

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: Mr MM Mokgolobotho
Position: Chief Financial Officer
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 (KPAs) 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:

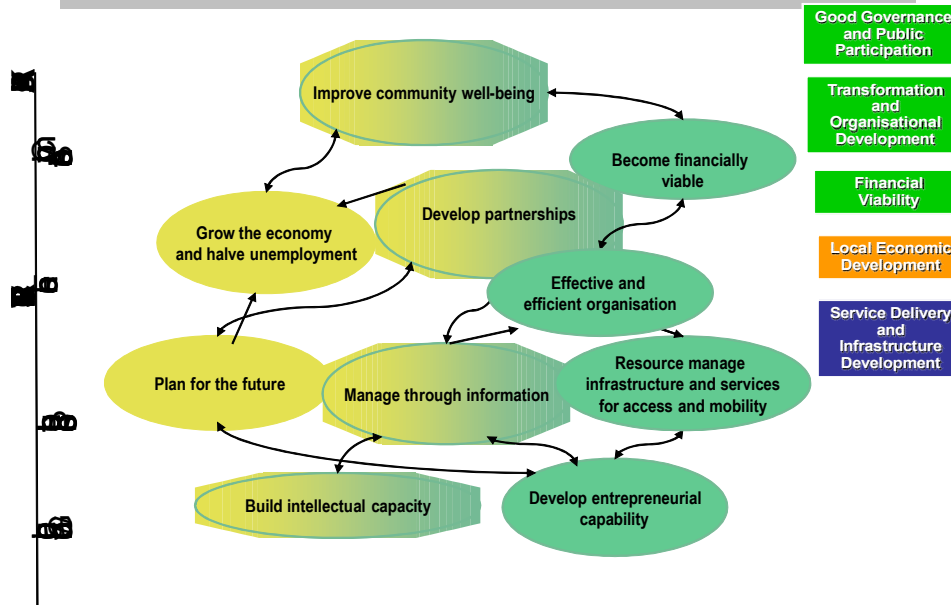
- 4.1 Community
- 4.2 Financial
- 4.3 Institutional Processes
- 4.4 Learning and Growth

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 be the leading financial department in Limpopo Province who is recognized by Mopani District Municipality and other Municipalities as an extremely competent financial department who can be consulted if necessary
Position Purpose
To secure sound and sustainable management of the financial affairs of Mopani District Municipality by managing the budget and treasury office and advising and if necessary assisting the accounting officer and other directors of their duties and delegation contained in the MFMA
The Chief Financial Officer is accountable and responsible for amongst others:
➤ The management of Municipality's financial accounting functions to ensure unqualified audit reports
➤ The compilation and control of the municipality's budget to effect no budget variance
➤ To manage cash receipts and disbursement to facilitate non-utilisation of bank overdrafts
➤ The management of the payroll and ensuring timeous and accurate payment of personnel salaries and allowances
➤ The administration of the municipal finances to ensure cash is available for projects and operations
➤ Ensuring daily banking of cash received
➤ Management of investment to earn above national average interest on surplus funds
➤ Determination of tariffs and taxes and ensuring budgeted costs are recovered
➤ Timely development and submission of financial statements to ensure positive financial results
➤ Alignment of the budget, Integrated Development Plan and Performance Management System
➤ Manage income and expenditure of the municipality to ensure sound financial management of Council

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				Evidence Required
							1st Q	2nd Q	3rd Q	4th Q	
Manage through information	100%	Information management, Research and development	Compliance with DoRA	20%		30-Jun	Reporting requirements for conditional grants satisfied, including the monthly reports submitted by the municipal manager to the relevant national or provincial transferring officer. All funds transferred from national and provincial government deposited in the municipal primary bank account	Reporting requirements for conditional grants satisfied, including the monthly reports submitted by the municipal manager to the relevant national or provincial transferring officer	Reporting requirements for conditional grants satisfied, including the monthly reports submitted by the municipal manager to the relevant national or provincial transferring officer	Reporting requirements for conditional grants satisfied, including the monthly reports submitted by the municipal manager to the relevant national or provincial transferring officer	Monthly reports
			Financial statements	50%		31-Aug	Financial Statements drafted and submitted to the Auditor-General by end August	n.a.	n.a.	n.a.	Letter accompanying financial statements
Manage through information		Information management, Research and development	MFMA implementation, monitoring and compliance plan	30%		30-Jun	MFMA implementation, monitoring and compliance plan, which is in line with MFMA Budget and Reporting Regulations, developed by end July. Submit reports to Council and Treasuries in compliance to the MFMA and Regulations.	Submit reports to Council and Treasuries in compliance to the MFMA and Regulations.	Submit reports to Council and Treasuries in compliance to the MFMA and Regulations.	Submit reports to Council and Treasuries in compliance to the MFMA and Regulations.	Council Agenda and minutes

