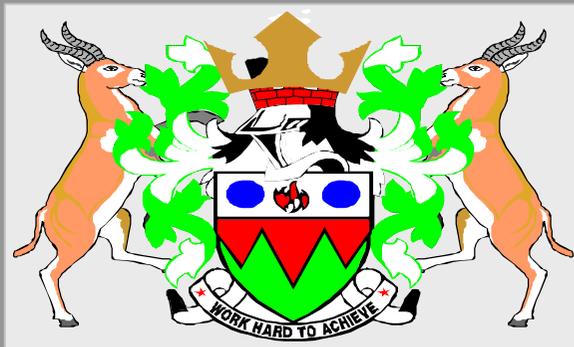


**Amended  
Annexure A  
Performance Plan**

**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 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: Masenyani Thomas Shiviti  
Position: Director Corporate Services  
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

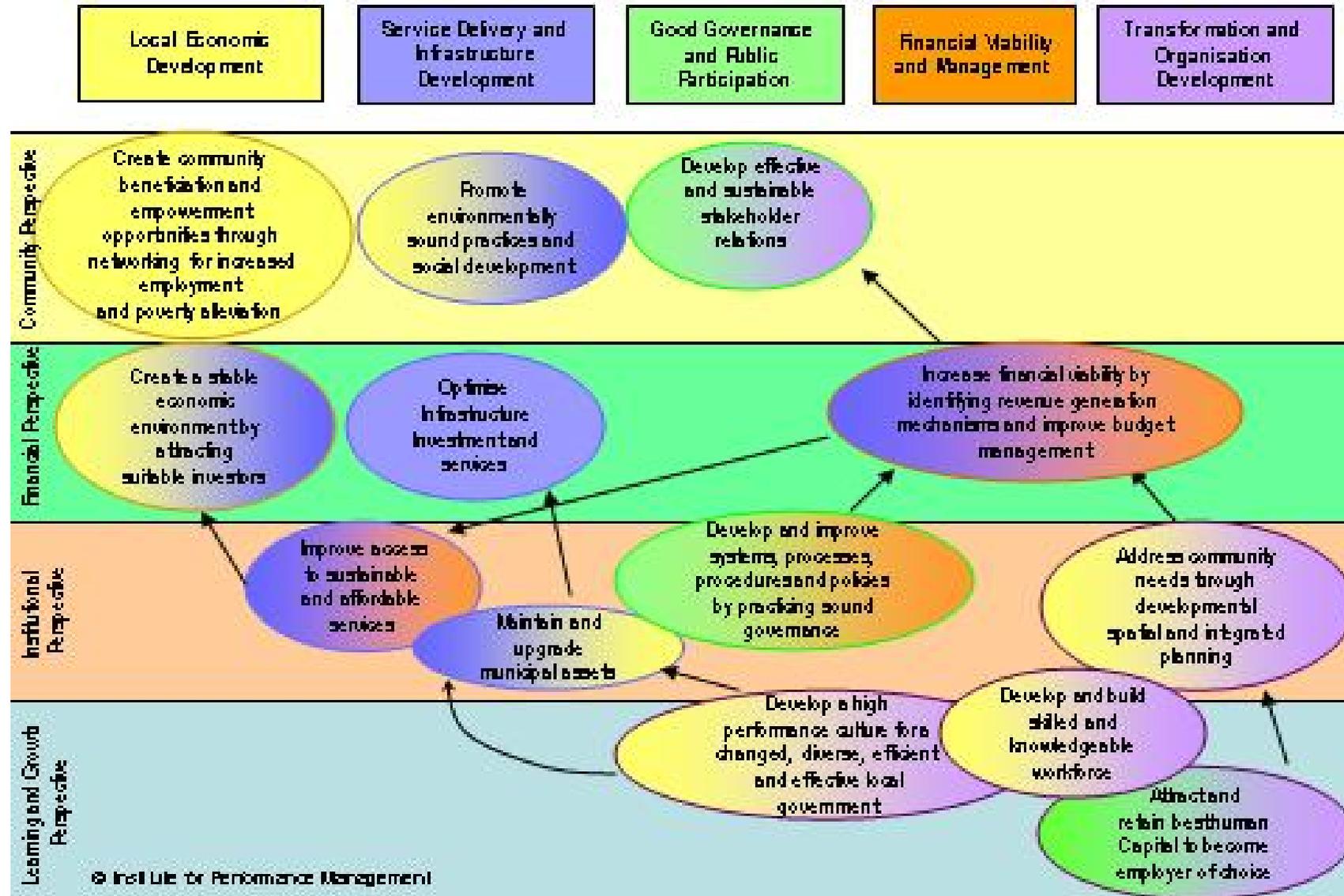
The BSC Methodology was used for the development of the Performance Management System and will read as follows:

