outputs			
							1st Q	2nd Q	3rd Q	4th Q
Effective and efficient organisation	80%	Governance and Administration	Review and implementation of HR Policies	20%	500,000	30-Dec	Reviewed HR Policies	Reviewed policies approved by Council by end Dec	Implementation of the policies	Implementation of the policies
			Promulgation of outstanding By-Laws	20%		30-Dec	Outstanding by-laws promulgated by end Dec	Outstanding by-laws promulgated by end Dec	Implementation	
			Development of Service Standards	20%		30-Dec	Research on Service standards for local government conducted by end Sept	Service Standards developed for all functional areas in collaboration with individuals from each functional area by end Dec	Developed Service Standards submitted to Management meeting for discussion and finalisation by end Jan. Developed Service Standards submitted to all portfolio committees for comments and approval by end Feb	Service Standards approved by Council end April. Standards made public by advertising in local newspapers within 2 weeks of adoption

KPA 5. Good Governance and Public Participation - Projects

IDP Objective	Obj. Weighting	Programme	Project / Initiative	Proj. Weighting	Budget 2009/10	Target date	2009/10 Quarterly Outputs			
							1st Q	2nd Q	3rd Q	4th Q
Effective and efficient organisation		Governance and Administration	Municipal website functional and updated	20%		30-Jun	Website reviewed by taking outdated documents off and updating photographs and profiles by end Aug. Monthly updating of website of Executive Mayor speeches, by-laws, marketing, town planning notices e.g. rezoning, public participation meetings, etc. Publishing quarterly SDBIP reports	Monthly updating of website of Executive Mayor speeches, by-laws, marketing, town planning notices e.g. rezoning, public participation meetings, etc. Publishing quarterly SDBIP reports	Monthly updating of website of Executive Mayor speeches, by-laws, marketing, town planning notices e.g. rezoning, public participation meetings, etc. Publishing quarterly SDBIP reports Half yearly report publicised	Monthly updating of website of Mayor and politician speeches, by-laws, marketing, town planning notices e.g. rezoning, public participation meetings, etc. Publishing quarterly SDBIP reports Budget publicised
			Electronic Filing System	20%	950,000	30-Sep	Investigation on appropriate system conducted by end Aug. Acquisition and installation of automated records management system by end Sept	Training of staff on system conducted by end Oct		
Develop partnerships	20%	Communication	Customer satisfaction survey	100%	500,000	30-Mar	Customer Satisfaction Survey questionnaire drafted and circulated by end Sept	Survey feedback consolidated and analysed. Report, including recommendations to address identified issues, submitted to Council by end Dec	Findings of the survey presented to communities and stakeholders by end Feb. Findings of the survey implemented and reported on by end March	

Evidence Required
Policy documents, Council agenda and minutes of adoption
Promulgation notices
Developed standards. Committee and Council Agendas and minutes. Advertisement

Evidence Required

Monthly reports

Financial reports,
training
programmes and
attendance
registers

Survey
questionnaire and
report

Competencies

	Definitions	Weighting
Strategic Capability and Leadership	Must be able to provide vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate	10%
Programme and Project Management	Must be able 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	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	5%
Change Management	Must be able to initiate and support municipal transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	10%
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality	15%
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals	5%
Problem Solving and Analysis	Must 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	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals	15%
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively in order to put the spirit of customer service (Batho Pele) into practice	5%
Communication	Must 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	5%
Accountability and Ethical Conduct	Must be able to display and build the highest standard of ethical and moral conduct in order to promote confidence and trust in the municipality	10%
Section Total:		100%

* These Competencies are dependent on final promulgation of the Guidelines in terms of the Regulations

Approval of the Personal Performance Plan

The process followed ensures individual alignment to the strategic intent of the institution and give clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshopping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employer / superior	Undertaking of the employee
On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.	I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I herby confirm and accept the conditions to this plan.
Signed and accepted by the Supervisor on behalf of Council:	Signed and accepted by the Employee:
DATE:	DATE:

Summary Scorecard

Position Outcomes/Outputs	Assess Weighting	1st Assessment	2nd Assessment	Total Score	Comment
Key Performance Areas	100				
Municipal Transformation and Organisational Development	50				
Basic Service Delivery	10				
Municipal Financial Viability and Management	10				
Good Governance and Public Participation	30				
Competencies	100				
Overall Rating =	KPA x 0.8 + Competencies x 0.2	KPA x 0.8 + Competencies x 0.2	KPA x 0.8 + Competencies x 0.2	Average 1st assessment + 2nd assessment	

