

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 (KPI's)
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: D.K.BOSHEGO

Position: Community 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 Community Service'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 Community Service'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

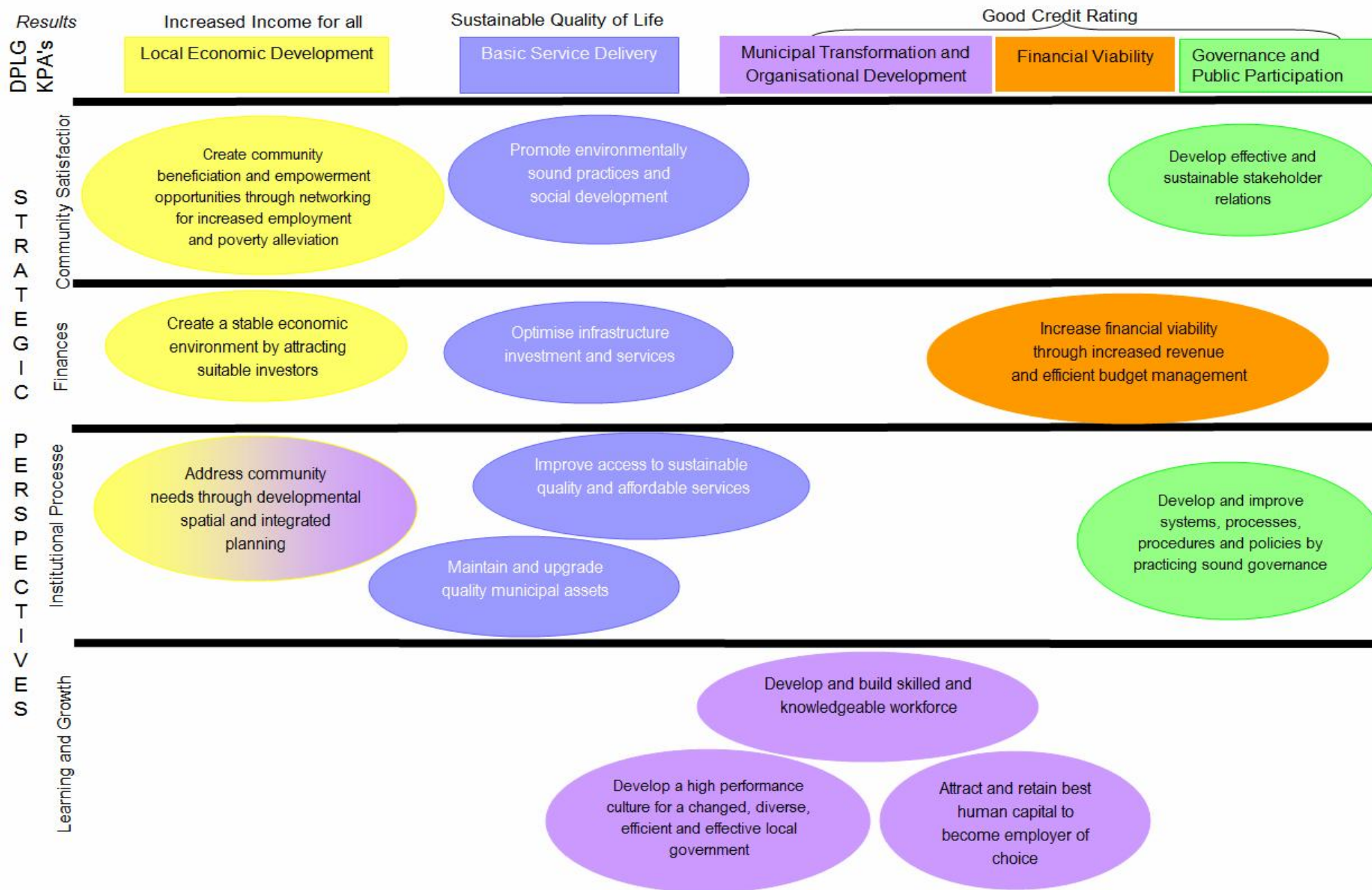
4. Balanced Scorecard Perspectives

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



Purpose of 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

Creation of a conducive environment for service delivery for the Greater Tubatse community in an integrated and sustainable manner.

