

## 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: M.T.Maake**

**Position: Municipal Manager**

**Accountable to: Executive Mayor**

**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

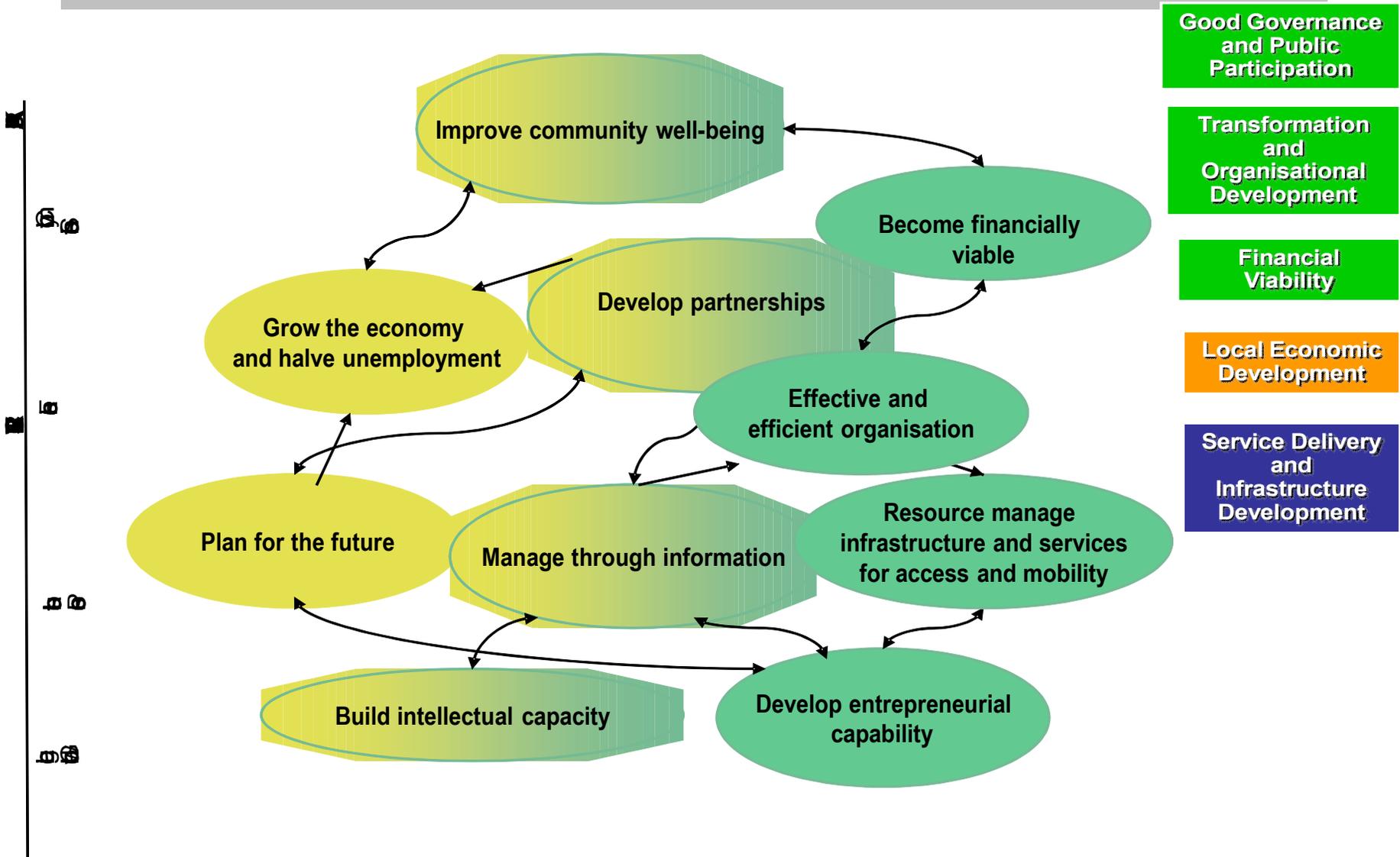
### **5. Strategic Objectives**

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



<b>STRATEGIC VISION</b>
“To be the Food Basket of Southern Africa and the Tourism Destination of choice”
<b>STRATEGIC MISSION</b>
- 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
<b>JOB PURPOSE</b>
<b>Position Goal</b>
Develop a performance driven, innovative and best practiced competitive organisation that is financially sustainable, well resourced and accountable to the community, where quality of life, hope, pride and loyalty is created and confidence installed in sound governance
<b>Position Purpose</b>
The Municipal Manager is required to lead, direct and manage a motivated and inspired Administration and account to the Mopani District Municipal Council as Accounting Officer for long term Municipal sustainability to achieve a good creditor rating within the requirements of the relevant legislation and whereas the following sections within the department i.e. Youth, Disabled and Gender Desk, Communications, Performance Management, Disaster Management and Internal Auditing is managed for integration, economic growth, marginalised poverty alleviation, efficient, economic and effective communications and service delivery
<b>The Municipal Manager is accountable and responsible for amongst others:</b>
➤ 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 formation and development of an economical, effective, efficient and accountable administration that is equipped to carry out the task of implementing the municipality Integrated Development Plan (IDP) and responsible to the needs of the local community
➤ The implementation of the municipality's IDP and monitoring the progress with the implementation of the plan
