

## Annexure A

### Performance Plan

## Annexure A Performance Plan Greater Giyani Municipality



**Name:** Zondi Silence Makhubele  
**Position:** Municipal Manager  
**Accountable to:** Mayor  
**Plan Period:** 01.07.08 – 30.06.09

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

## 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

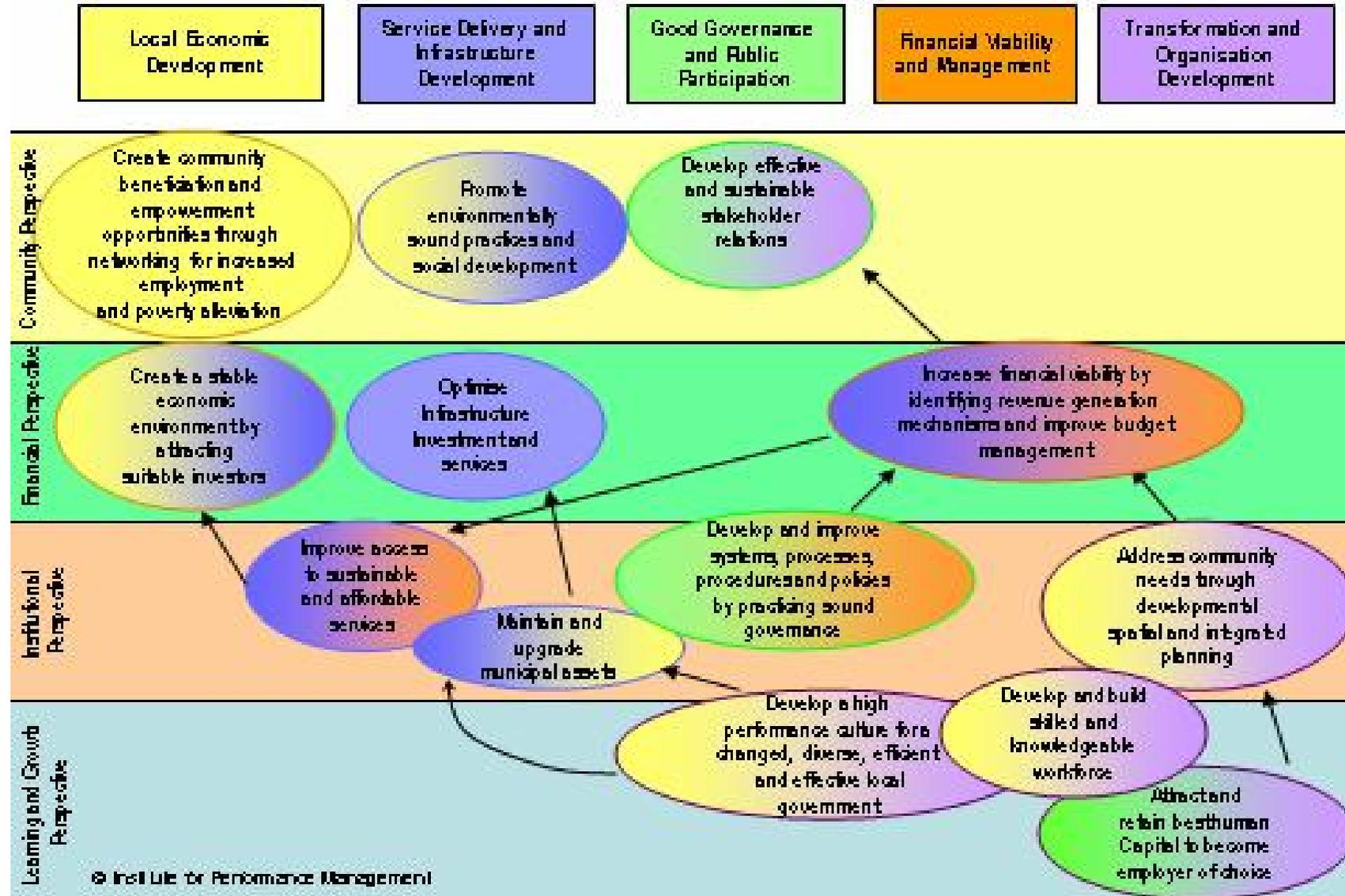
The BSC Methodology was used for the development of the Performance Management System and will read as follows:

- 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



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

### KPA 1. Municipal Transformation and Organisational Development - KPI's (30%)

IDP Objective	Obj. Weighting	Programme	Strategic KPI	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%	Integrated Development Planning	Percentage Compliance to IDP/ Budget/ PM / SDBIP legislative deadlines		20%	40%	100%	100%	100%	100%	Legislative deadline schedule, outputs delivered accordingly
			Percentage Compliance to IDP/PM/Budget /SDBIP Process Plan		15%	40%	100%	100%	100%	100%	Process Plan and outputs delivered accordingly
			Percentage Compliance to SDBIP legislative deadlines		15%	40%	100%	100%	100%	100%	
		Functionality of the Performance Management System	Percentage formal individual assessments		20%	100%	100%		100%		Attendance register of assessees and panel members
		Functionality of the Performance Management System		Percentage performance reports audited within 3 weeks of completion	10%	0%	1 / 1 = 100%	2 / 2 = 100%	3 / 3 = 100%	4 / 4 = 100%	Audited performance reports
		Functionality of the Performance Management System		Mayor submit quarterly reports to council	20%	0	1	2	3	4	Quarterly reports submitted to council
L1. Develop a high performance culture for a changed, diverse, efficient and effective local government	20%	Employee Performance Management		Percentage S57 staff with signed performance agreements (number S57 with signed Performance agreements / number S57 staff as percentage)	40%	83%	83%	100%	100%	100%	Signed performance agreements
		Employment Equity	Number of people from employment equity target groups employed in the three highest levels of management as percentage in compliance with a municipality's approved employment equity plan		60%	100% (9/9)	9 / 9 = 100%	9 / 9 = 100%	9 / 9 = 100%	9 / 9 = 100%	Personnel appointed aligned to EEP

