

**Amended
Annexure A
Performance Plan**

Greater Giyani 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 Areas (KPA's, DPLG), IDP Objectives, Weightings, Programme, Performance Indicators (KPIs), Weightings, Targets (quarterly), evidence required
5. A performance scorecard per Key Performance Areas (KPA's, DPLG), IDP Objectives, Weightings, Programme, Projects / Initiatives, Targets (quarterly), evidence required
6. Competencies
7. Approval of Personal Performance Plan
8. Summary Scorecard
9. Rating Scales
10. Assessment Process

**Name: Eadie Makamu
Position: Chief Financial Officer
Accountable to: Municipal Manager
Plan Period: 01.07.08 – 30.06.09**

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

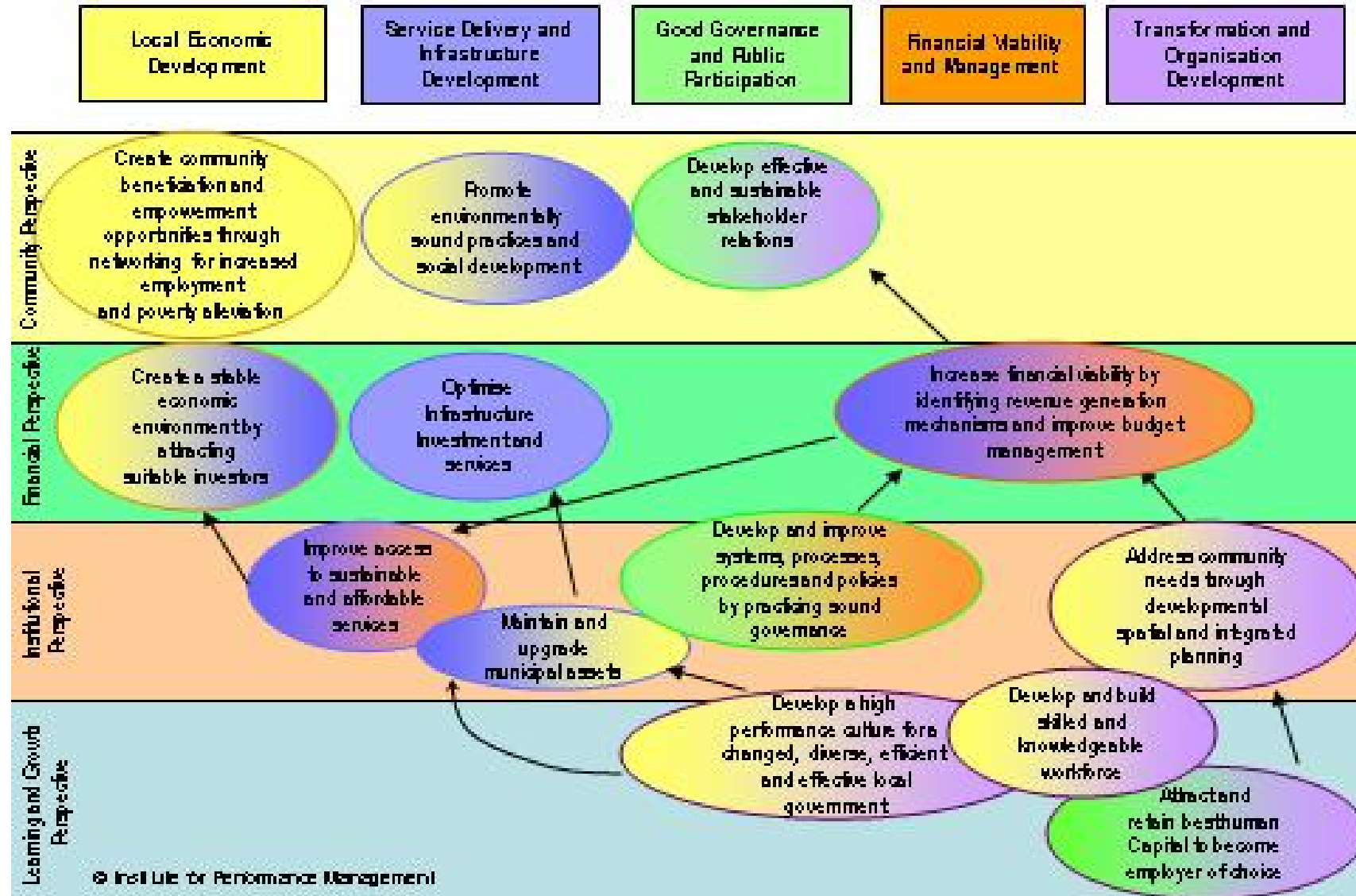
The BSC Methodology was used for the development of the Performance Management System and will read as follows:

