

Annexure A

Performance Plan

Greater Tubatse Municipality



The *main parts* to this Performance Plan are:

1. Performance Plan Overview
2. Strategy Map
3. A statement about the *Purpose* of the Position;
4. A performance scorecard per Key Performance Areas (KPA's, DPLG), dealing with Key Performance Indicators (KPIs)
5. A performance scorecard per Key Performance Areas (KPA's, DPLG), dealing with Projects and main activities
6. Competencies
7. Approval of Personal Performance Plan
8. Summary Scorecard
9. Assessment Process

Name: SPS MALEPENG

Position: Municipal Manager

Accountable to: Council

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

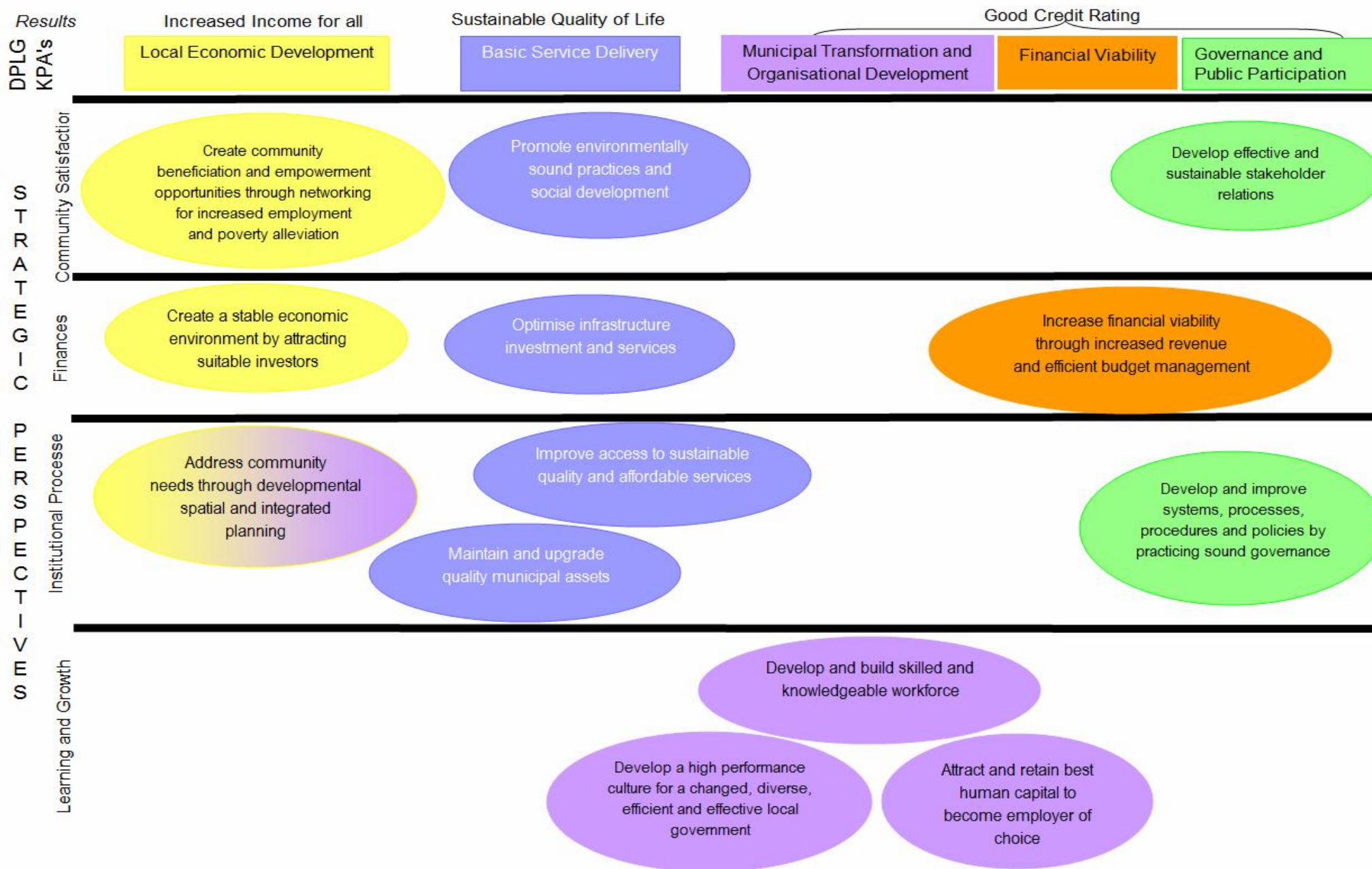
4. Balanced Scorecard Perspectives

The BSC Methodology was used for the development of the Performance Management System and the perspectives used were:

- 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



Purpose of the Position

STRATEGIC VISION

To develop Tubatse as a Platinum City in an integrated manner to improve the quality of life for all

STRATEGIC MISSION

To promote:

- local accountable democracy through active community participation;
- economic advancement to fight poverty and unemployment;
- needs satisfying service rendering in a sustainable affordable manner;
- municipal transformation and institutional development;
- environmental management to ensure a balance between human settlements and the economic base of the city

Position Vision 2011

Develop a performance driven, innovative and best practiced competitive institution that is financial sustainable, well resourced and accountable to the community, where quality of life, hope, pride and loyalty is created and confidence installed in sound governance

Position Mission

The Municipal Manager is required to lead and direct the administration of the Municipality and account to the Municipal Council in order that economic growth and development is facilitated, poverty is alleviated and efficient and effective services are delivered to stakeholders and to ensure the long term sustainability of the Municipality within the requirements of the relevant legislation is met

Municipal Transformation and Organisational Design Key Performance Indicators (15% Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
L1	Develop and build skilled and knowledgeable workforce	% compliance to Skills Development Plan			100%	100%	100%	100%	Skills Development implementation plan	Records
L2	Develop a high performance culture for a changed, diverse, efficient and effective local government	% Strategic Scorecard Rating				60%		60%	Performance management System Implementation	Assessment report
		% Average Individual Scorecard Rating				60%		60%	Individual Employee Assessment	Assessment report
L3	Attract and retain best human capital to become employer of choice	% compliance to Employment Equity Plan			100%	100%	100%	100%	Employment Equity Plan	Records
		% staff turnover rate			100%	100%	100%	100%	Retention and recruitment strategy	Records

Municipal Transformation and Organisational Design Project Activities

BSC	Strategic Objective	Project Initiative	Budget 2008/9	Target Date	2008/09 Quarterly Activities			
					1st Q	2nd Q	3rd Q	4th Q
L1	Develop and build skilled and knowledgeable workforce	Skills Development implementation plan			Monitor the implementation the Skills development plan and ensure that all training conducted and attended are in support of he WSP	Monitor the implementation the Skills development plan and ensure that all training conducted and attended are in support of he WSP	Monitor the implementation the Skills development plan and ensure that all training conducted and attended are in support of he WSP	Monitor the implementation the Skills development plan and ensure that all training conducted and attended are in support of he WSP
L2	Develop a high performance culture for a changed, diverse, efficient and effective local government	Performance management System Implementation			Monitor the review of the Strategic and Institutional Scorecards and ensure that progress are according to legislative timeframes and due dates	Monitor the review of the Strategic and Institutional Scorecards and ensure that progress are according to legislative timeframes and due dates	Monitor the review of the Strategic and Institutional Scorecards and ensure that progress are according to legislative timeframes and due dates	Monitor the review of the Strategic and Institutional Scorecards and ensure that progress are according to legislative timeframes and due dates
		Individual Employee Assessment			Conduct informal assessments with every director to ensure that SDBIP targets will be attained.	Ensure that formal mid term assessmentst are performed and submit assessment report to Council	Conduct informal assessments with every director to ensure that SDBIP targets will be attained.	Ensure that formal yearly assessmentst are performed and submit assessment report to Council
L3	Attract and retain best human capital to become employer of choice	Employment Equity Plan			Monitor the implementation the Employment Equity plan and ensure that all appointments made are according to the EE plan	Monitor the implementation the Employment Equity plan and ensure that all appointments made are according to the EE plan	Monitor the implementation the Employment Equity plan and ensure that all appointments made are according to the EE plan	Monitor the implementation the Employment Equity plan and ensure that all appointments made are according to the EE plan
		Retention and recruitment strategy			Ensure that the Retention and recruitment startegy is developed.	Ensure that the Retention and recruitment startegy is developed.	Ensure that the Retention and recruitment startegy is developed.	Ensure that the Retention and recruitment startegy is developed.