### KPA 1. Municipal Transformation and Organisational Development - KPI's (30%)

IDP Objective	Obj. Weighting	Programme	Strategic KPI	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	25%	Skills Development	Percentage of a municipal budget (salaries budget) allocated to for workplace skills plan (R-value budget / R-value total budget as %		40%	222,334	128,000 / 512,000 = 25%	256,000 / 512,000 = 50%	384,000 / 512,000 = 75%	512,000 / 512,000 = 100%	Budget
		Skills Development	Percentage S57 manager trained as per managers development programme		60%		5 / 6 = 83%	5 / 6 = 83%	6 / 6 = 100%	6 / 6 = 100%	Progress reports
L3. Attract and retain the best human capital to become employer of choice	25%	Retention of skilled staff	Percentage employee satisfaction rating		60%	0%	65%	-	-	-	Survey analysis report
		Retention of skilled staff		Percentage employee satisfaction rating per department	40%	0%	65%	-	-	-	Survey analysis report

### KPA 1. Municipal Transformation and Organisational Development - Projects (30%)

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional 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	40%	Integrated Development Planning	IDP Review (2008/09- 2013/14 Approved IDP)		15%		2008/07/01	2009/06/30	IDP review according to IDP/PM/Budget Process Plan. Analysis phase reviewed and presented to Steering Committee and Rep Forum by end September 08	Strategy Phase reviewed and presented to Steering Committee and Rep Forum by end October 2008. Projects reviewed, costed for 5 years, prioritised and submitted to Steering Committee and Rep Forum by end November 2008	Ensure that the IDP document is a 5 year plan that expresses government wide commitments. Identify amendments and other related issues for strengthening the policy, legislative and regulatory environment for intergovernmental planning. Sector plans reviewed by January 2009. Ensure adherence to DPLG credible IDP criteria and that it is addressed in the IDP. Draft IDP aligned to PM and budget submitted to Rep Forum and tabled to Council by end March 09	Final IDP adopted by Council by end May 2009. IDP and summary submitted to MEC within 14 days of adoption of IDP. Ensure that the IDP document is a five year plan that expresses government-wide commitments	IDP processes according to process plan, draft and final IDP document within timeframes
		Integrated Development Planning	2008/09 IDP/Budget Review schedule approved by the council		10%		2008/07/01	2009/06/30	IDP/PM/Budget Process Plan adopted by Council by end July 08	Process Plan outputs achieved within specified timeframes	Process Plan outputs achieved within specified timeframes	Process Plan outputs achieved within specified timeframes. Reviewed IDP/PM/Budget Process Plan submitted to Municipal Manager before tabling to Council in July 09	Council approved IDP/PM/Budget Process Plan

### KPA 1. Municipal Transformation and Organisational Development - Projects (30%)

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional 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	
14. Address community needs through developmental spatial and integrated planning		Integrated Development Planning	Budget and IDP Aligned		10%		2008/10/01	2009/06/30	Submission of approved process plan to treasury after adoption by Council	Circulate requests for submission to budget by end Oct 08. Start drafting budget i.t.o. MFMA requirements	Facilitate the budget adjustment and draft budget process. Involve all directorates in the adjustment and draft budget process. Communicate the adjusted and draft budget to the Directorates within 2 weeks of finalisation of adjustment and draft budget. Draft budget adopted by end March 09	Adoption of final budget by end May 09. Submission to Mec and Treasury within 2 weeks	Budget process according to process plan
		Integrated Development Planning		SDBIP approval	5%		2009/05/01	2009/06/30				SDBIP approved by Mayor 28 days after adoption of budget.	SDBIP approved by Mayor
		Functionality of the Performance Management System		Individual performance assessment		10%		2008/07/01	2008/09/30	Formal assessment of municipal manager and S57 managers by 15 August. Completion of Personal Development Plan for S57 managers. Skills development needs to be included in review of Skills Development Plan of the municipality. Report on assessment submitted to Council by end Sept 2008.	Scrutinisation of quarterly SDBIP departmental reports. Address issues of under performance	Formal half yearly performance assessments by end January. After assessment discussion and completion of Personal Development Plan for S57 managers. Skills development needs to be included in review of Skills Development Plan of the municipality. Report on assessment submitted to Council by end February	Scrutinisation of quarterly SDBIP departmental reports. Address issues of under performance

