Annexure "A" to the Performance Agreement

2013-2014

Performance Plan

MOGALAKWENA

"A Place for Prosperity"

Name: Shella William Kekana

Position: Municipal Manager

Council Represented by: Cllr. Raisibe Melba Mabusela

Plan Period: 1 July 2013 – 30 June 2014

S.W.K
R.M

CONTENTS

S.W.K
R.M

1. INTRODUCTION

PURPOSE:

The performance plan defines the Council's expectations of the employee'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 the Municipality's Service Delivery and Budget Implementation Plan (SDBIP) and as reviewed annually.

STRATEGIC ALIGNMENT:

The Objects of Local Government as outlined in the Constitution, Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives per BSC are listed in the table below. The indicators and targets are aligned to contribute to the achievement of the objectives over the longer term, in so far it is relevant to the functions of the employee.

OBJECTS OF LOCAL GOVERNMENT	KPA	STRATEGIC OBJECTIVE
Provide democratic and accountable government for local communities	Municipal Transformation and Organisational Development	To ensure that all stakeholders within the institution are adequately capacitated and retained
	Financial Viability	Sound and efficient financial management
	Good Governance and Public Participation	Develop and implement efficient management and governance systems
Encourage the involvement of communities and community organisations in the matters of local government		To improve the quantity and quality of municipal infrastructure and services
Promote a safe and healthy environment	Service Delivery and Infrastructure Investment	To improve the quantity and quality of municipal infrastructure and services
Ensure the provision of services to communities in a sustainable manner.		
Promote social and economic development	Social and Local Economic Development	To create inclusive and well coordinated investment opportunities for the growth of the economy
		Improve the quality of lives through social development and the provision of effective community services

S.W.K
R.M

3

OBJECTS OF LOCAL GOVERNMENT	KPA	STRATEGIC OBJECTIVE
	Spatial and Environmental Management	Foster, regulate, maintain and promote a sustainable environment
		The optimum utilisation of land

2. PURPOSE OF THE POSITION

The employee undertakes to be committed to the following strategic intent of the municipality:

The **Vision**:

"To be thé leading, sustainable and diversified economic hub focused on community needs"

The Mission:

Mogalakwena municipality is committed to develop communities and promote economic growth by:

- ➤ *providing affordable and quality basic services;*
- ➤ *creating a sustainalbe environment for social and economic development; and*
- ➤ *being consultative, responsive and accountable*

The **Values**:

Driven by the needs of our communities, Mogalakwena Municipality will:

- ➤ *respect and uphold the Constitution,*
- ➤ *uphold the Code of Conduct for Councillors and Officials,*
- ➤ *ensure sound financial management, and*
- ➤ *uphold the Batho Pele principles.*

The employee is accountable and responsible for amongst others:

- ➤ The formation and development of an economical, effective, efficient and accountable administration that is equipped to carry out the task of implementing the municipality Integrated Development Plan (IDP) and responsible to the needs of the local community
- ➤ As Accounting Officer, the cost effective management of the municipality's budget and the timely implementation of resolutions
- ➤ The implementation of the municipality's IDP and monitoring the progress with the implementation of the plan
- ➤ The management and monitoring of Municipal services provided to local community in a sustainable and equitable manner
- ➤ The administration and implementation of the Municipality's by-laws and other legislation, including the implementation of National and Provincial directives, policies and legislation
- ➤ Exercising powers delegated to the Municipal Manager by the Municipal Council and other authorities of the Municipality
- ➤ Rendering administrative and strategic support to the Mayor and other political structures in Council

3. SERVICE DELIVERY AND PERFORMANCE INDICATORS

The indicators and targets for which the employee is responsible to achieve and report on follows:

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
KPA1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT						
IDP STRATEGIC OBJECTIVE: TO IMPROVE THE QUANTITY AND QUALITY OF MUNICIPAL INFRASTRUCTURE AND SERVICES						
PROGRAMME / FOCUS AREA: BUILDING CONTROL						
1	Average Number of days for the processing of building plans <500m2 YTD	30 days for plans <500m2 (as per NBR)	21 days for plans <500m2	Q1: 21 days for plans <500m2 Q2: 21 days for plans <500m2 Q3: 21 days for plans <500m2 Q4: 21 days for plans <500m2	Add up all the days it took to process each plan/ number of plans processed *100	Records
2	Average Number of days for the processing of building plans >500m2 YTD	60 days > 500m2 (as per NBR)	40 days > 500 m2	Q1: 40 days > 500 m2 Q2: 40 days > 500 m2 Q3: 40 days > 500 m2 Q4: 40 days > 500 m2	Add up all the days it took to process each plan/ number of plans processed *100	Records

S.W.K
R.M.

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
PROGRAMME / FOCUS AREA: ELECTRIFICATION						
3	Total number of households provided with access to basic level of electricity by the municipality (Excluding Eskom) y.t.d.	70284	1392 YTD	Q1: 0 YTD (Designs completed and approved by Eskom)	Count total number of households provided with electricity connections YTD	Finalisation reports from consultants
				Q2: 0 YTD (Contractors appointed. Medium Voltage networks and low voltage reticulation 50% completed)		
				Q3: 0 YTD (Medium Voltage networks and low voltage reticulation completed. 400 house connections completed)		
				Q4: 1392 house connections completed YTD		
4	Number of High mast lights installed and completed	92 (5 in 2012/2013)	6 high mast lights installed and completed	Q1: 0 YTD (Eskom connection applications completed. Tender for installation of high mast lights approved and advertised)	Count number of high mast lights installed YTD	Finalisation reports from the contractors
				Q2: 0 YTD (Eskom connections paid. Tender for installation of high mast lights awarded)		

S.WK

R.M

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
				Q3: 0 YTD (High mast light foundations completed)		
				Q4: 6 high mast lights installed and completed		
PROGRAMME / FOCUS AREA: ELECTRICITY LOSS CONTROL						
5	Percentage electricity loss	12.28%	11.00%	Q1: 11.5%	KWH billed/KWH purchased from Eskom *100	Monthly departmental reports
				Q2: 11.4%		
				Q3: 11.2%		
				Q4: 11%		
PROGRAMME / FOCUS AREA: ENERGY EFFICIENCY						
6	Number of awareness campaigns conducted on the installation of energy efficiency equipments through multi media	New	4	Q1: 1	Count number of campaigns held YTD	News paper clips, e-mails sent out, events arranged
				Q2: 2		
				Q3: 3		
				Q4: 4		
7	Number of investigations of implementing energy efficient generation heating/cooling conducted	New	1	Q1: Not applicable this quarter	Count number of investigations conducted YTD	Written proof of investigation conducted and implemented
				Q2: Not applicable this quarter		
				Q3: Not applicable this quarter		
				Q4: 1		
PROGRAMME / FOCUS AREA: FREE BASIC SERVICES						
8	Number of awareness campaigns conducted to update the indigent	New	4	Q1: 1	Count number of awareness campaigns held YTD	Notices, Newspaper adverts
				Q2: 2		
				Q3: 3		