Basic Service Delivery Key Performance Indicators (30% Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
C2	Promote environmentally sound practices and social development	Establishment of landfill site		100%				100%	Landfill site	completion certificate
F2	Optimise infrastructure investment and services	% cost recovery of urban basic municipal services		90%				90%	Cost recovery Strategy	Financial report
		% cost recovery of rural basic municipal services		15%				15%		Financial report
		% progress with development of Civic Centre		65%	20%	35%	50%	65%	Civic center development plan	Photos and report
I3	Maintain and upgrade quality municipal assets	% of budget allocated for repairs and maintenance		8,5%		8,5%		8,5%	Repairs and Maintenance Plan	Budget

Basic Service Delivery Key Project Activities

BSC	Strategic Objective	Project Initiative	Budget 2008/9	Target Date	2008/09 Quarterly Activities			
					1st Q	2nd Q	3rd Q	4th Q
C2	Promote environmentally sound practices and social development	Landfill site			Monitor and co-ordinate all activities to ensure the establishment of the landfill site.	Monitor and co-ordinate all activities to ensure the establishment of the landfill site.	Monitor and co-ordinate all activities to ensure the establishment of the landfill site.	Monitor and co-ordinate all activities to ensure the establishment of the landfill site.
F2	Optimise infrastructure investment and services	Cost recovery Strategy			Ensure that the cost recovery strategy is developed and implemented to enhance the financial viability of the municipality	Ensure that the cost recovery strategy is developed and implemented to enhance the financial viability of the municipality	Ensure that the cost recovery strategy is developed and implemented to enhance the financial viability of the municipality	Ensure that the cost recovery strategy is developed and implemented to enhance the financial viability of the municipality
		Civic center development plan			Ensure that progress with the development of civic center is according to schedule and within budget. Submit quarterly progress report to Council	Ensure that progress with the development of civic center is according to schedule and within budget. Submit quarterly progress report to Council	Ensure that progress with the development of civic center is according to schedule and within budget. Submit quarterly progress report to Council	Ensure that progress with the development of civic center is according to schedule and within budget. Submit quarterly progress report to Council
I1	Improve access to sustainable quality and affordable services	Infrastructure Development Plan			Ensure that an integrated Infrastructure development plan is developed to support the development of the platinum city	Ensure that an integrated Infrastructure development plan is developed to support the development of the platinum city	Ensure that an integrated Infrastructure development plan is developed to support the development of the platinum city	Ensure that an integrated Infrastructure development plan is developed to support the development of the platinum city
I3	Maintain and upgrade quality municipal assets	Repairs and Maintenance Plan			Ensure the development of an integrated Repairs and Maintenance Plan and that sufficient allocation is made on the budget for the maintenance of infrastructure and assets.	Ensure the development of an integrated Repairs and Maintenance Plan and that sufficient allocation is made on the budget for the maintenance of infrastructure and assets.	Ensure the development of an integrated Repairs and Maintenance Plan and that sufficient allocation is made on the budget for the maintenance of infrastructure and assets.	Ensure the development of an integrated Repairs and Maintenance Plan and that sufficient allocation is made on the budget for the maintenance of infrastructure and assets.

Local Economic Development Key Performance Indicators (20% Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
I1	Address community needs through developmental spatial and integrated planning	Annual review and approval of IDP	70%	100%				100%	IDP review	IDP

Local Economic Development Project Activities

BSC	Strategic Objective	Project Initiative	Budget 2008/9	Target Date	2008/09 Quarterly Activities			
					1st Q	2nd Q	3rd Q	4th Q
C1	Create community beneficiation and empowerment opportunities through networking for increased employment and poverty alleviation				Ensure that systems are developed whereby the municipality can facilitate community beneficiation and empowerment	Ensure that systems are developed whereby the municipality can facilitate community beneficiation and empowerment	Ensure that systems are developed whereby the municipality can facilitate community beneficiation and empowerment	Ensure that systems are developed whereby the municipality can facilitate community beneficiation and empowerment
F1	Create a stable economic environment by attracting suitable investors				Ensure that integrated plans are developed that will attract more investment into the municipal area and thereby moving towards the establishment of the platinum city	Ensure that integrated plans are developed that will attract more investment into the municipal area and thereby moving towards the establishment of the platinum city	Ensure that integrated plans are developed that will attract more investment into the municipal area and thereby moving towards the establishment of the platinum city	Ensure that integrated plans are developed that will attract more investment into the municipal area and thereby moving towards the establishment of the platinum city
I1	Address community needs through developmental spatial and integrated planning	Review of IDP			Monitor and oversee the review process of the IDP and ensure that the municipality is complying to the integrated IDP/PMS/Budget process plan	Monitor and oversee the review process of the IDP and ensure that the municipality is complying to the integrated IDP/PMS/Budget process plan	Monitor and oversee the review process of the IDP and ensure that the municipality is complying to the integrated IDP/PMS/Budget process plan	Submit credible IDP to Council for adoption