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

**Position Purpose**

To lead and direct the Directorate in human resources, administrative and management of communication systems for economic, efficient, effective and customer orientated services. To ensure that Council, Councillors and Ward Committees are supported in an effective and efficient manner

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

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

∅ The administration and implementation of the Municipality's by-laws and other legislation, including the implementation of National and Provincial directives, policies and legislation

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

∅ The effective management and coordination of council

Empty table rows for additional responsibilities.

## KPA 1. Municipal Transformation and Organisational Development - 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	
I4. Address community needs through developmental spatial and integrated planning	30%	Functionality of the Performance Management System	Number formal individual performance assessments	50%	2	1		2		Assessment documentation, attendance register of assessees and panel
		Functionality of the Performance Management System	Number informal individual performance assessments	50%	0		1		2	Discussion notes, action plans regarding under performance
L1. Develop a high performance culture for a changed, diverse, efficient and effective local government	15%	Organisational Design and Human Resource Capacity	Number of currently filled posts of the total number of posts in the approved organogram	100%	431 / 715 = 48%	464 / 715 (36 posts) = 65%	464 / 715	464 / 715	464 / 715	Organogramme indicating filled posts
L2. Develop and build skilled and knowledgeable workforce	25%	Skills Development	Percentage training budget spent	25%	222334	128,000 / 512,000 = 25%	256,000 / 512,000 = 50%	384,000 / 512,000 = 75%	512,000 / 512,000 = 100%	Budget
		Skills Development	Percentage compliance to Skills Development Plan	25%	60%	100%	100%	100%	100%	Skills Development Plan and training conducted accordingly
		Skills Development	Percentage of staff trained and capacitated (number of staff trained / number of staff identified in skills development plan	20%	33 / 431 = 7.65%	10%	25%	40%	50%	Training reports
		Skills Development	Number S57 manager trained as per managers development programme	15%	5	5	5	6	6	Proof of S57 registered for leadership development programme, progress reports
		Skills Development	Percentage Councilors trained	5%	0%	-	-	-	30 / 60 = 50%	Training reports, registration list of councilors undergone training

## KPA 1. Municipal Transformation and Organisational Development - 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	
L2. Develop and build skilled and knowledgeable workforce		Skills Development	Percentage Ward Committee members trained	5%	0	-	-	-	300 / 300 = 100%	Training reports, registration list of ward committees undergone
		Skills Development	R-value bursaries awarded / R-value bursary budget	5%	94,509	26,500 / 106,000 = 25%	53,000 / 106,000 = 50%	79,500 / 106,000 = 75%	106,000 / 106,000 = 100%	Budget
L3. Attract and retain the best human capital to become employer of choice	30%	Retention of skilled staff	Percentage employee satisfaction rating per department	50%	0%	65%	-	-	-	Analysis of survey report
		Retention of skilled staff	Functionality of Labour Forum	20%	80%	3 / 3 (monthly meetings = 100%)	6 / 6 (monthly meetings = 100%)	9 / 9 (monthly meetings = 100%)	12 / 12 (monthly meetings = 100%)	Agenda and meetings
		Retention of skilled staff	Percentage employees attending wellness day	30%	300 / 431 = 70%	-	-	-	350 / 431 = 81%	Attendance register

### KPA 1. Municipal Transformation and Organisational Development - Projects (50%)

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	15%	Functionality of the Performance Management System	PMS publicised on website	20%		2008/07/01	2008/09/30	Publicise submitted performance agreements, IDP, SDBIP, and summary of organisational performance management system on website				Publication on website