### KPA 1. Municipal Transformation and Organisational Development - Projects (30%)

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional 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	
14. Address community needs through developmental spatial and integrated planning		Functionality of the Performance Management System		Quarterly performance reviews (SDBIP Reporting)	5%		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 departmental reports, action plans to address under performance
		Functionality of the Performance Management System		Quarterly Institutional Performance Reports	15%		2008/07/01	2009/06/30	Discuss quarterly institutional performance report with S57 managers at management meeting within three weeks of beginning of next quarter. Address issues of under performance. Quarterly performance report to be audited by Internal Audit Unit. Submit institutional performance report to Mayor for discussion at Council meeting	Discuss quarterly institutional performance report with S57 managers at management meeting within three weeks of beginning of next quarter. Address issues of under performance. Quarterly performance report to be audited by Internal Audit Unit. Submit institutional performance report to Mayor for discussion at Council meeting	Discuss quarterly institutional performance report with S57 managers at management meeting within three weeks of beginning of next quarter. Address issues of under performance. Quarterly performance report to be audited by Internal Audit Unit. Submit institutional performance report to Mayor for discussion at Council meeting	Discuss quarterly institutional performance report with S57 managers at management meeting within three weeks of beginning of next quarter. Address issues of under performance. Quarterly performance report to be audited by Internal Audit Unit. Submit institutional performance report to Mayor for discussion at Council meeting	Quarterly Institutional SDBIP reports, action plans to address under performance
		Functionality of the Performance Management System		Mayor submit quarterly reports to council	15%		2008/07/01	2009/06/30	Quarterly audited performance reports submitted to the Mayor for discussion at Council meeting	Quarterly audited performance reports submitted to the Mayor for discussion at Council meeting	Quarterly audited performance reports submitted to the Mayor for discussion at Council meeting	Quarterly audited performance reports submitted to the Mayor for discussion at Council meeting	Quarterly PM reports submitted to Council by Mayor

**KPA 1. Municipal Transformation and Organisational Development - Projects (30%)**

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional 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	
14. Address community needs through developmental spatial and integrated planning		Functionality of the Performance Management System		Annual Performance Report	10%		2008/12/01	2009/03/31		Compilation of Annual Performance Report by 15 December. Submit to municipal manager for approval by end December 08	Annual performance report tabled to Council by 31 January 09, Oversight committee appointed for analysing Annual Performance Report. Oversight report adopted by Council by 31 March 2009. Attend all meetings where Annual Report is discussed at Council meetings		Annual Performance Report
		Functionality of the Performance Management System		Oversight Committee establishment	5%		2008/10/01	2008/12/31		Appoint oversight committee according to legislation. Training of oversight committees as to their roles and responsibilities	Within one week of the tabling of the Annual Report to Council, submit report to oversight committee to analyse annual report within two months of tabling of Annual Report. Outstanding components of Annual Report to be submitted within two months of tabling of Annual Report. Oversight committee to address reservations in Annual Report and Administration to rectify reservations. Oversight report adopted by Council by 31 March 2009		Appointed oversight committee, Agendas, minutes of meetings

### KPA 1. Municipal Transformation and Organisational Development - Projects (30%)

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional Project / Initiative	Proj. Weighting	Budget 2008/09	Start Date	Completion Date	2008/09 Quarterly Outputs				Evidence Required
									1st Q	2nd Q	3rd Q	4th Q	
L1. Develop a high performance culture for a changed, diverse, efficient and effective local government	20%	Employee Performance Management		Signing of employment contracts by all Section 57 managers for the 2008/09 fy	20%		2008/07/01	2008/07/31	Signing of Performance Agreements and Plans which are in line with Performance Regulations by S57 Managers by the end of July. Individual assessment and review of previous year employee performance based on institutional assessment conducted before end Aug. Assessment report submitted for auditing of results and audited report submitted to Council for approval for purposes of payment of rewards by end Sept		Mid term individual assessment and review based on institutional assessment conducted before end Feb		S57 managers signed performance agreements
		Organisational Design and Human Resource Capacity		Organisational structure alignment in terms of Provincial organogram model	25%		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				Organisational Structure aligned to Provincial Model Organogramme, actions taken regarding discrepancies
		Organisational Design and Human Resource Capacity		Organogram in line with IDP	25%		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				Capacity assessment

### KPA 1. Municipal Transformation and Organisational Development - Projects (30%)

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional 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		Organisational Design and Human Resource Capacity		Filling of all vacant section 57 managers posts	5%		2008/07/01	2008/08/31	Advertise post, short listing, interviews. Filling of vacant S57 managers post by end September				Appointment letters
		Organisational Design and Human Resource Capacity		Vacant Positions filling	10%		2008/07/01	2009/06/30	Audit of vacant positions in municipality. Prioritise and put strategies in place to ensure filling of vacant positions during 2009/2010 financial year if they cannot be filled during 2008/2009	Budget for crucial posts to be filled in municipality	Budget for crucial posts to be filled in municipality	Appointment of staff in crucial vacant positions from 1 July 2009	Progress reports to ensure filling of crucial vacant positions
		Employment Equity	Employment Equity Plan		15%		2008/07/01	2009/06/30	EEP taken into account when vacant positions are filled	Conduct audit on progress of EEP 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 EEP	All vacant positions filled according to EEP	All vacant positions filled according to EEP	EEP and progress reports on achievement of employment equity
L2. Develop and build skilled and knowledgeable workforce	20%	Skills Development		Work Place Skills Development Plan	40%		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.	Skills Audit report, WSP developed and submitted to LGSETA by end June
		Skills Development		Section 57 Managers leaders development program	60%		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 on leadership development programme

### KPA 1. Municipal Transformation and Organisational Development - Projects (30%)

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional 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	20%	Retention of skilled staff	Employee Satisfaction Survey		40%		2008/07/01	2009/06/30	Report on survey results from Corporate Services 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	Analysis report on survey results, action plans to address issues raised in plan
		Retention of skilled staff		Employee communication	20%		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, attendance register, minutes of meetings
		Retention of skilled staff	Human Resource Strategy		30%		2008/07/01	2009/03/31	Human Resource Strategy development	Human Resource Strategy development	Human Resource Strategy development	Implement Human Resource Strategy. Quarterly progress reports on implementation	Human Resource Strategy document
				Job Evaluations	10%		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	Job evaluation documents, action plans to implement

