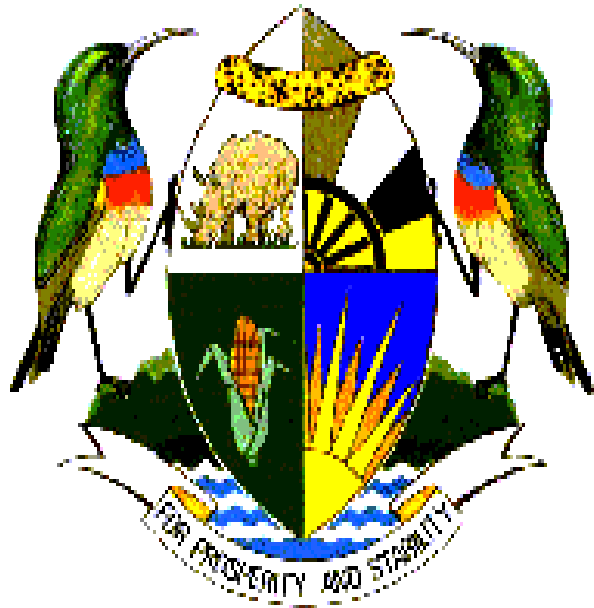


Annexure A

Personal Performance Plan



WATERBERG DISTRICT MUNICIPALITY



Name:

Position: Manager Social Development and Community Services

Accountable to: The Municipal Manager

Plan Period: 1 July 2012 – 30 June 2013



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1. INTRODUCTION

PURPOSE:

The performance plan defines the Council's expectations of the Manager's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

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 perspective and the ultimate outcomes to be achieved 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 Objectives
Promote a safe and healthy environment	Service Delivery	To empower the community and instil sense of ownership of development
	Spatial Rationale	To preserve and protect natural resources and promote public health
Promote social and economic development	Local Economic Development	To ensure optimal utilisation of and adherence to space economy
Ensure the provision of services to communities in a sustainable manner.	Financial Viability	To effectively manage finances and improve financial sustainability
	Service Delivery	To coordinate and monitor infrastructure development for the provision and access to basic services
	Spatial Rationale	To ensure Coordinated developmental planning and implementation



Objects of Local Government	KPA	Strategic Objectives
Encourage the involvement of communities and community organisations in the matters of local government	Good Governance and Public Participation	To develop and implement integrated management and governance systems
Provide democratic and accountable government for local communities	Transformation and Organisational Development	To attract, develop and retain best human capital

2. PURPOSE OF THE POSITION

The employee undertakes to be committed to the municipality's strategic intent that follows:

The **Vision**:

"To be the energy hub and eco-tourism destination in Southern Africa"

The **Mission**:

"To provide strategic direction and sustainable services through good governance and partnerships"

The **Values** of Waterberg District Municipality to which the employee subscribes are:

Values:	Description:
Commitment	Commitment is a fundamental cornerstone underpinning our everyday activities – we recognise the value of commitment to fellow employees, to our Councillors and, particularly, to our communities. Forging long-term relationships with our communities, we appreciate they are the lifeblood of our municipality and, in essence, we value them as stake-holders in our future. Thus committed to our clients, naturally we are equally committed to quality and, we also believe in commitment to society as a whole – both the councillors and employees undertake to not only perform their duties in a professional manner, but also actively participate in public life and express their opinions on issues of development in the country in which they live and work
Productivity	Productivity generally refers to the amount of work someone does in a given amount of time. It consists of the