## KPA 1. Municipal Transformation and Organisational Development - Projects (50%)

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			Formal Individual Assessment Management	40%		2008/07/01	2009/06/30	Arrange annual performance assessment to be conducted by end August 08. Supply copies of performance plans two weeks prior to assessment to assesses and assessment panel for preparation of assessment. After assessment include skills needs identified in Personal Development Plan of S57 managers in Skills Development Plan. Skills development of S57 managers according to identified needs		Formal half yearly performance assessment to be conducted by end January 2009. Set dates, confirm with departments. Supply copies of performance plans two weeks prior to assessment to assesses and assessment panel for preparation of assessment. After assessment include skills needs identified in Personal Development Plan of S57 managers in Skills Development Plan. Skills development of S57 managers according to identified needs		Attendance register of assesses and assessment panel members

## KPA 1. Municipal Transformation and Organisational Development - Projects (50%)

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	Quarterly performance reviews	40%		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	Departmental reports and action plans
L1. Develop a high performance culture for a changed, diverse, efficient and effective local government	25%	Organisational Design and Human Resource Capacity	Organisational structure alignment in terms of Provincial organogram model	15%		2008/07/01	2008/09/30	Review and approve Organisational Structure aligned to Model Organogram before end September 08. Alignment of organogram with other municipalities in district. Refer discrepancies in Model Organogram to MDM and DPLG for resolution				Reviewed Organisational Structure

## KPA 1. Municipal Transformation and Organisational Development - Projects (50%)

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			Organogram in line with IDP	20%		2008/07/01	2008/09/30	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
		Organisational Design and Human Resource Capacity	Filling of all vacant section 57 managers posts	5%	420,000	2008/07/01	2008/08/31	Advertise post, short listing, interviews. Filling of vacant S57 managers post by end September				Appointment letters
			Completion of the placement of staff in terms of Section 78 of the Municipal Systems Act (2000)	10%		2008/07/01	2009/06/30	Follow up with MDM on progress of S78 process in terms of Water and Environmental Health Services	Follow up with MDM on progress of S78 process in terms of Water and Environmental Health Services. When placement process is finalised placement in organisational structure accordingly	Follow up with MDM on progress of S78 process in terms of Water and Environmental Health Services. When placement process is finalised placement in organisational structure accordingly	Follow up with MDM on progress of S78 process in terms of Water and Environmental Health Services. When placement process is finalised placement in organisational structure accordingly	Progress reports from MDM

## KPA 1. Municipal Transformation and Organisational Development - Projects (50%)

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			Vacant Positions filling	30%	5,800,000	2008/07/01	2009/06/30	Before end September fill planned vacancies for 2008/2009 financial year. Audit of vacant positions in municipality. Prioritise and put strategies in place to ensure filling of vacant positions during 2009/2010 financial year	Prioritised posts included in budget by end October		Interviews to be concluded before end June 09. Appointment of personnel from 01 July 09	Appointment letters
		Employment Equity	Employment Equity Plan	20%		2008/07/01	2009/06/30	EEP taken into account when vacant positions are filled	Conduct audit on progress of EEL and submit to Department of Labour on 1 October. If targets were not achieved, provide reasons and what measures are going to be implemented to ensure achievement on EEL	EEP taken into account when vacant positions are filled	EEP taken into account when vacant positions are filled	Audited EEP

## KPA 1. Municipal Transformation and Organisational Development - Projects (50%)

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	
L2. Develop and build skilled and knowledgeable workforce	25%	Skills Development	Work Place Skills Development Plan	60%	300,000	2008/10/01	2009/03/31			Conduct Skills Audit that complies with the norms and standards established by DPLG	Work Place Skills Development Plan for next financial year developed and submitted to LGSETA by end June together with annual training report.	Work Place Skills Plan document
			Section 57 Managers leaders development program	40%		2008/07/01	2009/06/30	S57 managers enrolled for leadership development programme	Progress report on S57 managers in leadership development programme	Progress report on S57 managers in leadership development programme	All S57 managers complete leadership development programme	Progress Reports
L3. Attract and retain the best human capital to become employer of choice	35%	Retention of skilled staff	Employee Satisfaction Rating	15%		2008/07/01	2009/06/30	Compile report on survey results by end September	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
			OHS Policy	5%		2008/07/01	2008/12/31		After appointment of OHS Officer, implement OHS policy by end October.	Implement OHS Policy	Implement OHS Policy	OHS Policy and implementation plans