S·W·K
R.M

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
	register			Q4: 4		
PROGRAMME / FOCUS AREA: HOUSING						
9	Number of RDP houses assessed for National Building regulations quality compliance	716	700	Q1: 0 YTD (Sites establishment. Final beneficiaries identification and verification)	Count number of RDP houses constructed YTD	Housing Assessment Reports
				Q2: 233 houses constructed		
				Q3: 466 houses constructed		
				Q4: 700 houses constructed		
PROGRAMME / FOCUS AREA: LANDSCAPING AND BEAUTIFICATION						
10	Number of trees planted	60	240	Q1: 60	Count number of trees planted	Reports
				Q2: 120		
				Q3: 180		
				Q4: 240		
11	Percentage progress with the development and compliance with the maintenance plan for cemeteries, parks, nursery, swimming pool, sport facilities and land fills sites	New	100% Implementation of maintenance plan	Q1: 75% (Approval of maintenance plan)	Determine % progress with process according to planned activities n the development of the maintenance plan. To determine % implementation of the maintenance plan calculate: Number of activities on the maintenance plan implemented YTD /	Maintance plan, reports
				Q2: 100% Implementation of activities on the maintenance plan		
				Q3: 100% Implementation of activities on the maintenance plan		

S.W.K
R.M

9

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
				Q4: 100% Implementation of activities on the maintenance plan	Number of activities on the maintenance plan to have been implemented YTD *100	
PROGRAMME / FOCUS AREA: ROADS AND STORM WATER						
12	Number of km's of gravel roads upgraded to tar (Bus and Taxi Route)	438 Km	36.8 km	Q1: 9.2 km Q2: 18.4 km Q3: 27.6 km Q4: 36.8 km	Count number of km's of gravel roads upgraded to tar YTD	Advertisements, Evaluation Report, Bid Adjudication minutes, Appointment Letters, Payment Certificate for site establishment, Invoices, Completion Certificate
13	Percentage Progress with the development of the road and storm water master plan	Development of Roads and Stormwater Master Plan (Urban and Peri- Urban)	100% Implementation (Urban and Peri-Urban)	Q1: 10% Progress (Preliminary designs (Urban and Peri Urban) Q2: 20% Progress (Advertisement for service provider for implementation) Q3: 70% Progress (Implementation of the plan (Urban and Peri-Urban)	Determine % progress with process according to planned activities	QBS Advertisements, Term of Reference, Preliminary Design Repor, Final Design, Adverts for Contractors, Invoices, Completion Certificate

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
				Q4: 100% Progress (Implementation of the plan (Urban and Peri-Urban)		
14	Number of km's of gravel roads to be regravelled YTD	207km	148km	Q1: 37km Q2: 74km Q3: 111km Q4: 148km	Count number of km's gravel roads regraveled YTD	Advertisements, Evaluation Report, Bid Adjudication minutes, Appointment Letters, Payment Certificate for site establishment, Invoices, Completion Certificate
15	Number of km's of dilapidated internal village streets regravelled and bladed YTD	37km	40km	Q1: 10km Q2: 20km Q3: 30km Q4: 40km	Count number of km's of delapidated internal village streets regravelled and bladed YTD	Advertisements, Evaluation Report, Bid Adjudication minutes, Appointment Letters, Payment Certificate for site establishment, Invoices, Completion Certificate
PROGRAMME / FOCUS AREA: HOUSEHOLD SANITATION						
16	Number of V.I.P toilets constructed in rural areas	600	500	Q1: 0 YTD (Site establishment and final beneficiaries' verification with constructor)	Count number of VIPs constructed YTD	VIP Toilet construction Report

S.W.P
R.M

11

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
				Q2: Construction of 166 VIP toilets		
				Q3: Construction of 332 VIP toilets		
				Q4: Construction of 500 VIP toilets		
PROGRAMME / FOCUS AREA: SEWER O&M						
17	Green drop rating	41%	70%	Q1: Not applicable this quarter (only applicable to 4th qtr)	Provide green drop audit rating received	Assessment Report
				Q2: Not applicable this quarter (only applicable to 4th qtr)		
				Q3: Not applicable this quarter (only applicable to 4th qtr)		
				Q4: 70%		
PROGRAMME / FOCUS AREA: SEWER RETICULATION						
18	Number of additional water borne sanitation connections provided	22159	128	Q1: 32	Count number of additional water borne sanitation connections provided YTD	Advertisements, Evaluation Report, Bid Adjudication minutes, Appointment Letters, Payment Certificate for site establishment, Invoices, Completion Certificate
				Q2: 64		
				Q3: 96		
				Q4: 128		
19	Total number of urban households with access to at least and above	22159	128	Q1: 32	Count number of urban households with access to at least and above minimum	Advertisements, Evaluation Report, Bid Adjudication minutes,
				Q2: 64		
				Q3: 96		

S.W.K
R.M

12

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
	minimum level of water borne sewer system			Q4: 128	level of water borne sewer system YTD	Appointment Letters, Payment Certificate for site establishment, Invoices, Completion Certificate
PROGRAMME / FOCUS AREA: SEWER TREATMENT FACILITIES						
20	Percentage progress with the construction of additional sewer plants WWTW (2x 5MI)	9.4MI	5% (Site establishment/ implementation)	Q1: 10% (Progress Appointment of consulting engineers)	Determine % progress with process according to planned activities	QBS Advertisements, Term of Reference, Preliminary Design Report, Final Design, Adverts for Contractors, Invoices, Completion Certificate
				Q2: 20% (Progress Preliminary design report and appointment)		
				Q3: 30% (Implementation)		
				Q4: 50% Progress (Site establishment/ implementation)		
21	Percentage progress with the construction of maturation ponds	Planning stage	100% (Site establishment/ implementation)	Q1: 10% Progress (Appointment of consulting engineers)	Determine % progress with process according to planned activities	QBS Advertisements, Term of Reference, Preliminary Design Report, Final Design, Adverts for Contractors,
				Q2: 20% Progress Preliminary design report and appointment		

SWK

R.M

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
				Q3: 100% Progress (Site establishment/ implementation)		Invoices, Completion Certificate
				Q4: 100% Progress (Site establishment/ implementation)		
PROGRAMME / FOCUS AREA: REFUSE REMOVAL AND SOLID WASTE DISPOSAL						
22	Number of households and businesses receiving weekly kerbside collection	52342	52342	Q1: 52342	Count number of households and businesses receiving weekly kerbside collection	Quarterly reports
				Q2: 52342		
				Q3: 52342		
				Q4: 52342		
23	Percentage progress with the development of the Integrated Waste Management Plan	None	100% Adopted Integrated Waste Management Plan	Q1: 50% (Draft Integrated Waste Management Plan)	Determine % progress with process according to planned activities	Process Plan, Drafts, Report.
				Q2: 90% (Adoption and implementation)		
				Q3: 100% (Submission to MEC)		
				Q4: Not applicable this quarter (awaiting new financial year to implement)		
24	Number of awareness programmes conducted on waste management	New	1	Q1: Not applicable	Count number of awareness campaigns held YTD	Reports
				Q2: Not applicable		
				Q3: Not applicable		