Values:	Description:
	undertaking that to intensify labour-effort and the quality of labour produced at all levels and producing technical innovations. Productivity means doing more with less for maximum impact.
Excellence	Synonyms for 'excellence' include 'fineness', 'brilliance', 'superiority', 'distinction', 'quality', and 'merit'. Excellence in all endeavours must be a defining virtue by which the District Wide Area pursues its vision and mission.
Integrity	Integrity is a concept of consistency of actions, values, methods, measures, principles, expectations, and outcomes. In ethics, integrity is regarded as the honesty and truthfulness or accuracy of one's actions. Integrity can be regarded as the opposite of hypocrisy in that it regards internal consistency as a virtue, and suggests that parties holding apparently conflicting values should account for the discrepancy or alter their beliefs.
Transparency	- Behavior, actions and information should be visible and available for all to scrutinise. - This includes professionalism which refers to the adherence of employees to honesty and responsibility when dealing with community members including ensuring a level of excellence that goes over and above what is legislatively required. It is about personal ethics, the quality of work produced and the attitude with which it is produced.
Accountability	To render services to the community with least waste of required resources and ensuring that responsibility is taken for actions so as to be answerable to the community.
Courtesy	Courtesy involves gentle politeness and courtly manners, which not only covers basic etiquette and decorum but also provided for sophisticated conversation and intellectual skill. To be courteous means to treat other people with dignity.

The employee is accountable and responsible for amongst others:

- The management of the Department's administration in accordance with Municipal legislation and other legislation applicable to the Municipality, includes management, discipline and development of staff
- Through Environmental management, ensuring clean, safe and quality water, pollution free environment and the appropriate disposal of the dead and refuse
- Through Environmental Health Management, ensuring healthy and safe premises
- To promote environmentally sound practices and social development
- Co-ordination of Health programmes ensuring healthy communities, productive workforce and economic growth



3. SERVICE DELIVERY AND PERFORMANCE INDICATORS

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

KPA	Strategic Objective	Programme / Focus Area	Institutional Indicator	Baseline	Annual Target 2012-13	Quarter	QUARTERLY TARGETS
Spatial rationale	To coordinate and monitor developmental planning and implementation	Integrated planning	# of IDP Steering Committee meetings attended	4	4	Q1 Jun – Sep '12	1
						Q2 Oct – Dec '12	2
						Q3 Jan - Mar '13	3
						Q4 Apr - Jun '13	4
			# of District Planning Forum meetings attended	4	4	Q1 Jun – Sep '12	1
						Q2 Oct – Dec '12	2
						Q3 Jan - Mar '13	3
						Q4 Apr - Jun '13	4
Basic Service Delivery	To coordinate and monitor infrastructure development for the provision and access to service	Project management	% Rollover projects from the previous financial year	0%	0%	Q1 Jun – Sep '12	0%
						Q2 Oct – Dec '12	Not applicable
						Q3 Jan - Mar '13	Not applicable
						Q4 Apr - Jun '13	Not applicable
			# of Project status updated within 3 days	100%	100%	Q1 Jun – Sep '12	100%
						Q2 Oct – Dec '12	100%
						Q3 Jan - Mar '13	100%
						Q4 Apr - Jun '13	100%
Basic Service Delivery	To coordinate and monitor infrastructure development for the	Project Management	% Projects completed on time	90%	90%	Q1 Jun – Sep '12	90%
						Q2 Oct – Dec '12	90%



KPA	Strategic Objective	Programme / Focus Area	Institutional Indicator	Baseline	Annual Target 2012-13	Quarter	QUARTERLY TARGETS
	provision and access to service		% Projects within budget	140%	90%	Q3 Jan - Mar '13	90%
						Q4 Apr - Jun '13	90%
						Q1 Jun – Sep '12	90%
						Q2 Oct – Dec '12	90%
						Q3 Jan - Mar '13	90%
						Q4 Apr - Jun '13	90%
Basic service delivery	To coordinate and monitor infrastructure development for the provision and access to service	Fire Fighting/Disaster Management	% Building plans approved by local municipalities	100%	100%	Q1 Jun – Sep '12	100%
						Q2 Oct – Dec '12	100%
						Q3 Jan - Mar '13	100%
						Q4 Apr - Jun '13	100%
Basic delivery service	To coordinate and monitor infrastructure development for the provision and access to service	Disaster Management	# of Disaster Management Advisory Forum meetings held	4	4	Q1 Jun – Sep '12	1
						Q2 Oct – Dec '12	2
						Q3 Jan - Mar '13	3
						Q4 Apr - Jun '13	4
			# of Disaster Management Annual Report submitted within timeframe	1	1	Q1 Jun – Sep '12	Not applicable
						Q2 Oct – Dec '12	Not applicable
						Q3 Jan - Mar '13	Not applicable
						Q4 Apr - Jun '13	1
			% Transport permits issued by local municipalities	100%	100%	Q1 Jun – Sep '12	100%
						Q2 Oct – Dec '12	100%
						Q3 Jan - Mar '13	100%
						Q4 Apr - Jun '13	100%



