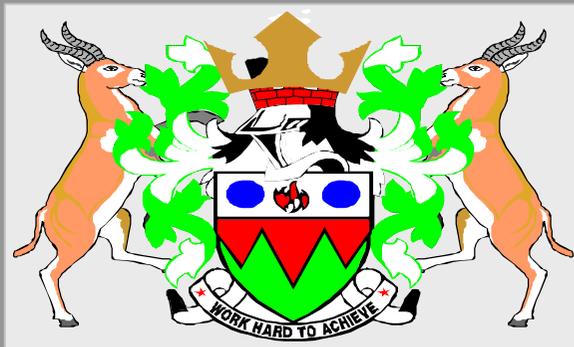


**Amended
Annexure A
Performance Plan**

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: Fhatuwani Robert Nangammbi
Position: Director Engineering 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 a

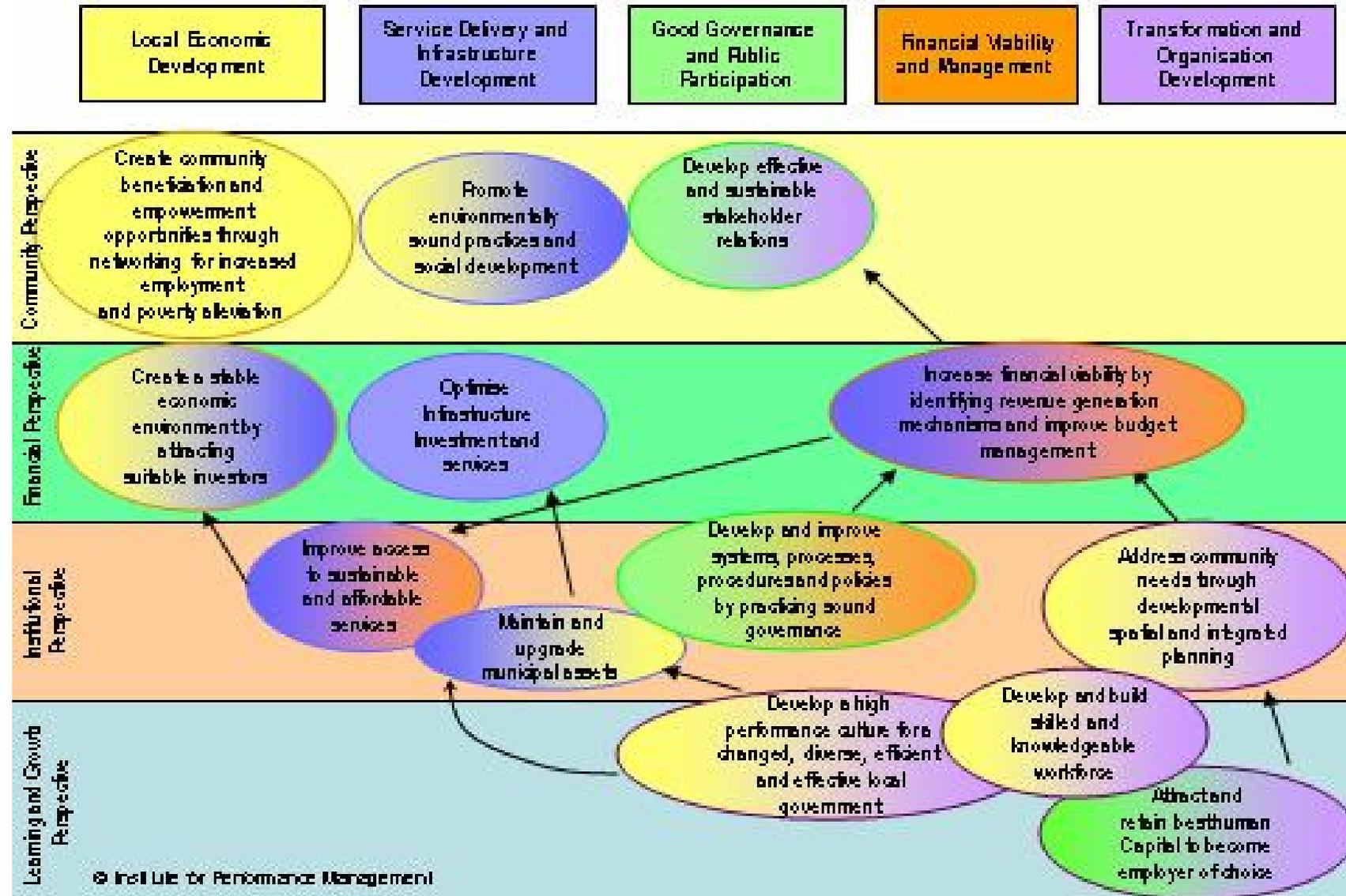
Management System and will read as follows:

- 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
Provide leadership and understanding for diverse cultural groupings in order to achieve synergy for high level of services to be delivered and to implement best practice developmental systems which is shared and owned by the community for sustainable economic growth
Position Purpose
Position Purpose The Engineering Department is required to lead and direct the Greater Giyani Municipality in order that service delivery requirements for water and sanitation, roads and storm water, street lighting, fleet and machinery, maintenance of infrastructure, building control and Integrated Development Plan are met
The Director Engineering Services is accountable and responsible for amongst others:
Ø 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
Ø The construction and upgrading of roads for safe accessible roads
Ø Maintenance of water and sanitation networks to ensure accessibility to water and sanitation services
Ø Cost effective project management of infrastructure development
Ø The implementing the municipality Integrated Development Plan (IDP) and responsible to the needs of the local community

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	
L3. Attract and retain the best human capital to become employer of choice	100%	Retention of skilled staff	Percentage employee satisfaction rating per department	100%	0%	65%	-	-	-	Analysis report on satisfaction survey

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%	Functionality of the Performance Management System	Quarterly performance reviews	100%		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	Quarterly SDBIP Reports, action plans to address under performance
L3. Attract and retain the best human capital to become employer of choice	40%	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 and progress on implementation

KPA 2. Basic Service Delivery - KPI's (60%)

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	
C2. Promote environmentally sound practices and social development	20%	Environmental Health Management	Number of risks identified/Number of water samples as percentage)	100%	348 / 15 risks identified = 95%	0%	0%	0%	0%	Reports
F2. Optimise infrastructure investment and services	30%	Spatial Planning	R-value capital budget spent on priority areas identified in Spatial Development Framework	30%	6,000,000 / 35,035,000 =		17,000,000 / 17,000,000	25,500,000 / 25,500,000	33,996,500 / 33,996,500	Budget
		Municipal Infrastructure	R-value MIG expenditure (Actual 2007/08 MIG expenditure against total budget allocation)	40%	7,400,000 / 11,500,000	5,475,000 / 21,900,000	10,950,000 / 21,900,000	16,425,000 / 21,900,000	21,900,000 / 21,900,000	Budget
		Municipal Infrastructure	Percentage infrastructure projects that are EPWP (number infrastructure projects that are EPWP / total number infrastructure projects)	30%	1/2 50%	3 / 8 = 37.5%	3 / 8 = 37.5%	3 / 8 = 37.5%	3 / 8 = 37.5%	Reports
I1. Improve access to sustainable and affordable services	50%	Roads and Stormwater	Percentage of road infrastructure requiring upgrade (KM of road infrastructure requiring upgrade as percentage of the total road network	5%	74 / 155 = 47.74%	9 km = .5.8%	0.96% (1,5km)	4.05% (3km)	3.8% (6km)	5.8% (9km)
		Housing (Municipal Housing Plan and strategy implementation)	Building plans approved within three weeks as percentage	5%	70%	100%	100%	100%	100%	Building Plan Register
		Roads	R-value capital budget reserved for road upgrading and maintenance	5%		21,900,000 16,400,000/ 31,977,000			21,900,000 16,400,000/ 31,977,000	Budget