S.W.K
R.M

14

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
				Q4: 1 (as per availability of budget)		

PROGRAMME / FOCUS AREA: BASIC WATER SUPPLY

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
25	Number of households provided with access to basic level of water y.t.d.	74760 (Backlog 4380)	4380 basic level of water connections installed	Q1: 0 YTD (Planning Process on SCM) Q2: 0 YTD (Awarding of Bids and Appointment for Implementation) Q3: 2190 basic level of water connections installed Q4: 4380 basic level of water connections installed	Count number of households provided with access to basic level of water y.t.d.	Advertisements, Evaluation Report, Bid Adjudication minutes, Appointment Letters, Payment Certificate for site establishment, Invoices, Completion Certificate

PROGRAMME / FOCUS AREA: WATER PROVISION

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
26	Number of functional Boreholes	130	Total of 160 functional boreholes	Q1: 0 YTD (Planning Process based on SCM) Q2: 0 YTD (Awarding and Appointment)	Count number of functional Boreholes	Advertisements, Evaluation Report, Bid Adjudication minutes, Appointment Letters,

SWK
R.M

15

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
				Q3: 0 YTD (Implementation of project)		Payment Certificate for site establishment, Invoices, Completion Certificate
				Q4: Total of 160 functional boreholes		
PROGRAMME / FOCUS AREA: WATER - RETICULATION						
27	Number of new basic service water connections to be provided (Urban)	22159	36	Q1: 9 Q2: 18 Q3: 27 Q4: 36	Count number of new basic service water connections provided (Urban) YTD	Advertisements, Evaluation Report, Bid Adjudication minutes, Appointment Letters, Payment Certificate for site establishment, Invoices, Completion Certificate
28	Number of new yard water connections provided in peri-urban areas	0	2000 (Phola park)	Q1: 0 YTD (Procurement process) Q2: 1000 Q3: 1500 Q4: 2000	Count number of new yard water connections provided in peri-urban areas YTD	Advertisements, Evaluation Report, Bid Adjudication minutes, Appointment Letters, Payment Certificate for site establishment, Invoices, Completion Certificate
PROGRAMME / FOCUS AREA: WATER O&M						
29	Percentage water losses	26%	25%	Q1: 25% Q2: 25% Q3: 25% Q4: 25%	(Closing Stock-Closing stock as per reading) ÷ (Total water for the month) Closing stock = Total water - Billing	Quarterly Report

SHK
R.M

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
					Total Water = Opening balance + purchases	
30	Blue drop rating	60%	95%	Q1: Not applicable this quarter (only applicable to 4th qtr)	Provide blue drop audit rating received	Assessment Report
				Q2: Not applicable this quarter (only applicable to 4th qtr)		
				Q3: Not applicable this quarter (only applicable to 4th qtr)		
				Q4: 95%		
PROGRAMME / FOCUS AREA: ROAD SAFETY AND TRAFFIC CONTROL						
31	Number of speed checks conducted year to date	106	120	Q1: 30	Count No. of speed checks conducted year to date	Speed lists
				Q2: 60		
				Q3: 90		
				Q4: 120		
KPS 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
IDP STRATEGIC OBJECTIVE: TO DEVELOP AND IMPLEMENT INTEGRATED MANAGEMENT AND GOVERNANCE SYSTEMS						
PROGRAMME / FOCUS AREA: GRAP COMPLIANT ASSET REGISTER (ACCURACY AND COMPLETENESS)						
32	Percentage progress with the review and updating of asset register in line with GRAP standards.	2011/12 asset register	100% Complete asset register for 2012/2013)	Q1: 100% Complete asset register for 2012/2013)	Determine % progress with process according to planned activities	2012/2013 Asset Register
				Q2: Not applicable this quarter, completed in 1st quarter		
				Q3: Not applicable this quarter, completed in 1st quarter		

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
				Q4: Not applicable this quarter, completed in 1st quarter		
PROGRAMME / FOCUS AREA: MUNICIPAL BUILDINGS						
33	Percentage progress with the development and compliance with the maintenance plan for municipal buildings and assets	None	100% completion of development of the maintenance plan (as per availability of budget)	Q1: 0% Not applicable this quarter	Determine % progress with process according to planned activities	Invoices, Progress Report
				Q2: 0% Not applicable this quarter		
				Q3: 50% progress (Development of the draft maintenance plan (as per availability of budget))		
				Q4: 100% Approval of the maintenance plan (as per availability of budget)		
34	Percentage progress with the construction of new offices	0% progress (Planning Stage)	25% Progress (Implementation of construction)	Q1: 0% Progress (bid specification sitting)	Determine % progress with process according to planned activities	Advertisements, Evaluation Report, Bid Adjudication minutes, Appointment Letters, Payment Certificate for site establishment, Invoices, Completion Certificate
				Q2: 0% Progress (BAC and Advertisement)		
				Q3: 0% Progress (BAC-Award and Appointment)		
				Q4: 25% Progress (Implementation of construction)		

SWR
R.M

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
35	Percentage progress with the development and compliance with the maintenance plan for municipal buildings and assets	New	100% Progress with the development of the maintenance plan	Q1: 0% Not applicable this quarter	Determine % progress with process according to planned activities	Monthly reports and job cards
				Q2: 0% Not applicable this quarter		
				Q3: 50% Progress (Draft maintenance plan)		
				Q4: 100% (Maintenance plan approved)		
PROGRAMME / FOCUS AREA: MUNICIPAL LAND UTILIZATION						
36	Percentage progress with the servicing of Ext. 13	0	100% complete with implementation servicing Ext 13	Q1: 0% Progress (Planning)	Determine % progress with process according to planned activities	Invoices, Progress Report
				Q2: 0% Progress (Planning)		
				Q3: 50% progress (Implementation of project)		
				Q4: 100% complete with implementation servicing Ext 13		
PROGRAMME / FOCUS AREA: ANTI-CORRUPTION AND FRAUD						
37	Percentage of Premier hotline queries addressed and responded to within 3 days of receipt	100%	100%	Q1: 100%	Number of Premier hotline queries addressed and responded to within 3 days of receipt YTD / Number of Premier hotline queries received YTD *100	Register
				Q2: 100%		
				Q3: 100%		
				Q4: 100%		
38	Percentage of Presidential hotline	100%	100%	Q1: 100%	Number of Presidential hotline queries addressed	Register
				Q2: 100%		

