

## 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: RR Molapo

Position: Director Strategic Services

Accountable to: Municipal Manager

Plan Period: 01.07.08 – 30.06.09

# Annexure A

## PERFORMANCE PLAN

### **1. Purpose**

The performance plan defines the Council's expectations of the Director Strategic Services'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 Strategic Services'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 (KPA's) 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**

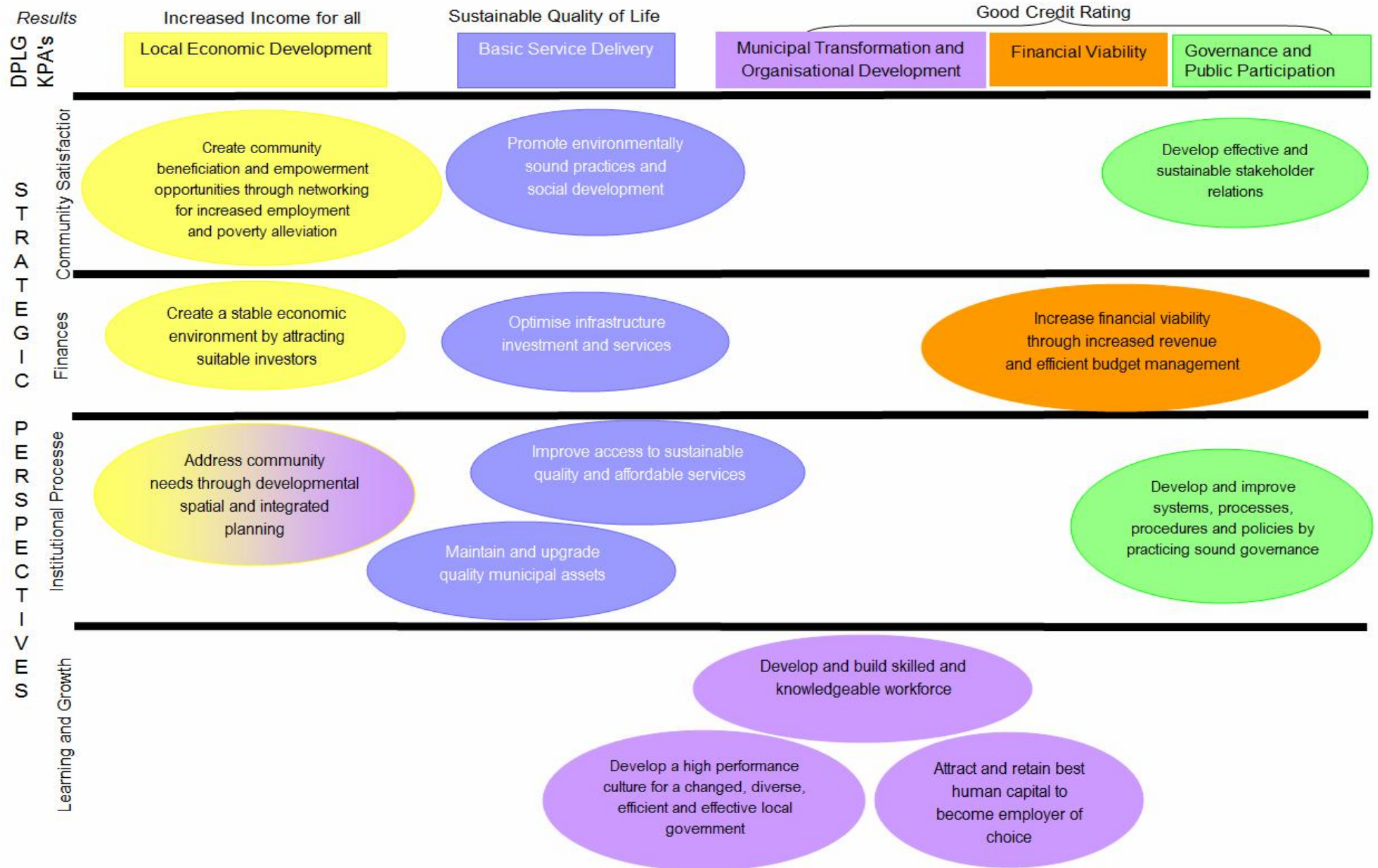
The BSC Methodology was used for the development of the Performance Management System and the perspectives used were:

- 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

## Strategy Map



### 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 a strategically aligned Municipality for integrated development

#### Position Mission

The Head of Strategic Planning under the office of the Municipal Manager is required to guide and co-ordinate the review, implementation, monitoring, measuring and evaluating of the Integrated Development Plan and Performance Management to ensure Integrated Strategic Planning and Management. To ensure that Council and Councillors are supported in an effective and efficient manner

## Municipal Transformation and Organisational Design Key Performance Indicators (40% 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    |                                 |   |
| L2  | Develop a high performance culture for a changed, diverse, efficient and effective local government | R-value utilised on compiling SDBIP                                       |                 | R100 000             |                           |          |          | R100 000 | SDBIP                           | Copy of invoice                             |
|     |   | R-value utilised on IDP/PMS workshop for Directors and level one managers |                 | R30 000              | R30 000                   |          |          |          | IDP/PMS workshop                | Copy of invoice                             |
|     |   | R-value utilized on developing Monitoring and Reporting system            |                 | R200 000             |                           | R200 000 |          |          | Monitoring and Reporting system | Copy of invoice                             |
|     |   | R-value utilized on management review                                     |                 | R200 000             | R50 000                   | R100 000 | R150 000 | R200 000 | Management review               | Copy of invoice                             |
|     |   | R-value utilised on ExCo makgotla   |                 | R200 000             | R50 000                   | R100 000 | R150 000 | R200 000 | ExCo- Lekgotla                  | Copy of invoice                             |
|     |   | # departmental meeting  |                 | 12                   | 3                         | 3        | 3        | 3        | Department meeting              | Minutes                                     |
|     |   | # of monthly reports submitted to management/ portfolio & ExCo            |                 | 108                  | 27                        | 54       | 81       | 108      | Monthly report                  | Reports                                     |
|     |   | # of quarterly performance reports submitted to council                   |                 | 4                    | 1                         | 2        | 3        | 4        | Quarterly performance reports   | Resolutions                                 |
|     |   | # of quarterly performance report audited                                 |                 | 2                    |                           | 1        |          | 2        | Performance audited reports     | Audit reports                               |
|     |   | % institutional scorecard rating (average of departments)                 |                 | 130%                 |                           | 130%     |          | 130%     | Institutional Assessment        | Reports                                     |
|     |   | # of Mid-year report submitted to council and MEC                         |                 | 1                    |                           |          | 1        |          | Mid-year Report                 | Mid-report                                  |
|     |   | % progress with development & submission of Annual Report                 |                 | 100%                 | 50%                       | 100%     | 100%     |          | Annual Report                   | Annual report                               |
|     |   | R-value utilised for the development of Annual Report                     |                 | R200 000             |                           |          | R200 000 |          | Annual Report                   | Copy of invoice                             |

## Municipal Transformation and Organisational Design Key Performance Indicators (40% 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 |                                 |   |
| L2  | Develop a high performance culture for a changed, diverse, efficient and effective local government | Approved Annual Report within 60 days                | 100%            | 100%                 |                           |       | 100%  |       | Annual Report                   |   |
|     |   | % institutional score card rating                    |                 | 130%                 |                           | 130%  |       | 130%  | Institutional score card rating | Assessment Report                           |
|     |   | % departmental scorecard rating                      |                 | 130%                 |                           | 130%  |       | 130%  | Departmental score cards        | Assessment Report                           |
|     |   | % departmental scorecard rating - Strategic Service  |                 | 130%                 |                           | 130%  |       | 130%  |                                 | Assessment Report                           |
|     |   | % departmental scorecard rating - Technical Service  |                 | 130%                 |                           | 130%  |       | 130%  |                                 |   |
|     |   | % departmental scorecard rating - Corporate Services |                 | 130%                 |                           | 130%  |       | 130%  |                                 |   |
|     |   | % departmental scorecard rating - Executive Support  |                 | 130%                 |                           | 130%  |       | 130%  |                                 |   |
|     |   | % departmental scorecard rating - Finance Services   |                 | 130%                 |                           | 130%  |       | 130%  |                                 |   |
|     |   | % departmental scorecard rating - Community Services |                 | 130%                 |                           | 130%  |       | 130%  |                                 |   |
|     |   | % departmental scorecard rating - ELD Department     |                 | 130%                 |                           | 130%  |       | 130%  |                                 |   |