➤ The management and monitoring of Municipal services provided to local community in a sustainable and equitable manner
➤ The administration and implementation of the Municipality's by-laws and other legislation, includes the implementation of National and Provincial directives, policies and legislation
➤ Exercising powers delegated to the Municipal Manager by the Municipal Council and other authorities of the Municipality
➤ Rendering administrative and strategic support to the Executive Mayor and other political structures in Council
➤ Manage income and expenditure of the municipality to ensure sound financial management of Council

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

IDP Objective	Obj. Weighting	Programme	Strategic KPI	Institutional KPI	KPI Weighting	2009/10 Quarterly Targets				Evidence Required	
						1st Q	2nd Q	3rd Q	4th Q		
Build Intellectual Capacity	10%	Capacity building and Training (HRD)	Percentage of a municipal budget (salaries budget) allocated for workplace skills plan		50%	125,000 / 9,707,081 = 0.63%	250,000 / 39,414,162 = 0.63%	375,000 / 59,121,243 = 0.63%	500,000 / 78,828,432 = 0.63%	Financial reports	
Develop entrepreneurial capability	30%	Human Resource Management	# of people from employment equity target groups (women and disabled) employed in the three highest levels of management in compliance with a municipality's approved employment equity plan			8	8	8	8	Staff register	
		Human Resource Management	% total personnel turnover			1%	1%	1%	1%	Staff register	
		Human Resource Management		% S57 staff with signed performance agreements			100%	100%	100%	100%	Signed agreements
		Human Resource Management		% women representation in Section 57 Managers			33%	33%	33%	33%	Staff register
		Human Resource Management		% formal individual performance reviews within timeframe				100%		100%	Assessment reports
Manage through information	20%	Information management , Research and development	% compliance to reporting requirements			100%	100%	100%	100%	Reports	

