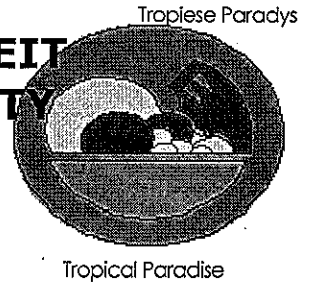


**GROTER TZANEEN MUNISIPALITEIT
GREATER TZANEEN MUNICIPALITY**

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PO Box 24
Tzaneen, 0850



Appendix A

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

**GREATER TZANEEN MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER**

MABAKANE FRANS MANGENA

AND

**OBBY ZOPHANNA MKHOMBO
THE EMPLOYEE OF THE MUNICIPALITY**

FOR THE

FINANCIAL YEAR: 1 JULY 2009 - 30 JUNE 2010

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Greater Tzaneen Municipality herein represented by Mabakane Frans Mangena in his capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

and

Obby Zophanna Mkhombo as the **Employee** of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes and outputs that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties.
- 2.2 Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP), the Departmental Business Plan and the Budget of the Municipality.
- 2.3 Specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement.
- 2.4 Monitor and measure performance against set targeted outputs.
- 2.5 Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to her job.
- 2.6 In the event of outstanding performance, to appropriately reward the employee.
- 2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1 July 2009 and will remain in force until 30 June 2010; thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of the first month of the successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; targets that may include dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key performance areas, key objectives and key performance indicators to each other in terms of the position.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the strategic objectives and strategies set out in the **Employer's** Integrated Development Plan as developed per the Balanced Scorecard methodology.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the required standards.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.

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- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCR's) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPA's covering the main areas of work will account for 80% and CCR's will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	10
Basic Service Delivery	60
Local Economic Development (LED)	10
Municipal Financial Viability and Management	10
Good Governance and Public Participation	10
Total	100%

- 5.7 In the case of managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the Municipal Manager and the relevant manager.
- 5.8 The CCR's will make up the other 20% of the **Employee's** assessment score. CCR's that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**:

Competencies *	Definition	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	15
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved	10
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	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	5
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality	5
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	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	5
People Management and Empowerment	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals	10
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	10
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes	5
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
Section Total:		100%

6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure A) to this Agreement sets out -

6.1.1 the standards and procedures for evaluating the **Employee's** performance; and

6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within agreed time frames in the Personal Development.

6.4 The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP.

6.5 The bi-annual and annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.3) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCR's:

	Terminology	Description	Rating				
			1	2	3	4	5
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.					

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	Terminology	Description	Rating				
			1	2	3	4	5
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	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.					

6.7 For purposes of evaluating the annual performance of managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Municipal Manager;
- 6.7.2 Chairperson of the District Performance Audit Committee
- 6.7.3 Member of the Executive Committee;
- 6.7.4 Municipal Manager from another municipality; and
- 6.7.5 One Head of Division from within the department.

6.8 The manager responsible for human resources of the Municipality must provide secretariat services to the evaluation panels.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the **Employee** in relation to her performance agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September 2009	(October 2009)
Second quarter	:	October – December 2009	(January 2010)
Third quarter	:	January – March 2010	(April 2010)
Fourth quarter	:	April – June 2010	(July 2010)

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

9.1.1 Create an enabling environment to facilitate effective performance by the Employee.

9.1.2 Provide access to skills development and capacity building opportunities.

9.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**.

9.1.4 On the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable her to meet the performance objectives and targets established in terms of this Agreement.

9.1.5 Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

10.1.1 A direct effect on the performance of any of the **Employee's** functions.

10.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**.

10.1.3 A substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%.

11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

11.2.3 Specific bonus percentages will be determined on a sliding scale, proportionately to the points scored, rounded up to the next 0.25 percentage. eg. 136% score = 6.678% = 6.75% bonus.

11.3 In the case of unacceptable performance, the **Employer** shall –

- 11.3.1 Provide systematic remedial or developmental support to assist the **Employee** to improve her performance
- 11.3.2 After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out her duties.