## Municipal Transformation and Organisational Design Project Activities

| BSC | Strategic Objective   | KPI | Project Initiative  | Budget 2007/8 | Target Date | 2008/09 Quarterly Activities   |  |   |  |
|-----|---|-----|---------------------|---------------|-------------|--|--|---|--|
|     |   |     |                     |               |             | 1st Q  | 2nd Q  | 3rd Q   | 4th Q  |
| L2  | Develop a high performance culture for a changed, diverse, efficient and effective local government |     | Performance Reports |               |             | Ensure that quarterly performance reports are submit to council quarterly. | Ensure that quarterly performance reports are submit to council quarterly.   | Ensure that quarterly performance reports are submit to council quarterly.                                  | Ensure that quarterly performance reports are submit to council quarterly.   |
|     |   |     |                     |               |             |  | Ensure that a formal performance report is compiled and submitted to portfolio, ExCo and council                                 |   | Ensure that a formal performance report is compiled and submitted to portfolio, ExCo and council                                 |
|     |   |     |                     |               |             |  | Ensure that a formal performance assessment report is made available to both Management review, ExCo-lekgotla, ExCo and Council. |   | Ensure that a formal performance assessment report is made available to both Management review, ExCo-lekgotla, ExCo and Council. |
|     |   |     | Mid-year Report     |               |             |  |  | Ensure that Mid-year report is compiled and submitted to council on 25 January 2009                         |  |
|     |   |     | Annual Report       |               |             |  | Ensure that the process of compiling Annual report has started within the first quarter.   | Ensure that the draft annual report is completed and is submitted to portfolio committee, ExCo and council. | Ensure that the Annual Report is submitted to MEC ,Provincial treasury and AG after the Adoption of the Oversight report         |
|     |   |     | Assessment          |               |             |  | Ensure that formal performance assessment is conducted   |   | Ensure that formal performance assessment is conducted   |

## Local Economic Development 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    |                      |   |
| I1  | Address community needs through developmental spatial and integrated planning | % progress with development of IDP                               | 70%             | 100%                 | 25%                       | 50%      | 75%      | 100%     | Development of IDP   | IDP   |
|     |   | % progress on analysis phase                                     |                 | 100%                 | 100%                      |          |          |          |                      | IDP Analysis Chapter                        |
|     |   | R-value utilised on analysis phase                               |                 | R20 000              | R20 000                   |          |          |          |                      | Copy of invoice                             |
|     |   | % progress on Strategic phase                                    |                 | 100%                 |                           | 100%     |          |          |                      | IDP Strategic Chapter                       |
|     |   | R-Value utilised on Strategic phase                              |                 | R80 000              |                           | R80 000  |          |          |                      | Copy of invoice                             |
|     |   | % progress on project identification and integration phase       |                 | 100%                 |                           |          | 50%      | 100%     |                      | IDP Projects Chapter                        |
|     |   | R-Value utilised on project identification and integration phase |                 | R20 000              |                           |          | R10 000  | R20 000  |                      | Copy of invoice                             |
|     |   | % progress on Approval phase                                     |                 | 100%                 |                           |          |          | 100%     |                      | Adopted Draft and Final IDP                 |
|     |   | R-Value utilised on Approval phase                               |                 | R50 000              |                           |          |          | R50 000  |                      | Copy of invoice                             |
|     |   | Total R-Value utilised on the compilation of IDP                 |                 | R170 000             | R20 000                   | R100 000 | R110 000 | R170 000 |                      | Copy of invoice                             |
|     |   | # of IDP/PMS forum   | 3               | 4                    | 1                         | 2        | 3        | 4        | IDP/PMS forum        | Roll-call&minutes                           |
|     |   | R-Value utilised on IDP/PMS forum                                |                 | R50 000              | R12 500                   | R25 000  | R37 500  | R50 000  |                      | Copy of invoice                             |
|     |   | # of local area plans finalised                                  | 0               | 29                   |                           |          | 29       | 29       | Ward area plan       | Ward area plan                              |
|     |   | % progress with the establishment of ward based plans            | 0               | 100%                 |                           |          |          | 100%     | Ward area plan       | Ward area plan                              |
|     |   | # of wards covered with the local area plans                     |                 | 29                   |                           |          |          | 29       | Ward area plan       | Ward area plan                              |