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

IDP Objective	Obj. Weighting	Programme	Strategic KPI	Institutional KPI	KPI Weighting	2009/10 Quarterly Targets				Evidence Required
						1st Q	2nd Q	3rd Q	4th Q	
Plan for the future	40%	Planning and Development	% alignment of MDM programmes, projects and initiatives to the needs and priorities of the budget			100%	100%	100%	100%	IDP Document
				% compliance to IDP Process Plan	10%	100%	100%	100%	100%	Process plan and report
				% budget alignment to the municipality's IDP	10%	100%	100%	100%	100%	Budget and IDP document
				# of approved sector plans incorporated in the IDP	10%	n.a.	n.a.	n.a.	7	IDP document
				# of sector plans outstanding	10%	n.a.	n.a.	n.a.	7	IDP document
				# sector plans due for review	10%	n.a.	n.a.	n.a.	5	IDP document
				% IDP/PMS/Budget Steering committee meetings held	10%	1	2	4	5	Agendas and minutes
		Planning and Development		# Quarterly departmental performance reports completed within one week of end of quarter		1	2	3	4	Quarterly reports
		Planning and Development		# departmental reports (monthly)		3	6	9	12	Monthly reports
		Planning and Development		% local municipalities supported through capacity building programmes		100%	100%	100%	100%	Financial reports
		Planning and Development		% Compliance to SDBIP legislative deadlines		100%	100%	100%	100%	Monthly reports

## KPA 1. Municipal Transformation and Organisational Development - Projects

IDP Objective	Obj. Weightin	Programme	Strategic Project / Initiative	Institutional Project / Initiative	Proj. Weighti	Budget 2009/10	Target date	2009/10 Quarterly Outputs				Evidence Required
								1st Q	2nd Q	3rd Q	4th Q	
Build Intellectual Capacity	10%	Human Resource Management	Development of Competency Framework		100%	400,000	30-Jun	Procurement process finalised by end Sept	Monitor the development of the competency framework and report on progress to Executive Mayor on monthly basis	Monitor the development of the competency framework and report on progress to Executive Mayor on monthly basis	Competency framework developed by end June	Competency report
Develop entrepreneurial capability	30%	Human Resource Management	Development of a Retention Strategy		100%		30-Jun	Ensure that TOR's are developed, setting up of a committee, Workshops and Capacity Building Intervention take place	Ensure compilation of the strategy	Submission of strategy to council for adoption	Implementation and monitoring of the retention strategy	Strategy document and adoption minutes
Manage through information	20%	Information management , Research and development	Establishing GIS Unit		100%		30-Jun	Develop a GIS Establishment programme, collect information, set up structures, identify staff needs	Establishment of GIS Unit			Monthly reports
Plan for the future	40%	Planning and Development	Municipal Infrastructure Investment Plan		10%		30-Sep	Monitor the implementation of the Municipal Infrastructure Investment Plan completed by end Sept				Plan document
			Extension of Mopani Municipal Offices		20%	46,960,418	30-Jun	-	Consultant appointed, designs drafted, drawings presented to management and council, tendering and appointment of contractor completed by end Dec	Earthworks, foundation and casting of concrete slab completed	Walls, plastering, roofing and building completion and official opening of the office building by end June	Monthly reports
			Regional IDP summit	10%			31-Dec		IDP summit conducted by end Dec whereby all the neighbouring municipalities are included in an initiative to co-ordinate the IDP's and to put the region on the map as an economic growth area		Agenda and report	
			IDP Review		10%	80,000	30-Jun	IDP Framework adopted by end Aug. IDP, PM, Budget, SDBIP process plan integrated and submitted to Council for adoption by end Aug. Analysis phase is reviewed by end Sept	Strategy Phase reviewed by end October. Projects are reviewed, properly registered, costed for 3 years, prioritised by Steering Com and presented to Rep Forum by end November	Required sector plans are developed or reviewed and integrated in the draft IDP by mid March. The Draft IDP tabled to Council by end March	Final IDP submitted for adoption by Council by end May, IDP document or summary is submitted to MEC within 10 days of adoption of IDP.	Process plan report