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
	queries addressed and responded to within 3 days of receipt			Q3: 100%	and responded to within 3 days of receipt YTD / Number of Presidential hotline queries YTD *100	
				Q4: 100%		
PROGRAMME / FOCUS AREA: AUDITING						
39	Unqualified audit report	100% Unqualified audit report	100% Unqualified audit report	Q1: n.a.	100% = Unqualified Audit opinion	AG Report
				Q2: 100% Unqualified audit report		
				Q3: n.a.		
				Q4: n.a.		
PROGRAMME / FOCUS AREA: INTEGRATED PLANNING						
40	Percentage progress with the development and adoption of credible and quality IDP by May	100% final credible IDP adopted by end May	100% final credible IDP adopted by end May	Q1: 15% progress (Development and adoption of IDP process plan. IDP analysis phase conducted)	Determine % progress with process according to planned activities	Process Plan, Attendance Registers and Minutes for IDP Steering Committee, Council Resolution
				Q2: 30% progress (Finalisation of IDP analysis. IDP strategy phase developed)		
				Q3: 50% progress (IDP draft tabled)		
				Q4: 100% (Public participation process concluded and final IDP adopted by end May)		
PROGRAMME / FOCUS AREA: MONITORING AND EVALUATION						
41	Percentage of Senior	100%	100%	Q1: 100%	Number of Senior Managers	Signed agreements

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
	Managers (S57) with signed performance agreements year to date			Q2: 100% Q3: 100% Q4: 100%	(S57) with signed performance agreements year to date / number of filled senior manager positions *100	
42	Percentage progress with the compilation and submission of Annual Performance Report to AG by end August	100% APR completed and submitted to AG for auditing by end August	100% APR completed and submitted to AG for auditing by end August	Q1: 100% Q2: n.a. Q3: n.a. Q4: n.a.	Determine % progress with process according to planned activities	Acknowledgement of receipt from AG.
43	Percentage Progress with the compilation, submission and approval of Annual Report to Council and all stakeholders by end March	70%	100%	Q1: Not applicable this quarter Q2: Not applicable this quarter Q3: 100% Q4: Not applicable this quarter	Determine % progress with process according to planned activities	Council Resolutions
PROGRAMME / FOCUS AREA: MUNICIPAL COMMUNICATION						
44	Number of external newsletter issues developed and distributed to communities	0	4	Q1: 1 Q2: 2 Q3: 3 Q4: 4	Count the Number of external newsletter issues developed and distributed to communities YTD	Newsletters
PROGRAMME / FOCUS AREA: RISK MANAGEMENT						
45	Percentage progress with the review and	Risk Policy approved by	100% (Risk Management	Q1: Not applicable this quarter. To be completed in 4th qtr.	Determine % progress with process according to planned	Policy, Council resolutions

S.W.K
R.M

21

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
	approval of Risk Management related policies	2010	Policies Reviewed and Approved)	Q2: Not applicable this quarter. To be completed in 4th qtr.	activities	
				Q3: Not applicable this quarter. To be completed in 4th qtr.		
				Q4: 100% (Risk Management Policies Reviewed and Approved)		
PROGRAMME / FOCUS AREA: SPECIAL PROGRAMMES (Youth, Disability, Gender, Hiv/Aids)						
46	Number of gender awareness campaigns held successfully	1	2	Q1: Not applicable this quarter	Count Number of gender awareness campaigns held successfully	Invitations, attendance registers
				Q2: 1		
				Q3: Not applicable this quarter		
				Q4: 2 YTD		
47	Number of youth awareness campaigns held successfully	1	1	Q1: Not applicable this quarter	Count Number of youth programmes held successfully	Invitations, attendance registers
				Q2: Not applicable this quarter		
				Q3:Not applicable this quarter		
				Q4: 1		
48	Number of elderly awareness campaigns held successfully	1	1	Q1: Not applicable this quarter	Count Number of elderly awareness campaigns held successfully	Invitations, attendance registers
				Q2: 1		
				Q3: Not applicable this quarter		
				Q4: Not applicable this quarter		
49	Number of disability awareness campaigns held	1	1	Q1: Not applicable this quarter	Count Number of disability awareness campaigns held	Invitations, attendance registers
				Q2: 1		
				Q3: Not applicable this quarter		
				Q4: Not applicable this quarter		

S.W.K
R.M

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
50	Number of HIV/AIDS awareness campaigns held	1	1	Q1: Not applicable this quarter Q2: 1 Q3: Not applicable this quarter Q4: Not applicable this quarter	Count Number of HIV/AIDS awareness campaigns held	Invitations, attendance registers
PROGRAMME / FOCUS AREA: WARD COMMITTEES						
51	Number ward committees that are functional	18	32	Q1: 32 Q2: 32 Q3: 32 Q4: 32	Count Number ward committees that are functional	Ward reports
KPA3: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT						
IDP STRATEGIC OBJECTIVE: SOUND AND EFFICIENT FINANCIAL MANAGEMENT						
PROGRAMME / FOCUS AREA: BUDGET AND REPORTING						
52	Percentage progress with the timeous tabling of budget to Council	100% submission of budget to council	100% submission of draft and final budget to council by end May	Q1: Not applicable this quarter Q2: Not applicable this quarter Q3: 50% progress (submission of adjustment budget (end February) and draft budget (end March) to council) Q4: 100% progress (public participation, compilation of final budget and submitted to Council for adoption by end May)	Determine % progress with process according to planned activities	Council Resolutions
53	Percentage progress with the timeous	100% submission of	100% submission of AFS to AG by end	Q1: 100% submission of AFS to AG by end August	Determine % progress with process according to planned	Acknowledgement of receipt from AG.

S.W.K

R.M

23

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
	submission of the Annual Financial Statements to AG.	AFS to AG by end August	August	Q2: Not applicable this quarter	activities	
				Q3: Not applicable this quarter		
				Q4: Not applicable this quarter		
54	Number of Sec. 71 Reports submitted to Provincial and National Treasury	12 in total - 3 Reports per quarter (OSA, CAA, CFA, BSAC,AD, AC, RME)	12 in total - 3 Reports per quarter (OSA, CAA, CFA, BSAC,AD, AC, RME)	Q1: 3 Reports (OSA, CAA, CFA, BSAC,AD, AC, RME)	Count Number of Sec. 71 Reports submitted to Provincial and National Treasury per quarter	Proof of submission, acknowledge of receipt
				Q2: 3 Reports (OSA, CAA, CFA, BSAC,AD, AC, RME)		
				Q3: 3 Reports (OSA, CAA, CFA, BSAC,AD, AC, RME)		
				Q4: 3 Reports (OSA, CAA, CFA, BSAC,AD, AC, RME)		
55	Number of Sec. 71 (C. Schedule Format) Reports submitted to Council	Total of 12 reports - 3 Reports per quarter	Total of 12 reports - 3 Reports per quarter	Q1: 3 Reports	Count Number of Sec. 71 (C. Schedule Format) Reports submitted to Council per quarter	Council Resolutions
				Q2: 3 Reports		
				Q3: 3 Reports		
				Q4: 3 Reports		
PROGRAMME / FOCUS AREA: CAPITAL EXPENDITURE						
56	Percentage capital budget spent	13%	100%	Q1: 20%	R-value capital budget spent YTD / R-value total capital budget *100	Trial Balance
				Q2: 50%		
				Q3: 75%		
				Q4: 100%		
57	Percentage MIG Spending- Capital Expenditure	47%	100%	Q1: 20%	R-value MIG spending - capital expenditure YTD / R-value total MIG funding allocated *100	Progress Report
				Q2: 50%		
				Q3: 75%		
				Q4: 100%		
58	Percentage ORWRDP	30% (R500m)	12% (R90m)	Q1: 3%	R-value ORWRDP spent to	Progress Report