KPA 2. Basic Service Delivery - KPI's (15%)											
IDP Objective	Obj. Weighting	Programme	Strategic KPI	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	30%	Environmental Health Management	Percentage effluent compliance to SANS standards		40%	95%	100%	100%	100%	100%	Water Test reports
		HIV/ AIDS		Number of HIV/AIDS outreach program conducted	20%	4		1	3	4	Programmes, agendas, minutes
		HIV/ AIDS		Functionality of Aids Council	20%	100%	100% (quarterly meetings and reports)	Agendas, minutes of meetings			
F2. Optimise infrastructure investment and services	40%	Spatial Planning	Percentage of capital spending was spent in the priority areas identified in Spatial Development Framework		50%	46% = 16,000,000 / 35,035,000 =	25% = 8,499,125 / 33,996,500	50% = 16998250 / 33,996,500	75% = 25497375 / 33,996,500	100% = 33,996,500 / 33,996,500	Budget, SDF
		Municipal Infrastructure	Percentage improvement on MIG expenditure (R-value MIG expenditure / R-value MIG Grant as percentage)		50%	64.45% (7,400,00 / 11,500,00)	5,475,000 / 21,900,000 = 25%	10,950,000 / 21,900,000 = 50%	16,425,000 / 21,900,000 = 75%	21,900,000 / 21,900,000 = 100%	Budget, financial reports
I1. Improve access to sustainable and affordable services	30%	Free Basic Services	Percentage households earning less than R1100 with access to free basic water		10%	100%	100%	100%	100%	100%	Indigent register, financial reports
		Free Basic Sanitation	Percentage households earning less than R1100 with access to free basic sanitation		10%	30%	30%	30%	30%	30%	Indigent register, financial reports

KPA 2. Basic Service Delivery - KPI's (15%)											
IDP Objective	Obj. Weighting	Programme	Strategic KPI	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		Free Basic Electricity	Percentage households earning less than R1100 with access to free basic electricity		10%	57.62%	57.62%	58.49%	60.24%	61.12%	Indigent register, financial reports
		Free Basic Waste	Percentage households earning less than R1100 with access to free basic waste removal services		10%	-5%	6.34%	7.44%	8.53%	9.63%	Indigent register, financial reports
		Solid Waste Management (Solid Waste)	Percentage increase in households that have access to waste removal		45%	6.12%	6.44%	6.97%	7.51%	8.94%	Billing database

## KPA 2. Basic Service Delivery - Projects (15%)

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional 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	
C2. Promote environmentally sound practices and social development	20%	HIV/ AIDS		HIV/Aids programmes	100%		2008/07/01	2009/06/30		World Aids Day on 1 December 08	Condom Week during third week of February. TB Day on 24 March	Candle Light Memorial on 21 May 09	Programmes, agendas, minutes of meetings
F2. Optimise infrastructure investment and services	40%	Spatial Planning	Land Use Management Plan		50%		2008/07/01	2009/06/30	Investigate and research possible sources of funding for development of Plan Use Management Plan and Land Use Management Schemes. Quarterly reports on progress	Investigate and research possible sources of funding for development of Plan Use Management Plan and Land Use Management Schemes. Quarterly reports on progress	Investigate and research possible sources of funding for development of Plan Use Management Plan and Land Use Management Schemes. Quarterly reports on progress	Investigate and research possible sources of funding for development of Plan Use Management Plan and Land Use Management Schemes. Quarterly reports on progress	Progress of sourcing of funding, Land Use Management Plan document
		Spatial Planning	Release of Land for development		50%		2008/07/01	2009/06/30	Negotiations with Traditional Leaders for release of land. Quarterly progress reports	Lobby for funds to purchase land	Lobby for funds to purchase land	If funds are secured apply to local government for land proclamation	Progress reports
I1. Improve access to sustainable and affordable services	40%	Free Basic Services	Indigent Policy and Register		100%		2008/07/01	2009/06/30	Updated Indigent Register by end September	Indigent Policy and Register adopted by Council by end December			Adopted Indigent Policy and Register

### KPA 3. Local Economic Development - KPI's (10%)

IDP Objective	Obj. Weighting	Programme	Strategic KPI	Institutional KPI	KPI Weighting	2008/09 Quarterly Targets				Evidence Required	
						Status 2007/2008	1st Q	2nd Q	3rd Q		4th Q
F1. Create a stable economic environment by attracting suitable investors	100%	Economic Growth (LED)	Percentage growth in Gross Geographic Product		100%	2%	2%	3%	3%	3%	Report

### KPA 3. Local Economic Development - Projects (10%)

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional Project / Initiative	Proj. Weighting	Budget 2008/09	Target date	2008/09 Quarterly Outputs				Evidence Required
								1st Q	2nd Q	3rd Q	4th Q	
C1. Create community beneficiation and empowerment opportunities through networking for increased employment and poverty alleviation	50%	Job Creation (LED Strategy)	LED Strategy		60%		2008/07/01	2009/03/31	Develop LED Strategy	Finalise LED Strategy	Adoption of LED Strategy by Council by end Dec 08	Progress reports, LED Strategy document
F1. Create a stable economic environment by attracting suitable investors	50%	Economic Growth (LED)	Mosquito Repellent Plant		40%		2009/01/01	2009/03/31			Facilitate visit to Mozambique to pursue discussions with delegation that visited Giyani. Research feasibility of mosquito repellent plant flowing from Mopani ECONOMIC Summit.	Progress reports