Position Mission

Service delivery through effective waste management, promotion of social programmes, access to library services, parks, Cemeteries, safe and crime free environment, promotion and establishment of public participation and effective response to disaster occurrences.

Basic Service Delivery Key Performance Indicators (85% 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	Promote environmentally sound practices and social development	% progress in conducting feasibility study for the establishment of vehicle pound	0%	100%	40%	100%	100%	100%	Vehicle Pound	Reports
		# of Joint Operations (Road Safety)	0%	100%	40%	100%	100%	100%	Road Safety	Reports
		# of Sports, Arts and Culture projects	10	1	5	12	16	19	SAC projects	Reports
		Participants in OR Tambo games					100%		OR Tambo games	Photos and Reports
		Participation in Mayoral Cup					100%		Mayoral Cup	Photos and Reports
		Participation in Mayoral Marathon				100%			Mayoral marathon	Photos and Reports
		Participation in chess development tournament				100%			Chess tournament	Photos and Reports
		Participation in indigenous games				100%			Indigenous games	Photos and Reports
		Hosting of municipal beauty pageant.			100%				Beauty pageant	Photos and Reports
		Participation in cultural shows.						100%	Cultural shows	Photos and Reports
		Training of officials	1	2	1	2			Sport official training	Photos and Reports
		# of Sports day (Administrative and Councilors)	5	4	1	2	3	4	Sports Days	Photos and Reports
		# of library outreach programme	6	4	1	2	3	4	Library outreach	Photos and Reports
		# books acquired for all GTM libraries	50		10	25	50	50	Library books	Photos and Reports

Basic Service Delivery Key Performance Indicators (85% 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	Promote environmentally sound practices and social development	R-Value allocated for the purchase of books.	R40 000		R10 000	R30 000	R40 000	R40 000		Copy of invoices
		% progress with the development of the AIDS/HIV strategy	40%	100%	60%	80%	100%	100%	HIV/AIDS Strategy	HIV/Aids strategy
		R- value allocated for the development of the HIV/Aids strategy	R0	R395 000	R130 000	R240 000	R395 000	R395 000		Copy of invoices
		Facilitate the acquisition of HIV/Aids prevalence rate for the past six months	N/A	N/A	N/A	N/A	N/A	N/A		Reports
		# of HIV/Aids campaigns	2	3		1	2	3	HIV/AIDS Campaigns	Photos and Reports
		R- value allocated for the HIV/AIDS campaigns		R80 000		R40	R20	R 20		Copy of invoices
		% progress in the implementation of disaster management paln	10%	50%	20%	30%	40%	50%	Disaster Management	Reports
		# of disasters reported.	n/a	n/a	n/a	n/a	n/a	n/a		Photos and Reports
		# of disasters responded to within 12 hours.	n/a	n/a	n/a	n/a	n/a	n/a		Reports
		R Value in the implementation of disaster management plan and operation of animal pound	R30 000	R80 000	R20 000	R40 000	R60 000	R80 000		Copy of invoices
		% in the functionality and effective of animal pound	0%	100%	80%	100%	100%	100%	Animal Pound	Reports