KPA 2. Basic Service Delivery - KPI's (60%)

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		Roads	R-value of Operating Budget allocated to road infrastructure maintenance /R-value budget spent	5%	432,000	108,006	216,000	324,000	432,000	Budget
		Roads	R-value budget for Fleet, Machinery and Equipment / R-value spent on Machinery and Equipment	5%	400,800 / 400,800	105,000	210,000	315,000	421,000	Budget
		Roads	Number metre roads marking per quarter	5%	2550 metres	14000 metres	4500metres	7000metres	10500 metres	14000 metres
		Roads	Number of reported potholes repaired within 5 days as percentage	5%	15 / 15 = 100%	100%	100%	100%	100%	Job cards, monthly reports
		Roads	Percentage increase in log books up to date	5%	78%	Increase with 22% from 78% to 100%)	Log book reports			
		Fleet Management	Percentage decrease in breakdowns of fleet vehicles per month	5%	26% (6 / 23)	13% (3 / 23)	13% (3 / 23)	1% (1 / 23)	1% (1 / 23)	Monthly reports
		Fleet Management	Percentage compliance to vehicle service plan (# vehicles serviced per service plan / number of vehicles)	10%	6 / 23 = 26%	100%	100%	100%	100%	Monthly reports
		Water Maintenance	R-value operating budget allocated to water maintenance budget spent / R-value of Operating Budget allocated to water maintenance as percentage	5%	450,000	112500 = 25%	225000 = 50%	337500 = 75%	450,000 / 450,000 = 100%	Budget
		Water Maintenance	Percentage effective local operations and management of water services schemes	10%	100% (5/5)	100% (5/5)	100% (5/5)	100% (5/5)	100% (5/5)	Monthly reports

KPA 2. Basic Service Delivery - KPI's (60%)

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		Water Maintenance	Percentage reduction in water pipe bursts and leaks	5%	564	141 Reduce with 10% =127	282 Reduce with 10% = 254	423 Reduce with 10% = 381	564 Reduce with 10% = 508	Job cards, monthly reports
		Water Maintenance	Percentage pipe bursts and leaks attended to within 24 hours	10%	100%	100%	100%	100%	100%	Job cards, monthly reports
		Water Maintenance	Percentage boreholes maintained	10%	95% (167/176)	95% (167/176)	95% (167/176)	95% (167/176)	95% (167/176)	Inspection reports
		Street Lighting	R-value budget spent on electricity maintenance/ R-value of Operating Budget allocated to electricity maintenance	5%		53,000	68,900	87,450	106,000	Budget

KPA 2. Basic Service Delivery - Projects (60%)

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	40%	Spatial Planning	PHP Dzingidingi	40%	1,800,000	2008/07/01	2009/06/30	Tender process. Tender advertised by end July, evaluation and adjudication by end September	Construction of PHP housing. Attend site meetings and inspections on weekly basis to ensure that contractor adhere to specifications	Construction of PHP housing. Attend site meetings and inspections on weekly basis to ensure that contractor adhere to specifications	Finalisation and sign off the project to municipality. Handing over of houses to beneficiaries	Inspection monthly progress reports
		Municipal Infrastructure	Municipal Infrastructure Investment Framework	5%		2008/07/01	2008/09/30	Assist Finance Department to localise District Infrastructure Investment Framework for the municipality				Progress reports
		Municipal Infrastructure	Improvement on MIG expenditure	25%		2008/07/01	2009/06/30	Development and implementation of strategy to improve expenditure on MIG reviewed by end Sept. Report monthly on progress with expenditure on MIG	Report monthly on progress with expenditure on MIG	Report monthly on progress with expenditure on MIG	Report monthly on progress with expenditure on MIG	Monthly progress reports
		Municipal Infrastructure	EPWP Projects	25%		2008/07/01	2009/06/30	30% of all MIG projects to be allocated to EPWP projects	30% of all MIG projects to be allocated to EPWP projects	30% of all MIG projects to be allocated to EPWP projects	30% of all MIG projects to be allocated to EPWP projects	Monthly reports