### KPA 4. Municipal Financial Viability and Management - KPI's (15%)

IDP Objective	Obj. Weighting	Programme	Strategic KPI	Institutional KPI	KPI Weighting	Baseline 2007/08	2008/09 Quarterly Targets				Evidence Required
							1st Q	2nd Q	3rd Q	4th Q	
F3. Increase financial viability through increased revenue and efficient budget management	100%	Revenue Management	Percentage delayed or foregone revenue	15%		0%	0%	0%	0%	0%	Monthly reports to National Treasury
		Revenue Management	Percentage Increase in revenue	25%		14,655,000	-	-	-	44% = 14,655,000 to 26,400,000	Financial reports
		Revenue Management	Percentage grant dependency	10%		69,000,000 / 104,600,000	21025000 / 27646000 = 76%	42050000 / 55292000 = 76%	63100000 / 82938000 = 76%	84,100,000 / 110,583,000 = 76%	Budget
		Budget and Expenditure Management	Percentage Capital budget actually spent on capital projects identified for financial year i.t.o. IDP	15%		16,000,000 / 35,035,000 = 46%	25% = 8499125 / 33,996,500	50% = 16,998,250 / 33,996,500	75% = 25,497,375 / 33,996,500	33,996,500 / 33,996,500 = 100%	Budget, financial reports
		Budget and Expenditure Management	Percentage under / over spending of municipal budget as percentage of total budget	15%		15% under expenditure	0%	0%	0%	0%	Financial reports
		Budget and Expenditure Management	Percentage functions with variance outside 10% (Number of functions vary / total number of functions)	15%		15%	0%	0%	0%	0%	Financial reports

**KPA 4. Municipal Financial Viability and Management - KPI's (15%)**

IDP Objective	Obj. Weighting	Programme	Strategic KPI	Institutional KPI	KPI Weighting	Baseline 2007/08	2008/09 Quarterly Targets				Evidence Required
							1st Q	2nd Q	3rd Q	4th Q	
F3. Increase financial viability through increased revenue and efficient budget management		Financial Reporting	Financial statements for FY submitted to the Auditor-General by 31 August (as per MFMA)	5%		100%	100%	-	-	-	Financial statements submitted by 31 August

### KPA 4. Municipal Financial Viability and Management - Projects (15%)

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional Project / Initiative	Proj. Weighting	Budget 2008/09	Start Date	Completion Date	2008/09 Quarterly Outputs				Evidence Required
									1st Q	2nd Q	3rd Q	4th Q	
F3. Increase financial viability through increased revenue and efficient budget management	100%	Revenue Management	Compliance with conditions of the DoRA (Circular 45 of National Treasury)	20%			2007/07/01	2009/06/30	Reporting requirements for conditional grants satisfied, including the monthly reports submitted by the municipal manager to the relevant national or provincial transferring officer.	Reporting requirements for conditional grants satisfied, including the monthly reports submitted by the municipal manager to the relevant national or provincial transferring officer	Reporting requirements for conditional grants satisfied, including the monthly reports submitted by the municipal manager to the relevant national or provincial transferring officer	Reporting requirements for conditional grants satisfied, including the monthly reports submitted by the municipal manager to the relevant national or provincial transferring officer	Monthly reports to National Treasury
		Revenue Management	Revenue Enhancement Strategies	20%			2007/07/01	2009/06/30	Debt collecting company to collect outstanding debts. Top 100 Good Customers initiative to motivate culture of payment amongst businesses and residential customers. Updating of customer information	Debt collecting company to collect outstanding debts. Top 100 Good Customers initiative to motivate culture of payment amongst businesses and residential customers. Updating of customer information	Debt collecting company to collect outstanding debts. Top 100 Good Customers initiative to motivate culture of payment amongst businesses and residential customers. Updating of customer information	Debt collecting company to collect outstanding debts. Top 100 Good Customers initiative to motivate culture of payment amongst businesses and residential customers. Updating of customer information	Financial reports, Report on Top 100 Good Customers
		Revenue Management	Five Year Financial Plan	10%			2008/07/01	2009/06.30				Five Year Financial Plan developed and adopted by Council together with IDP and Budget by end May	Five Year Financial Plan adopted by Council and included in IDP by end May

### KPA 4. Municipal Financial Viability and Management - Projects (15%)

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional Project / Initiative	Proj. Weighting	Budget 2008/09	Start Date	Completion Date	2008/09 Quarterly Outputs				Evidence Required
									1st Q	2nd Q	3rd Q	4th Q	
F3. Increase financial viability through increased revenue and efficient budget management		Budget and Expenditure Management	Preparation and adoption of budget in compliance with MFMA	20%			2008/07/01	2009/06/30	Process Plans aligned with IDP/PM/ SDBIP process plans developed and adopted by Council end Aug	Drafting of budget in terms of process plan. Budget preparations commenced by end Nov through identification of need for changes to votes for purposes of Performance Based Budgeting	Budget adjustment concluded and adopted by Council by end Jan. Draft budget developed through consideration of inputs from directorates based on proposed Strategic Projects and prioritised projects identified during strategic planning and costed for 3 years by end Feb to ensure alignment with draft IDP and SDBIP. Draft budget tabled by end March	Final budget compiled in terms of MFMA and adopted by end May. Final budget submitted to MEC, National and Provincial Treasuries within 14 days of adoption	Budget preparation according to budget process plan, draft and final budget submitted within timeframes
		Financial Reporting	Financial Statements	20%			2008/07/01	2008/09/30	Financial statements prepared and submitted to Auditor-General by end August 2008				Financial statements submitted to AG by end August
		Asset Management	Municipal Infrastructure Investment Plan (Asset Register - Finance, Asset Maintenance Plan - Engineering	10%				2008/07/01	2009/06/30	Procurement process. Appointment of service provider by 31 August 08	Report in identification of all municipal infrastructure by end October 08. 2nd Phase valuation of assets. Assessment of condition of infrastructure assets.	2nd Phase valuation of assets. Assessment of condition of infrastructure assets.	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