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
	Spending (programme Implemented in phases) R1.35b (Expenditure to date R500m)			Q2: 6% Q3: 9% Q4: 12%	date / R-value total ORWRDP allocated *100	
PROGRAMME / FOCUS AREA: EXPENDITURE MANAGEMENT						
59	Percentage of creditors paid within 30 days (as per MFMA S65) of receipt of invoice and all necessary supporting documentation	New target	100%	Q1: 100% Q2: 100% Q3: 100% Q4: 100%	Number of creditors paid within 30 days (as per MFMA S65) of receipt of invoice and all necessary supporting documentation YTD / number of invoices and all necessary supporting documentation received YTD *100	Payment vouchers
PROGRAMME / FOCUS AREA: REVENUE ENHANCEMENT AND CREDIT CONTROL						
60	Revenue collection rate (as per MBRR SA8)	82%	87%	Q1: 85% Q2: 85% Q3: 86% Q4: 87%	R-value revenue collected YTD / R-value revenue billed *100	Trial Balance
61	Percentage Cost coverage (as per MBRR SA8)	21.8%(1.06)	12.6% or >1	Q1: 12.6% or >1 Q2: 12.6% or >1 Q3: 12.6% or >1 Q4: 12.6% or >1	(R-value available cash + R-value investments) / r-value monthly fixed operational expenditure *100	Trial Balance
62	Percentage Outstanding service debtors to revenue	37.1%(audited)	34.8%	Q1: 34.8% Q2: 34.8% Q3: 34.8% Q4: 34.8%	Total r-value outstanding service debtors / r-value revenue received for debtors YTD *100	Trial Balance; Debtors Age Analysis
63	Percentage debt over	15%	20%	Q1: 5%	R-value debt outstanding for	Age Analysis

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
	90 days (reduce by 5 % each quarter)			Q2: 5%	longer than 90 days / total r-value outstanding debt *100	
				Q3: 5%		
				Q4: 5%		
64	Percentage of budgeted revenue (as per quarterly projections) for property rates collected	78%	85%	Q1: 85%	R-value budgeted revenue received YTD / r-value revenue projected to have received YTD *100	Trial Balance
				Q2: 85%		
				Q3: 85%		
				Q4: 85%		
PROGRAMME / FOCUS AREA: SUPPLY CHAIN MANAGEMENT						
65	Percentage tenders and bids awarded within 90 days after closure of advertisement	7.30%	100%	Q1: 100%	Number of tenders and bids awarded within 90 days after closure of advertisement YTD / number of bids that have closed YTD *100	Register
				Q2: 100%		
				Q3: 100%		
				Q4: 100%		
KPA4: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT						
IDP STRATEGIC OBJECTIVE: TO ENSURE THAT ALL STAKEHOLDERS WITHIN THE INSTITUTION ARE ADEQUATELY CAPACITATED						
PROGRAMME / FOCUS AREA: STAFF RETENTION						
66	Percentage of budgeted new positions on the organogram filled	38.7%	100%	Q1: 25%	Number of budgeted new positions on the organogram filled YTD / number of budgeted new positions on the organogram *100	Report
				Q2: 50%		
				Q3: 75%		
				Q4: 100%		
67	No. people from employment equity groups employed in the three highest levels of management in	6 (out of 7)	12 (out of 13)	Q1: 12 (out of 13)	Count number of people from employment equity groups (black people, women, disabled i.e. Only white males are excluded and	Report
				Q2: 12 (out of 13)		
				Q3: 12 (out of 13)		
				Q4: 12 (out of 13)		

S.W.K
R.M

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
	compliance with the municipality's approved employment equity plan				foreigners) employed in the three highest levels of management (MM, Managers, Deputy Managers)	
PROGRAMME / FOCUS AREA: TRAINING AND DEVELOPMENT						
68	Percentage of municipality's (personnel) budget actually spent on implementing its workplace skills plan	0.50%	0.02%	Q1: 0.02% Q2: 0.02% Q3: 0.02% Q4: 0.02%	R-value spent on training YTD / Total R-value personnel budget spent YTD *100	Trial Balance
KPA5: SOCIAL AND LOCAL ECONOMIC DEVELOPMENT						
IDP STRATEGIC OBJECTIVE: IMPROVE THE QUALITY OF LIVES THROUGH SOCIAL DEVELOPMENT AND THE PROVISION OF EFFECTIVE COMMUNITY SERVICES						
PROGRAMME / FOCUS AREA: LIBRARIES						
69	Number of books circulated per quarter	5000	Total of 23000 for the year	Q1: 6000 Q2: 4000 Q3: 7000 Q4: 6000	Count Number of books circulated YTD	Progress Report
PROGRAMME / FOCUS AREA: FACILITATE LED & ECONOMIC GROWTH THROUGH APPROPRIATE PLANS AND STRATEGIES						
70	No. of jobs created through LED initiatives	2030	200	Q1: 50 Q2: 100 Q3: 150 Q4: 200	Count No. of jobs created through LED initiatives YTD	Job creation report
71	Percentage Implementation of the LED Strategy and plans	Approved LED strategy and Tourism	20%	Q1: 5% Q2: 10% Q3: 15%	Number of activities listed on the LED Strategy and plans implemented YTD / Number	LED implementation report

S.W.K
R.M

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
		Strategy, Investment attraction and retention strategy		Q4: 20%	of activities listed on the LED Strategy and plans *100	
PROGRAMME / FOCUS AREA: JOB CREATION						
72	No. of jobs created through infrastructure projects related to Electrical Services	0	50	Q1: Not applicable for the quarter Q2: 15 Q3: 50 Q4: 50	Count No. of jobs created through infrastructure projects related to Electrical Services YTD	Project progress reports containing the amount of employees hired from the municipal area.
73	Number of jobs created through infrastructure projects related to Community Services	0	60	Q1: Not applicable for the quarter Q2: 20 YTD Q3: 40 YTD Q4: 60 YTD	Count No. of jobs created through infrastructure projects related to Community Services YTD	Report
74	No. of jobs created through infrastructure projects related to Technical Services	1127	2438	Q1: 609 Q2: 1218 Q3: 1827 Q4: 2438	Count No. of jobs created through infrastructure projects related to Technical Services YTD	Report
KPA6: SPATIAL AND ENVIRONMENTAL MANAGEMENT						
IDP STRATEGIC OBJECTIVE: FOSTER, REGULATE, MAINTAIN AND PROMOTE A SUSTAINABLE ENVIRONMENT						
PROGRAMME / FOCUS AREA: FIRE SERVICES						
75	Number of fire prevention awareness sessions for different	13	28	Q1: 7 Q2: 14 Q3: 21	Count Number of fire prevention awareness sessions for different	Forms or letters