Basic Service Delivery Key Performance Indicators (85% 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	Improve access to sustainable quality and affordable services	% progress in the conducting of a feasibility study for the establishment of one stop traffic centre at Mecklenburg.	0%	100%	30%	60%	90%	100%	Mecklenburg Traffic centre	Photos and Reports
		% progress in facilitating the establishment of Mapodile MPCC		100%	40%	60%	80%	100%		Photos and Reports
C2	Improve access to sustainable quality and affordable services	% progress in conducting feasibility study for the establishment of Burgesfort cemetery with crematorium.	20%	100%	40%	60%	100%	100%	Feasibility study - crematorium	Reports
		% progress in the investigation of the possibility of extension of Practiseer testing station yard.	0%	100%	40%	100%	100%	100%	Extension of Practiseer testing station premises	Photos and Reports
I3	Maintain and upgrade quality municipal assets.	% progress in compliance with the developed Cemetery Management System	50%	100%	100%	100%	100%	100%	Cemetery management system	Cemetery management plan
		% progress in the maintenance of cemeteries.	25%	100%	40%	70%	100%	100%		Cemetery management plan
		% progress in the development of maintenance plan for parks and open spaces.	30%	100%	100%	100%	100%	100%	Parks and open space maintenance	Maintenance plan

Basic Service Delivery Key Performance Indicators (85% 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		
		% progress in the debushing and maintainance of open spaces.	0%	50%	20%	30%	40%	50%	Parks and open space maintenance	Maintenance plan
		% progress in the maintainance of parks.	0%	5%	100%	100%	100%	100%		Maintenance plan
I3	Maintain and upgrade quality municipal assets.	% progress in the maintainance of Ntoampe Sports Centre.	5%	100%	60%	100%	100%	100%		Maintenance plan
		R Value for the maintainance of parks ,open spaces, cemeteries and sports centres.	R0	R52 000	R30 000	R40 000	R52 000	R52 000		Copy of invoices
		% decrease in property damages due to fire		10%				10%		Photos and Reports
		% Progress on conducting feasibility study on existing MPCC	20%	100%	40%	80%	100%	100%	MPCC feasibility study	Reports
		% progress for the maintainance of Community halls at ward 7&16	0%	20%				20%	Community Halls	Photos and Reports
		% progress in the refurbishment and upgrading of Practiseer testing station	20%	100%	80%	100%	100%	100%	Refurbishment of Practiseer testing staton	Photos and Reports
		R-Value in the refurbishment and upgrading	R200 000	R332 043	R 300 000	R332 043	R332 043	R332 043		Copy of invoices

Basic Service Delivery Key Project Activities

BSC	Strategic Objective	Project Initiative	OPEX Budget 2008/09	CAPEX Budget 2008/09	Target Date	2008/09 Quarterly Activities			
						1st Q	2nd Q	3rd Q	4th Q
C3	Promote environmentally sound practices and social development	Vehicle Pound				Conduct a feasibility study and cost for the erection of a vehicle pound, draft policies and by - laws	Conduct a feasibility study and cost for the erection of a vehicle pound, draft policies and by - laws	Feasibly and costing completed, check the progress made on by - laws and policies	Submission of Business plan /Proposal for the project to the Councils for approval.
		Road safety				Participate in the Joint Operations for road safety	Submit a report for the September Joint road safety Operations	Submit a report for festive seasons Joint road safety Operations	Submit a report for easter Joint road safety Operations
		SAC projects				Monitoring and report on the implementation of the first quarter projects	Monitoring and report on the implementation of second quarter projects	Monitoring and report on the implementation of third quarter projects	Monitoring and report on the implementation of fourth quarter projects
		OR Tambo games						Monitor and Coordinate activities of O.R. Tambo games.	
		Mayoral Cup						Monitor and Coordinate activities of Mayoral Cup	
		Mayoral marathon					Monitor and Coordinate activities of Mayoral Marathon		
		Chess tournament					Monitor and Coordinate activities of Chess tournament		
		Indigenous games					Monitor and Coordinate activities of Indigeneous games		
		Beauty pageant				Monitor and Coordinate activities of Beauty Pageant			