KPA 2. Basic Service Delivery - Projects (60%)

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	60%	Water Services	Re-encfencing of water meter connections	5%		2008/07/01	2009/06/30	Submit request to District to procure bulk meters.	Monthly inspections on installation of water meters	Monthly inspections on installation of water meters	Finalisation of installation of meters	Monthly inspection and progress reports
		Electricity	Traffic Lights Phase 2	10%		2008/10/01	2009/03/31		Procurement process, evaluation and adjudication of tender by end December	Construction of traffic light. Weekly inspection to monitor that work is done within specification, budget and timeframe	Construction of traffic light. Weekly inspection to monitor that work is done within specification, budget and timeframe. Finalisation of project by end June	Inspection and progress reports
		Solid Waste Management (Solid Waste)	Refuse Transfer Stations	5%		2008/10/01	2008/12/31	-	Construct eight refuse transfer stations when request is submitted by Community Services Department			Inspection and progress reports
		Roads and Stormwater	Roads and Stormwater Infrastructure Management Plan	10%		2008/07/01	2009/06/30		Development of Roads and Stormwater Infrastructure Plan	Development of Roads and Stormwater Infrastructure Plan	Development of Roads and Stormwater Infrastructure Plan	Roads and Stormwater Infrastructure Plan

KPA 2. Basic Service Delivery - Projects (60%)

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		Roads and Stormwater	Giyani Section A Gravel to Tar	10%	3,356,500	2008/07/01	2009/06/30	Appointment of consulting engineers. Environmental authorisation. Designs and tender.	Appointment of contractor. Site establishment. Setting out site. Clearing. Stock piling of material for construction. Procurement of construction material and layer works	Completion of layer works. Construction of storm water. Compliance with other authorities. Monthly progress meetings.	Surfacing. Finishing off and commissioning of project	Inspection and monthly progress reports
		Roads and Stormwater	Kheto Bridge construction	10%	10,880,000	2008/07/01	2009/06/30	Piling. Tendering for contractors. Appointment of contractor	Site establishment. Compliance to contractual obligations. Procurement of material for construction. Construction of piers and abutments	Completion of construction of piers and abutments. Deck construction	Completion of deck construction. Road construction and finishing off	Inspection and monthly progress reports
		Roads and Stormwater	Giyani Section D1	10%	3,423,000	2008/07/01	2009/06/30	Appointment of consulting engineers. Environmental authorisation. Designs and tender.	Appointment of contractor. Site establishment. Setting out site. Clearing. Stock piling of material for construction. Procurement of construction material and layer works	Completion of layer works. Construction of storm water. Compliance with other authorities. Monthly progress meetings.	Surfacing. Finishing off and commissioning of project	Inspection and monthly progress reports

KPA 2. Basic Service Delivery - Projects (60%)

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		Roads and Stormwater	Giyani CBD Phase II	10%	3,478,000	2008/07/01	2009/06/30	Appointment of consulting engineers. Environmental authorisation. Designs and tender.	Appointment of contractor. Site establishment. Setting out site. Clearing. Stock piling of material for construction. Procurement of construction material and layer works	Completion of layer works. Construction of storm water. Compliance with other authorities. Monthly progress meetings.	Surfacing. Finishing off and commissioning of project	Inspection and monthly progress reports
		Roads	Basani Regraveling	10%	739,000	2008/07/01	2008/09/30	Surfacing of road. Finishing off and commissioning of project				Inspection and monthly progress reports
		Roads	Licensing: Upgrading of Vehicle Testing Center to Grade A	10%		2008/10/01	2008/12/31		Raising of the wall-current structure, digging of the 18m trench, roofing, installation of the compressors, jacks and other equipments			Inspection and monthly progress reports
		Roads	Rehabilitation of Testing Ground	5%		2009/01/01	2009/06/30			Removing of the current tar, line and put a new tar	Removing of the current tar, line and put a new tar	Inspection and monthly progress reports
I1. Improve access to sustainable and affordable services		Machinery and equipment	Purchase of machinery and equipment	5%	1,500,000	2008/07/01	2008/09/31	Procurement process. Purchase of machinery and equipment by end September				Requisitions