KPA	Strategic Objective	Programme / Focus Area	Institutional Indicator	Baseline	Annual Target 2012-13	Quarter	QUARTERLY TARGETS
Basic service delivery	To coordinate and monitor infrastructure development for the provision and access to service	Fire fighting	# of Fire fighting reports submitted by local municipalities	4	4	Q1 Jun – Sep '12	1
						Q2 Oct – Dec '12	2
						Q3 Jan - Mar '13	3
						Q4 Apr - Jun '13	4
Basic service delivery	To preserve and protect natural resources and promote public health	Municipal Health	% Food outlets issued with certificate of compliance (for outlets that comply with set standards)	100%	100%	Q1 Jun – Sep '12	100%
						Q2 Oct – Dec '12	100%
						Q3 Jan - Mar '13	100%
						Q4 Apr - Jun '13	100%
			% Food samples collected and analysed	100%	100%	Q1 Jun – Sep '12	100%
						Q2 Oct – Dec '12	100%
						Q3 Jan - Mar '13	100%
						Q4 Apr - Jun '13	100%
		Municipal Health	# of Permitted municipal landfill sites monitored	8	8	Q1 Jun – Sep '12	2
						Q2 Oct – Dec '12	4
						Q3 Jan - Mar '13	6
						Q4 Apr - Jun '13	8
Basic service delivery	To preserve and protect natural resources and promote public health	Municipal Health	% Water samples collected and analysed	100%	100%	Q1 Jun – Sep '12	100%
						Q2 Oct – Dec '12	100%
						Q3 Jan - Mar '13	100%
						Q4 Apr - Jun '13	100%
			# of Health and hygiene	150	152	Q1 Jun – Sep '12	38



KPA	Strategic Objective	Programme / Focus Area	Institutional Indicator	Baseline	Annual Target 2012-13	Quarter	QUARTERLY TARGETS
			awareness campaign initiated			Q2 Oct – Dec '12	76
						Q3 Jan - Mar '13	114
						Q4 Apr - Jun '13	152
Basic service delivery	To preserve and protect natural resources and promote public health	Municipal Health	# of Food committee meetings held	4	4	Q1 Jun – Sep '12	1
						Q2 Oct – Dec '12	2
						Q3 Jan - Mar '13	3
						Q4 Apr - Jun '13	4
			% of Funeral undertakers complying to standards	90%	90%	Q1 Jun – Sep '12	90%
						Q2 Oct – Dec '12	90%
						Q3 Jan - Mar '13	90%
						Q4 Apr - Jun '13	90%
Basic Service Delivery	To preserve and protect natural resources and promote public health	Environmental Management	# of Environmental management awareness campaign held	4	4	Q1 Jun – Sep '12	1
						Q2 Oct – Dec '12	2
						Q3 Jan - Mar '13	3
						Q4 Apr - Jun '13	4
			# of Annual Sustainable Environmental Report submitted	1	1	Q1 Jun – Sep '12	Not applicable
						Q2 Oct – Dec '12	Not applicable
						Q3 Jan - Mar '13	Not applicable
						Q4 Apr - Jun '13	1
			# of Progress Reports on	0	4	Q1 Jun – Sep '12	1