Basic Service Delivery Key Project Activities

BSC	Strategic Objective	Project Initiative	OPEX Budget 2008/09	CAPEX Budget 2008/09	Target Date	2008/09 Quarterly Activities			
						1st Q	2nd Q	3rd Q	4th Q
C3	Promote environmentally sound practices and social development	Cultural shows							Monitor and Coordinate cultural show activities
		Mayoral golf tournament				Monitor and Coordinate golf tournament activities.			
		Library outreach				Monitoring and report on the implementation of the first quarter library outreach programme	Monitoring and report on the implementation of second quarter library outreach programme	Monitoring and report on the implementation of third quarter library outreach programme	Monitoring and report on the implementation of fourth quarter library outreach programme
		HIV/AIDS Strategy				Monitor and coordinate collation of HIV/AIDS statistics	Monitor and coordinate collation of HIV/AIDS statistics	Monitor and coordinate collation of HIV/AIDS statistics	Monitor and coordinate collation of HIV/AIDS statistics
		HIV/AIDS Campaigns					Monitor and coordinate World AIDS day activities	Monitor and coordinate Condom week activities	Monitor and coordinate candle light ceremony arrangements
		Disaster Management				Monitor the attendance of issues raised on the plan.			
						Monitor the process of awareness creation	Monitor the response period and the recoded statistics	Monitor the response period and the recoded statistics	Monitor the response period and the recoded statistics. Report to Council
		Animal Pound				Monitor the development of the implementation plan.	Monitor the implementation of the plan	Monitor the review of the plan	Prepare progress report
C2	Improve access to sustainable quality and affordable services	Mecklenburg Traffic centre				Conducting a feasibility study for the establishment of one stop traffic centre at Mecklenburg	Submission and presentation of Business plan /Proposal for the project to the portfolio committee for Exco and Council for recommendations	Submission of Business plan /Proposal for the project to the Council for approval.	Project completed

Basic Service Delivery Key Project Activities

BSC	Strategic Objective	Project Initiative	OPEX Budget 2008/09	CAPEX Budget 2008/09	Target Date	2008/09 Quarterly Activities			
						1st Q	2nd Q	3rd Q	4th Q
C2	Improve access to sustainable quality and affordable services	Mapodile MPCC				Participate in the implementation and report progress on the establishment of Mapodile MPCC to Council.	Participate in the implementation and report progress on the establishment of Mapodile MPCC to Council.	Participate in the implementation and report progress on the establishment of Mapodile MPCC to Council.	Participate in the implementation and report progress on the establishment of Mapodile MPCC to Council.
		Feasibility study - crematorium				Conduct a feasibility study for the establishment of Burgesfort cemetery with crematorium.	Submit recommendations following the feasibility study for the establishment of Burgesfort cemetery with crematorium to Council for approval	Facilitate acquisition of the land with ELD.	Finalise the report.
		Extension of Praktiseer testing station premises				Conducting of a feasibility study of the possibility of extension of practiseer testing station yard	Submission and presentation of Business plan /Proposal for the extension of practiseer testing station yard to the portfolio committee for Exco and Council Recommendations	Submission of Business plan /Proposal for the extension of practiseer testing station yard to the Council for approval.	Submission of Business plan /Proposal for the extension of practiseer testing station yard to the Council for approval.
I3	Maintain and upgrade quality municipal assets.	Cemetry management system				Development of maintenance plan and staff utilisation schedule for the maintenance of he cemtries	Review and monitor the functionality of the Cemetry management system	Review and monitor the functionality of the Cemetry management system	Review and monitor the functionality of the Cemetry management system
		Parks and open space maintenance				Development of maintenance plan and staff utilisation schedule for the maintenance of parks and open spaces	Review and monitor the functionality of the Parks and open space maintenance plan	Review and monitor the functionality of the Parks and open space maintenance plan	Review and monitor the functionality of the Parks and open space maintenance plan