- 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

STRATEGY MAP



STRATEGIC VISION

To be the municipality where diverse cultural tourism and agriculture thrives for economic growth, ensuring access to affordable and basic services

STRATEGIC MISSION

To promote: Local and accountable democracy through active and informed community participation and cooperative governance, social upliftment and environmental management to ensure a balance between improved quality of life and safe and healthy communities, economic advancement to alleviate poverty and unemployment and to sustain the economy, universal access to need-satisfying infrastructure and service rendering in a sustainable affordable manner, municipal transformation and institutional governance advancement

JOB PURPOSE

Position Goal

To be a competent, self-reliant financial department with unqualified audit report

Position Purpose

To ensure skills transfer and training for staff in order to secure sound and sustainable management of the financial affairs of Greater Giyani Municipality by managing the budget and treasury office and advising and if necessary assisting the accounting officer and other senior managers in their duties and delegation contained in the MFMA

The Chief Financial Officer is accountable and responsible for amongst others:

- Ø The management of Municipality's financial accounting functions to ensure unqualified audit reports
- Ø The compilation and control of the municipality's budget to effect no budget variance
- Ø To manage cash receipts and disbursement to facilitate non-utilisation of bank overdrafts
- Ø The management of the payroll and ensuring timeous and accurate payment of personnel salaries and allowances
- Ø The administration of the municipal finances to ensure cash is available for projects and operations
- Ø Ensuring daily banking of cash received
- Ø Management of investment to earn above national average interest on surplus funds
- Ø Determination of tariffs and taxes and ensuring budgeted costs are recovered
- Ø Timely development and submission of financial statements to ensure positive financial results
- Ø Alignment of the budget, Integrated Development Plan and Performance Management System
- Ø Manage income and expenditure of the municipality to ensure sound financial management of Council
- Ø The effective management and coordination of Information Technology of the municipality, in so far as software as well as hardware requirements are concerned

KPA 1. Municipal Transformation and Organisational Development - KPI's 20%)

IDP Objective	Obj. Weighting	Programme	Institutional KPI	KPI Weighting	Status 2007/2008	2008/09 Quarterly Targets				Evidence Required
						1st Q	2nd Q	3rd Q	4th Q	
I4. Address community needs through developmental spatial and integrated planning	80%	Integrated Development Planning	Percentage Compliance to Budget Process Plan	30%	40%	100%	100%	100%	100%	Process plan and proof of compliance thereto
		Integrated Development Planning	Percentage Compliance to Budget legislative deadlines	35%	40%	100%	100%	100%	100%	Outputs delivered according to budget legislative deadlines
		Integrated Development Planning	Percentage Compliance to SDBIP legislative deadlines	35%	40%	100%	100%	100%	100%	Outputs delivered according to budget SDBIP legislative deadlines
L3. Attract and retain the best human capital to become employer of choice	20%	Retention of skilled staff	Percentage employee satisfaction rating per department	100%	0%	65%	-	-	-	Analysis of survey report

KPA 1. Municipal Transformation and Organisational Development - Projects (20%)

IDP Objective	Obj. Weighting	Programme	Project / Initiative	Proj. Weighting	Budget 2008/09	Start Date	Completion Date	2008/09 Quarterly Outputs				Evidence Required
								1st Q	2nd Q	3rd Q	4th Q	
I4. Address community needs through developmental spatial and integrated planning	60%	Integrated Development Planning	2008/09 IDP/Budget Review schedule approved by the council	20%		2008/07/01	2009/06/30	IDP/PM/Budget Process Plan adopted by Council by end July 08	Process Plan outputs achieved within specified timeframes	Process Plan outputs achieved within specified timeframes	Process Plan outputs achieved within specified timeframes. Reviewed IDP/PM/Budget Process Plan submitted to Municipal Manager before tabling to Council in July 09	Council approved process plan

KPA 1. Municipal Transformation and Organisational Development - Projects (20%)

IDP Objective	Obj. Weighting	Programme	Project / Initiative	Proj. Weighting	Budget 2008/09	Start Date	Completion Date	2008/09 Quarterly Outputs				Evidence Required
								1st Q	2nd Q	3rd Q	4th Q	
I4. Address community needs through developmental spatial and integrated planning		Integrated Development Planning	Budget and IDP Aligned	25%		2008/10/01	2009/06/30	Submission of approved process plan to treasury after adoption by Council	Initial revenue modeling developed by end October. Draft functional operational plans. Personnel budget to be developed by end October (prioritisation of posts and costed to be budgeted for next financial year). Circulate requests for submission to budget by end Oct 08. Start drafting budget i.t.o. MFMA requirements	Facilitate the budget adjustment and draft budget process. Involve all directorates in the adjustment and draft budget process. Communicate the adjusted and draft budget to the Directorates within 2 weeks of finalisation of adjustment and draft budget. Draft budget adopted by end March 09	Adoption of final budget by end May 09. Submission to Mec and Treasury within 2 weeks	Process plan submitted to National Treasury, revenue model, draft functional operational plans, personnel budget, draft budget and final budget
			SDBIP approval	25%		2009/05/01	2009/06/30		Tabling of draft SDBIP document together Draft IDP and budget by end March for public participation	SDBIP approved by Mayor 28 days after adoption of budget.	SDBIP document within timeframes	