KPA 4. Municipal Financial Viability and Management - Projects (10%)

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%	Asset Management	Municipal Infrastructure Investment Plan (Asset Register - Finance, Asset Maintenance Plan - Engineering	100%		2008/07/01	2009/06/30	In cooperation with Finance Department conduct procurement process. Appointment of service provider by 31 August 08	In co-operation with Finance Department report identification of all municipal infrastructure by end October 08. 2nd Phase valuation of assets. Assessment of condition of infrastructure assets.	In co-operation with Finance Department 2nd Phase valuation of assets. Assessment of condition of infrastructure assets.	In co-operation with Finance Department 2nd 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 end June 09	Progress reports

KPA 5. Good Governance and Public Administration - KPI's (10%)

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 Water and Sanitation Portfolio Committee	25%	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
		Running of municipal council	Percentage Roads and Transport Portfolio Committee meetings held	25%	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
		Running of municipal council	Percentage Functionality of Energy Portfolio Committee	25%	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
		Auditing	Percentage compliance to approved audit plan to address queries	25%	100%	100%	100%	100%	100%	Audit plan and actions to address queries

KPA 5. Good Governance and Public Participation - 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	
I3. Develop and improve systems, processes, procedures and policies by practicing sound governance	100%	Running of municipal council	Water and Sanitation Portfolio Committee	20%		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, agendas and minutes

KPA 5. Good Governance and Public Participation - 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	
I3. Develop and improve systems, processes, procedures and policies by practicing sound governance		Running of municipal council	Roads and Transport Portfolio Committee	20%		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, agendas and minutes

KPA 5. Good Governance and Public Participation - 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	
I3. Develop and improve systems, processes, procedures and policies by practicing sound governance		Running of municipal council	Energy Portfolio Committee	20%		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, agendas and minutes

KPA 5. Good Governance and Public Participation - 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	
I3. Develop and improve systems, processes, procedures and policies by practicing sound governance		By-laws and Policies	Policy Reviewal and Development	20%		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 September.	Review identified policies and draft new policies	Review identified policies and draft new policies. Submit policies to Portfolio Committee for approval/inputs/comments. Consolidate policies	Policies to be submitted to Exco and thereafter adopted by Council by end June 12	Audited list of policies, reviewed and developed policies
		By-laws and Policies	By-Law reviewal and new By-law development	20%		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,	By-laws reviewed and developed by end December.	Public Participation process conducted on By-laws	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	Audited list of By-laws, reviewed and developed By-laws

Competencies

	Definitions	Weighting
Strategic Capability and Leadership	Must be able to provide vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate	10%
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved	15%
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	15%
Change Management	Must be able to initiate and support municipal transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	5%
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality	5%
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals	15%
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	5%
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively in order to put the spirit of customer service (Batho Pele) into practice	15%
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	5%
Section Total:		
* 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	60				
Municipal Financial Viability and Management	10				
Good Governance and Public Participation	10				
Competencies	100				
Strategic Capability and Leadership	10%				
Programme and Project Management	15%				
Financial Management	15%				
Change Management	5%				
Knowledge Management	5%				
Service Delivery Innovation	15%				
Problem Solving and Analysis	5%				
People and Diversity Management	5%				
Client Orientation and Customer Focus	15%				
Communication	5%				
Accountability and Ethical Conduct	5%				
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