## KPA 1. Municipal Transformation and Organisational Development - Projects (50%)

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		
L3. Attract and retain the best human capital to become employer of choice			Employee communication	10%		2008/07/01	2009/06/30	Quarterly meetings with all employees at a central point to discuss municipal issues. Communication with employees, suggestions through internal newsletter.	Quarterly meetings with all employees at a central point to discuss municipal issues. Communication with employees, suggestions through internal newsletter.	Quarterly meetings with all employees at a central point to discuss municipal issues. Communication with employees, suggestions through internal newsletter.	Quarterly meetings with all employees at a central point to discuss municipal issues. Communication with employees, suggestions through internal newsletter.	Programme, Agenda and minutes	
			Retention of skilled staff	Human Resource Strategy	20%		2008/07/01	2009/03/31	Research Human Resource Strategy in Municipalities. Localise for municipality. Submit to management for inputs and comments and consolidate inputs by end September	Refer to Portfolio Committee for comments and inputs, consolidate information by end October. Refer to Exco for approval and Council for adoption by end December	Implement Human Resource Strategies, report progress of implementation on quarterly basis	Implement Human Resource Strategies, report progress of implementation on quarterly basis	Human Resource Strategy document
			Job Evaluations		20%		2008/07/01	2009/06/30	Job evaluations received back from Job Evaluation Center at SALGA by end September	Submit to Exco and Council of adoption of results of evaluation	Implement outcome of job evaluations	Implement outcome of job evaluations	Implementation plan on job evaluations
			Wellness Day for employees		15%	(Events management budget)	2008/07/01	2008/08/31			Wellness day for employees to be held before end June		Programme, attendance register

## KPA 1. Municipal Transformation and Organisational Development - Projects (50%)

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	
L3. Attract and retain the best human capital to become employer of choice		HIV/Aids	HIV/Aids at Workplace Programme	15%		2007/08/01	2009/06/30	HIV/Aids Policy adopted by Council	Develop HIV/Aids In Workplace programme by end October in conjunction with Department of Health. According to programme invite Department of Health to conduct workshops/information sessions/awareness campaigns to employees. Assistance to employees regarding HIV/Aids	According to programme invite Department of Health to conduct workshops/information sessions/awareness campaigns to employees. Assistance to employees regarding HIV/Aids	According to programme invite Department of Health to conduct workshops/information sessions/awareness campaigns to employees. Assistance to employees regarding HIV/Aids	HIV/Aids Workplace Programme document, workshop / information documents, programmes, attendance registers

### KPA 2. Basic Service Delivery - Projects (5%)

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	100%	Housing (Municipal Housing Plan and strategy implementation)	Municipal Official Office accommodation	100%		2008/07/01	2008/09/30	Conduct assessment on office accommodation needs. Investigate possibility that departmental sections are accommodated together.. Investigate possibility for Finance Department to be accommodated in Civic Center.	Assessment on office accommodation finalised by end December.	Compile report on office needs and present to management for discussion. Refer to Exco and Council for approval. Implement resolutions taken	Implement resolutions on office accommodation	Assessment report on office accommodation, implementation plan

### KPA 5. Good Governance and Public Administration - KPI's (45%)

IDP Objective	Obj. Weighting	Programme	Institutional KPI	KPI Weighting	Status	2007/08 Quarterly Targets				Evidence Required
						1st Q	2nd Q	3rd Q	4th Q	
C3. Develop effective and sustainable stakeholder relations	40%	Public Participation and Ward Committees	Percentage of functional Ward Committees	60%	100% (30 / 30)	100%	100%	100%	100%	Agendas, minutes of meetings
		Communication and customer care	Percentage community satisfaction survey	40%	-	-	-	70%	-	Survey report
I3. Develop and improve systems, processes, procedures and policies by practicing sound governance	60%	Running of municipal council	Functionality of Council	20%	100%	100% (Quarterly meetings and minutes)	Minutes of meetings, meeting schedule			
		Running of municipal council	Percentage Functionality of Governance and Administration	15%	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 and minutes of meetings
		Auditing	Percentage compliance to approved audit plan to address queries	15%	100%	100%	100%	100%	100%	Audit plan and actions
		Administration	Percentage mail received processed daily	10%	98%	98%	98%	98%	98%	Mail register
		Administration	Percentage faxes distributed within 2 hours to addressee (number of faxes delivered / number of faxes received)	10%	80%	100%	100%	100%	100%	Fax register