KPA 1. Municipal Transformation and Organisational Development - Projects (20%)

IDP Objective	Obj. Weighting	Programme	Project / Initiative	Proj. Weighting	Budget 2008/09	Start Date	Completion Date	2008/09 Quarterly Outputs				Evidence Required
								1st Q	2nd Q	3rd Q	4th Q	
I4. Address community needs through developmental spatial and integrated planning		Functionality of the Performance Management System	Functional and implementation of the PMS	15%		2008/10/01	2009/06/30		Alignment of performance objectives, indicators and strategic projects during strategy phase by end October. Prioritisation of projects to ensure that projects will achieve organisational performance. Budget alignment to strategic projects		Performance objectives, indicators and strategic projects with aligned budget included in draft IDP by end May. SDBIP approved 28 days after approval of budget	Prioritised projects list, projects with aligned budget in IDP
			Quarterly performance reviews	15%		2008/07/01	2009/06/30	Evaluate quarterly SDBIP departmental report and discuss with sections within department at departmental meeting within three weeks of beginning of next quarter. Address issues of under performance within department	Evaluate quarterly SDBIP departmental report and discuss with sections within department at departmental meeting within three weeks of beginning of next quarter. Address issues of under performance within department	Evaluate quarterly SDBIP departmental report and discuss with sections within department at departmental meeting within three weeks of beginning of next quarter. Address issues of under performance within department	Evaluate quarterly SDBIP departmental report and discuss with sections within department at departmental meeting within three weeks of beginning of next quarter. Address issues of under performance within department	

KPA 1. Municipal Transformation and Organisational Development - Projects (20%)

IDP Objective	Obj. Weighting	Programme	Project / Initiative	Proj. Weighting	Budget 2008/09	Start Date	Completion Date	2008/09 Quarterly Outputs				Evidence Required
								1st Q	2nd Q	3rd Q	4th Q	
L1. Develop a high performance culture for a changed, diverse, efficient and effective local government	20%	Organisational Design and Human Resource Capacity	Organogram in line with IDP	50%				Assessment on the capacity of the municipality to deliver on the IDP with available and envisages resources conducted by end July. Organogram aligned with IDP/Budget/PMS by end Sept				Aligned organogramme with IDP
			Vacant Positions filling	50%		2008/07/01	2009/06/30		Budget for prioritised posts to be filled in municipality by end October	Budget for prioritised posts to be filled in municipality included in draft Budget	Budget for prioritised posts to be filled in municipality included in final Budget	Prioritised posts budgeted for
L3. Attract and retain the best human capital to become employer of choice	20%	Retention of skilled staff	Employee Satisfaction Rating	100%		2008/10/01	2009/06/30		Compile departmental action plans relevant to department on issues raised in survey report. Discuss at management meeting on implementation by end October. Implement action plan	Implement action plan and report at management meetings on monthly basis	Implement action plan and report at management meetings on monthly basis	Action plans to address issues in survey report, progress on action plans

KPA 2. Basic Service Delivery - KPI's (10%)

IDP Objective	Obj. Weighting	Programme	Institutional KPI	KPI Weighting	Status 2007/2008	2008/09 Quarterly Targets				Evidence Required
						1st Q	2nd Q	3rd Q	4th Q	
I1. Improve access to sustainable and affordable services	100%	Free Basic Water Services	Number of poor households receiving free basic water against total number of poor households.	60%	22,845 / 22,845	22,845 / 22,845	22,845 / 22,845	22,845 / 22,845	22,845 / 22,845	Indigent Register, financial reports
		Free Basic Water Services	Number of households earning less than R1 100 per month who received free basic sanitation	20%	7996 / 22,845 = 30%					Indigent Register, financial reports
		Free Basic Water Services	Number of households earning less than R1 100 per month who received free basic electricity	20%	13,164	13364	13564	13764	13964	Indigent Register, financial reports

KPA 2. Basic Service Delivery - Projects (10%)