## 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 | Development of IDP |               |             | Monitor and ensure that the analysis phase of the IDP is completed in the first quarter. | Monitor and ensure that the strategy Phase is completed within the second quarter | Monitor and ensure that the Project and intergration Phase are completed within the third quarter | Monitor and ensure hatt the draft IDP is taken to public for comments and the final IDP is presentated to Council. |
|     |   | Analysis Phase     |               |             | Monitor and ensure that the analysis phase of the IDP is completed in the first quarter. |   |   |  |
|     |   | Strategy Phase     |               |             |  | Monitor and ensure that the strategy Phase is completed within the second quarter |   |  |
|     |   | Project Phase      |               |             |  |   | Monitor and ensure that the Project and intergration Phase are completed within the third quarter |  |
|     |   | Approval Phase     |               |             |  |   |   | Monitor and ensure hatt the draft IDP is taken to public for comments and the final IDP is presentated to Council. |
|     |   | IDP/PMS forum      |               |             | Ensure that the IDP/PMS forum are arranged as planned and that they sit.                 | Ensure that the IDP/PMS forum are arranged as planned and that they sit.          | Ensure that the IDP/PMS forum are arranged as planned and that they sit.                          | Ensure that the IDP/PMS forum are arranged as planned and that they sit.   |
|     |   | Ward Based Plans   |               |             | Develop scope of work and ensure that all wards are covered                              | Report to management progress on the project                                      | Report to management progress on the project  | Report to management progress on the project   |
|     |   |                    |               |             |  |   |   |  |

## Governance and Public Participation 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    |                      |   |
| C3  | Develop effective and sustainable stakeholder relations  | % progress with development of ambassadorship study                                    |                 | 100%                 | 10%                       | 90%     | 100%     |          | Ambassadorship study | Report                                      |
|     |  | R-value allocated for ambassadorship feasibility study                                 |                 | R200 000             | R45 000                   | R90 000 | R150 000 | R200 000 |                      | Copy of invoices                            |
|     |  | # of intergovernmental relations and governance forum and meeting attended with SDM    |                 | 4                    | 1                         | 2       | 3        | 4        | IGR                  | Minutes                                     |
|     |  | # of MM district forum   |                 | 4                    | 1                         | 2       | 3        | 4        | MM District forum    | Minutes                                     |
|     |  | # of provincial intergovernmental relations and governance forum and meetings attended |                 | 4                    | 1                         | 2       | 3        | 4        | Provincial IGR       | Minutes                                     |
|     |  | # of intergovernmental relations workshops   |                 | 1                    |                           | 1       |          |          | IGR Workshop         | Report                                      |
|     |  | R-value utilised for intergovernmental workshop  |                 | R50 000              |                           | R50 000 |          |          |                      |   |
| I4  | Develop and improve systems, processes, procedures and policies by practicing sound governance | % progress with compliance to PMS process plan   |                 | 100%                 | 100%                      | 100%    | 100%     | 100%     | PMS process plan     |   |
|     |  | # of IDP/PMS workshops for Directors and level one managers                            |                 | 1                    | 1                         |         |          |          |                      | Program                                     |
|     |  | R-value utilised on IDP/PMS workshop for Directors and level one managers              |                 | R30 000              | R30 000                   |         |          |          |                      | Copy of invoices                            |