28

S.W.K
R.N

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
	institutions YTD			Q4: 28	institutions YTD	
IDP STRATEGIC OBJECTIVE: TO ENSURE THE OPTIMUM UTILISATION OF LAND						
PROGRAMME / FOCUS AREA: TOWN PLANNING						
76	Percentage Implementation of Environmental planning tools	Approved Environmental Management Plan	100% (Compliance to Environmental Planning Tools)	Q1: 100% (Compliance to Environmental Planning Tools)	Number of Environmental planning tools implemented YTD / number of identified environmental planning tools *100	Environmental Planning Tools Implementation Report
				Q2: 100% (Compliance to Environmental Planning Tools)		
				Q3: 100% (Compliance to Environmental Planning Tools)		
				Q4: 100% (Compliance to Environmental Planning Tools)		
77	Percentage Progress with the review of the Spatial development framework	Spatial development framework adopted in 2009.	100% Adoption of reviewed Spatial development frame work	Q1: 10% Progress (SDF review inception report)	Determine % progress with process according to planned activities	Work Plan on review, Minutes and Attendance Registers for consultations, Council Resolution
				Q2: 40% progress (SDF review report)		
				Q3: 80% progress (SDF review report)		
				Q4: 100% SDF reviewed and adopted by council		

KPI NO	PERFORMANCE INDICATORS	BASELINE (2012-2013)	ANNUAL TARGET (2013-2014)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
78	Percentage progress with the development of the CBD plan	Draft CBD Plan	100% Adoption of the CBD plan	Q1: 10% Progress (Consolidation of inputs from internal departments)	Determine % progress with process according to planned activities	Report, Minutes and Attendance Registers for consultations, Council Resolution
				Q2: 50% (Consultation with stakeholders)		
				Q3: 75% (Submission of report to council)		
				Q4: 100% Adoption of the CBD plan		

S.W.K
R.M

4. RE COMPETENCY REQUIREMENTS

The core competencies the employee should conform to and will be assessed and evaluated against follows:

CORE MANAGERIAL COMPETENCIES	DEFINITION	DIMENSIONS MEASURED	WEIGHT %
Strategic Capability and Leadership	Must be able to provide a vision, set the direction for the organisation and inspire others in order to deliver on the organisational mandate	Annual Performance Reporting; Lead People; Strategy and Task Execution; Strategic Planning; Governance and Management Frameworks	15%
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to deliver the desired outputs	Project/Programme Planning; Execution and Reporting	n.a.
Financial Management	Must be able to compile and manage budgets, control cash flow, institute risk management and administer tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives	Financial Planning: MFMA, MTEF and MTSF; Financial Budget Execution and Reporting (in Year Monitoring and Reporting) AG Report	20%
Change Management	Must be able to initiate and support organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	Change Vision, Planning and Strategy; Process Improvement; Organisation Design; Policy Change and Execution; Change Results; Impact Monitoring and Evaluation	n.a.
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organisation	Knowledge and Learning; Technology Usage; Knowledge Strategies; Information Sharing Sessions; Integration of Knowledge and Partnership Development	10%

S-W'K
R-M

CORE MANAGERIAL COMPETENCIES	DEFINITION	DIMENSIONS MEASURED	WEIGHT %
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational goals	Innovation; Processes, Policy and Structures; Application of Best Practice	15%
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	Identify, Analyse and Resolve Problems in timely manner; Contingency Plans and Anticipate Problems	10%
People Management and Empowerment	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals	Employee Relations; Diversity Management; HR Planning: Management and Development	15%
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice	Application of Batho-Pele Principles; Service Delivery knowledge; Coaching and Mentoring Others; Cost, Time, Budget, Quality, and Targets Consciousness	15%
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	Information and Ideas; Stakeholder Communication; Communication Strategy; Marketing and Branding; Use of Language; Negotiation and Bargaining	n.a.
Honesty and Integrity	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	High standard; Ethical and Moral Conduct; Confidentiality and Trust; Treat everyone with Respect; Responsible and Accountable; Shares information freely; Acts against Corruption	n.a.

More details related to each competency is attached as Annexure A1 to this plan.

5.   SUMMARY SCORECARD

In terms of Regulation 805 of 2006, the employee will be scored on a ratio of 80% for key performance areas (KPAs) and 20% for core competency requirements (CCRs). It is also required that the KPAs relevant to the employees functions also be weighted in terms of importance out of a total of 100%, contributing to the 80% contribution to KPAs. It is also necessary to allocate weightings amongst KPIs and projects where relevant. A summary of the total weightings are indicated below:

POSITION OUTCOMES/OUTPUTS	KPA WEIGHTINGS	KPI / PROJECT WEIGHTING		ASSESS WEIGHTING
Key Performance Areas				**80%**
Municipal Transformation and Organisational Development	10%	KPI's	100%	
Basic Service Delivery and Infrastructure Investment	30%	KPI's	100%	
Social and Local Economic Development	5%	KPI's	100%	
Municipal Financial Viability and Management	20%	KPI's	100%	
Good Governance and Public Participation	30%	KPI's	100%	
Spatial and Environmental Management	5%	KPI's	100%	
Total	**100%**			
Core Competency Requirements (CCRs)				**20%**

33

6. RATING SCALES

The assessment of the performance of the Employee will be based on the following rating scale for KPAs and CCRs:

Level	Terminology	Description
5	Outstanding 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.
4	Performance significantly above expectations	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.
3	Fully effective	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.
2	Performance not fully effective	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.
1	Unacceptable performance	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.

7. PERFORMANCE ASSESSMENT PROCESS

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

1. Performance Assessment:
   1.1. Formal assessment between employee and employer will take place twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly assessments respectively.
   1.2. Actual performance against the targets will be captured in preparation for the assessments.
   1.3. Scores of 1-5 will be calculated based upon the progress against targets.
   1.4. KPI's and targets are audited before assessment date and their findings must accompany the Performance Plans.
   1.5. The employer must keep a record of the mid-year assessment and annual assessment meetings.

2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.

3. The process for determining Employee ratings are as follows:
   3.1. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.
   3.2. The employee to motivate for higher ratings where applicable.
   3.3. The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
   3.4. The panel scores are averaged to derive at a total score per KPI / Activity /CCR. Overall scores are calculated by taking weightings into account where applicable.
   3.5. The final KPA's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.