IDP Objective	Obj. Weighting	Programme	Project / Initiative	Proj. Weighting	Budget 2008/09	Start Date	Completion Date	2008/09 Quarterly Outputs				Evidence Required
								1st Q	2nd Q	3rd Q	4th Q	
I1. Improve access to sustainable and affordable services	80%	Free Basic Services	Indigent Policy and Register	100%		2008/07/01	2009/06/30	Formal bi-annual update of Indigent Register by end September 08 by sending out surveys and notices. Notices - request people that qualify as indigent to come and register at the municipality. Define in notice what is indigent. Notices placed in public places - library, community halls, tribal offices, police station, magistrate court, MPCC. Coordinator for CDWs supply survey forms to CDWs for completion. The survey form to indicate youth, gender and disabled indigents. Receive survey forms back by end August. Consolidate information in register	Indigent Policy and Register adopted by Council by end December and updated bi-annually, with standard categories such as youth, disability and gender (DPLG reporting KPI) Submit Indigent Register to Administration for inclusion in Council Agenda. Council to adopt Indigent Register by end October 08	On a continuous basis register indigents when necessary	On a continuous basis register indigents when necessary	Updated Indigent Policy and Register

KPA 2. Basic Service Delivery - Projects (10%)

IDP Objective	Obj. Weighting	Programme	Project / Initiative	Proj. Weighting	Budget 2008/09	Start Date	Completion Date	2008/09 Quarterly Outputs				Evidence Required
								1st Q	2nd Q	3rd Q	4th Q	
F2. Optimise infrastructure investment and services	20%	Municipal Infrastructure	Municipal Infrastructure Investment Framework	100%		2008/07/01	2008/09/30	In cooperation with Engineering Department localise District Infrastructure Investment Framework for the municipality by end September				Localised District Infrastructure Investment Framework document

KPA 4. Municipal Financial Viability and Management - KPI's (50%)

IDP Objective	Obj. Weighting	Programme	Institutional KPI	KPI Weighting	Status 2007/2008	2008/09 Quarterly Targets				Evidence Required
						1st Q	2nd Q	3rd Q	4th Q	
F3. Increase financial viability through increased revenue and efficient budget management	100%	Revenue Management	R-value increase in revenue collected (R-value revenue collected 07/08 / R-value revenue 08/09	5%	14,655,000	-	-	-	14,655,000 increase to 26,400,000 = 11,745,000	Financial Reports
		Revenue Management	Total r-value revenue	4%	104,600,000	27,600,000	55,200,000	82,800,000	110,583,000	Financial Reports
		Revenue Management	Percentage services (customer) revenue	4%	14,655,00 / 104,600,000 = 14.1%	5.62%	11,25%	16,87%	22.50%	Financial Reports
		Revenue Management	Percentage billed revenue	4%		5100000 = 19%	10200000 38%	15300000 = 57%	20600000 = 75%	Financial Reports
		Revenue Management	Financial viability i.t.o. Percentage outstanding service debtors to revenue	5%		800%	417%	289%	252%	Financial Reports
		Revenue Management	R-Value grants / Total R-value budget	4%		21025000/ 27646000	42050000 / 55292000	63100000 / 82938000	84,100,000 / 110,583,000	Budget
		Revenue Management	Percentage MSIG utilisation	4%	734,000 / 734,000	184,000	368,000	552,000	735,000	Budget
		Revenue Management	Percentage LEDF utilisation	4%	2,000,000 / 4,000,000 = 50%	33%	67%	100%		Budget
		Revenue Management	Percentage MIG utilisation	5%		5,475,000 / 21,900,000 = 25%	10,950,000 / 21,900,000 = 50%	16,425,000 / 21,900,000 = 75%	21,900,000 / 21,900,000 = 100%	Budget
		Revenue Management	R-value revenue from property rates / R-value total revenue as %	4%	2,300,000 / 110,583,000 = 22%	575,000 / 27,646,000 = 22%	1,150,000 / 55,292,000 = 22%	1,725,000 / 82,938,000 = 22%	2,300,000 / 110,583,000 = 22%	Financial Reports
		Revenue Management	Financial viability i.t.o. Percentage Cost coverage	4%		100%	100%	100%	100%	Financial Reports

KPA 4. Municipal Financial Viability and Management - KPI's (50%)