## Governance and Public Participation 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    |                                 |   |
| I4  | Develop and improve systems, processes, procedures and policies by practicing sound governance | R-value utilised on compiling SDBIP                                |                 | R100 000             |                           |          |          | R100 000 | SDBIP development               | SDBIP                                       |
|     |  | % progress with the development of Monitoring and Reporting system |                 | 100%                 | 50%                       | 100%     |          |          | Monitoring and reporting system | Report                                      |
|     |  | R-value utilized on developing Monitoring and Reporting system     |                 | R200 000             | R100 000                  | R200 000 |          |          |                                 | Copy of invoices                            |
|     |  | # management review meetings                                       | 4               | 4                    | 1                         | 2        | 3        | 4        |                                 | Program                                     |
|     |  | R-value utilized on management review                              |                 | R200 000             | R50 000                   | R100 000 | R150 000 | R200 00  |                                 | Copy of invoices                            |
|     |  | # ExCo-Makgotla  | 4               | 4                    | 1                         | 1        | 1        | 1        |                                 | Program                                     |
|     |  | R-value utilised on ExCo makgotla                                  |                 | R200 000             | R50 000                   | R100 000 | R150 000 | R200 000 |                                 | Copy of invoices                            |
|     |  | % client satisfaction rating per department                        |                 | 60%                  |                           | 60%      |          |          | Departmental survey             | Report                                      |
|     |  | Strategic -Planning  |                 | 60%                  |                           | 60%      |          |          |                                 |   |
|     |  | Finance  |                 | 60%                  |                           | 60%      |          |          |                                 |   |
|     |  | ELD  |                 | 60%                  |                           | 60%      |          |          |                                 |   |
|     |  | Executive Support  |                 | 60%                  |                           | 60%      |          |          |                                 |   |
|     |  | Technical Services   |                 | 60%                  |                           | 60%      |          |          |                                 |   |
|     |  | Corporate Services   |                 | 60%                  |                           | 60%      |          |          |                                 |   |
|     |  | Community Services   |                 | 60%                  |                           | 60%      |          |          |                                 |   |

## 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   | 4th Q   |
| C3  | Develop effective and sustainable stakeholder relations | Ambassadorship study |               |             | Ensure that scope of work is developed before the start the financial year and that service provider is appointed in the first quarter to do the study.  | Ensure that the study is completed within the end of the second quarter and update management on progress in the development of the study.                                      | Submit the final document to management, portfolio committee and ExCo.  |   |
|     |   | IGR plan             |               |             | Ensure that all intergovernmental meetings are attended and prepare issues to discussed in the meetings  | Ensure that all intergovernmental meetings are attended and prepare issues to discussed in the meetings   | Ensure that all intergovernmental meetings are attended and prepare issues to discussed in the meetings   | Ensure that all intergovernmental meetings are attended and prepare issues to discussed in the meetings   |
|     |   | MM District forum    |               |             | Access the District MM forum programme and remind the MM in terms of the meeting and advice the MM on issues to raised in those meetings. Receive report from MM and report management on issues raised in MM District forum | Remind the MM interm of the meeting and advice the MM on issues to raised in those meetings. Receive report from MM and report management on issues raised in MM District forum | Remind the MM interm of the meeting and advice the MM on issues to raised in those meetings. Receive report from MM and report management on issues raised in MM District forum | Remind the MM interm of the meeting and advice the MM on issues to raised in those meetings. Receive report from MM and report management on issues raised in MM District forum |
|     |   | Provincial IGR       |               |             | Ensure that all intergovernmental meetings are attended and prepare issues to discussed in the meetings  | Ensure that all intergovernmental meetings are attended and prepare issues to discussed in the meetings   | Ensure that all intergovernmental meetings are attended and prepare issues to discussed in the meetings   | Ensure that all intergovernmental meetings are attended and prepare issues to discussed in the meetings   |
|     |   | IGR Workshop         |               |             | Ensure that the intergovernmental relation work shop is organised and that relevent stakeholders are invitaded to the workshop   |   |   |   |