Financial Viability Key Performance Indicators (20% Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
F3	Increase financial viability through increased revenue and efficient budget management	% increase in debt coverage			50%	50%	50%	50%	Financial viability	
		% reduction of outstanding service debtors to revenue			50%	50%	50%	50%		
		% increase in cost coverage			50%	50%	50%	50%		

Financial Viability Project Activities

BSC	Strategic Objective	Project Initiative	Budget 2008/9	Target Date	2008/09 Quarterly Activities			
					1st Q	2nd Q	3rd Q	4th Q
F3	Increase financial viability through increased revenue and efficient budget management	Financial viability			Manage the municipality to such an extent as to improve the financial viability as measured by the National Indicators ensuring that the municipality moves towards financial sustainability and grant independence	Manage the municipality to such an extent as to improve the financial viability as measured by the National Indicators ensuring that the municipality moves towards financial sustainability and grant independence	Manage the municipality to such an extent as to improve the financial viability as measured by the National Indicators ensuring that the municipality moves towards financial sustainability and grant independence	Manage the municipality to such an extent as to improve the financial viability as measured by the National Indicators ensuring that the municipality moves towards financial sustainability and grant independence

Governance and Public Participation Key Performance Indicators (15% Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
C3	Develop effective and sustainable stakeholder relations	% customer satisfaction rating				60%			Customer satisfaction survey	Customer Satisfaction Survey report
I4	Develop and improve systems, processes, procedures and policies by practicing sound governance	% compliance to audit program			100%	100%	100%	100%	Audit program	Audit reports

Governance and Public Participation Project Activities

BSC	Strategic Objective	KPI	Project Initiative	Budget 2008/9	Target Date	2008/09 Quarterly Activities			
						1st Q	2nd Q	3rd Q	4th Q
C3	Develop effective and sustainable stakeholder relations	Customer Satisfaction Survey report				Ensure that a customer satisfaction survey is conducted and co-ordinate activities to address critical concerns and problem areas identified	Ensure that a customer satisfaction survey is conducted and co-ordinate activities to address critical concerns and problem areas identified	Ensure that a customer satisfaction survey is conducted and co-ordinate activities to address critical concerns and problem areas identified	Ensure that a customer satisfaction survey is conducted and co-ordinate activities to address critical concerns and problem areas identified
I4	Develop and improve systems, processes, procedures and policies by practicing sound governance	Audit reports				Monitor and co-ordinate the development and implementation of the Audit plan. Ensure that all quarterly Performance reports are also submitted to internal auditing to verify reports and submit audit reports to Council	Monitor and co-ordinate the development and implementation of the Audit plan. Ensure that all quarterly Performance reports are also submitted to internal auditing to verify reports and submit audit reports to Council	Monitor and co-ordinate the development and implementation of the Audit plan. Ensure that all quarterly Performance reports are also submitted to internal auditing to verify reports and submit audit reports to Council	Monitor and co-ordinate the development and implementation of the Audit plan. Ensure that all quarterly Performance reports are also submitted to internal auditing to verify reports and submit audit reports to Council
		Business Process Analysis				Ensure that a Business Process Analysis is conducted that will enable the municipality to identify gaps and bottlenecks within the current operations and to develop improvement programs to ensure that efficiency and effectiveness of the municipality is improved	Ensure that a Business Process Analysis is conducted that will enable the municipality to identify gaps and bottlenecks within the current operations and to develop improvement programs to ensure that efficiency and effectiveness of the municipality is improved	Ensure that a Business Process Analysis is conducted that will enable the municipality to identify gaps and bottlenecks within the current operations and to develop improvement programs to ensure that efficiency and effectiveness of the municipality is improved	Ensure that a Business Process Analysis is conducted that will enable the municipality to identify gaps and bottlenecks within the current operations and to develop improvement programs to ensure that efficiency and effectiveness of the municipality is improved

Competencies			
Competencies *	Definitions	Weighting	Proficiency Level **
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	1
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	3	1
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	15	1
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	1
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality	3	1
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals	3	1
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	3	1
People Management and Empowerment	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals	10	1
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	3	1
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	3	1
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	3	1
Knowledge		10	1
Skills		5	1
Communication		5	1
Creativity		4	1
Section Total:		100%	