## KPA 1. Municipal Transformation and Organisational Development - Projects

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional Project / Initiative	Proj. Weighting	Budget 2009/10	Target date	2009/10 Quarterly Outputs				Evidence Required	
								1st Q	2nd Q	3rd Q	4th Q		
Plan for the future	9	Planning and Development	Land audit on Land availability		20%		30-Mar	Database from dept land affairs acquired by end Sept	District Database of land ownership and land use rights compiled by end Dec. Land that can be used for development identified by end Dec	Owners of identified land engaged to release land for development by end March		Land ownership database. Minutes of meetings with land owners	
				IDP/Budget/ PMS Strategic planning session		10%	150,000	30-Sep	Strategic Planning session conducted by end Sept				Programme and report
				Assessment Reports		10%		30-Jun	Quarterly SDBIP reports drafted and submitted to Mayoral Committee within 1 month of end of each quarter	Quarterly SDBIP reports drafted and submitted to Mayoral Committee within 1 month of end of each quarter	Quarterly SDBIP reports drafted and submitted to Mayoral Committee within 1 month of end of each quarter	Quarterly SDBIP reports drafted and submitted to Mayoral Committee within 1 month of end of each quarter	Quarterly reports
				Annual performance report (in terms of Section 46 of the Municipal Systems Act)		10%		30-Apr		Annual Report drafted by end Dec.	Draft Annual report is submitted to the Executive Mayor for tabling to Council by end Jan. Draft report submitted to the Oversight committee within 1 week of consideration by Council. Draft Annual report submitted to the Auditor-General, Provincial Treasury, DPLG and DLGH within 1 week of tabling in Council. Oversight Committee report submitted to Council by end March.	Within 7 days of adoption of Oversight Report, the Oversight and Annual Report made public and submitted to Provincial legislature	Annual report
				SDBIP Review		10%		30-Jun			Monitor the progress of the drafting of the SDBIP	Ensure that final SDBIP is submitted to the Executive Mayor for approval within 28 days after approval of the final budget and IDP	SDBIP document

## KPA 2. Basic Service Delivery - KPI's

IDP Objective	Obj. Weighting	Programme	Strategic KPI	Institutional KPI	KPI Weighting	2009/10 Quarterly Targets				Evidence Required
						1st Q	2nd Q	3rd Q	4th Q	
Improve Community well-being	40%	Disaster Management	% population affected by disasters		30%	0 / 1,068,568 = 0%	0 / 1,068,568 = 0%	0 / 1,068,568 = 0%	0 / 1,068,568 = 0%	Monthly reports
		Disaster Management		% disaster preventative measures implemented per risk area	50%	100%	100%	100%	100%	Monthly reports
		Disaster Management		% Disaster incidents reached within 1 Hour of reporting	20%	100%	100%	100%	100%	Monthly reports
Resource manage infrastructure and services for access and mobility	60%	Water Services	% households with access to basic level of sanitation		25%	153,868 / 266,962 = 57%	157,022 / 266,962 = 58.81%	159,297 / 266,962 = 59.67 %	161,572 / 266,962 = 60.52 %	Monthly reports
		Water Services	% households with access to basic level of water		25%	203,968 / 266,962 = 76,40%	203,968 / 266,962 = 76,40%	208,100 / 266,962 = 77,95%	212,232 / 266,962 = 79,49%	Monthly reports
		Water Services	% households with access to free basic level of sanitation		25%	153,868 / 266,962 = 57%	157,022 / 266,962 = 58.81%	159,297 / 266,962 = 59.67 %	161,572 / 266,962 = 60.52 %	Monthly reports
		Water Services	% households with access to free basic level of water		25%	203,968 / 266,962 = 76,40%	203,968 / 266,962 = 76,40%	208,100 / 266,962 = 77,95%	212,232 / 266,962 = 79,49%	Monthly reports