## 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  | 4th Q   |
| I4  | Develop and improve systems, processes, procedures and policies by practicing sound governance | PMS process plan                |               |             | Ensure that PMS process plan is developed and there is adherence to it.   | Monitor and manage the adherence to the process plan  | Monitor and manage the adherence to the process plan   | Monitor and manage the adherence to the process plan  |
|     |  | Departmental survey             |               |             | Ensure that the client satisfaction survey template is compiled, submitted to portfolio, ExCo and council before the end of first quarter |   | Monitor and ensure that the survey is conducted and that a report is provided at the end of the second quarter |   |
| I4  | Develop and improve systems, processes, procedures and policies by practicing sound governance | IDP/PMS workshop Management     |               |             | Ensure that the IDP/PMS workshop for directors and level one managers is conducted within the first quarter.                              |   |  |   |
|     |  | Monitoring and reporting system |               |             | Develop the scope of work and ensure that the service provider is appointed   | Ensure that the system is completed within the second quarter   |  |   |
|     |  | Management review               |               |             | Ensure that management review meetings sit as planned.  | Ensure that management review meetings sit as planned.  | Ensure that management review meetings sit as planned.   | Ensure that management review meetings sit as planned.  |
|     |  | ExCo - Makgotla                 |               |             | Ensure that ExCo-makgotla sit as planned  | Ensure that ExCo-makgotla sit as planned  | Ensure that ExCo-makgotla sit as planned   | Ensure that ExCo-makgotla sit as planned  |
|     |  | Departmental meetings           |               |             | Ensure that the Department meet monthly as plan. Chair the meeting or delegates if she is unable to attend.                               | Ensure that the Department meet monthly as plan. Chair the meeting or delegates if she is unable to attend. | Ensure that the Department meet monthly as plan. Chair the meeting or delegates if she is unable to attend.    | Ensure that the Department meet monthly as plan. Chair the meeting or delegates if she is unable to attend. |

| 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                              | 10          | 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                                | 15          | 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  |             | 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                             |  | 10          | 1                    |
| Skills                                |  | 5           | 1                    |
| Communication                         |  | 5           | 1                    |
| Creativity                            |  | 5           | 1                    |
| <b>Section Total:</b>                 |  | <b>100%</b> |                      |

\* 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 | 40                             |                                |                                |   |         |
| Basic Service Delivery                                 | 0                              |                                |                                |   |         |
| Local Economic Development (LED)                       | 30                             |                                |                                |   |         |
| Municipal Financial Viability and Management           | 0                              |                                |                                |   |         |
| Good Governance and Public Participation               | 30                             |                                |                                |   |         |
| 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 |         |



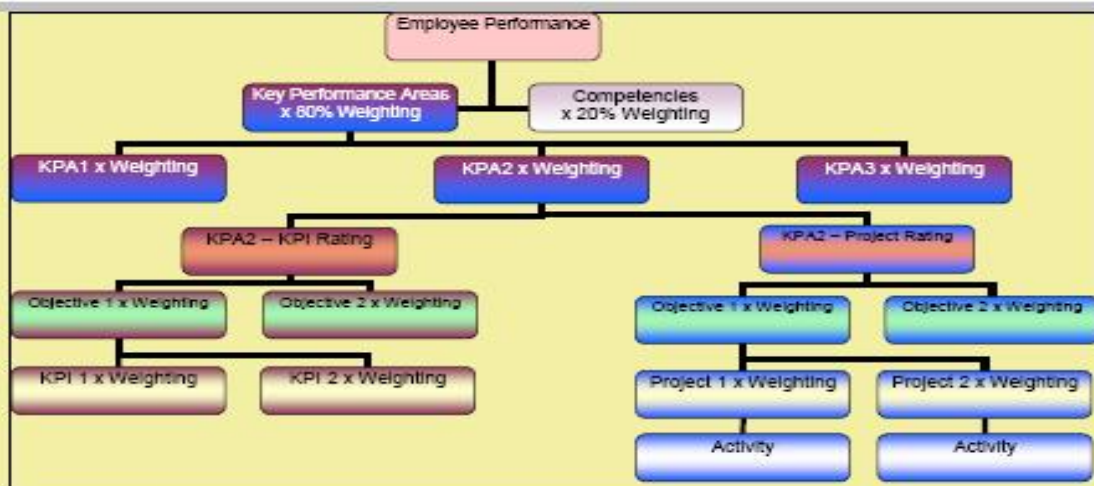
| The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:  |  |   |   |   |
|--|--|---|---|---|
| 5  | 4  | 3   | 2   | 1   |
| Outstanding Performance  | Performance Significantly Above Expectations   | Fully Effective   | Not Fully Effective   | 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                                |   |                            |                            |             |
| 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 |                            |                            |             |
| 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%                   | 3                         | 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%         |             |             |             |
| <b>Weighting Total</b>           | <b>100%</b> |             |             |             |
| <b>Section Total:</b>            | <b>20%</b>  |             |             |             |

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.