KPA 2. Basic Service Delivery - 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	
Resource manage infrastructure and services for access and mobility	100%	Free Basic Services	Total number of households earning less than R1 100 per month who received free basic water	30%	203,968	203,968	208,100	212,232	Monthly reports
			Total number of households earning less than R1 100 per month who received free basic sanitation	30%	153,868	157,022	159,297	161,572	Monthly reports
			% of budget allocated for free basic services	40%	n.a.	n.a.	n.a.	13%	Financial reports

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	
Improve Community well-being	40%	Fire Services	Procurement of Vehicles	25%	5,000,000	31-Mar	N/A	Receive TOR from Community Services. Procurement process completed by end Dec	Fire Services vehicles purchased in terms of TOR from Community Services by end March	N/A	Financial reports
		Fire Services	Procurement of Equipment	25%	1,500,000	31-Mar	N/A	Receive TOR from Community Services. Procurement process completed by end Dec	Fire Services equipment purchased in terms of TOR from Community Services by end March	N/A	Financial reports
		Fire Services	Procurement of Furniture	25%	300,000	31-Mar	N/A	Receive TOR from Community Services. Procurement process completed by end Dec	Fire Services Furniture purchased in terms of TOR from Community Services by end March	N/A	Financial reports
		Fire Services	Erection of Strategic Emergency Services Numbered Sign Boards	25%	100,000	31-Mar	N/A	Receive TOR from Community Services. Procurement process completed by end Dec	Sign boards for emergency services numbers purchased and erected in terms of TOR from Community Services by end Mar.	N/A	Financial reports
Resource management infrastructure and services for access and mobility	60%	Municipal Assets	Purchasing of pool vehicles	100%	750,000	31-Mar		Receive specifications from Corporate service of required vehicles. Procurement process finalised by end Dec	Necessary pool vehicles purchased by end March		Financial reports

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%	Revenue	Total r-value revenue	5%	166,137,750	332,275,500	498,413,250	664,551,000	Financial reports
			R-Value of services revenue (Fire services)	3%	3,750	7,500	11,250	15,000	Financial reports
			R-value billed for fire services	5%	37,500	75,000	112,500	150,000	Financial reports
		Budget and Expenditure Management	% MSIG utilization	5%		100%	100%	100%	Financial reports
			% MIG utilization	5%	100%	100%	100%	100%	Financial reports
			% budget variance per directorate - Finances	3%	0%	0%	0%	0%	Financial reports
			R-value Capital budget spent in year	3%	n.a.	n.a.	n.a.	261,466,085	Financial reports
			R-value Salaries expenditure (including benefits)	3%	n.a.	n.a.	n.a.	83,857,770	Financial reports
			R-value of budget allocated for training and development in B&T	3%				72,947	Financial reports
			R-value of budget allocated for training and development (SDP)	3%	131,812.00	2,636,245	395,436	527,249	Financial reports
			% Operating budget for Councillor allowances (Councillor allowances budgeted / total operating budget)	3%	2%	2%	2%	2%	Financial reports

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		Budget and Expenditure Management	% General expenses budget / Operating expenses budget	3%	37%	37%	37%	37%	Financial reports
			Expenditure variance as % of YTD Budget	3%	0%	0%	0%	0%	Financial reports
			% of municipal budget spent	3%	25%	50%	75%	100%	Financial reports
			% of departmental budget spent	3%	25%	50%	75%	100%	Financial reports
			R-value spent on telephone calls by departments per quarter	3%	135,988	135,988	135,988	135,988	Financial reports
			R-value spent on printing and copying by all departments	3%	2,250	4,500	6,750	9,000	Financial reports
			Payment errors as % of total payroll disbursement	3%	0%	0%	0%	0%	Financial reports
			% claims submitted to insurance company within 30 days of incident	5%	100%	100%	100%	100%	Financial reports
		Supply Chain Management	% legislation compliance to Supply Chain Procedure	5%	100%	100%	100%	100%	Financial reports
			# of SCM reports submitted to council and national treasury	3%	1	2	3	4	Council agenda and minutes. Letters accompanying submission to treasury
			% GRAP compliance (asset register)	5%	100%	100%	100%	100%	Monthly reports