## KPA 2. Basic Service Delivery - Projects

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional Project / Initiative	Proj. Weighting	Budget 2009/10	Target date	2009/10 Quarterly Outputs				Evidence Required
								1st Q	2nd Q	3rd Q	4th Q	
Improve Community well-being	40%	Disaster Management		Disaster Management Framework	10%		16-Dec	Framework developed and public participation process coordinated by end Sept	Framework submitted for adoption by Council by end Nov and published within 2 weeks of adoption			Framework document
				Establish Communication Network	10%	2,544,000	18-Dec	Radio Communication and Information Management system implementation	Radio Communication and Information Management system implementation completed by end Dec			Monthly reports
				Vehicle Tracking System for the centre	10%	750,000	30-Sep	Vehicle tracking system activated.				Monthly reports
		Environmental Health and Waste Management	Establishment of Waste Disposal Site - GGM		15%	2,000,000	30-Jun	N/A	Ensure technical support is rendered to local municipalities to establish and license their waste disposal sites	Ensure technical support is rendered to local municipalities to establish and license their waste disposal sites	Ensure technical support is rendered to local municipalities to establish and license their waste disposal sites. Funding for establishment of sites transferred by end May	Monthly reports
			Establishment of Waste Disposal Site - GLM		15%	2,000,000	30-Jun	N/A	Ensure technical support is rendered to local municipalities to establish and license their waste disposal sites	Ensure technical support is rendered to local municipalities to establish and license their waste disposal sites	Ensure technical support is rendered to local municipalities to establish and license their waste disposal sites. Funding for establishment of sites transferred by end May	Monthly reports
			Establishment of Waste Disposal Site - Maruleng		15%	2,000,000	30-Jun	N/A	Ensure technical support is rendered to local municipalities to establish and license their waste disposal sites	Ensure technical support is rendered to local municipalities to establish and license their waste disposal sites	Ensure technical support is rendered to local municipalities to establish and license their waste disposal sites. Funding for establishment of sites transferred by end May	Monthly reports
			Health Services: Community Health and Social Development Services	HIV/Aids Focused Project		25%		30-Jun	Preparation and Develop an action plan	Ensure programmes are drafted, venues secured, awareness campaign conducted	Ensure programmes are drafted, venues secured, awareness campaign conducted	Ensure programmes are drafted, venues secured, awareness campaign conducted

## KPA 2. Basic Service Delivery - Projects

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional Project / Initiative	Proj. Weighting	Budget 2009/10	Target date	2009/10 Quarterly Outputs				Evidence Required
								1st Q	2nd Q	3rd Q	4th Q	
Resource manage infrastructure and services for access and mobility	60%	Water Services	Develop Sanitation and Water Demand Management Plan (WDM) in collaboration with DWAF and local municipalities to ensure that Sanitation and water demands are met		100%		31-Mar			Develop Sanitation and Water Demand Management Plan (WDM) in collaboration with DWAF and local municipalities to ensure that Sanitation and water demands are met		Water Demand Management Plan (WDM)

### KPA 3. Local Economic Development - KPI's

IDP Objective	Obj. Weighting	Programme	Strategic KPI	KPI Weighting	2009/10 Quarterly Targets				Evidence Required
					1st Q	2nd Q	3rd Q	4th Q	
Grow the economy and halve unemployment	100%	LED	% Gross Geographic Product	60%	3.5%	3.5%	3.5%	3.5%	GGP report
			<b>Number jobs created through municipality's LED initiatives including capital projects</b>	40%	1,000	2,500	3,000	4,000	Monthly reports

### KPA 3. Local Economic Development - Projects

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Proj. Weighting	Budget 2009/10	Target date	2009/10 Quarterly Outputs				Evidence Required
							1st Q	2nd Q	3rd Q	4th Q	
Grow the economy and halve unemployment	100%	LED	Fresh produce Market	60%	5,400,000	30-Jun	Ensure that advertisement for Earthworks has been published	Appointment of service providers	Project implementation, monitoring and evaluation	Project implementation, monitoring and evaluation	Monthly reports
			Incorporation of Airport Function into District Municipality	40%	400,000	30-Jun		Ensure that appointment letter of Service provider has been issued. Agree on implementation plan and sign off the project, signed contract.	Ensure that Section 78 process report is submitted for approval	Ensure submission to MAYCO for further process	Investigation report. Establishment notice