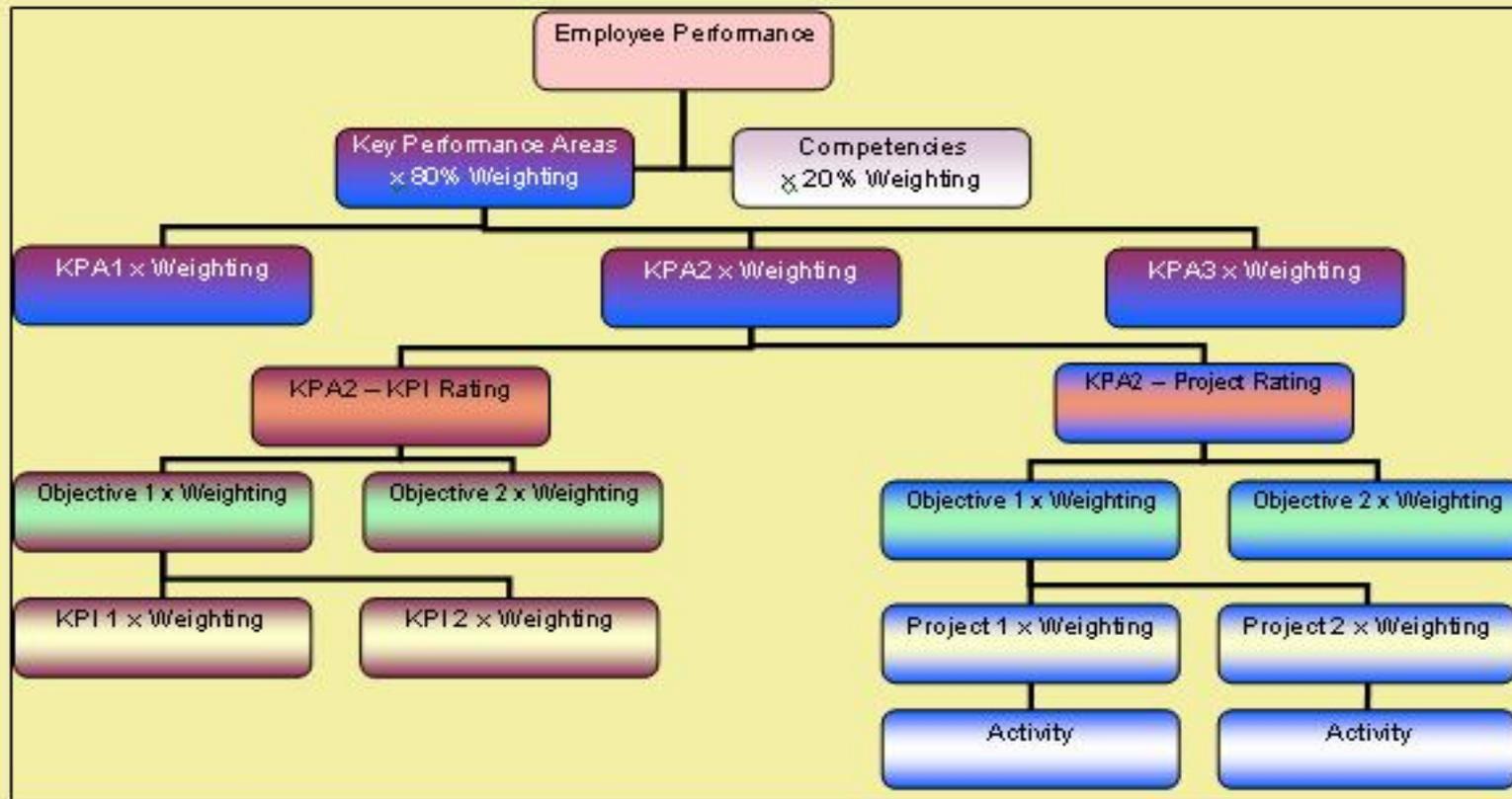
The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

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																
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	Drawing of audit register and plan by end July 07. Ensure	Conduct audits i.t.o. developed plan. Monthly audit reporting.	Conduct audits i.t.o. developed plan. Monthly audit reporting	Conduct audits i.t.o. developed plan. Monthly audit reporting	Register and plan and monthly reports			

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

KPA Scores

KPA 4. Municipal Financial Viability and Management - KPI's															
BS C	IDP Objective	Objective Weighting	Strategic KPI	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%			
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 relevent 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.