

Annexure A

Performance Plan

Greater Tubatse Municipality



Name: MH Shai

Position: Director Economic and Land Development

Accountable to: Municipal Manager

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 Areas (KPAs, DPLG), dealing with Key Performance Indicators (KPIs)
5. A performance scorecard per Key Performance Areas (KPAs, DPLG), dealing with Projects and main activities
6. Competencies
7. Approval of Personal Performance Plan
8. Summary Scorecard
9. Assessment Process

Annexure A

PERFORMANCE PLAN

1. Purpose

The performance plan defines the Council's expectations of the Director Land and Economic Development'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 Director Land and Economic Development'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

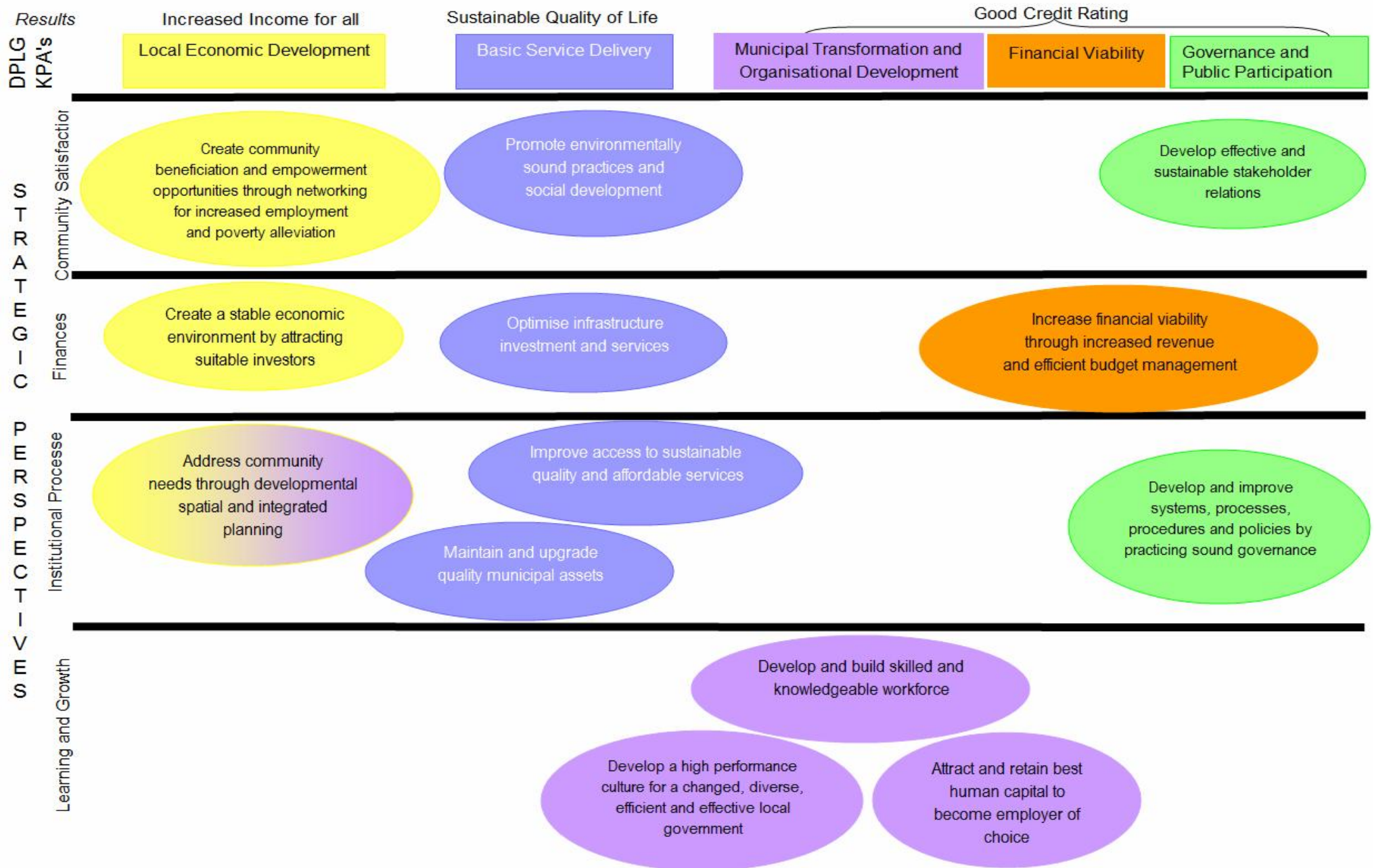
The BSC Methodology was used for the development of the Performance Management System and the perspectives used were:

- 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



3. 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

To ensure an informed community contributing meaningfully to municipal affairs whereby strategic integrated and optimised services are delivered for ultimate economic growth and poverty reduction

Position Mission

To direct the municipality's resources for social and economic development and investment growth through appropriate town planning and land, housing and property management

Local Economic Development Key Performance Indicators (90% 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		
C1	Create community beneficiation and empowerment opportunities through networking for increased employment and poverty alleviation	% reduction of unemployment		5%				5%	Implementation and/or review of LED strategy	Statistics report
		# of jobs created through LED activities		80	20	40	60	80		List of jobs created
		# of jobs created through LED activities that benefitted youth		30				30		List of jobs created
		# of jobs created through LED activities that benefitted women		30				30		List of jobs created
		# of jobs created through LED activities that benefitted the disabled		20				20		List of jobs created
		% progress with planning of LED summit	0%	100%	75%	100%	100%	100%	LED summit	Minutes & attendance register
		# of LED forum meetings	0	4	1	2	3	4	Coordination of Sector Fora	Minutes & attendance register
		# of other sector meetings	20	20	5	10	15	20		Minutes & attendance register
		R-value allocated for establishment and coordinating stakeholders forums and meetings		R50, 000	R12, 500	R25, 000	R37, 500	R50, 000		Copy of invoice

Local Economic Development Key Performance Indicators (90% 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		
C1	Create community beneficiation and empowerment opportunities through networking for increased employment and poverty alleviation	# of ELD by-laws developed	3	2	0	0	2	2	Enforcement/ implementation and development of ELD by-laws	By-laws
		# of ELD by-laws gazetted	1	2	0	0	0	2		Gazette
		# of poverty alleviation projects supported		8	2	4	6	8	Poverty alleviation projects	List project supported and the support provided
		R-value allocated for the support of poverty alleviation projects		R400, 000	R 100,000	R 200,000	R 300,000	R 400,000		Copy of invoice
		# of business linkage facilitated and established		24	6	12	18	24	SMME support	List of bussiness linkages established
		R value of business linkages		R20 million	R5, 000, 000	R10, 000, 000	R15, 000, 000	R20, 000, 000		Copy of invoice
		# of business registration facilitated		100	25	50	75	100		List of bussiness registration facilitated
		Rand value- LIBSA support		R50, 000	R12, 500	R25, 000	R37, 500	R50, 000		Copy of invoice
		% progress with the development of a public-private partnership framework		100%	50%	100%	100%	100%	Public-private partnership framework	Public-private partnership framework
		# of public private partnerships forums established to promote LED	2	4	1	2	3	4		List of public private partnerships forums established

Local Economic Development Key Performance Indicators (90% 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		
F1	Create a stable economic environment by attracting suitable investors	% progress with the development of Nodal Development Plans/ Local SDF's		100%	25%	50%	90%	100%	Development of Nodal Development Plans/ Local SDF's	Copy of Local SDF
		Rand value spent on development of Nodal Development Plans/ Local SDF's		R400, 000	R100, 000	R200, 000	R300, 000	R400, 000		Copy of invoice
I1	Address community needs through developmental spatial and integrated planning	% progress with demarcation of site		100%	20%	50%	70%	90%	Demarcation of sites	Proof of demarcated sites
		# of stands township development	1800	2000	0	0	0	2000		
		No. of township establishment applications considered within legislative stipulations (out of total received)		100%	100%	100%	100%	100%		
		% progress in the development of GIS		90%	25%	35%	80%	90%	Land information management	GIS
		% completion of LUMS		100%	20%	40%	80%	100%		Copy of LUMS
		No. of rezoning applications considered within legislative stipulation (out of total received)		100% (# of approvals out total applications received)	100%	100%	100%	100%		Copy of approvals
		No. of subdivisions considered within legislative stipulations (out of total received)		100%	100%	100%	100%	100%		Copy of subdivisions considered