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

IDP Objective	Obj. Weighting	Programme	Strategic KPI	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	% actual expenditure for the municipality (R-value expenditure / budget expenditure)		20%	100%	100%	100%	100%	Financial reports
			% personnel costs (R-value personnel costs / R-value operating expenses (excl Salaries of councillors) )		10%	19,707,108 / 571,56,405 = 34%	3,9414,216 / 114,312,810 = 34%	59,121,324 / 171,469,215 = 34%	78,828,432 / 228,625,620 = 34,47%	Financial reports
			<b>Percentage Capital budget actually spent on capital projects identified for financial year i.t.o. IDP</b>		20%	25%	50%	75%	100%	Financial reports
				% budget variance per directorate - MM Office	10%	0%	0%	0%	0%	Financial reports
		Revenue	<b>% Cost coverage</b>		10%	100%	100%	100%	100%	Financial reports
			% increase in revenue		20%				23%	Financial reports
			<b>% outstanding service debtors to revenue</b>		10%	0%	0%	0%	0%	Financial reports

### KPA 4. Municipal Financial Viability and Management - Projects

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Proj. Weighting	Budget 2009/10	Target date	2009/10 Quarterly Outputs				Evidence Required
							1st Q	2nd Q	3rd Q	4th Q	
Become financially viable	100%	Revenue	Development of Strategic Partnership Framework and Plan	40%		31-Mar		Funding agreements (MOU's) with Strategic Financial Partners developed and signed by end Dec	Ensure that staff are trained to deal with Strategic Partners by end March		Signed MOU's
			Revenue Enhancement Strategy	60%	70,000	30-Sep		Ensure the development of Revenue Enhancement Strategy with inputs and comments from stakeholders. Ensure the submission to EXCO and Council for approval			Strategic document

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

IDP Objective	Obj. Weightin	Programme	Strategic KPI	Institutional KPI	KPI Weightin	2009/10 Quarterly Targets				Evidence Required
						1st Q	2nd Q	3rd Q	4th Q	
Develop partnerships	40%	Communication	% customer satisfaction rating		20%	-	-	-	80%	Survey report
				% customer satisfaction rating per directorate - MM Office	10%	-	70%	-	-	Survey report
		Inter-governmental relations		% of issues raised during the Local Imbizo's resolved	10%		100%			Monthly reports
				% of issues raised during the Provincial Imbizo's resolved	10%	-	75%	100%	-	Monthly reports
				% of issues raised during the Presidential Imbizo's resolved	10%	-	75%	100%	-	Monthly reports
				Functionality of District Manager Forum	20%	100% (Quarterly meetings and reports)	Monthly reports			
				# of strategic relations initiated (intergovernmental and international relationships) (i.e. nr of MOU's)	20%	n.a.	n.a.	n.a.	5	Signed MOU's

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

IDP Objective	Obj. Weightin	Programme	Strategic KPI	Institutional KPI	KPI Weightin	2009/10 Quarterly Targets				Evidence Required
						1st Q	2nd Q	3rd Q	4th Q	
Effective and efficient organisation	60%	Governance and Administration	% compliance to 3 year audit plan		20%	100%	100%	100%	100%	Monthly reports
			% strategic risks identified, monitored and reported on		20%	100%	100%	100%	100%	Monthly reports
				% issues raised and addressed during the last AG report	10%				100%	Monthly reports
				% internal audit programme implemented i.t.o. audit programme timeframes	10%	100%	100%	100%	100%	Monthly reports
				% Performance management reports audited by internal audit	10%	100%	100%	100%	100%	Monthly reports
				% Quarterly Institutional performance reports submitted to performance audit committee within three weeks after end of quarter	10%	100%	100%	100%	100%	Quarterly reports
				% implementation of risks identified during risk base audit plan	10%	100%	100%	100%	100%	Monthly reports
				Functionality of Audit Committee	10%	100% (Quarterly meetings and reports)	Agendas and minutes			