12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
 - 12.1.1 The MEC for local government in the Province within thirty (30) days of receipt of a formal dispute from the **Employee**
 - 12.1.2 Any other person appointed by the MEC
 - 12.1.3 In the case of managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee

whose decision shall be final and binding on both parties.

- 12.2 In the event that the mediation process contemplated above fails, the dispute procedures as per the Contract of Employment shall apply.

13. GENERAL

- 13.1 The contents of this Agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- 13.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at TZAMEEN on this the 01 day of February 2000

AS WITNESSES:

1. _____


EMPLOYEE

2. _____

AS WITNESSES:

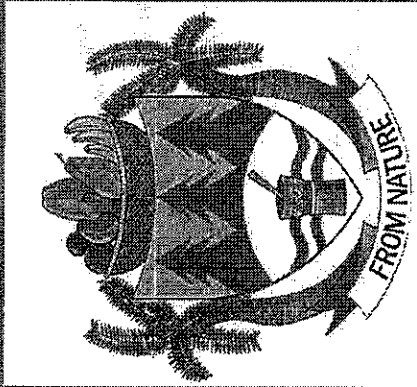
1. _____


EMPLOYER

2. _____

**Performance Plan
Section 57 Manager**

Greater Tzaneen Municipality



Mr. OZ Mkhombo
Senior Manager: Community Services
Available to: Municipal Manager
Period: 01.07.09 – 30.06.10

The *main parts* to this Performance Plan are:

1. Strategy Map
2. Purpose of the Position
3. Key deliverables - Key Performance Indicators
4. Key deliverables - Projects
5. Competencies
6. Approval of Personal Performance Plan
7. Summary Scorecard
8. Assessment Scale

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To be the fastest growing economy in Limpopo where all households have access to sustainable basic services

Themes

Results

Increased Income for all

Sustainable Quality of Life

Good Credit Rating

Economic Growth

Social, environmental sustainability and Infrastructure Development

Good Governance (Public Participation, Financial Viability, Transformation and Organisation Development)

Community Satisfaction

Create community beneficial and empowerment opportunities

Promote environmentally sound practices and social development

Develop effective and sustainable stakeholder relations

Finances

Create a stable and enabling economic environment by attracting suitable investors

Optimise infrastructure investment and services

Increase financial viability

Institutional Processes

Integrated developmental planning

Improve access to sustainable and affordable services

Maintain and upgrade municipal assets

Efficient and effective administration

Learning and Growth

Develop a high performance culture for a changed, diverse, efficient and effective local government

Develop and build skilled and knowledgeable workforce

Attract and retain best human Capital to become employer of choice

STRATEGIC PERSPECTIVES

2. Purpose of the Position

STRATEGIC VISION

TO BE THE FASTEST GROWING ECONOMY IN LIMPOPO WHERE ALL HOUSEHOLDS HAVE ACCESS TO BASIC SERVICES

STRATEGIC MISSION

TO STIMULATE ECONOMIC GROWTH THROUGH SUSTAINABLE, INTEGRATED SERVICE DELIVERY AND PARTNERSHIPS

Position Vision

To ensure sustainable and equitable service delivery by providing a safe, healthy, and secure environment where all residents have access to information and recreational services

Position Mission

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3. Key deliverables - Key Performance Indicator's (50% of KPA Weighting)