Local Economic Development Key Performance Indicators (90% 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	No. of consolidation considered within legislative stipulations (out of total received)		100%	100%	100%	100%	100%		List of consolidation considered
		No. of consent use applications considered within policy stipulations (out of total received)		100%	100%	100%	100%	100%		List of consent use applications considered
		No. of building plans considered within legislative stipulations (out of total received)		100%	100%	100%	100%	100%		List of building plans considered

Local Economic Development Project Activities

BSC	Strategic Objective	Project Initiative	Budget 2007/8	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	Implementation and/ or review of LED strategy			Prepare implementation Schedule for the LED Strategy; Monitor and manage programmes as identified;			Report progress at end of the year.
					Participate in designing the terms of references and allocation of tenders for LED projects	Participate in designing the terms of references and allocation of tenders for LED projects	Participate in designing the terms of references and allocation of tenders for LED projects	Participate in designing the terms of references and allocation of tenders for LED projects
		Convening of LED summit			Procure an events Management service provider to manage the Summit			
		Coordination of Sector Fora			Launch Forum; Convene meeting	Convene meeting; Follow up on implementation of resolutions.	Convene meeting; Follow up on implementation of resolutions.	Convene meeting; Follow up on implementation of resolutions.
					Monitor proper functioning of sector Fora; Convene meetings.	Monitor proper functioning of sector Fora; Convene meetings.	Monitor proper functioning of sector Fora; Convene meetings.	Monitor proper functioning of sector Fora; Convene meetings.
			R 50,000		Approve Requisitions and invoices	Approve Requisitions and invoices	Approve Requisitions and invoices	Approve Requisitions and invoices
		Enforcement/ implementation and development of ELD by-laws			Gazette existing bylaws; Approve implementation schedule; Monitor implementation	Monitor implementation/ Enforcement as per schedule	Monitor implementation/ Enforcement as per schedule; Review	Monitor implementation/ Enforcement as per schedule; Review

Local Economic Development Project Activities

BSC	Strategic Objective	Project Initiative	Budget 2007/8	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	Supporting of Poverty alleviation projects			Approve project support programme; Monitor support.	Monitor project support as per programme; Review	Monitor project support as per programme; Review	Monitor project support as per programme; Review
			R 400,000		Approve Requisitions and invoices	Approve Requisitions and invoices	Approve Requisitions and invoices	Approve Requisitions and invoices
		Support to local SMME's			Present database to private companies and establish formal relations and protocols; Monitor progress.	Present database to private companies and establish formal relations and protocols; Monitor progress.	Present database to private companies and establish formal relations and protocols; Monitor progress.	Present database to private companies and establish formal relations and protocols; Monitor progress.
					Present database to private companies and establish formal relations and protocols; Monitor progress.	Present database to private companies and establish formal relations and protocols; Monitor progress.	Present database to private companies and establish formal relations and protocols; Monitor progress.	Present database to private companies and establish formal relations and protocols; Monitor progress.
					Create community awareness; Monitor progress	Create community awareness; Monitor progress	Create community awareness; Monitor progress	Create community awareness; Monitor progress
			R 50,000		Identify administrative challenges within LIBSA; package intervention measures	Identify administrative challenges within LIBSA; package intervention measures	Identify administrative challenges within LIBSA; package intervention measures	Identify administrative challenges within LIBSA; package intervention measures
		Public-private partnership framework			Identify and assess existing partnerships; Develop parameters/ protocols within which all partnerships should operate; Develop Draft Partnership Framework.	Consult stakeholders; Submit Draft Framework to Council for approval; Present framework to potential partners/ Marketing; Establish new partnerships; Monitor established partnerships	Establish new partnerships; Monitor established partnerships.	Establish new partnerships; Monitor established partnerships and prepare review mechanism.