### KPA 5. Good Governance and Public Administration - KPI's (45%)

IDP Objective	Obj. Weighting	Programme	Institutional KPI	KPI Weighting	Status	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		Information Technology	Percentage uptime internet server	20%	20%	98% = 2069 / 2112 hours	98% = 2069 / 2112 hours	98% = 2069 / 2112 hours	98% = 2069 / 2112 hours	Monthly reports
		Human Resource Management	Percentage correlation of leave days taken according to leave application forms and days taken according to time sheets	10%	100%	100%	100%	100%	100%	Consolidation report of leave days taken and time sheets

### KPA 5. Good Governance and Public Participation - Projects (45%)

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	
C3. Develop effective and sustainable stakeholder relations	50%	Public Participation and Ward Committees	Public Participation Framework	10%		2008/07/01	2009/06/30	Public Participation Framework developed by Sept in consultation with Office of Speaker. Framework addresses procedures of community participation processes i.t.o. legislation in relation to planning, budgeting, implementation and monitoring and reporting	Public participation conducted in accordance with framework	Public participation conducted in accordance with framework	Public participation conducted in accordance with framework	Public Participation Framework document

### KPA 5. Good Governance and Public Participation - Projects (45%)

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	
C3. Develop effective and sustainable stakeholder relations		Public Participation and Ward Committees	Public Participation	10%		2008/07/01	2009/06/30	Develop Public Participation Programme in collaboration with the Speaker. Public participation events arranged in terms of approved programme. Notices of public participation events to be done in local languages. Prepare for addressing of communities in their language. Notices sent out 2 weeks prior to event	Public participation events arranged in terms of approved programme. Notices of public participation events to be done in local languages. Prepare for addressing of communities in their language. Notices sent out 2 weeks prior to event	Public participation events arranged in terms of approved programme. Notices of public participation events to be done in local languages. Prepare for addressing of communities in their language. Notices sent out 2 weeks prior to event	Public participation events arranged in terms of approved programme. Notices of public participation events to be done in local languages. Prepare for addressing of communities in their language. Notices sent out 2 weeks prior to event	Public Participation Programme, attendance register and minutes

### KPA 5. Good Governance and Public Participation - Projects (45%)

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	
C3. Develop effective and sustainable stakeholder relations		Communication and customer care	Community Satisfaction Survey	20%		2008/10/01	2009/06/30		Community Satisfaction Survey drafted by end October in cooperation with Communication Section. Submit to Speakers office to distribute in wards. Receive completed survey forms by end December	Consolidate survey feedback and analyse. Compile report with recommendations on addressing of issues and submit to Council by end March	Present findings of the survey to communities and stakeholders by end April. Findings and actions to be taken also to be publicised in external newsletter. Implement Council decisions	Community Satisfaction Survey Report
		Communication and customer care	Customer Care Standards	25%		2008/10/01	2008/12/31		Develop Customer Care Charter by end October. Discuss at management meeting for comments and inputs by end November. Consolidate and submit to Portfolio Committee by end December.	Refer to Exco for approval and Council for adoption by end March	Develop Customer Care Standards. Discuss with management, consolidate inputs. Refer to Portfolio Committee for inputs and comments. Consolidate information and submit to Exco for approval and Council for adoption by end June	Customer Care standards document