### KPA 5. Good Governance and Public Administration - KPI's (30%)

IDP Objective	Obj. Weighting	Programme	Strategic KPI	Institutional KPI	KPI Weighting	Status 2007/2008	2007/08 Quarterly Targets				Evidence Required
							1st Q	2nd Q	3rd Q	4th Q	
C3. Develop effective and sustainable stakeholder relations	40%	Traditional Leaders		Percentage Traditional Leaders taking part in Council	25%	100%	100%	100%	100%	100%	Agendas, Minutes
		Communication and customer care		Percentage times Citizens communicated with in their first language during public participation sessions	25%	100%	100%	100%	100%	100%	Programmes, minutes
		Communication and customer care		Percentage of planned events that take place on schedule and meet event-specific objectives	10%	13 / 25 = 52%	6 / 6 = 100%	13 / 13 = 100%	21 / 21 = 100%	25 / 25 = 100%	Programmes, minutes
		Communication and customer care	Percentage community satisfaction survey		15%	-	-	-	70%	-	Analysis report of survey
		Imbizo's		Percentage of issues raised during the Local Imbizo's resolved	15%	9/15 = 60%	-	70%	100%	-	Reports
		Imbizo's		Percentage of issues raised during the Provincial Imbizos raised	5%		-	70%	100%	-	Reports
		Imbizo's		Percentage of issues raised during the Presidential Imbizos resolved	5%		-	70%	100%	-	Reports

### KPA 5. Good Governance and Public Administration - KPI's (30%)

IDP Objective	Obj. Weighting	Programme	Strategic KPI	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	60%	Running of municipal council	Percentage council resolutions implemented within three months		10%		100%	100%	100%	100%	Council Resolution register
		Running of municipal council		Functionality of Executive Committee	10%	6	1 / 1 = 100% (Quarterly meetings and minutes)	2 / 2 = 100% (Quarterly meetings and minutes)	3 / 3 = 100% (Quarterly meetings and minutes)	4 / 4 = 100% (Quarterly meetings and minutes)	Agendas, minutes
		By-laws and Policies	Percentage policies reviewed		5%	60%	-	-	-	100%	Reviewed policies
		By-laws and Policies	Percentage By-laws reviewed /developed		5%		-	-	-	100%	Reviewed / developed By-laws
			Percentage issues raised in last AG report addressed		15%		-	-	100%	100%	Reports
		Auditing		Percentage compliance to approved audit plan to address queries	15%	100%	100%	100%	100%	100%	Audit plan and action plans

### KPA 5. Good Governance and Public Administration - KPI's (30%)

IDP Objective	Obj. Weighting	Programme	Strategic KPI	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		Fraud and Anti-Corruption		Number corruption cases investigated and resolved within three months / number of corruption cases reported as%	10%	0 / 0 = 100%	100%	100%	100%	100%	Register
		Fraud and Anti-Corruption		Number of cases addressed / number of people who violated code of conduct as a percentage	10%	0 / 0	100%	100%	100%	100%	Register
		Fraud and Anti-Corruption		Number disciplinary cases resolved within 3 months / total Number disciplinary cases reported each year	10%	100%	100%	100%	100%	100%	Register
		Fraud and Anti-Corruption		Number of grievances lodged against the municipality	10%	0%	0%	0%	0%	0%	Register

**KPA 5. Good Governance and Public Participation - Projects (30%)**

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional 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	60%	Public Participation and Ward Committees	Public Participation Framework		5%		2008/07/01	2008/09/30	Public Participation Framework developed by Sept. 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, reports on public participation
		Traditional Leaders	Traditional Authority Relationship Plan		5%		2008/07/01	2009/06/30	Establish Mayor Tihosi Forum (traditional leaders) where issues relating to community could be discussed between the Mayor and Traditional Leaders. Draw up meeting schedule. Forum to meet quarterly. Provide secretariat services for Forum	Quarterly Mayor Tihosi Forum meeting	Quarterly Mayor Tihosi Forum meeting	Quarterly Mayor Tihosi Forum meeting	Meeting schedule, agendas and minutes of meetings

**KPA 5. Good Governance and Public Participation - Projects (30%)**

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional 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	Communication Strategy		10%		2008/07/01	2009/06/30	All communication of municipality is in accordance with communication strategy. Issues arising during communication to be dealt with in review of strategy in April	All communication of municipality is in accordance with communication strategy. Issues arising during communication to be dealt with in review of strategy in April	All communication of municipality is in accordance with communication strategy. Issues arising during communication to be dealt with in review of strategy in April	Review Communication Strategy after State of the Nation, Provincial and Municipal state addresses by end April to include issues raised in addresses. Develop programmes aligned to issues in State of the Nation address and implement programmes. Include programmes of sector departments in Communication Strategy. Include municipal schedule in communication strategy. Issue press statements regarding items included in communication strategy.	Reviewed communication strategy document, municipal schedule included in strategy