Local Economic Development Project Activities

BSC	Strategic Objective	Project Initiative	Budget 2007/8	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				Identify and assess existing partnerships; Develop parameters/ protocols within which all partnerships should operate; Develop Draft Partnership Framework.	Identify internal capacity gaps; Identify and approach suitable potential partners/ institutions; Enter into partnership agreements based on Partnership Framework; Regularly monitor and review.	Regularly monitor and Review partnerships; Report regularly	Regularly monitor and Review partnerships; Report regularly
F1	Create a stable economic environment by attracting suitable investors	Development of Nodal Development Plans/ Local SDF's			Approve Terms of Reference; Appointment of Service Provider; Monitor project progress	Monitor progress	Monitor progress	Monitor progress
			R 400,000		Approve work schedule and progress payment schedule from claims	Verify claims submitted against progress registered on project; Submit invoices for payment.	Verify claims submitted against progress registered on project; Submit invoices for payment.	Verify claims submitted against progress registered on project; Submit invoices for payment.
I1	Address community needs through developmental spatial and integrated planning	Spatial planning and restructuring			Identify strategic areas; Monitor project progress; Intervene in blockages	Monitor project progress; Intervene in blockages	Monitor project progress; Intervene in blockages	
					Monitor progress and compliance to applicable legislations/ Negotiate land availability; monitor progress and compliance	Monitor progress and compliance to applicable legislations/ Monitor progress; Report to relevant committees; Submit application for approval	Monitor progress and compliance to applicable legislations/ Facilitate approval of application (layout plan); Monitor approval of General Plans in terms of the Land Survey Act, 1997; Ensure compliance with Conditions of Establishment	Monitor project progress; Intervene in blockages

Local Economic Development Project Activities

BSC	Strategic Objective	Project Initiative	Budget 2007/8	Target Date	2008/09 Quarterly Activities			
					1st Q	2nd Q	3rd Q	4th Q
I1	Address community needs through developmental spatial and integrated planning				Monitor compliance with applicable legislation in considering received applications; Ensure that applications serve in relevant committees	Monitor compliance with applicable legislation in considering received applications; Ensure that applications serve in relevant committees	Monitor compliance with applicable legislation in considering received applications; Ensure that applications serve in relevant committees	Monitor progress and compliance to applicable legislations/ Monitor compliance to applicable legislations.
		Land information management			Appoint service provider; Monitor progress	Monitor Progress	Monitor Progress	Monitor compliance with applicable legislation in considering received applications; Ensure that applications serve in relevant committees
		Land Use Management			undertake Legal Review of the draft document; Submit for Council approval/ adoption; Promulgate; Monitor Implementation	Monitor Enforcement	Monitor Enforcement	Monitor Progress
		Land Use Management			Monitor compliance with applicable legislation in considering received applications; Ensure that applications serve in relevant committees	Monitor compliance with applicable legislation in considering received applications; Ensure that applications serve in relevant committees	Monitor compliance with applicable legislation in considering received applications; Ensure that applications serve in relevant committees	Monitor Enforcement
		Land Use Management			Monitor compliance with applicable legislation in considering received applications; Ensure that applications serve in relevant committees	Monitor compliance with applicable legislation in considering received applications; Ensure that applications serve in relevant committees	Monitor compliance with applicable legislation in considering received applications; Ensure that applications serve in relevant committees	Monitor compliance with applicable legislation in considering received applications; Ensure that applications serve in relevant committees

Governance and Public Participation Key Performance Indicators (10% 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		
I4	Develop and improve systems, processes, procedures and policies by practicing sound governance	# of departmental meetings		12	3	6	9	12	Departmental meetings	Minutes of the meetings