### KPA 5. Good Governance and Public Participation - Projects (45%)

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	
C3. Develop effective and sustainable stakeholder relations		Communication and customer care	Complaint management system	20%		2008/07/01	2009/06/30	Establish local Batho Pele Forum. Develop service standards. Forum manage suggestion box. Refer complaints and suggestions to relevant departments. Submit quarterly report to Council	Develop service standards. Forum manage suggestion box. Refer complaints and suggestions to relevant departments. Submit quarterly report to Council	Forum manage suggestion box. Refer complaints and suggestions to relevant departments. Submit quarterly report to Council	Forum manage suggestion box. Refer complaints and suggestions to relevant departments. Submit quarterly report to Council	Agenda, minutes of Batho Pele forum, complaints register and actions taken
		Imbizo's	Imbizo's	15%		2008/07/01	2009/06/30	Issues raised at Imbizo's relevant to GGM to be addressed. Report back to community during public participation meetings on progress on resolving issues	Attend District Imbizo during October. Address issues raised at Imbizo. Report back to community during public participation meetings on progress of resolving issues	Issues raised at Imbizo's relevant to GGM to be addressed. Report back to community during public participation meetings on progress on resolving issues	Issues raised at Imbizo's relevant to GGM to be addressed. Report back to community during public participation meetings on progress on resolving issues	Imbizo register, progress reports on addressing of issues

### KPA 5. Good Governance and Public Participation - Projects (45%)

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	50%	Running of municipal council	Council Resolutions Implementation	15%		2008/07/01	2009/06/30	Council Resolutions Register developed by end July	Monitoring of implementation of Council Resolutions. Report at management meeting on resolutions not implemented within three months	Monitoring of implementation of Council Resolutions. Report at management meeting on resolutions not implemented within three months	Monitoring of implementation of Council Resolutions. Report at management meeting on resolutions not implemented within three months	Council Resolutions Register

### KPA 5. Good Governance and Public Participation - Projects (45%)

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		Running of municipal council	Governance and Administration Portfolio Committee	15%		2008/07/01	2009/06/30	Develop meeting schedule and submit to Communication Section for consolidation of Exco, Council and Portfolio meeting programme. Ensure that Portfolio Committee takes place on scheduled date before Executive Committee meeting. Submit items for discussion at Executive Committee meeting to Council Services three days before scheduled meeting for inclusion in Agenda. Portfolio Committee meeting Agenda to be circulated 48 hours before meeting. Drafting of minutes and circulation of minutes 5 days after meeting	Ensure that Portfolio Committee takes place on scheduled date before Executive Committee meeting. Submit items for discussion at Executive Committee meeting to Council Services three days before scheduled meeting for inclusion in Agenda. Portfolio Committee meeting Agenda to be circulated 48 hours before meeting. Drafting of minutes and circulation of minutes 5 days after meeting	Ensure that Portfolio Committee takes place on scheduled date before Executive Committee meeting. Submit items for discussion at Executive Committee meeting to Council Services three days before scheduled meeting for inclusion in Agenda. Portfolio Committee meeting Agenda to be circulated 48 hours before meeting. Drafting of minutes and circulation of minutes 5 days after meeting	Ensure that Portfolio Committee takes place on scheduled date before Executive Committee meeting. Submit items for discussion at Executive Committee meeting to Council Services three days before scheduled meeting for inclusion in Agenda. Portfolio Committee meeting Agenda to be circulated 48 hours before meeting. Drafting of minutes and circulation of minutes 5 days after meeting	Meeting schedule, agenda and minutes of meetings

### KPA 5. Good Governance and Public Participation - Projects (45%)

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	10%		2008/07/01	2009/06/30			Audit on existing policies. Identification of new policies that need to be developed and existing policies to be reviewed by end March. Develop/review identified policies.	Submit to Portfolio Committee for inputs and comments. Consolidate information by end May. Policies to be submitted to Exco and thereafter adopted by Council by end June	Audited policy list, reviewed, developed policies
		By-laws and Policies	By-Law reviewal and new By-law development	10%		2008/07/01	2009/06/30			Audit on existing By-laws. Identify changes and new By-laws to be developed by end September. Assess whether By-laws are in compliance with the Municipal Electoral Act 2002, Review / develop By-laws	Review / develop By-laws. Initiate public participation process by end June. Public participation process and finalisation of By-laws to continue in next financial year!	Audited By-law list, reviewed, developed By-laws
		Office Equipment	Purchase of Office Machines	5%	230,000	2008/07/01	2009/01/31	Procurement process. Purchase office machines	Procurement process. Purchase office machines	Procurement process. Purchase office machines		Requisitions