* As published and defined within the Draft Competency Guidelines; Government Gazette 23 March 2007

** Proficiency levels (1, 2 or 3) as stipulated in the Draft Competency Guidelines; Government Gazette 23 March 2007

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 herby 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	15				
Basic Service Delivery	30				
Local Economic Development (LED)	20				
Municipal Financial Viability and Management	20				
Good Governance and Public Participation	15				
Competencies	100				
Overall Rating =	KPA x 0.8 + Competencies x 0.2	KPA x 0.8 + Competencies x 0.2	KPA x 0.8 + Competencies x 0.2	Average 1st assessment + 2nd assessment	

**The assessment of the performance of the Employee will be based on the following
rating scale for KPA's and CMCs:**

5	4	3	2	1
Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unacceptable Performance
Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

Performance Assessment Process

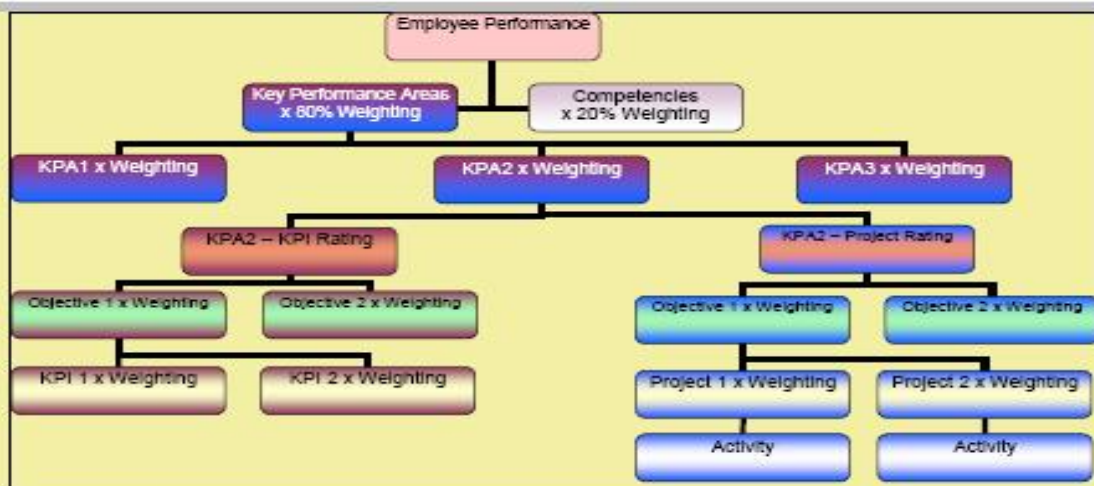
The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

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. KPI's are audited and the ratings are copied to the Performance Plans.
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. Example of KPI Score:

Actual : R1,000
Target: R3,500

 Actual / Target
 $1000/3500 * 100 = 28.6\%$ of target was achieved, therefore
Score = 1.286
 - 5.3. 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														
B S C	IDP Objective	Objective Weighting	Project / Initiative	Project Weighting	Budget 2007/08	2007/08 Quarterly Targets				Evidence Required	1st Assessment (rated 1-5)	2nd Assessment (rated 1-5)	Final Score	
						Target date	Quantity - Output	1st Q	2nd Q					3rd Q
13	Develop and improve systems, processes, procedures and policies by practising sound governance	50%	Audit Register and plan		General Exp	07/07/31	Monitoring and coaching of audit reporting	Drafting of audit register and plan	Conduct audits i.t.o. developed plan	Conduct audits i.t.o. developed plan	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															
B S C	IDP Objective	Objective Weighting	Strategic KPI	Institutional 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				
F 3	Increase financial viability through increased revenue and efficient budget management	60%	% financial viability (applicable i.e. MFMA)			11%	89%	36%	60%	75%	89%	Financial reports			
			R-value revenue sourced							497,079,000	497,079,000	Financial reports			
<div>KPI Score = 1-5 (decimal places shows % of target), KPI score imported from SOBIP Rating</div> <div>Objective Score = Weight x KPI Score</div>															

KPI Score = 1-5 (decimal places shows % of target), KPI score imported from SDSIP 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%

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

7. 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%

- 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.
- 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.
- The results of the performance and development review (PDR) will be submitted to the performance audit committee for final approval of the assessment/s.
- The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.