IDP Objective	Obj. Weighting	Programme	Institutional KPI	KPI Weighting	Status 2007/2008	2008/09 Quarterly Targets				Evidence Required
						1st Q	2nd Q	3rd Q	4th Q	
F3. Increase financial viability through increased revenue and efficient budget management		Budget and Expenditure Management	R-value Capital budget spent in year	5%	16,000,000 / 35,000,000	8499125 / 33,996,500 =	16,998,250 / 33,996,500 =	25497375 / 33,996,500	33,996,500 / 33,996,500 =	Budget
		Budget and Expenditure Management	R-value Salaries budget (including benefits)	4%	45,400,000	14,200,000	28,400,000	42,600,000	56,800,000	Budget
		Budget and Expenditure Management	R-value Total operating budget	4%	98,100,000	27,000,000	54,000,000	81,000,000	108,000,000	Budget
		Budget and Expenditure Management	Percentage of budget allocated for basic services	4%	5,000,000 / 104,600,000 = 5%	4.5% = 1100000 / 27,645,750	4,5% = 2200000 / 55,300,500	4.5% = 3300000 / 82,946,250	4,5% = 4,500,000 / 110,583,000	Budget
		Budget and Expenditure Management	Percentage Equitable Share (R-value equitable share received / R-value total budget)	4%	46,913,000 / 104,600,000	19,161,000 = 33%	33,532,00 = 58%	57,483,000 = 100%	-	Budget
		Budget and Expenditure Management	Percentage equitable share funding used for free basic services	4%	5,000,000 / 46,013,000 = 11%	1,125,000 2%	2,250,000 = 4%	3,375,000 = 6%	4,000,000 = 8%	Budget
		Budget and Expenditure Management	Financial Viability i.t.o. Percentage Debt coverage	4%		100%	100%	100%	100%	Financial Reports
		Implementation of financial systems, policies, controls and regulations	Supply Chain Management Committee fully functional	4%	100%	100%	100%	100%	100%	Agendas, minutes of meetings

KPA 4. Municipal Financial Viability and Management - KPI's (50%)

IDP Objective	Obj. Weighting	Programme	Institutional KPI	KPI Weighting	Status 2007/2008	2008/09 Quarterly Targets				Evidence Required
						1st Q	2nd Q	3rd Q	4th Q	
F3. Increase financial viability through increased revenue and efficient budget management		Implementation of financial systems, policies, controls and regulations	Average time taken from tender advertisement to award of tender	4%	50 days	40 days	40 days	40 days	40 days	Monthly reports
		Financial Reporting	Percentage monthly and quarterly financial reports submitted to Council	4%		100%	100%	100%	100%	Financial Reports
		Financial Reporting	Average days between system close, month end and supply of financial consolidated information for reporting	4%		10	10	10	10	Financial Reports
		Financial Reporting	Financial statements for FY submitted to the Auditor-General by 31 August(as per MFMA)	4%	100%	100%	-	-	-	Financial Statements
		Asset Management	Percentage variance on asset register	4%	New Reporting	-	10%	-	10%	Asset Register

KPA 4. Municipal Financial Viability and Management - Projects (50%)

IDP Objective	Obj. Weighting	Program me	Project / Initiative	Proj. Weighting	Budget 2008/09	Start Date	Completion Date	2008/09 Quarterly Outputs				Evidence Required
								1st Q	2nd Q	3rd Q	4th Q	
F3. Increase financial viability through increased revenue and efficient budget management	100%	Revenue Management	Compliance with conditions of the DoRA (Circular 45 of National Treasury)	6%		2007/07/01	2009/06/30	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	Reports to National Treasury
		Revenue Management	Revenue Enhancement Strategies	5%		2007/07/01	2009/06/30	Debt collecting company to collect outstanding debts. Top 100 Good Customers initiative to motivate culture of payment amongst businesses and residential customers. Customer data cleansing by end September	Debt collecting company to collect outstanding debts. Top 100 Good Customers initiative to motivate culture of payment amongst businesses and residential customers.	Debt collecting company to collect outstanding debts. Top 100 Good Customers initiative to motivate culture of payment amongst businesses and residential customers.	Debt collecting company to collect outstanding debts. Top 100 Good Customers initiative to motivate culture of payment amongst businesses and residential customers.	Monthlu reports
		Revenue Management	Five Year Financial Plan	5%		2008/07/01	2009/06.30				Five Year Financial Plan developed and adopted by Council together with IDP and Budget by end May	Five Year Financial Plan document
		Revenue Management	Implementation of Pastel Billing System	5%		2008/07/01	2008/09/30	Initial implementation of property rates. Parallel billing on both Promise and Pastel. Phasing out of Promise and implementation of Pastel by end September				Monthly reports

KPA 4. Municipal Financial Viability and Management - Projects (50%)

IDP Objective	Obj. Weighting	Program me	Project / Initiative	Proj. Weighting	Budget 2008/09	Start Date	Completion Date	2008/09 Quarterly Outputs				Evidence Required
								1st Q	2nd Q	3rd Q	4th Q	
								F3. Increase financial viability through increased revenue and efficient budget management		Budget and Expenditure Management	Preparation and adoption of budget in compliance with MFMA	
		Budget and Expenditure Management	Approved Medium Term Revenue and Expenditure Framework	6%		2009/01/01	2009/03/31			Medium Term Revenue and Expenditure Framework developed and aligned to IDP and SDBIP by end March		Medium Term Revenue and Expenditure Framework document
		Budget and Expenditure Management	Budget and Treasury Office	5%		2008/07/01	2008/09/30		Appointment of accountant, report and analysis officer, senior officer assets and supply chain management, credit controller, procurement officer and IT assistant by end September to improve budget and treasury functionality.			Appointed personnel