### KPA 5. Good Governance and Public Participation - Projects (45%)

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		Information Technology	Purchase of IT equipment	5%	200,000	2008/07/01	2009/01/31	Procurement Process. Purchase IT equipment	Procurement Process. Purchase IT equipment	Procurement Process. Purchase IT equipment		Requisitions
		Information Technology	Municipal Information Master Systems Plan	5%		2008/07/01	2009/06/30	Receive Municipal Information Master Systems Plan developed by Gijima from MDM. Extract local plan and implement	Implement Municipal Information Master Systems Plan by aligning existing systems to plan	Implement Municipal Information Master Systems Plan by aligning existing systems to plan	Implement Municipal Information Master System Plan by aligning existing systems to plan	Municipal Information Master Systems Plan document
		Information Technology	Municipal Website	10%		2008/07/01	2009/06/30	Update website on monthly basis	Update website on monthly basis	Update website on monthly basis	Update website on monthly basis	Website updated

### KPA 5. Good Governance and Public Participation - Projects (45%)

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		Administration	Filing Plan	15%		2008/07/01	2009/06/30	Implement Filing Plan as approved by National Archives. Monthly progress reports on progress of implementation of plan	Implement Filing Plan as approved by National Archives. Monthly progress reports on progress of implementation of plan	Implement Filing Plan as approved by National Archives. Monthly progress reports on progress of implementation of plan	Implement Filing Plan as approved by National Archives. Monthly progress reports on progress of implementation of plan	Progress report on implementation of filing plan

### KPA 5. Good Governance and Public Participation - Projects (45%)

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		Administration	Telephone cost Management	5%		2008/07/01	2009/06/30	Investigate measures to reduce telephone costs by end September	Review telephone policy to include measures to reduce cost. Refer to other management for inputs and comments. Consolidate inputs and refer to Portfolio Committee for approval and / or comments and inputs. Consolidate. Refer to Exco and thereafter to Council for adoption by end December. Implement telephone policy	Implement telephone policy to reduce costs	Implement telephone policy to reduce costs	Progress reports on telephone reduction cost, telephone policy

### KPA 5. Good Governance and Public Participation - Projects (45%)

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		Administration	Telephone cost Management	5%		2008/07/01	2009/06/30	Monitor cell phone expenditure according to allowance limit. Where limit has been exceeded, report to Finance to collect over spending amount. Receive applications for cell phones, evaluate and submit to municipal manager for approval	Councilors and council employees cell phones. Monitor cell phone expenditure according to allowance limit. Where limit has been exceeded, give through to Finance to collect over spending amount.	Councilors and council employees cell phones. Monitor cell phone expenditure according to allowance limit. Where limit has been exceeded, give through to Finance to collect over spending amount.	Councilors and council employees cell phones. Monitor cell phone expenditure according to allowance limit. Where limit has been exceeded, give through to Finance to collect over spending amount.	Reports on cell phone expenditure

## 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.	5%
Change Management	Must be able to initiate and support municipal transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	10%
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality	15%
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals	5%
Problem Solving and Analysis	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	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	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	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	10%
<b>Section Total:</b>		<b>20%</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 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	50				
Basic Service Delivery	5				
Good Governance and Public Participation	45				
Competencies	100				
Strategic Capability and Leadership	5%				
Programme and Project Management	5%				
Financial Management	5%				
Change Management	10%				
Knowledge Management	15%				
Service Delivery Innovation	5%				
Problem Solving and Analysis	10%				
People and Diversity Management	15%				
Client Orientation and Customer Focus	10%				
Communication	10%				
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
<b>Outstanding Performance</b>	<b>Performance Significantly Above Expectations</b>	<b>Fully Effective</b>	<b>Not Fully Effective</b>	<b>Unacceptable Performance</b>
<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