KPA	Strategic Objective	Programme / Focus Area	Institutional Indicator	Baseline	Annual Target 2012-13	Quarter	QUARTERLY TARGETS
			Planning and Reports			Q2 Oct – Dec '12	2
						Q3 Jan - Mar '13	3
						Q4 Apr - Jun '13	4
Basic Service Delivery	To preserve and protect natural resources and promote public health	Environmental Management	# of Comments on Draft IDP on Environmental Management Issues	0	4	Q1 Jun – Sep '12	1
						Q2 Oct – Dec '12	2
						Q3 Jan - Mar '13	3
						Q4 Apr - Jun '13	4
			# of Reports on Environmental Management Processes	0	4	Q1 Jun – Sep '12	1
						Q2 Oct – Dec '12	2
						Q3 Jan - Mar '13	3
						Q4 Apr - Jun '13	4
			# of consolidated district capacity Environmental Management analysis reports submitted	0	4	Q1 Jun – Sep '12	1
						Q2 Oct – Dec '12	2
						Q3 Jan - Mar '13	3
						Q4 Apr - Jun '13	4
Basic Service Delivery	To preserve and protect natural resources and promote public health	Environmental Management	# of Capacity building for municipality initiated	0	2	Q1 Jun – Sep '12	Not applicable
						Q2 Oct – Dec '12	1
						Q3 Jan - Mar '13	Not applicable
						Q4 Apr - Jun '13	2
			# of Calendar Events celebrated	8	8	Q1 Jun – Sep '12	2
						Q2 Oct – Dec '12	Not applicable



KPA	Strategic Objective	Programme / Focus Area	Institutional Indicator	Baseline	Annual Target 2012-13	Quarter	QUARTERLY TARGETS
						Q3 Jan - Mar '13	3
						Q4 Apr - Jun '13	3
			# of Environmental projects	0	2	Q1 Jun – Sep '12	Not applicable
						Q2 Oct – Dec '12	Not applicable
						Q3 Jan - Mar '13	Not applicable
						Q4 Apr - Jun '13	2
Financial management and viability	To effectively manage finances and improve sustainability	Expenditure Management	% Operating budget variance in terms of SDBIP	9%	10%	Q1 Jun – Sep '12	10%
						Q2 Oct – Dec '12	10%
						Q3 Jan - Mar '13	10%
						Q4 Apr - Jun '13	10%
			% Capital budget variance in terms of SDBIP	10%	10%	Q1 Jun – Sep '12	10%
						Q2 Oct – Dec '12	10%
						Q3 Jan - Mar '13	10%
						Q4 Apr - Jun '13	10%
Financial management and viability	To effectively manage finances and improve sustainability	Supply chain management	% Projects specifications ready for advertisement before end of current financial year	New target	100%	Q1 Jun – Sep '12	Not applicable
						Q2 Oct – Dec '12	Not applicable
						Q3 Jan - Mar '13	Not applicable
						Q4 Apr - Jun '13	100%
Good governance and public participation	To develop and implement integrated management and governance systems	Auditing	% AG audit queries related to SCDS addressed	0%	100%	Q1 Jun – Sep '12	20%
						Q2 Oct – Dec '12	40%
						Q3 Jan - Mar '13	60%
						Q4 Apr - Jun '13	100%