KPA 4. Municipal Financial Viability and Management - Projects (50%)

IDP Objective	Obj. Weighting	Program me	Project / Initiative	Proj. Weighting	Budget 2008/09	Start Date	Completion Date	2008/09 Quarterly Outputs				Evidence Required
								1st Q	2nd Q	3rd Q	4th Q	
F3. Increase financial viability through increased revenue and efficient budget management		Implementat	Supply Chain Management Policy	5%		2008/10/01	2009/06/30		Revise supply chain management policy to address issues of youth, gender, disabled, SMME. Take into account Broad Based Black Economic Empowerment Act when revising supply chain management policy after checking conflicting information in Preferential Policy	Revised supply chain management policy adopted by Council by end March	Implement revised supply chain management policy	Supply Chain Management Policy document
		Implementat	BEE Scorecard	5%		2008/07/01	2009/06/30		Develop BEE Scorecards, implement and keep register for reporting purposes	Implement BEE scorecards. Keep register for reporting purposes	Implement BEE scorecards. Keep register for reporting purposes	BEE Scorecard
		Implementat	GAMAP/GRAP compliance	5%		2008/07/01	2009/06/30	Conversion of accounting system to GAMAP/GRAP. Quarterly progress reports on GAMAP/GRAP conversion	Conversion of accounting system to GAMAP/GRAP. Quarterly progress reports on GAMAP/GRAP conversion	Conversion of accounting system to GAMAP/GRAP. Quarterly progress reports on GAMAP/GRAP conversion	Conversion of accounting system to GAMAP/GRAP. Quarterly progress reports on GAMAP/GRAP conversion	Quarterly progress reports
		Implementat	Credit Control and Debt Collection Policy	5%		2009/01/01	2009/06/30			Review Credit Control and Debt Policy. Refer reviewed policy to Portfolio Committee for inputs. Consolidate information.	Refer to Exco for approval and thereafter submit to Council for adoption before end December	Policy document

KPA 4. Municipal Financial Viability and Management - Projects (50%)

IDP Objective	Obj. Weighting	Program me	Project / Initiative	Proj. Weighting	Budget 2008/09	Start Date	Completion Date	2008/09 Quarterly Outputs				Evidence Required	
								1st Q	2nd Q	3rd Q	4th Q		
F3. Increase financial viability through increased revenue and efficient budget management		Implementat ion of financial systems, policies, controls and regulations	Property Rates Policy and Act implementation	5%		2008/07/01	2009/06/30	Implementation of Property Rates Policy and Valuation Roll. Community informed of implementation of implementation. Send out monthly statements on property rates and receive payment	Send out monthly statements on property rates and receive payment	Send out monthly statements on property rates and receive payment	Send out monthly statements on property rates and receive payment	Policy document	
		Implementat ion of financial systems, policies, controls and regulations	Valuation Roll implementation	5%	85,000	2008/07/01	2009/06/30	Upgrade server capabilities for property rates billing. Technical support on operation issues.	Technical support on operational issues	Technical support on operational issues	Technical support on operational issues	Monthly reports	
		Implementat ion of financial systems, policies, controls and regulations	Annexure to Delegation Framework with Financial Delegations	5%		2008/07/01	2008/12/31	Develop detail financial delegations and attach to Delegation Framework.	Develop detail financial delegations and attach to Delegation Framework. Circulate to relevant structures, Finance Port Folio Committee, Management, EXCO and adopted by Council by end December				Annexure document
		Financial Reporting	MFMA implementation, monitoring and compliance plan	6%		2008/07/01	2009/06/30	Quarterly completion of MFMA implementation checklist. Submit form to National and Provincial Treasury and Council by 10th of October 08	Quarterly completion of MFMA implementation checklist. Submit form to National and Provincial Treasury and Council by 10th of January 09	Quarterly completion of MFMA implementation checklist. Submit form to National and Provincial Treasury and Council by 10th of April 09	Quarterly completion of MFMA implementation checklist. Submit form to National and Provincial Treasury and Council by 10th of July 09	Checklist	
		Financial Reporting	Financial Statements	6%		2008/07/01	2008/09/30	Financial statements prepared and submitted to Auditor-General by end August 2008				Financial statements	

KPA 4. Municipal Financial Viability and Management - Projects (50%)