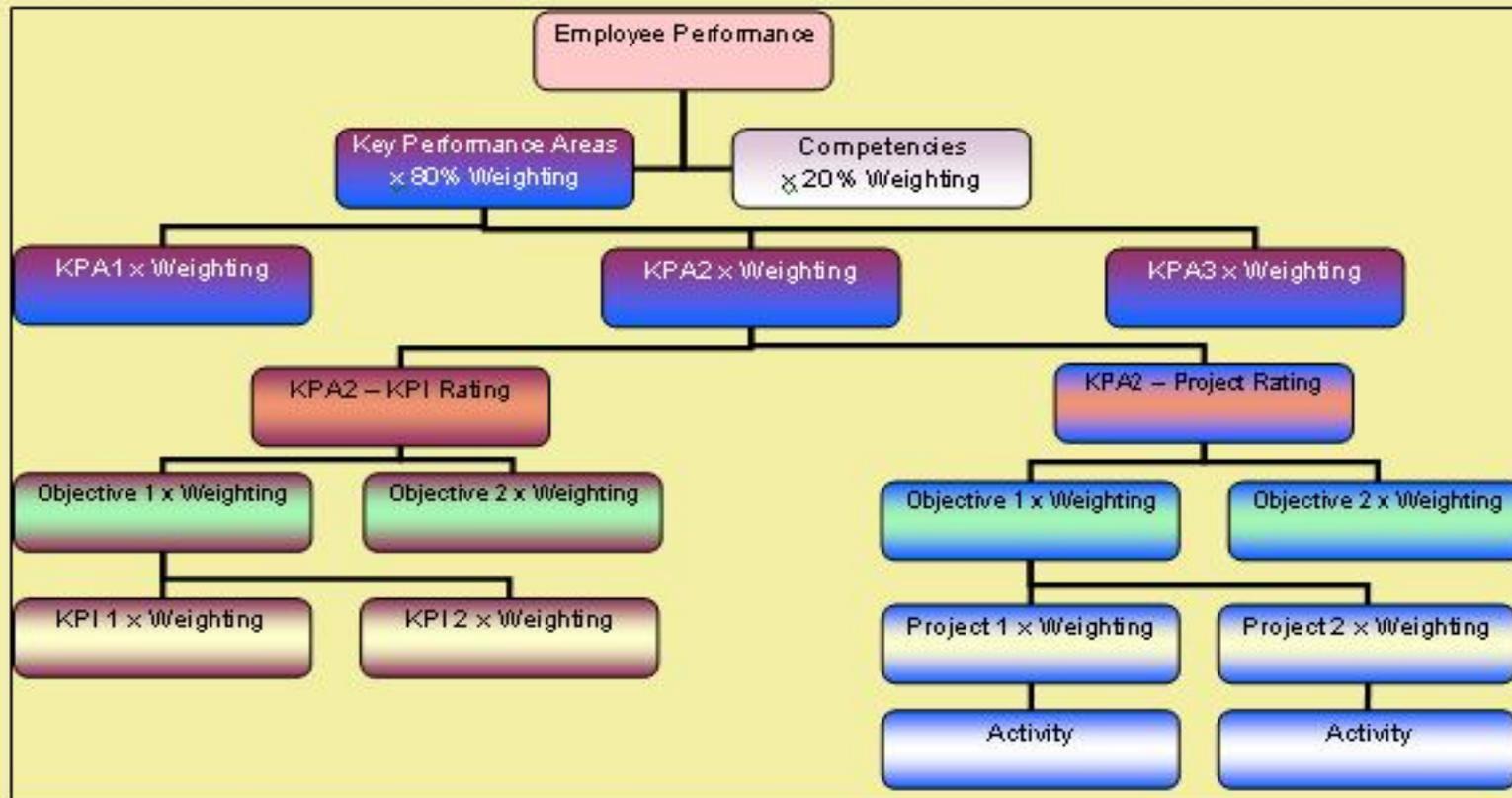
The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

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																
BS C	IDP Objective	Objective Weighting	Project / Initiative	Project Weighting	Budget 2007/08	2007/08		2007/08 Quarterly Targets				Evidence Required	1st Assessment (rated 1-5)	2nd Assessment (rated 1-5)	Final Score	
						Target date	Quantity - Output	1st Q	2nd Q	3rd Q	4th Q					
IS	Develop and improve systems, processes, procedures and policies by practicing sound governance	50%	Audit Register and plan		General Exp	07/07/08	1	Mentoring and coaching of audit staff. Monthly audit	Drafting 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

**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				
IS	Increase financial viability through increased revenue and efficient budget management	50%	Financial viability (applicable i.t.o. MFMA)			11%	63%	30%	60%	15%	63%	Financial reports			
									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%			
<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 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.