**KPA 5. Good Governance and Public Participation - Projects (30%)**

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional 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	
		Communication and customer care		Language, Religion and Culture Policy	10%		2008/07/01	2009/06/30	Together with Community Services, develop Language, Religion and Culture Policy by end September. Citizens to be communicated with in their first language. Invitations to be drafted in local language	Refer draft policy to all directors for inputs and comments by end October. Consolidate inputs and submit policy to Port Folio Committee for approval and or inputs and comments. Consolidate inputs by end November. Citizens to be communicated with in their first language. Invitations to be drafted in local language	Submit to Council for adoption. Implement policy. Citizens to be communicated with in their first language. Invitations to be drafted in local language	Implement language policy. Citizens to be communicated with in their first language. Invitations to be drafted in local language	
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. 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. Implement findings	Policy document
		Municipal Branding	Municipal Branding		20%		2008/10/01	2009/06/30		After strategic planning session of the municipality, receive inputs from all departments regarding branding of vision, mission and logo. Compile report and submit to Council for approval	Investigate costs for branding of vision, mission and logo and submit to Finance to ensure that it is budgeted for		Progress Reports

**KPA 5. Good Governance and Public Participation - Projects (30%)**

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional 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	
		Gender Development		Gender Policy	5%	42,400	2008/07/01	2009/06/30	Gender policy developed with comments and inputs from Departments by end August. Policy submitted to Portfolio Committee for inputs and comments by end September	Refer policy to Exco and to Council for adoption	Implement Gender Policy	Implement Gender Policy	Gender Policy document
		Disabilities Development		Disability Policy	5%	42,400	2008/07/01	2009/06/30	Disability policy developed with comments and inputs from Departments by end August. Policy submitted to Portfolio Committee for inputs and comments by end September	Refer policy to Exco and to Council for adoption	Implement Disability Policy	Implement Disability Policy	Disability Policy
C3. Develop effective and sustainable stakeholder relations		Intergovernmental Relations (District IGR structures) (Protocol - MM and PA)		District Mayor's Forum	5%		2008/07/01	2009/06/30	When invited Mayor to attend District Mayor's Forum on quarterly basis	When invited Mayor to attend District Mayor's Forum on quarterly basis	When invited Mayor to attend District Mayor's Forum on quarterly basis	When invited Mayor to attend District Mayor's Forum on quarterly basis	Invitation notices, Agendas, minutes
		Intergovernmental Relations (District IGR structures) (Protocol - MM and PA)		District Municipal Manager's Forum	5%		2008/07/01	2009/06/30	When invited attend District Municipal Manager's Forum on quarterly basis	When invited attend District Municipal Manager's Forum on quarterly basis	When invited attend District Municipal Manager's Forum on quarterly basis	When invited attend District Municipal Manager's Forum on quarterly basis	Invitation notices, Agendas, minutes
		Imbizo's		Imbizo's	10%		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	Progress reports, programme, agendas, minutes

### KPA 5. Good Governance and Public Participation - Projects (30%)

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional 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	40%	Running of municipal council	Council Resolutions Implementation		20%		2008/07/01	2009/06/30	Council Resolutions Register developed by end July	Monitor implementation of Council Resolutions at monthly meetings and take necessary action where resolutions are not implemented within three months	Monitor implementation of Council Resolutions at monthly meetings and take necessary action where resolutions are not implemented within three months	Monitor implementation of Council Resolutions at monthly meetings and take necessary action where resolutions are not implemented within three months	Resolution Register and feedback on implementation of resolutions
		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 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 09	Reviewed and developed policies
13. Develop and improve systems, processes, procedures and policies by practicing sound governance		By-laws and Policies		By-Law reviewal and new By-law development	10%		2008/07/01	2009/06/30	Report on Audit of By-laws by departments submitted by end September	By-laws reviewed by end December	Public Participation process conducted on By-laws	Adoption of By-laws by Council. By-laws gazetted and implemented	Reviewed and developed By-laws
		Auditing	Audit Plan		20%		2008/07/01	2008/09/30	Develop annual audit plan and procedure with timeframes to reduce high risks to general level.				Audit Plan
		Auditing		Performance Audit Committee establishment	10%		2008/07/01	2009/06/30	Utilise District Performance Audit Committee	Utilise District Performance Audit Committee	Utilise District Performance Audit Committee	Utilise District Performance Audit Committee	District Audit Committee utilised
		Auditing		Internal Audit Unit	10%		2008/07/01	2009/06/30	Audit on functionality of the Internal Audit Unit. Assessment of personnel needs. Take action on the outcome of the audit and personnel needs	Take action on the outcome of the audit and personnel needs to ensure that Internal Audit Unit is fully functional	Take action on the outcome of the audit and personnel needs to ensure that Internal Audit Unit is fully functional	Internal Audit unit functional	Audit report, implementation plans

**KPA 5. Good Governance and Public Participation - Projects (30%)**

IDP Objective	Obj. Weighting	Programme	Strategic Project / Initiative	Institutional 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	
		Fraud and Anti-Corruption	Anti-corruption Strategy and policy		20%		2008/07/01	2009/06/30	Develop local fraud and anti corruption policy which is line with district, provincial and national strategy by end September	Refer to departments for comments and inputs. Consolidate and submit to Portfolio Committee for approval and or inputs and comments by end October. Consolidate. Refer to Executive Committee for approval and submit to Council for adoption	Implement Fraud and Anti-corruption policy	Implement Fraud and Anti-corruption policy	Progress report on development, Fraud and Anti-corruption policy and strategy document

<b>Competencies</b>		
	<b>Definitions</b>	<b>Weighting</b>
Strategic Capability and Leadership	Must be able to provide vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate	20%
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	10%
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	20%
Change Management	Must be able to initiate and support municipal transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	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	5%
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals	5%
Problem Solving and Analysis	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	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	10%
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively in order to put the spirit of customer service (Batho Pele) into practice	5%
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes	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%
<b>Section Total:</b>		<b>20%</b>
<i>* These Competencies are dependent on final promulgation of the Guidelines in terms of the Regulations</i>		