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

5	4	3	2	1
Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unacceptable Performance
<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>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 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.</p>

10. Performance Assessment Process

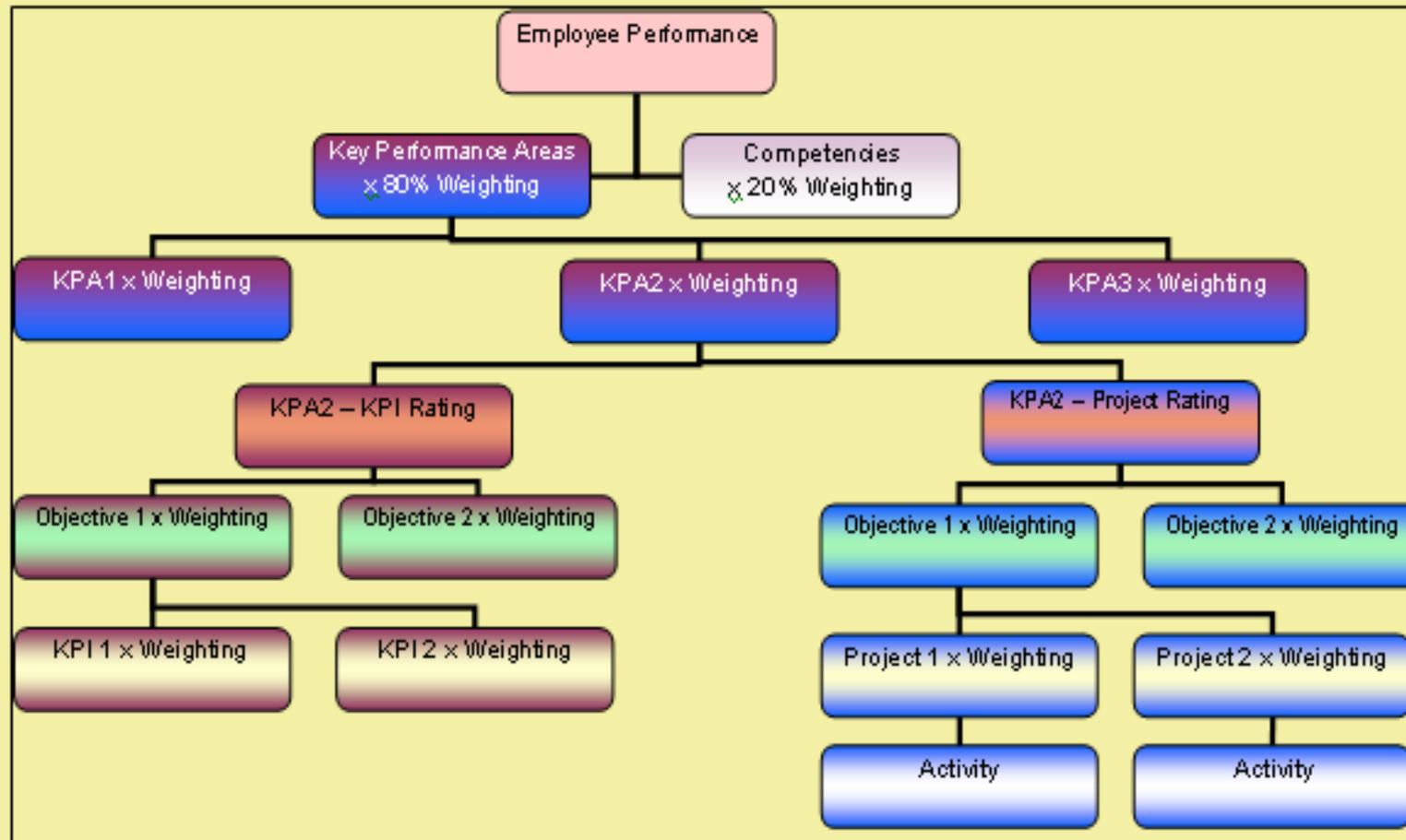
The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