KPA	Strategic Objective	Obj Weight	Programmes	Departmental KPI	KPI Weight	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10	Evidence
TOD	Develop a high performance culture for a changed, diverse, efficient and effective local	100%	Institutional Performance Management	% of HOD's with signed performance plans	50%	100%	100%	Not applicable	Not applicable	Signed Performance Plans
			Performance Management Reports	% Quarterly performance reports submitted on time	50%	100%	100%	100%	100%	Monthly, quarterly, half yearly and annual reports
			Environmental management	% progress with the review of the Environmental management plan	50%	50%	50%	100%	100%	Reviewed Integrated Environmental Management plan reports
BSD	Promote environmentally sound practices and social development	100%	Environmental management	% progress with development of the State of the Environment report	50%	100%	20%	70%	100%	State of the Environment report
			Financial Management and Budgeting	% of departmental budget spent	50%	25%	50%	75%	100%	Monthly financial budget reports
FIN	Increase financial viability	100%	Financial reporting	% of departmental Queries arising from previous audit report attended to by the end of the financial year	50%	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%	Records of Audit queries
			Customer care	Number of departmental visits to Thusong centres to create awareness on services rendered	25%	1	2	3	4	Detailed Handout on Departmental Services and Functions. Proof of Visits to Thusong Centres
GPP	Effective and Efficient administration	100%	Council Structures	% of Council resolutions implemented	25%	100%	100%	100%	100%	Awareness Programme Departmental Resolution register
			Meeting Management	# of departmental meetings	25%	1	1	1	1	Minutes and Attendance registers of 4 Departmental meetings
			Committee Management	# of Cluster committee meetings attended	25%	3	6	9	12	Cluster and other committee minutes & attendance registers

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4. Key deliverables - Projects (50% of KP Weighting)

KPA	Strategic Objective	Obj Weight	Programmes	Institutional Project	Project Weight	Target Date	Opex Budget 2009/10	Capex Budget 2009/10	Qtr target Sept '09	Qtr target Dec '09	Qtr target Mar '10	Qtr target Jun '10	Evidence
TOD	Develop a high performance culture for a changed, diverse, efficient and effective local government	100%	Employee Performance Management and assessment	Performance monitoring and evaluation	50%	30/06/10			Manage and co-ordinate completion and finalisation of departmental score sheets in preparation for the annual assessment. Submit monthly departmental reports to council within timeframes. Consolidate departmental 4th Quarter SDBIP report for 2009/10 and submit to council for 2009/10 and submit to the MM by 24 April. Monitor the arrangements for the Theme day celebrations and Peer education workshops. Ensure that HIV/AIDS issues are raised at Monitor and support all library related activities	Conduct 1st Quarter informal assessment with all HOD's by 17 October. Consolidate departmental performance report and forward to the MM 24 October. Submit monthly departmental reports to council within timeframes. Consolidate departmental 1st Quarter SDBIP report for 2009/10 and submit to council for 2009/10 and submit to the MM by 24 April. Monitor the arrangements for the Theme day celebrations and Peer education workshops. Ensure that HIV/AIDS issues are raised at Monitor and support all library related activities	Manage and co-ordinate completion and finalisation of departmental score sheets by 23 January in preparation for the mid year assessment. Submit monthly departmental reports to council within timeframes. Consolidate departmental 2nd Quarter SDBIP report for 2009/10 and submit to council for 2009/10 and submit to the MM by 24 April. Monitor the arrangements for the Theme day celebrations and Peer education workshops. Ensure that HIV/AIDS issues are raised at Monitor and support all library related activities	Conduct 3rd Quarter informal assessment with HOD's by 17 April. Consolidate departmental performance report and forward to the MM by 24 April. Submit monthly departmental reports to council within timeframes. Consolidate departmental 3rd Quarter SDBIP report for 2009/10 and submit to council for 2009/10 and submit to the MM by 24 April. Monitor the arrangements for the Theme day celebrations and Peer education workshops. Ensure that HIV/AIDS issues are raised at Monitor and support all library related activities	1st & 3rd Quarter Informal Dept assessment report Monthly, quarterly, half yearly and annual reports Records of correspondence and programmes Correspondence Statistics and reports