4. The five point rating scale referred to in regulation 805 correspond as follows:

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167

5. The assessment rating calculator is used to calculate the overall % score for performance.

6. Annual performance evaluation to determine the final ratings and scores as well as recommend performance bonuses will be conducted by the appropriate panel as constituted by Regulation 805 of 2006.

7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in table below:

% Rating Over Performance	% Bonus
130-149%	5-9%
150% and above	10-14%

8. The Personal Development Plan (PDP) can be reviewed after the performance evaluation had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.
9. The results of the annual performance evaluation will be submitted to the performance audit committee for final approval of the assessment/s /evaluations.
10. Performance bonus, based upon the annual evaluation, will be subject to approval by Council.
11. The performance evaluation results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the Province.

8. APPROVAL

The process followed ensures individual alignment to the strategic intent of the institution and gives 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	Undertaking of the employee
On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.	I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.
Signed and accepted on behalf of Council:	Signed and accepted by the Employee:
R.M.Matousela	
DATE: 04.12.2013	**DATE:** 04/12/2013

37

The details pertaining to the Core Managerial Competencies follows:

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Strategic Capability and Leadership	• Understands organisational and departmental strategic initiatives; • Describes how specific tasks link to organisation's strategies; • Aligns and prioritises own action plans to organisational strategies; and • Demonstrates commitment through actions.	• Gives direction to team in realising the organisation's strategic objectives; • Impacts positively on team morale; • Develops action plans to execute strategic initiatives; • Assists in defining performance measures to evaluate the success of strategies; • Identifies and communicates obstacles to executing specific strategies; • Supports stakeholders in achieving their goals; • Inspires staff with own behaviour - "walks the talk"; • Manages and takes calculated risks; • Communicates strategic plan to the organisation; and • Utilises strategic planning methods and tools.	• Evaluates all activities to determine value added and alignment with the organisation's strategic goals. • Displays and contributes in-depth knowledge to strategic planning at the organisational level; • Ensures alignment of strategies across various functional areas to the organisation strategy; • Defines performance measures to evaluate the success of organisation's strategy; • Monitors and reviews strategic plans consistently and takes corrective action; • Promotes organisation's mission and vision to all relevant stakeholders; • Empowers others to deal with complex and ambiguous situations; • Achieves agreement or consensus in an adversarial environment; • Guides the organisation through complexity and uncertainty of vision; • Leads and unites diverse workgroups across divisions to achieve organisational objectives; and • Develops and implements risk management.

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Programme and Project Management	• Commences project after go-ahead from higher authority;• Understands procedures of project management, its implications and the importance of stakeholder involvement;• Understands the outcome of the project in relation to organisation's goals;• Displays basic project management skills;• Documents and communicates issues and risks associated with own work;• Uses results of other successfully completed projects as points of reference; and• Applies existing policies in own field of work.	• Establishes broad stakeholder involvement and communicates the project status and key milestones;• Defines roles and responsibilities for project team members and clearly communicates expectations;• Balances quality of work with deadlines and budget;• Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan;• Uses computer software programmes to help manage project;• Sets and manages service level agreements with contractors;• Provides advice and guidance on policies; and• Complies with statutory requirements and apply policies consistently.	• Manages multiple projects and balances priorities;• Manages risks across multiple projects;• Modifies project approach and budget without compromising the quality of outcomes and the desired results;• Involves top-level political authority and other relevant stakeholders in the buying process;• Keeps abreast and applies international trends in project management;• Motivates and coaches project teams to achieve highest project results; and• Monitors policy implementation and puts in place procedures to manage risks.

SWK
R.M

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Financial Management	• Articulates basic financial concepts and techniques as they relate to organisational/departmental processes and tasks (e.g. performance budgeting and value for money);• Displays awareness of the different sources of financial data, reporting mechanisms and financial processes and systems;• Understands importance of financial accountability;• Understands the necessity for asset control;• Recognises key expenditure and financial accounting and reporting concepts;• Performs key financial management processes (expenditure, accounting and reporting) with guidance/direction;• Tracks and measures actual expenditure against budget; and• Understands the role of an audit function.	• Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate;• Assesses, manages and monitors financial risks;• Prepares financial reports based on prescribed format;• Understands and weighs up financial implications of propositions;• Controls assets according to prescribed policies and procedures;• Understands, analyses and monitors financial reports;• Allocates resources to established goals and objectives;• Manages expenditure in relation to cash flow projections;• Ensures effective utilisation of financial resources;• Develops corrective measures/actions to ensure alignment of budget to financial resources;• Prepares and manages own budget in line with the strategic objectives of the organisation; and	• Takes ownership of key planning, budgeting and forecasting processes and answers questions related to topics within own responsibility;• Manages financial planning, forecasting and reporting processes;• Prepares budgets that are aligned to the strategic objectives of the organisation\department;• Addresses complex budgeting and financial management issues;• Formulates long term financial plans and resource allocations;• Develops and implements systems, procedures and processes in order to improve financial management;• Advises on policies and procedures regarding asset control;• Dynamically allocates resources according to internal and external objectives (broader government objectives);• Develops expenditure Key Performance Indicators (KPIs);• Succeeds in achieving maximum results with limited resources;• Assists others with financial accounting\reporting tasks;• Coaches and teaches others on key financial concepts; and• Analyses projections in reports.

$S.W.K$
$R.M.$

40

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Change Management	• Communicates status, benefits and issues relating to change;• Identifies gaps between the current and the desired situation and reasons for resistance to change;• Accepts and successfully performs a supporting role in the change effort;• Identifies the need for change;• Participates in change programmes and piloting of change initiatives; and• Understands the impact of change initiatives on the organisation within the broader political and social context.	• Performs analysis to determine the impact of changes in the social, political and economic environment;• Initiates, supports and encourages new ideas;• Volunteers to lead change efforts outside of own work team;• Consults and persuades all the relevant stakeholders of the need for change;• Proactively seeks new opportunities for change;• Identifies and assists in resolving resistance to change with stakeholders; and• Designs activities to enable change that are aligned to the organisational objectives.	• Monitors results of change;• Secures buy-in and sponsorship for change efforts;• Designs, develops, evaluates and continuously improves the overall change strategy;• Customises and applies approaches to facilitate change;• Capitalises on relationships with various stakeholders in establishing strategic alliances in facilitating change efforts;• Leads major change programmes;• Benchmarks change initiatives and strategies against best practice;• Exhibits sensitivity to dynamics within the organisation which affect how quickly change is accepted;• Takes calculated risks and is constantly seeking new ideas from leading edge organisations and external sources;• Defines outcomes and measurement criteria for change programmes; and• Creates innovative ways of reinforcing change, rewarding change acceptance and discouraging change resistance.