## KPA 5. Good Governance and Public Participation - Projects

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional Project / Initiative	Proj. Weighting	Budget 2009/10	Target date	2009/10 Quarterly Outputs				Evidence Required
								1st Q	2nd Q	3rd Q	4th Q	
Develop partnerships	40%	Inter-governmental relations		Management Lekgotla	20%	80,000	28-Feb			Management Lekgotla coordinated by the end of Feb		Agenda and minutes
		Public Participation	Community satisfaction survey		40%	500,000	31-Mar	Ensure that a Customer Satisfaction Survey questionnaire is drafted and circulated by end Sept	Monitor that Survey feedback is consolidated and analysed. Report, including recommendations to address identified issues, submitted to Council by end Dec	Ensure that findings of the survey are presented to communities and stakeholders by end Feb. Findings of the survey implemented and reported on by end March		Survey report and council agenda and minutes
		Public Participation Framework and Plan			40%		30-Sep	Public Participation Framework developed by Sept. Ensure that Framework addresses procedures of community participation processes are i.t.o. legislation in relation to planning, budgeting, implementation and monitoring and reporting		Public Participation Plan developed		Framework and plan document
Effective and efficient organisation	60%	Governance and Administration	Delegation of financial powers and functions		30%		30-Jun	Delegation system implemented and monitored	Delegation system implemented and monitored	Delegation system implemented and monitored	Delegation system implemented and monitored	Council minutes
			Review of Financial Policies		30%	330,000	16-Dec	Preparation and Collection of information	Existing financial policies reviewed and new policies drafted and approved by end Dec			Adoption minutes
			Review of Risk Management Strategy		40%		31-Dec	Risk profile developed by end Sept	Risk Management Strategy reviewed and approved by Council by end Dec			Council minutes

<b>Competencies</b>		
	<b>Definitions</b>	<b>Weighting</b>
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.	15%
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	5%
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	5%
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	10%
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	10%
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	15%
<b>Section Total:</b>		<b>100%</b>

*\* 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:
<b>DATE:</b>	<b>DATE:</b>

## Summary Scorecard

Position Outcomes/Outputs	Assess Weighting	1st Assessment	2nd Assessment	Total Score	Comment
<b>Key Performance Areas</b>	<b>100</b>				
Municipal Transformation and Organisational Development	30				
Basic Service Delivery	10				
Local Economic Development (LED)	10				
Municipal Financial Viability and Management	20				
Good Governance and Public Participation	30				
<b>Competencies</b>	<b>100</b>				
<b>Overall Rating =</b>	<b>KPA x 0.8 + Competencies x 0.2</b>	<b>KPA x 0.8 + Competencies x 0.2</b>	<b>KPA x 0.8 + Competencies x 0.2</b>	<b>Average 1st assessment + 2nd assessment</b>	