1. Performance Reviews:
 - 1.1. Formal reviews between employee and employer will take place in January and July of every year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly reviews respectively.
 - 1.2. Data for the SDBIP will be captured before assessment date and scores will be calculated for the KPI's and Activities.
 - 1.3. Ratings for each KPI's and activity per project are copied to the Performance Plans.
 - 1.4. Assessment reports (both Institutional and Individual) must be audited and verified by either the internal audit unit or the District wide Performance Audit Committee.
2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given review period and submit to the panel as described in performance agreement, one calendar week prior to date of review. One independent person will be assigned to the panel by the council to act as an Observer.
3. The employee must also do a rating on him/herself and submit the rating to the panel together with the portfolio of evidence one calendar week prior to date of review.
4. The assessment rating calculator referred to in paragraph 6.5.1 of the performance agreement will be used to add the scores to arrive at an overall rating / score. The five point scale and the scores corresponds as follows:

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167

5. The panel will focus on the differences between the employees rating and score and that of the SDBIP rating to give a final Key Performance Indicator rating. The **process** for Em ratings are as follows:
 - 5.1. Rate the achievement in scores for the KPI's and that of projects on a 5 point scale, indicating the level of over- or under performance in terms of decimal places shown example below: These are defined in the performance agreement (total weighting = 80%).
 - 5.2. Rate the employee's core competency requirements (CCR) on the 5 point scale indicating the level of over- or under performance in the decimal places (total weighting = 20

6. The Employee Scores are calculated as per the diagram below:



The above calculations are derived from the Performance Plans as follows:

Project Scores

KPA 4. Municipal Financial Viability and Management - Projects															
BSC	IDP Objective	Objective Weighting	Project / Initiative	Project Weighting	Budget 2007/08	2007/08		2007/08 Quarterly Targets				Evidence Required	1st Assessment (rated 1-5)	2nd Assessment (rated 1-5)	Final Score
						Target date	Quantity - Output	1st Q	2nd Q	3rd Q	4th Q				
IS	Develop and improve systems, processes, procedures and policies by practicing sound governance	50%	Audit Register and plan		General Exp	07/07/08	Memorandum and coaching of audit staff. Monthly audit	Drawing of audit register and plan by end July 07. Ensure	Conduct audits i.to. developed plan. Monthly audit reporting.	Conduct audits i.to. developed plan. Monthly audit reporting	Conduct audits i.to. developed plan. Monthly audit reporting	Register and plan and monthly reports			

Projects Score = Activity 1-5 score (decimal places shows % of target)
Activity score imported from SDBIP rating

KPI Scores

KPA 4. Municipal Financial Viability and Management - KPI's															
BSC	IDP Objective	Objective Weighting	Strategic KPI	Institutional KPI	KPI Weighting	Baseline 2007/08	Annual 2007/08 target	2007/08 Quarterly targets				Evidence Required	1st Assessment (rated 1-5)	2nd Assessment (rated 1-5)	Final Score
								1st Q	2nd Q	3rd Q	4th Q				
IS	Increase financial viability through increased revenue and efficient budget management	60%	Financial viability (applicable i.to. MFMA)			11%	63%	30%	60%	15%	63%	financial reports			
			Revenue sourced to address backlog of services to the national						497,079,000	497,079,000	497,079,000	financial reports			

KPI Score = 1-5 (decimal places shows % of target), KPI score imported from SDBIP Rating

Objective Score = Weight x

Core Competencies:

	Weighting	2nd Quarter	4th Quarter	Total Score
Strategic Capability	10%			
Programme and Project Management	30%			
Financial Management	15%			
Change Management	15%			
Supply Chain Management	30%			
Weighting Total	100%			
Section Total:	20%			

A score from 1 – 5 is given and multiplied by the weight for the final score, i.e. 4 out of 5 *30% (weight) = 24% out of 30%

The various scores are all added, and then multiplied by 20% (0,2) to give the Competency score to be carried across to the Summary Scorecard

6. The performance bonus percentages described in paragraph 11 of the performance agreement will be calculated on a sliding scale as indicated in table below:

% Rating Over Performance	% Bonus
130 - 133.8	5%
133.9 - 137.6	6%
137.7 - 141.4	7%
141.5 - 145.2	8%
145.3 - 149	9%
150 - 153.4	10%
153.5 - 156.8	11%
156.9 - 160.2	12%
160.2 - 163.6	13%
163.7 - 167	14%

7. Performance bonus percentage for the two performance reviews will be used to calculate the average of the two reviews' scores and will determine the person's final percentage performance bonus.

8. The Personal Development Plan (PDP) will be concluded at the panel discussion after the performance review had been finalized, and more clarity has been established on what the essential development needs for the relevant person will be.
9. The results of the performance and development review (PDR) will be submitted to the performance audit committee for final approval of the assessments.
10. The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.