KPA	Strategic Objective	Programme / Focus Area	Institutional Indicator	Baseline	Annual Target 2012-13	Quarter	QUARTERLY TARGETS
Good governance and public participation	To develop and implement integrated management and governance systems	Internal Audit	% Internal Audit queries related to SCDS addressed	25%	100%	Q1 Jun – Sep '12	25%
						Q2 Oct – Dec '12	50%
						Q3 Jan - Mar '13	75%
						Q4 Apr - Jun '13	100%
Good governance and public participation	To develop and implement integrated management and governance systems	Risk Management	% Risks related to SDCS addressed	25%	100%	Q1 Jun – Sep '12	25%
						Q2 Oct – Dec '12	50%
						Q3 Jan - Mar '13	75%
						Q4 Apr - Jun '13	100%
Good governance and public participation	To develop and implement integrated management and governance systems	Governance	% Council resolutions related to SDCS implemented within timeframe	100%	100%	Q1 Jun – Sep '12	100%
						Q2 Oct – Dec '12	100%
						Q3 Jan - Mar '13	100%
						Q4 Apr - Jun '13	100%
			# of Social and Development Portfolio Committee meetings attended	5	5	Q1 Jun – Sep '12	1
						Q2 Oct – Dec '12	2
						Q3 Jan - Mar '13	3
						Q4 Apr - Jun '13	5
Good governance and public participation	To develop and implement integrated management and	Public participation	# of IDP Representative Forum meeting attended	4	4	Q1 Jun – Sep '12	1
						Q2 Oct – Dec '12	2



KPA	Strategic Objective	Programme / Focus Area	Institutional Indicator	Baseline	Annual Target 2012-13	Quarter	QUARTERLY TARGETS
	governance systems					Q3 Jan - Mar '13	3
						Q4 Apr - Jun '13	4
			# of Executive Mayor's Community feedback meetings(izimbizo) attended	3	4	Q1 Jun – Sep '12	1
						Q2 Oct – Dec '12	2
						Q3 Jan - Mar '13	3
						Q4 Apr - Jun '13	4
Good Governance and public participation	To develop and implement integrated management and governance systems	Intergovernmental relations	% Municipal Managers Forum meeting resolutions related to SDCS implemented	80%	90%	Q1 Jun – Sep '12	90%
						Q2 Oct – Dec '12	90%
						Q3 Jan - Mar '13	90%
						Q4 Apr - Jun '13	90%
Transformation and organisational development	To attract, develop and retain ethical and best human capital	Human resources management	% Disciplinary measures initiated by SDCS	New target	100%	Q1 Jun – Sep '12	100%
						Q2 Oct – Dec '12	100%
						Q3 Jan - Mar '13	100%
						Q4 Apr - Jun '13	100%



4. DETAILED CAPITAL WORKS PLAN

The projects for which the employee is responsible to implement and report on follows:

Vote	Dept	Project name	Planned start date	Planned completion date	2012/13 Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4
07	SDCS	Development of landfill site- Bela-Bela	01/07/2012	30/06/2012	R1 750 000	Advertisement of tender	Awarding and signing of SLA	Development	Development and monitoring
07	SDCS	Procurement and installation of air quality monitoring equipments	01/07/2012	30/06/2012	R500 000	Advertising of tender	Awarding and signing of SLA	Installation	Monitoring
07	SDCS	Waste and Environment Management Lekgotla	01/07/2012	31/10/2012	R50 000	Coordination and hosting	Not applicable	Not applicable	Not applicable
07	SDCS	World Food Day	01/07/2012	30/10/2012	R50 000	Coordination and hosting	Not applicable	Not applicable	Not applicable
07	SDCS	Review of Waterberg Disaster Risk Management Plan & Framework	01/07/2012	30/10/2013	R200 000	Advertising of tender	Awarding and signing of SLA	Draft Disaster Management Plan and Framework	Final Disaster Management Plan and Framework
07	SDCS	4 X Medium Mobile Command Unit	01/07/2012	30/06/2013	R700 000	Advertising of tender	Awarding and signing of SLA	Delivery	Not applicable
07	SDCS	Purchase of 40 tents and 6 tables- Mogalakwena	01/07/2012	30/06/2013	R420 000	Advertising of tender	Awarding and signing of SLA	Delivery	Not applicable
07	SDCS	2 Drought Relief Boreholes- Mogalakwena - Mogalakwena	01/07/2012	30/06/2013	R230 000	Advertising of tender	Awarding and signing of SLA	Delivery	Not applicable
07	SDCS	Purchase of 4x4 Major Urban Rescue Pumper- Lephalale	01/07/2012	30/06/2013	R950 000	Advertising of tender	Awarding and signing of SLA	Delivery	Not applicable
07	SDCS	Purchase of compressor and scba tests- Lephalale	01/07/2012	30/06/2013	R240 000	Advertising of tender	Awarding and signing of SLA	Delivery	Not applicable
07	SDCS	Drought Relief boreholes- Lephalale	01/07/2012	30/06/2013	R230 000	Advertising of tender	Awarding and signing of SLA	Delivery	Not applicable
07	SDCS	4X2 Double Cab fully equipped- Bela-	01/07/2012	30/06/2013	R700 000	Advertising of	Awarding and	Delivery	Not applicable