		40%	Health well-being	HIV awareness campaigns	25%	30/06/10			Monitor and support all safety, security, transport and law enforcement activities. Identify and promote partnerships with SAPS, Provincial Traffic Dpt to ensure the integration of services	Monitor and support all safety, security, transport and law enforcement activities. Identify and promote partnerships with SAPS, Provincial Traffic Dpt to ensure the integration of services	Monitor and support all safety, security, transport and law enforcement activities. Identify and promote partnerships with SAPS, Provincial Traffic Dpt to ensure the integration of services	Monitor and support all safety, security, transport and law enforcement activities. Identify and promote partnerships with SAPS, Provincial Traffic Dpt to ensure the integration of services	Correspondence, Proof of partnerships established
			Educational well-being	Library Development and reading promotion	25%	30/06/10	R 4,226,924		Monitor and co-ordinate the review of the Integrated Waste Management plan. Monitor the implementation of the approved integrated waste management plan projects and activities	Monitor the implementation of the approved integrated waste management plan projects and activities	Monitor the implementation of the approved integrated waste management plan projects and activities	Monitor the implementation of the approved integrated waste management plan projects and activities	Reviewed Integrated Waste Management plan
			Safety well-being	Safety, security, transport and law enforcement	25%	30/06/10			Assist with the development of a 5-year Capital investment plan by ensuring that inputs regarding parks, recreational facilities, libraries and waste removal are included	Assist with the development of a 5-year Capital investment plan by ensuring that inputs regarding parks, recreational facilities, libraries and waste removal are included	Assist with the development of a 5-year Capital investment plan by ensuring that inputs regarding parks, recreational facilities, libraries and waste removal are included	Assist with the development of a 5-year Capital investment plan by ensuring that inputs regarding parks, recreational facilities, libraries and waste removal are included	5 Year Capital investment plan
BSD	Promote environmentally sound practices and social development	40%	Waste Management	Integrated Waste Management Plan	25%	30/06/10			Ensure that the existing GTM Transport plan is reviewed. Submit revised Transport plan for inclusion in the IDP by 30 December	Ensure that the existing GTM Transport plan is reviewed. Submit revised Transport plan for inclusion in the IDP by 30 December	Ensure that the existing GTM Transport plan is reviewed. Submit revised Transport plan for inclusion in the IDP by 30 December	Ensure that the existing GTM Transport plan is reviewed. Submit revised Transport plan for inclusion in the IDP by 30 December	Updated Transport plan
			Accessible services	5 Year capital investment plan	25%	30/06/10			Monitor and support all licensing and testing activities. Ensure compliance to the Agency Agreement	Monitor and support all licensing and testing activities. Ensure compliance to the Agency Agreement	Monitor and support all licensing and testing activities. Ensure compliance to the Agency Agreement	Monitor and support all licensing and testing activities. Ensure compliance to the Agency Agreement	Records and monthly reports
			Transport	Integrated Transport plan	25%	30/06/10			Monitor the development of an Integrated Parks management plan	Monitor the development of an Integrated Parks management plan	Monitor the development of an Integrated Parks management plan	Monitor the development of an Integrated Parks management plan	Integrated Parks Management plan
			Licensing	Licensing and testing	25%	30/06/10			Monitor the development of an Integrated Parks management plan	Monitor the development of an Integrated Parks management plan	Monitor the development of an Integrated Parks management plan	Monitor the development of an Integrated Parks management plan	Integrated Parks Management plan