Governance and Public Participation Project Activities

BSC	Strategic Objective	Project Initiative	Budget 2007/8	Target Date	2008/09 Quarterly Activities		
					1st Q	2nd Q	3rd Q
C3	Develop and improve systems, processes, procedures and policies by practicing sound governance	Departmental meetings			Design and adopt an annual monthly meeting programme; Adopt a standard agenda for meetings; Approve issues for discussion; Report resolutions to Municipal Manager and other management; Monitor implementation of resolutions.	Approve issues for discussion; Report resolutions to Municipal Manager and other management; Monitor implementation of resolutions.	Approve issues for discussion; Report resolutions to Municipal Manager and other management; Monitor implementation of resolutions.

4th Q
<p>Approve issues for discussion; Report resolutions to Municipal Manager and other management; Monitor implementation of resolutions.</p>

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	15	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	20	1
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	10	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	5	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	5	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	5	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	5	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	5	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	5	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	5	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		1
Knowledge		5	1
Skills		5	1
Communication		5	1
Creativity		5	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

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.

Signed and accepted by the Supervisor on behalf of Council:

DATE:

Undertaking of the employee

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 Employee:

DATE:

Summary Scorecard					
Position Outcomes/Outputs	Assess Weighting	1st Assessment	2nd Assessment	Total Score	Comment
Key Performance Areas	100				
Municipal Institutional Development and Transformation	0				
Basic Service Delivery	0				
Local Economic Development (LED)	90				
Municipal Financial Viability and Management	0				
Good Governance and Public Participation	10				
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

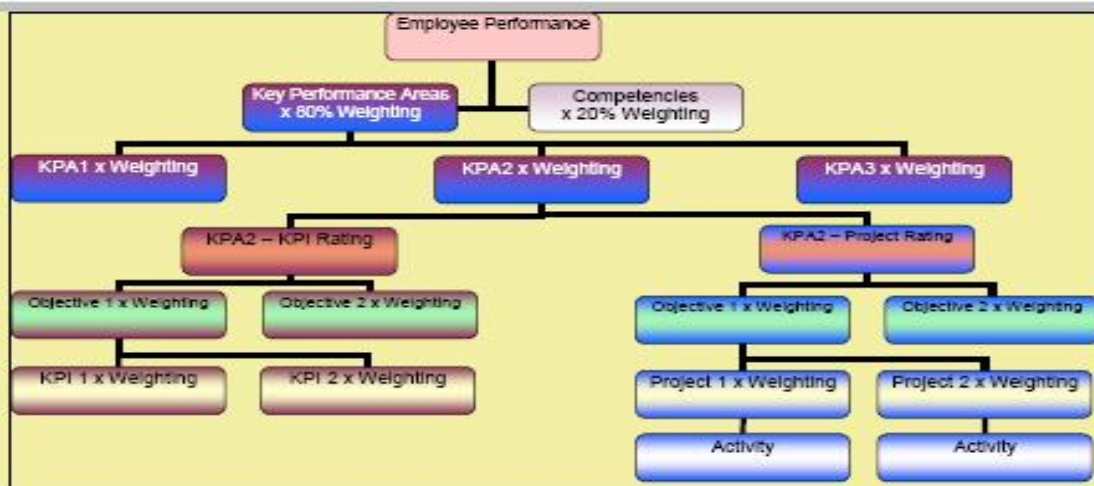
The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

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

$$\frac{\text{Actual}}{\text{Target}} = \frac{1000}{3500} \times 100 = 28.6\% \text{ of target was achieved, therefore}$$
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	4th Q				
13	Develop and improve systems, processes, procedures and policies by practicing sound governance	50%	Audit Register and plan		General Exp	07/07/31	Mentoring and coaching of audit	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			
<div>Projects Score = Activity 1-5 score (decimal places shows % of target), Activity score imported from SDBIP rating</div>															
							reporting	Ensure the mentoring and coaching of audit staff. Conduct	req. Updating of audit records. Inform all direct orates when external	reporting					

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>															
			to meet national targets												

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.