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

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

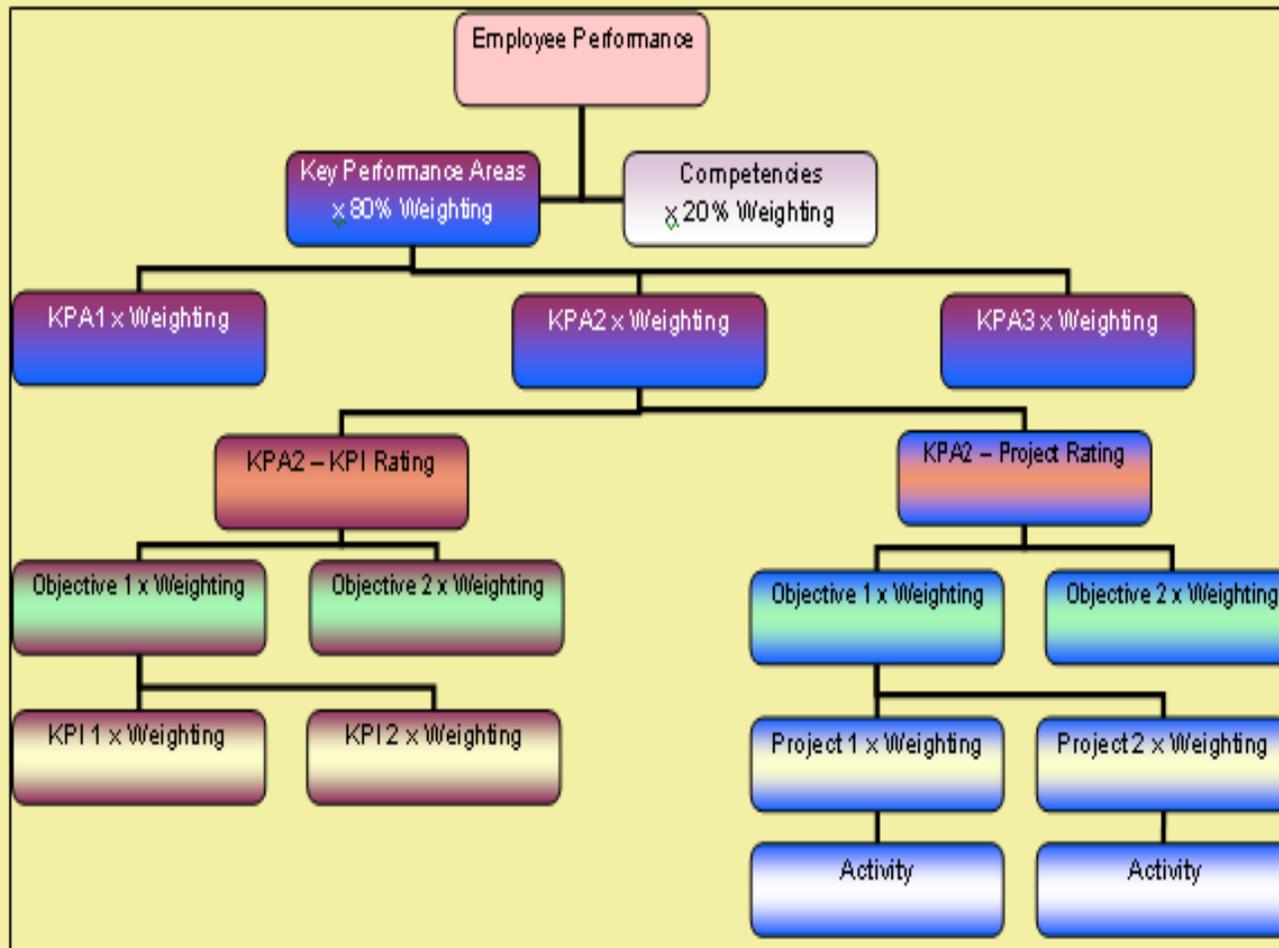
## 10. Performance Assessment Process

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 his/her 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 rating 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 Employee 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 in the 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																
BS C	IDP Objective	Objective Weighting	Project / Initiative	Project Weighting	Budget 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	1	Monitoring and coaching of audit staff. Monthly audit	Drawing of audit register and plan by end July 07. Ensure	Conduct audits i.t.o. developed plan. Monthly audit reporting.	Conduct audits i.t.o. developed plan. Monthly audit reporting	Conduct audits i.t.o. 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

KPA Scores

KPA 4. Municipal Financial Viability and Management - KPI's															
BS C	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	50%	% financial viability (applicable i.t.o. MFMA)			11%	63%	30%	60%	10%	63%	financial reports			
			Rand revenue sourced to address backlog of services to meet financial								497079,000	497079,000	497079,000	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%			
<b>Weighting Total</b>	100%			
<b>Section Total:</b>	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.