IDP Objective	Obj. Weighting	Program me	Project / Initiative	Proj. Weighting	Budget 2008/09	Start Date	Completion Date	2008/09 Quarterly Outputs				Evidence Required
								1st Q	2nd Q	3rd Q	4th Q	
F3. Increase financial viability through increased revenue and efficient budget management		Asset Management	Municipal Infrastructure Investment Plan (Asset Register - Finance, Asset Maintenance Plan - Engineering	5%	1,100,000	2008/07/01	2009/06/30	Procurement process. Appointment of service provider by 31 August 09	Report in identification of all municipal infrastructure by end October 08. 2nd Phase valuation of assets. Assessment of condition of infrastructure assets.	3rd Phase valuation of assets. Assessment of condition of infrastructure assets.	3rd Phase valuation of assets. Assessment of condition of infrastructure assets until end May 09. Service provider to submit draft Infrastructure Asset Register and Maintenance Plan by end May 09. GGM to review draft and table to Council for adoption by e	Municipal Infrastructure Investment Plan document
		Asset Management	Asset Register	5%		2008/07/01	2009/06/30	Update of asset register with new acquired assets.	Mid Year asset count. Organise team of counters, assign team leaders. Identify venue where municipal assets are, and count. Reconcile count result with information in system. Update accordingly. Missing assets, submission to council to write assets off. Update of asset register with new acquired assets on a continuous basis		Annual asset count before end June 08. Physical verification of assets. Submit Report on asset count to management. Take necessary action where assets are unaccounted for. External person to witness count and take notes, Update of asset register with new acquired assets on a continuous basis	Reconciled asset register
		Asset Management	Infrastructure Asset Register	5%		2009/04/01	2009/06/30				Receive Infrastructure Asset Register developed by MDM. Localise for GGM	Localised Infrastructure Asset Register

KPA 5. Good Governance and Public Administration - KPI's (20%)

IDP Objective	Obj. Weighting	Programme	Institutional KPI	KPI Weighting	Status 2007/2008	2007/08 Quarterly Targets				Evidence Required
						1st Q	2nd Q	3rd Q	4th Q	
I3. Develop and improve systems, processes, procedures and policies by practicing sound governance	100%	Running of municipal council	Percentage Functionality of Finance Portfolio Committee	40%	12 / 12 = 100% (Monthly meetings with agendas and minutes)	3 / 3 = 100% (Monthly meetings with agendas and minutes)	6 / 6 = 100% (Monthly meetings with agendas and minutes)	9 / 9 = 100% (Monthly meetings with agendas and minutes)	12 / 12 = 100% (Monthly meetings with agendas and minutes)	Agendas, minutes of meetings
		Auditing	Percentage compliance to approved audit plan to address queries	60%	100%	100%	100%	100%	100%	Audit plan and actions

KPA 5. Good Governance and Public Participation - Projects (20%)

IDP Objective	Obj. Weighting	Programme	Project / Initiative	Proj. Weighting	Budget 2008/09	Start Date	Completion Date	2008/09 Quarterly Outputs				Evidence Required
								1st Q	2nd Q	3rd Q	4th Q	
								I3. Develop and improve systems, processes, procedures and policies by practicing sound governance	100%	Running of municipal council	Finance Portfolio Committee	

KPA 5. Good Governance and Public Participation - Projects (20%)

IDP Objective	Obj. Weighting	Programme	Project / Initiative	Proj. Weighting	Budget 2008/09	Start Date	Completion Date	2008/09 Quarterly Outputs				Evidence Required
								1st Q	2nd Q	3rd Q	4th Q	
								13. Develop and improve systems, processes, procedures and policies by practicing sound governance	By-laws and Policies	Policy Reviewal and Development	25%	
By-laws and Policies	Credit Control and Debt Collection By-law	25%		2008/07/01	2009/06/30				Review Credit Control and Debt Collection By-Law in conjunction with Credit Control and Debt Collection Policy.	Finalise public participation process on By-laws by end May. Consolidate and submit to Council for adoption by end June. Submit to Government Printers for gazetting and implement	Reviewed Credit Control and Debt Collection By-law	
Auditing	Co-ordination of addressing queries from audit report by departments	15%		2008/07/01	2009/06/30	When audit report is received,communicate audit queries to different departments. Co-ordinate formulation of action plan to address findings. Co-ordinate reporting on action plan by different departments	When audit report is received,communicate audit queries to different departments. Co-ordinate formulation of action plan to address findings. Co-ordinate reporting on action plan by different departments		When audit report is received,communicate audit queries to different departments. Co-ordinate formulation of action plan to address findings. Co-ordinate reporting on action plan by different departments	When audit report is received,communicate audit queries to different departments. Co-ordinate formulation of action plan to address findings. Co-ordinate reporting on action plan by different departments	Audit queries action plan	

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	2%
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	40%
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	2%
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	3%
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	3%
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	5%
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	10%
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:		20%
* 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 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				
Municipal Institutional Development and Transformation	20				
Basic Service Delivery	10				
Municipal Financial Viability and Management	50				
Good Governance and Public Participation	20				
Competencies	100				
Strategic Capability and Leadership	5%				
Programme and Project Management	2%				
Financial Management	40%				
Change Management	2%				
Knowledge Management	3%				
Service Delivery Innovation	3%				
Problem Solving and Analysis	5%				
People and Diversity Management	15%				
Client Orientation and Customer Focus	10%				
Communication	5%				
Accountability and Ethical Conduct	10%				
Overall Rating =					