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4. Key deliverables - Projects (50% of KPA Weighting)

KPA	Strategic Objective	Obj Weight	Programmes	Institutional Project	Project Weight	Target Date	Opex Budget	Capex Budget	Qtr target	Qtr target	Qtr target	Qtr target	Evidence
LED	Create community benefitation and empowerment integrated developmental planning	10%	Poverty Reduction and empowerment	Job creation management	100%	30/06/10			Qtr target Sept '09	Qtr target Dec '09	Qtr target Mar '10	Qtr target Jun '10	Consolidated monthly fleet report. Records of submission to ESD. Monthly reports
			Integrated Development Planning	IDP review	33%	30/06/10			Qtr target Sept '09	Qtr target Dec '09	Qtr target Mar '10	Qtr target Jun '10	Records of submissions
			Integrated Development Planning	Strategic Thrust Team	33%	30/06/10			Qtr target Sept '09	Qtr target Dec '09	Qtr target Mar '10	Qtr target Jun '10	Minutes and Attendance Registers
			Integrated Spatial Development	Serviced sites for alienation	33%	30/06/10			Qtr target Sept '09	Qtr target Dec '09	Qtr target Mar '10	Qtr target Jun '10	Service plans
FIN	Increase financial viability	100%	Revenue Management	Fees, fines, licenses and permits income	20%	30/06/10			Qtr target Sept '09	Qtr target Dec '09	Qtr target Mar '10	Qtr target Jun '10	Financial reports
			Revenue Management	Revenue enhancement (Parks & Licensing)	20%	30/06/10			Qtr target Sept '09	Qtr target Dec '09	Qtr target Mar '10	Qtr target Jun '10	Communicques
			Financial Management and Budgeting	Budget drafting	20%	31/05/10			Qtr target Sept '09	Qtr target Dec '09	Qtr target Mar '10	Qtr target Jun '10	Approved Departmental budget 31 May
			Financial Management and Budgeting	Budget management	20%	30/06/10			Qtr target Sept '09	Qtr target Dec '09	Qtr target Mar '10	Qtr target Jun '10	Monthly financial budget reports
GFP	Develop effective and sustainable stakeholder relations	10%	Inter-governmental relations	GR management	50%	30/06/10			Qtr target Sept '09	Qtr target Dec '09	Qtr target Mar '10	Qtr target Jun '10	Quarterly report with regard to implementation of GR resolutions
			Inter-governmental relations	Asset management system and administration	20%	30/06/10			Qtr target Sept '09	Qtr target Dec '09	Qtr target Mar '10	Qtr target Jun '10	Departmental Asset verification report
			Inter-governmental relations	GR management	50%	30/06/10			Qtr target Sept '09	Qtr target Dec '09	Qtr target Mar '10	Qtr target Jun '10	Quarterly report with regard to implementation of GR resolutions
			Inter-governmental relations	Asset management system and administration	20%	30/06/10			Qtr target Sept '09	Qtr target Dec '09	Qtr target Mar '10	Qtr target Jun '10	Departmental Asset verification report

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4. Key deliverables - Projects (50% of KP Weighting)