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		Supply Chain Management	% Tenders adjudicated within 30 days of closure of tender	3%	100%	100%	100%	100%	Tender advertisements and letters of appointment
			Percentage of contracts awarded to BEE, Youth, women and disabled	3%	100%	100%	100%	100%	SCM register
			% variance from asset register	3%	0%	0%	0%	0%	Asset register
		Financial Reporting and Monitoring	# cash flow reports submitted to council	3%	1	1	1	1	Council agendas and minutes
			% Monthly and quarterly financial reports submitted to Council and Treasuries on time	5%	100%	100%	100%	100%	Council agenda and minutes. Letters accompanying submission to treasuries
			Average # days between system close, month end and supply of financial consolidated information for reporting	3%	5	5	5	5	Financial reports

KPA 4. Municipal Financial Viability and Management - 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	
Become financially viable	100%	Budget and Expenditure Management	Preparation and adoption of budget in compliance with MFMA			30-Jun-10	Process Plans aligned with IDP/PM/ SDBIP process plans developed and adopted by Council end Aug	Drafting of budget in terms of process plan. Budget preparations commenced by end Nov through identification of need for changes to votes for purposes of Performance Based Budgeting	Budget adjustment concluded and adopted by Council by end Jan. Draft budget developed through consideration of inputs from directorates based on proposed Strategic Projects and prioritised projects identified during strategic planning and costed for 3 years by end Feb to ensure alignment with draft IDP and SDBIP. Draft budget tabled by end March	Final budget compiled in terms of the Five Year Financial Plan and adopted by end May. Final budget submitted to MEC, National and Provincial Treasuries within 14 days of adoption	Process Plan, Council Agenda and minutes
			Approved Medium Term Income and Expenditure Framework			30-Jun-10	n.a.	n.a.	Medium Term Income and Expenditure Framework developed and aligned to IDP and SDBIP by end March	n.a.	Approved Medium Term Income and Expenditure Framework
		Asset Management	Asset Management Implementation Plan			30-Jun-10	Staff trained on asset management system and the capturing of information on software by end July	Implementation of the plan	Implementation of the plan	Assets Verification against Asset register by end April. Variance reported to Council by end May	Asset register report
		Revenue	Five Year Financial Plan			31-Mar-10		Five Year Financial Plan completed and adopted by Council by end Dec	Plan included in the draft IDP document by end March		IDP document

KPA 4. Municipal Financial Viability and Management - 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	
Become financially viable		Revenue	Revenue Enhancement Strategy		70,000	31-Dec-09	n.a.	Revenue Enhancement Strategy developed and adopted by Council by end Dec	n.a.	n.a.	Strategy document, Council agenda and minutes
		Supply Chain Management	Conversion of GAMAP/ GRAP Implementation Plan		737,000	30-Jun-10	n.a.	Appointment of service provider for the unbundling of the 05-06 asset register by end Dec	Unbundling of 05-06 asset register	Unbundling of 05-06 asset register completed by end June	Monthly reports
			BEE scorecards			30-Jun-10	Collect BEE rating from the suppliers, Update records, Workshop on BBBEE scorecards conducted by end Sept. Full implementation of BBBEE Scorecard by end Sept. Keep register on BBBEE scorecards. Quarterly report to Council on the implementation of the BBBEE scorecards	Keep register on BBBEE scorecards. Quarterly report to Council on the implementation of the BBBEE scorecards	Keep register on BBBEE scorecards. Quarterly report to Council on the implementation of the BBBEE scorecards	Keep register on BBBEE scorecards. Quarterly report to Council on the implementation of the BBBEE scorecards	SCM monthly reports
			Upgrading of SCM Database			30-Sep-09	Upgrading of software by end Sept. Advertisements to invite service providers to register on database by end July. Register service providers, ensure correct capturing - by end Sept	n.a.	n.a.	n.a.	Database

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	60%	Governance and Administration	Total # new financial policies developed	100%	3	3	3	3	Policy documents, Council agenda and minutes of adoption
Develop partnerships	40%	Communication	% customer satisfaction rating per directorate - Finances	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				Evidence Required
							1st Q	2nd Q	3rd Q	4th Q	
Effective and efficient organisation	100%	Governance and Administration	Review of Financial Policies	40%	330,000	16-Dec-09	Preparation and Collection of information	Existing financial policies reviewed and new policies drafted and approved by end Dec			Adoption minutes
			Delegation of financial powers and functions	60%		30-Jun-10	Delegation system implemented and monitored	Delegation system implemented and monitored	Delegation system implemented and monitored	Delegation system implemented and monitored	Council agenda and minutes

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	5%
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.	20%
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	10%
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	5%
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%
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 workshoping 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 hereby 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				
Transformation and Organisational Development	10				
Basic Service Delivery	10				
Municipal Financial Viability and Management	70				
Good Governance and Public Participation	10				
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
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.