## 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	30				
Basic Service Delivery	10				
Local Economic Development (LED)	10				
Municipal Financial Viability and Management	20				
Good Governance and Public Participation	30				
Competencies	100				
Strategic Capability and Leadership	20%				
Programme and Project Management	10%				
Financial Management	20%				
Change Management	10%				
Knowledge Management	5%				
Service Delivery Innovation	5%				
Problem Solving and Analysis	5%				
People and Diversity Management	10%				
Client Orientation and Customer Focus	5%				
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

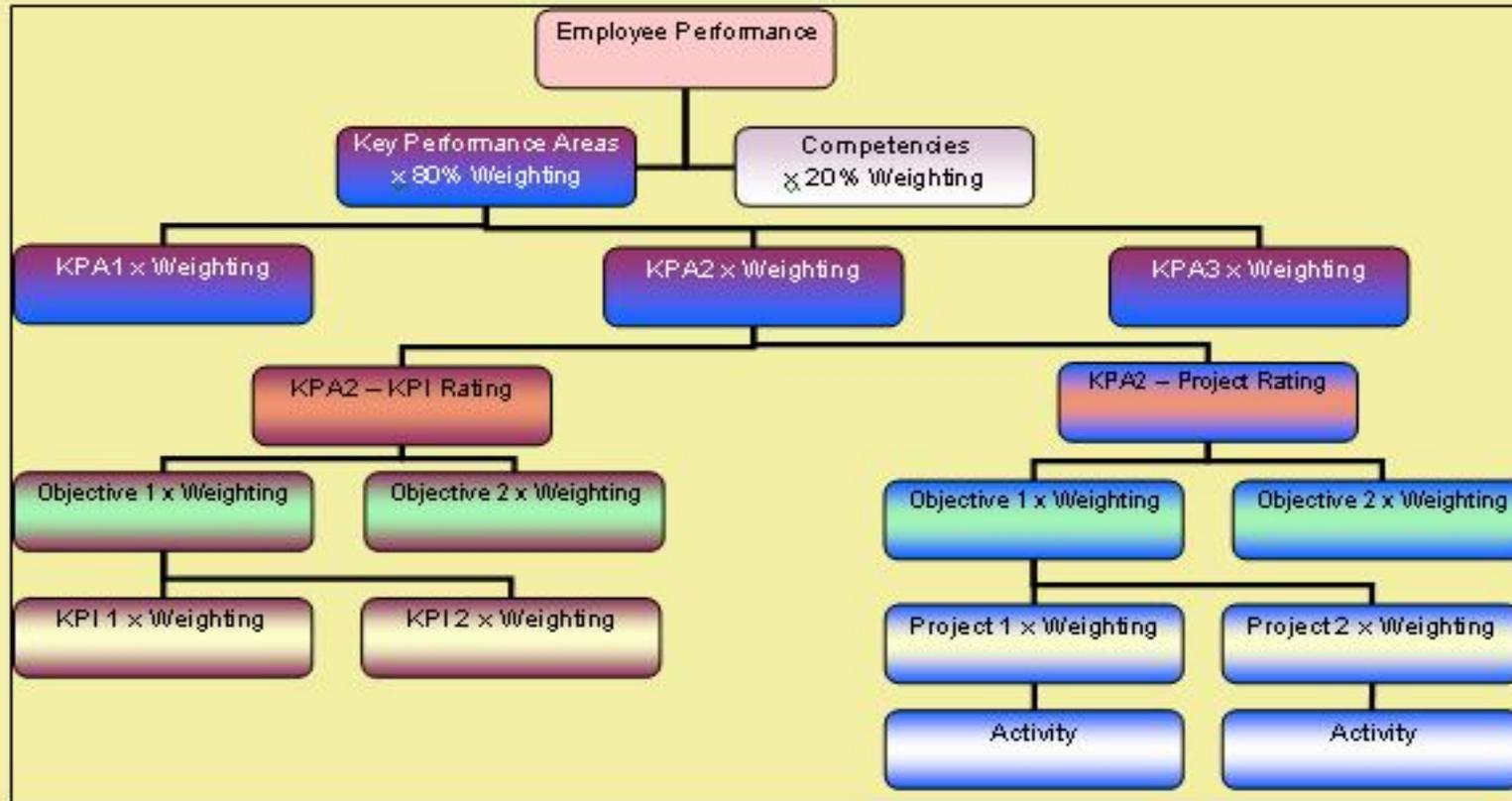
The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

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															
BSC	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				
FS	Develop and improve systems, processes, procedures and policies by practicing sound governance	50%	Audit Register and plan		General Exp	07/07/08	Memorising and coaching of audit staff. Monthly audit	Drawing of audit register and plan by end July 07. Ensure	Conduct audits i.to. developed plan. Monthly audit reporting.	Conduct audits i.to. developed plan. Monthly audit reporting	Conduct audits i.to. developed plan. Monthly audit reporting	Register and plan and monthly reports			

Projects Score = Activity / 1.5 score (decimal places shows % of target)  
 Activity score imported from SDBIP rating

KPI Scores

KPA 4. Municipal Financial Viability and Management - KPI's															
BSC	IDP Objective	Objective Weighting	Strategic KPI	Individual 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				
FS	increase financial viability through increased revenue and efficient budget management	60%	% financial viability (applicable i.to. MFMA)			11%	63%	30%	60%	15%	63%	financial reports			
			Kwabe revenue sourced to address backlog of services - functional				100%	-	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 used to calculate the average of the two reviews' scores and will determine the person's final percentage performance bonus.
8. The Personal Development Plan (PDP) will be concluded at the panel discussion after the performance review had been 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.