SWK
R.M

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Knowledge Management	• Collects, categorises and tracks relevant information required for specific tasks and projects;• Analyses and interprets information to draw conclusions;• Seeks new sources of information to increase own knowledge base; and• Shares information and knowledge with co-workers.	• Uses appropriate information systems to manage organisational knowledge;• Uses modern technology to stay abreast of world trends and information;• Evaluates information from multiple sources and uses information to influence decisions;• Creates mechanisms and structures for sharing of knowledge in the organisation;• Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organisational efficiency;• Promotes the importance of knowledge sharing within own area;• Adapts and integrates information from multiple sources to create innovative knowledge management solutions; and• Nurtures a knowledge-enabling environment.	• Anticipates future knowledge management requirements and systems;• Develops standards and processes to meet future knowledge management requirements;• Shares and promotes best practices across the organisation;• Coaches others on knowledge management techniques;• Monitors and measures knowledge management capability in organisation;• Creates a culture of a learning organisation; and• Holds motivational sessions with colleagues to share information and new ideas.

S.W.K

R.M

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Service Delivery Innovation	• Recommends new ways of performing tasks within own function; • Identifies and seeks potential sources of new ideas and approaches to enhance service delivery; • Proposes simple remedial solutions to simple service delivery orientated problems; and • Listens to the ideas and perspectives of others and explores opportunities to enhance these ideas.	• Consults clients and stakeholders on ways to improve the delivery of services; • Communicates the benefits of service delivery improvement opportunities to stakeholders; • Identifies internal process improvement opportunities; • Identifies and analyses opportunities where innovative ideas can lead to improved service delivery; • Creates mechanisms to encourage innovation and creativity within functional area and across the organisation; and • Implements innovative service delivery options in own department/organisation.	• Formulates and implements new ideas throughout the organisation; • Ensures buy-in from key stakeholders; • Consults and utilises international best practices on Service Delivery Innovation; • Aligns the Service Delivery Innovation initiatives with the latest technology; • Researches needs of clients; • Coaches others on innovation techniques; and • Inspires service providers to improve delivery of services.
Problem Solving and Analysis	• Understands the basic steps in problem solving and analysis and solves basic problems using organisation guidelines;• Identifies when to solve problems independently and when to consult others for resolution beyond own authority;• Participates actively and constructively in problem solving discussions; and• Identifies and documents issues associated with problems.	• Explains potential impact of problems to own working environment;• Demonstrates logical problem solving approach and provides rationale for proposed solutions;• Determines root causes of problems;• Demonstrates objectivity, thoroughness, insightfulness, and probing behaviours when approaching problems; and• Demonstrates the ability to break down complex problems into manageable parts and identify solutions.	• Coaches others on the analytical techniques and problem solving methods;• Anticipates organisational problems and strategises to counteract potential impact;• Involves the appropriate people, to resolve complex, inter-departmental problems;• Generates various solutions/ options and contingency plans for problems;• Identifies the impact of solutions on multiple areas within the organisation; and• Develops contingency measures and explores various problem solving options.

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
People Management and Empowerment	• Participates in team goal setting and problem solving;• Interacts and collaborates with diverse groups of people;• Understands team strengths, weaknesses and preferences; and• Is aware of the appropriate steps and guidelines for employee development and feedback, but not yet fully able to implement these.	• Seeks opportunities to increase personal contribution and level of responsibility;• Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches;• Delegates and empowers others to increase contribution and level of responsibility;• Applies labour and employment legislation and regulations consistently;• Facilitates team goal setting and problem solving;• Recognises differences between individuals, cultures and teams and provides developmental feedback in accordance with performance management principles;• Adheres to internal and national standards with regards to human resource practices;• Identifies competencies required and suitable resources for specific tasks;• Displays personal interest in the well-being of colleagues;• Able to manage own time as well as time of colleagues and other stakeholders; and• Manages conflict through a participatory approach.	• Analyses ineffective team and work processes and recommends improvement;• Recognises and rewards desired behaviours and results;• Mentors and counsels others;• Addresses balance between individual career expectations and organisational needs;• Considers developmental needs of personnel when building teams and assigning tasks;• Establishes an environment in which personnel can maximise their potential;• Guides others on managing people;• Inspires a culture of performance excellence by giving positive and constructive feedback to the team;• Creates links among various individuals, cultures and teams and instill a common sense of identity towards the achievement of goals;• Shares knowledge of the big picture to help others understand their role; and• Creates a culture of continuous learning and development.

44

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Client Orientation and Customer Focus	• Acknowledges customers rights;• Applies customer knowledge to improve own organisation or department;• Maintains good relationship with customers and understands their priorities; and• Redirects queries to the most appropriate person/ solution provider and follows through to ensure customer needs are met.	• Develops clear and implementable service delivery improvement programmes;• Identifies opportunities to exceed the expectations of customers;• Designs internal work processes to improve customer service;• Adds value to the organisation by providing exemplary customer service; and• Applies customer rights in own work environment.	• Coaches others about the importance and application of customer and client knowledge;• Fosters an environment in which customer satisfaction is valued and delivered;• Addresses and resolves high-risk, high profile stakeholder issues; and• Takes advantage of opportunities to learn about stakeholders and brings this information to own functional area.
Communication	• Shows understanding for communication tools appropriate for the audience but needs assistance in utilising them; • Expresses ideas in a clear and coherent manner but not always taking into account the needs of the audience; and • Assimilates information reasonably well.	• Expresses ideas to individuals and groups both in formal and informal settings; • Receptive to alternative viewpoints; • Adapts communication content and style according to the audience; • Delivers messages in a manner that gains support, commitment and agreement; • Compiles documents on complex matters that are clear, concise and well structured; • Communicates controversial sensitive messages to stakeholders tactfully; • Listens well and is receptive; and • Encourages participation and mutual understanding.	• Communicates high risk sensitive matters to all relevant stakeholders; • Develops well defined communication strategy; • Balances political views with organisational needs; • Steers negotiations around complex issues and arrive at a win/win situation; • Markets and promotes the organisation to external stakeholders; and • Communicates with the media without compromising the integrity of the organisation.

S.W.K
R.M

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Honesty and Integrity	• Follows through on commitments under supervision; and• Follows the rules and regulations of the organisation.	• Conducts self in accordance with organisational values;• Reports fraud, corruption, nepotism and maladministration;• Honours the confidentiality of matters;• Deals promptly, where conflict of interest arises;• Establishes trust and shows confidence in others;• Treats all employees with equal respect;• Takes responsibility for own actions;• Undertakes roles and responsibilities• Shares information openly, whilst respecting the principle of confidentiality.	• Develops and applies self-corrective measures;• Makes proposals;• Promotes transparent and accountable administration;• Acts decisively against corrupt and dishonest conduct;• Promotes the values and beliefs of the organisation internally and externally;• Co-operates with others and works as a team; and• Oversees the acceptance of responsibility and accountability in the organisation