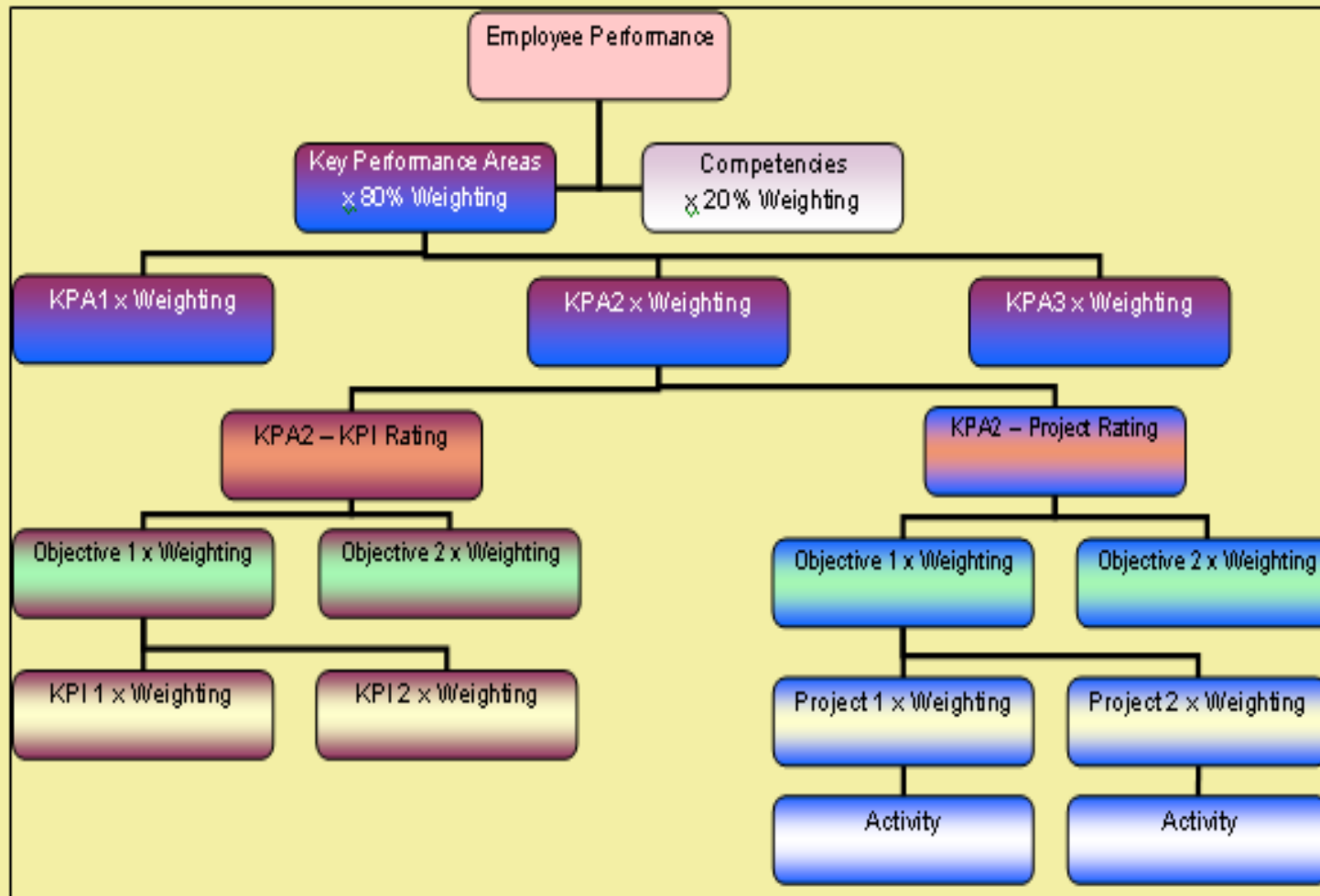
10. Performance Assessment Process

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 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 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 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				
13	Develop and improve systems, processes, procedures and policies by practicing sound governance	50%	Audit Register and plan		General Exp	01/07/08	Memorandum and coaching of audit staff. Monthly audit	Drafting 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															
BS C	IDP Objective	Objective Weighting	Strategic KPI	Additional 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				
13	increase financial viability through increased revenue and efficient budget management	60%	% financial viability (applicable i.to. MFMA)			11%	63%	50%	60%	15%	63%	financial reports			
			Rent revenue sourced to address back log of services					-	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
KPI Score

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.

performance bonus.

8. The Personal Development Plan (PDP) will be concluded at the panel discussion after the performance review had been finalised, 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.