Basic Service Delivery Key Project Activities

BSC	Strategic Objective	Project Initiative	OPEX Budget 2008/09	CAPEX Budget 2008/09	Target Date	2008/09 Quarterly Activities			
						1st Q	2nd Q	3rd Q	4th Q
I3	Maintain and upgrade quality municipal assets.	Ntoampe Sports Centre Maintenance plan				Development of maintenance plan and staff utilisation schedule for the maintenance of the Ntoampe Sports Centre	Review and monitor the functionality of the of the Ntoampe Sports Centre	Review and monitor the functionality of the of the Ntoampe Sports Centre	Review and monitor the functionality of the of the Ntoampe Sports Centre
		MPCC feasibility study				Review the MPCC utilization plan	Monitor and co-ordinate stake holder analysis and programme planning	Development of Feasibility plan utilisation of MPCC's	Development of Feasibility plan utilisation of MPCC's
		Community Halls							Facilitate signing of Service level agreements by departments

Financial Viability 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		
F3	Increase financial Viability through inceased revenue and efficient budget management	% recovery of traffic fines	n/a	35%	35%	35%	35%	35%	Traffic Fines	Regsiter and reports
		Total R Value collected from library membership	R1 000	R1 000	R200	R500	R750	R1 000	Libraries	Regsiter and reports

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	Traffic fines			Develop systems to improve the collection of traffic fines. Monitoring of the income and report to Council.	Develop systems to improve the collection of traffic fines. Monitoring of the income and report to Council.	Monitoring of the income and report to Council.	Monitoring of the income and report to Council.

Governance and Public Participation Key Performance Indicators (5% 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	12	3	6	9	Departmental meetings	Minutes and attendance register

Governance and Public Participation Project Activities

BSC	Strategic Objective	Project Initiative	Budget 2008/9	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	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	5	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	15	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		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	15	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	15	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	5	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	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	0				
Basic Service Delivery	85				
Local Economic Development (LED)	0				
Municipal Financial Viability and Management	10				
Good Governance and Public Participation	5				
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

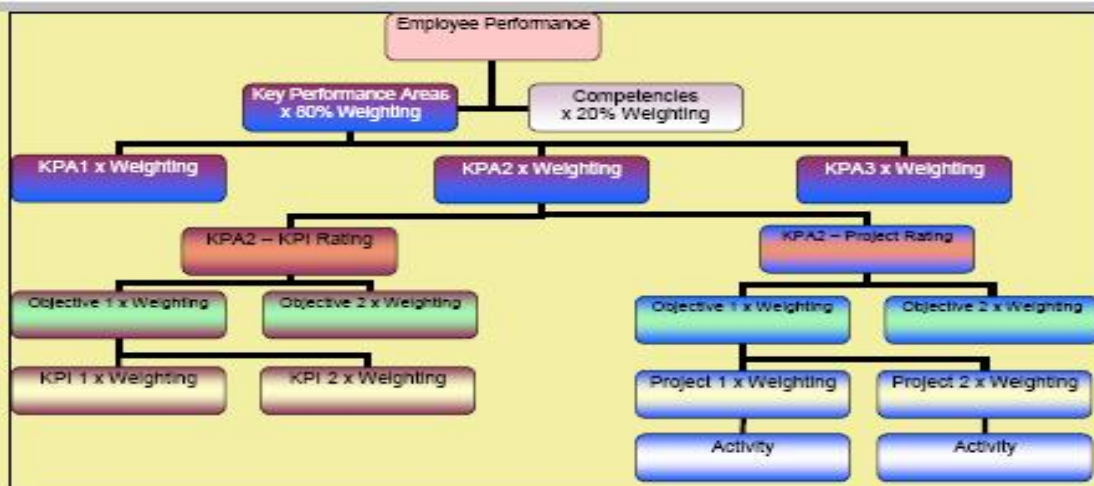
The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

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	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 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															
BSC	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				
F3	Increase financial viability through increased revenue and efficient budget management	60%	% financial viability (applicable i.e. MFMA)			11%	89%	30%	60%	75%	89%	Financial reports			
			R-value revenue sourced							497,079,000	497,079,000	Financial reports			
			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.