Vote	Dept	Project name	Planned start date	Planned completion date	2012/13 Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		Bela				tender	signing of SLA		
07	SDCS	Purchase of 20 army tents & 3 tables- Thabazimbi	01/07/2012	30/06/2013	R210 000	Advertising of tender	Awarding and signing of SLA	Delivery	Not applicable
07	SDCS	Purchase of 4X4 LDV with Skid Unit & Equipment	01/07/2012	30/06/2013	R450 000	Advertising of tender	Awarding and signing of SLA	Delivery	Not applicable
07	SDCS	Purchase of compressor and scba sets	01/07/2012	30/06/2013	R240 000	Advertising of tender	Awarding and signing of SLA	Delivery	Not applicable
07	SDCS	Purchase of Medium Bush Pumper & Equipment- Mookgophong	01/07/2012	30/06/2013	R950 000	Advertising of tender	Awarding and signing of SLA	Delivery	Not applicable
07	SDCS	Purchase of Heavy Duty Foam Canon Trailer- Modimolle	01/07/2012	30/06/2013	R300 000	Advertising of tender	Awarding and signing of SLA	Delivery	Not applicable
07	SDCS	Purchase of compressor and scba sets- Modimolle	01/07/2012	30/06/2013	R240 000	Advertising of tender	Awarding and signing of SLA	Delivery	Not applicable
07	SDCS	Refurbishment of Iveco Truck- Modimolle	01/07/2012	30/06/2013	R200 000	Advertising of tender	Awarding and signing of SLA	Delivery	Not applicable



5. CORE 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 vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate	Annual Performance Reporting; Lead People; Strategy and Task Execution; Strategic Planning; Governance and Management Frameworks	5%
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		5%
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	Financial Planning: MFMA, MTEF and MTSF; Financial Budget Execution and Reporting (in Year Monitoring and Reporting) AG Report	15%
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		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 municipality		n.a.
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	Innovation; Processes, Policy and Structures; Application of Best Practice	65%
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	n.a.



CORE MANAGERIAL COMPETENCIES	DEFINITION	DIMENSIONS MEASURED	WEIGHT
People and Diversity Management	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals		5%
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		n.a.
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		n.a.
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%

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



6. SUMMARY SCORECARD

In terms of Regulation 805 of 2006, the employee will be scored on a ratio of 80% for key performance areas (KPA) 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%
Spatial Rationale	n.a	n.a		
Service Delivery and Infrastructure	80%	KPI's	40%	
		Projects	60%	
Financial Viability	10%	KPI's	100%	
Local Economic Development	n.a	n.a		
Transformation and Organisational Development	n.a	n.a		
Good Governance and Public Participation	10%	KPI's	100%	
Total	100%			20%
Core Competency Requirements (CCRs)				



7. 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.



8. 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.



9. 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:
DATE:	DATE:



ANNEXURE A1 - CORE MANAGERIAL COMPETENCIES DETAILS

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



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
			management.



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.



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
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