KPA	Strategic Objective	Obj Weight	Programmes	Institutional Project	Project Weight	Target Date	Opex Budget 2009/10	Capex Budget 2009/10	Qtr target Sept '09	Qtr target Dec '09	Qtr target Mar '10	Qtr target Jun '10	Evidence
			Inter-governmental relations	Partnerships	50%	30/06/10			Identify possible departmental stakeholders	Establish formal & Informal partnerships for service delivery planning and implementation with stakeholders	Establish formal & Informal partnerships for service delivery and implementation with stakeholders	Establish formal & Informal partnerships for service delivery with stakeholders	Stakeholder list Correspondence and proof of partnerships
	Effective and Efficient administration	80%	Customer care	Service Awareness	20%	30/06/10			Visit Tusong centres to create awareness of services rendered within the department on a quarterly basis. Develop a detailed handout on all departmental services.	Visit Tusong centres to create awareness of services rendered within the department on a quarterly basis	Visit Tusong centres to create awareness of services rendered within the department on a quarterly basis	Visit Tusong centres to create awareness of services rendered within the department on a quarterly basis	Detailed Handout on Departmental Services and Functions. Proof of visits to Tusong.
			Legal support	Policy development and implementation Update Website information	15%	30/06/10			Ensure that the department review or develop relevant policies. Monitor the implementation of inputs, reports, articles from the department to Corporate services to update the Municipal website on a quarterly basis.	Ensure that the department review or develop relevant policies. Monitor the implementation of inputs, reports, articles from the department to Corporate services to update the Municipal website on a quarterly basis.	Ensure that the department review or develop relevant policies. Monitor the implementation of inputs, reports, articles from the department to Corporate services to update the Municipal website on a quarterly basis.	Ensure that the department review or develop relevant policies. Monitor the implementation of inputs, reports, articles from the department to Corporate services to update the Municipal website on a quarterly basis.	Quarterly Reports/inputs for Website
			Information Management	Council and committee management	20%	30/06/10			Submit departmental submissions timeously for Council and committee meetings. Attend Council and committee meetings. Monitor and report progress on implementation of council resolutions	Submit departmental submissions timeously for Council and committee meetings. Attend Council and committee meetings. Monitor and report progress on implementation of council resolutions	Submit departmental submissions timeously for Council and committee meetings. Attend Council and committee meetings. Monitor and report progress on implementation of council resolutions	Submit departmental submissions timeously for Council and committee meetings. Attend Council and committee meetings. Monitor and report progress on implementation of council resolutions	Quarterly Reports/inputs for Website
			Council Structures		15%	30/06/10			Manage and improve labour relations in the Department through HR management & relationship management. Manage staff empowerment and training initiatives	Manage and improve labour relations in the Department through HR management & relationship management. Manage staff empowerment and training initiatives	Manage and improve labour relations in the Department through HR management & relationship management. Manage staff empowerment and training initiatives	Manage and improve labour relations in the Department through HR management & relationship management. Manage staff empowerment and training initiatives	Council agendas and minutes Resolution register
			Sound Governance	Labour relations management	15%	30/06/10			Ensure the identification and evaluation of audit risks within the department. Co-operate in the implementation of the Audit Plan. Respond to audit queries within 14 days of receipt.	Ensure the identification and evaluation of audit risks within the department. Co-operate in the implementation of the Audit Plan. Respond to audit queries within 14 days of receipt.	Ensure the identification and evaluation of audit risks within the department. Co-operate in the implementation of the Audit Plan. Respond to audit queries within 14 days of receipt.	Ensure the identification and evaluation of audit risks within the department. Co-operate in the implementation of the Audit Plan. Respond to audit queries within 14 days of receipt.	Records of disciplinary hearings & disputes
			Sound Governance	Risk Management (Audit plan)	15%	30/06/10			Ensure the identification and evaluation of audit risks within the department. Co-operate in the implementation of the Audit Plan. Respond to audit queries within 14 days of receipt.	Ensure the identification and evaluation of audit risks within the department. Co-operate in the implementation of the Audit Plan. Respond to audit queries within 14 days of receipt.	Ensure the identification and evaluation of audit risks within the department. Co-operate in the implementation of the Audit Plan. Respond to audit queries within 14 days of receipt.	Ensure the identification and evaluation of audit risks within the department. Co-operate in the implementation of the Audit Plan. Respond to audit queries within 14 days of receipt.	Risk report Records of response to and actions taken on audit queries
	Develop a high performance culture for a changed, diverse, efficient and effective local government	10%	Institutional Culture	Instilling Values and Culture of Discipline	100%	30/06/10			Maintain Discipline in the Department	Maintain Discipline in the Department	Maintain Discipline in the Department	Maintain Discipline in the Department	Disciplinary proceedings

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5. Competency Requirements (20% of Performance Plan Weighting)

Competencies *		Weighting
Strategic Capability and Leadership	Must be able to provide vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate	15
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved	10
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	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	5
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality	5
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	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	5
People Management and Empowerment	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals	10
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	10
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes	5
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
Section Total:		100%

* As published and defined within the Draft Competency Guidelines; Government Gazette 23 March 2007

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6. Approval of the Personal Performance Plan

The process followed ensures individual alignment to the strategic intent of the institution and give clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshops to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employer / superior

On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.

Signed and accepted by the Supervisor on behalf of Council:



DATE:

01/02/2010

Undertaking of the employee

I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.

Signed and accepted by the Employee:



DATE:

01/02/2010

7. Summary Scorecard

Key Performance Areas	Position Outcomes/Outputs	Assess Weighting	1st Assessment	2nd Assessment	Total Score	Comment
		80				
	Municipal Transformation and Organisational Development	10				
	Basic Service Delivery	60				
	LED	10				
	Financial Viability	10				
	Good Governance and Public Participation	10				
	Competencies	20				
Overall Rating =		100				

100%

8. Assessment Scale

The assessment of the performance of the Employee will be based on the following rating scale:

5 (167%)	4 (133-166%)	3 (100-132%)	2 (67-99%)	1 (0-66%)
Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unacceptable Performance
Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the Performance plan and maintained this in all areas of responsibility throughout the year.	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan.	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

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