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>

9. Performance Assessment Process

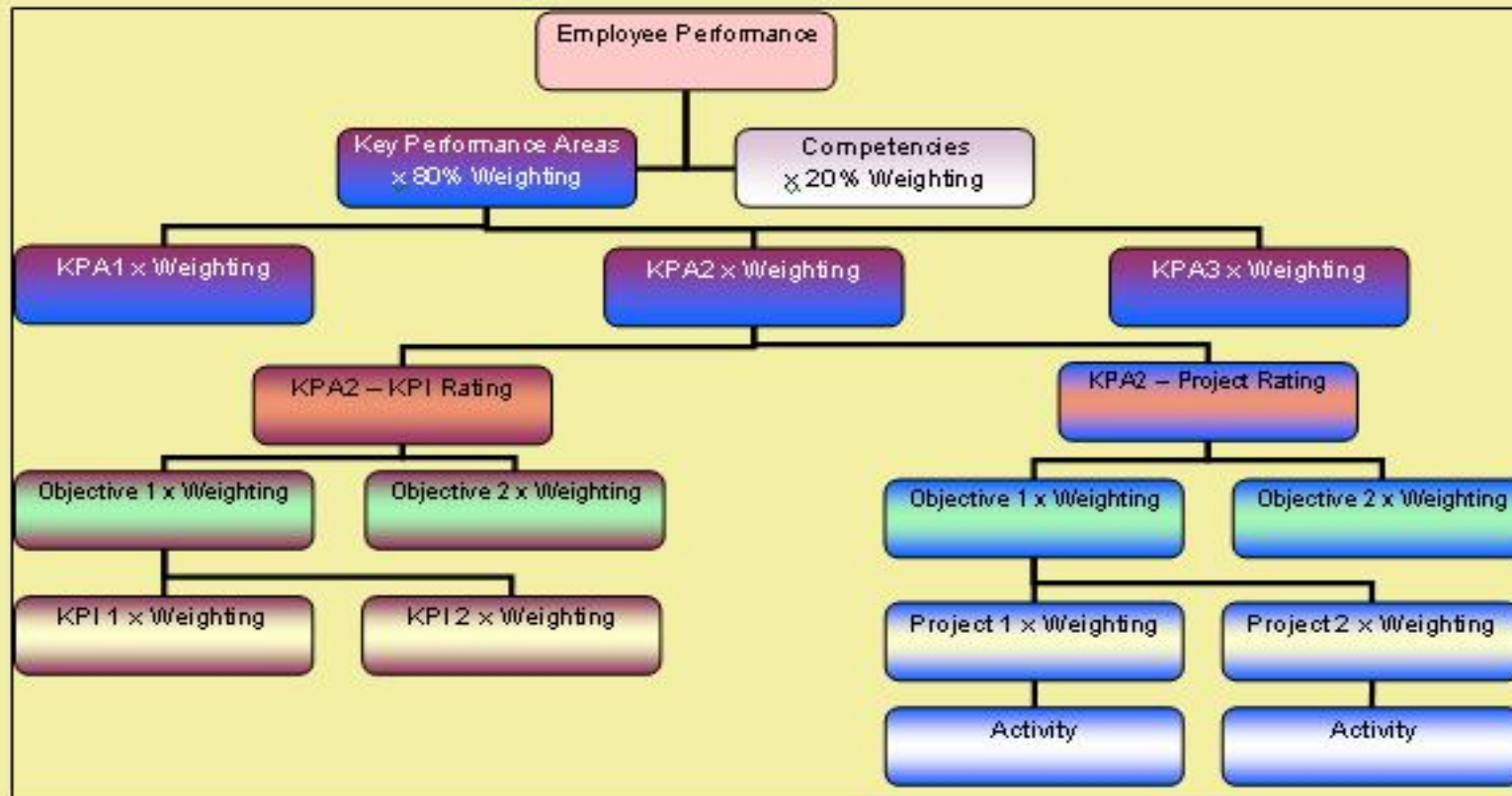
The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

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													
BSC	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						
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	Drafting of audit register and plan by end July 07. Ensure the memorandum and Inform all directorates of audit staff. Conduct	Conduct audits i.to. developed plan. Monthly audit reporting. Updating of audit records. Inform all directorates when external	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

KPA Scores

KPA 4. Municipal Financial Viability and Management - KPI's															
BSC	IDP Objective	Objective Weighting	Strategic KPI	Insolitional 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%	50%	60%	15%	63%	Financial reports			
			Revenue sourced to address backlog of services to metropolitan						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 use 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 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.