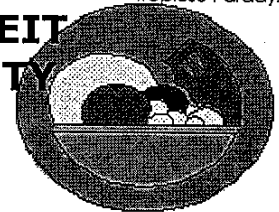


**GROTER TZANEEN MUNISIPALITEIT
GREATER TZANEEN MUNICIPALITY**

Tel: 015 307 8000
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PO Box 24
Tzaneen, 0850



Tropical Paradise

Appendix A

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

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

MABAKANE FRANS MANGENA

AND

**FAITH TEBOGO MASHIANOKÉ
THE EMPLOYEE OF THE MUNICIPALITY**

FOR THE

FINANCIAL YEAR: 1 JULY 2009 - 30 JUNE 2010

FM

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

Faith Tebogo Mashianoke 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**.
- 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	10
Local Economic Development (LED)	60
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	20
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.	5
Change Management	Must be able to initiate and support municipal transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	15
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	5
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	15
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively in order to put the spirit of customer service (Batho Pele) into practice	15
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.					

	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 Traneen on this the 05 day of 02 2010

AS WITNESSES:

1. _____

Vice
EMPLOYEE

2. _____

AS WITNESSES:

1. _____

[Signature]
EMPLOYER

2. _____

**Performance Plan
Section 57 Manager**

Greater Tzaneen Municipality



Name: Ms. FT Mashianoke
Position: Senior Manager: Planning and Development
Accountable to: Municipal Manager
Plan 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

19/11/09



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

Results Framework

Increased Income for all

Sustainable Quality of Life

Good Credit Rating

Themes

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

2017

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 be the economic hub of choice which ensures sustainable job creation and poverty alleviation

Position Mission

To ensure integrated development and economic growth by creating a stable economic and spatial environment conducive to property management, tourism and agricultural development

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3. Key deliverables - Kev 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 government	100%	Institutional Performance Management	% of PED HOD's with signed performance plans	100%	100%	100%	Not applicable	Not applicable	Signed Performance Plans
LED	Create community beneficent and empowerment opportunities through networking for increased employment and poverty alleviation	40%	Poverty Reduction and empowerment	Number of jobs created through municipal LED initiatives	100%	125	250	375	500	LED monthly job creation report
	Create a stable economic environment by attracting suitable investors	60%	Economic Growth and Investment	% of Serviced proclaimed sites sold	100%	100%	100%	100%	100%	Deed of sale for all alienated sites
FIN	Increase financial viability	100%	Financial Management and Budgeting	% of departmental budget spent	50%	25%	50%	75%	100%	Monthly financial budget reports
			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
GPP	Effective and Efficient administration	100%	Customer care	Number of departmental visits to Thusong centres to create awareness on services rendered	16%	1	2	3	4	Detailed Handout on Departmental Services and Functions. Proof of Visits to Thusong Centres Awareness Programme
			Legal support	# of Departmental policies developed	16%	Not applicable this quarter	Not applicable this quarter	1	3	Approved Land alienation Integration and Informal occupation PMS Reward and Incentive Policy
			Council Structures	% of Council resolutions implemented	20%	100%	100%	100%	100%	Departmental Resolution register

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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
			Committee Management	# of Cluster committee meetings attended	16%	3	6	9	12	Cluster and other committee minutes & attendance registers
			Meeting Management	# of departmental meetings	16%	2	3	5	6	Minutes and Attendance registers of Departmental meetings
			Meeting Management	# of HOD meetings	16%	1	2	4	6	Minutes and Attendance registers of HOD meetings

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

KPA	Strategic Objective	Obj Weight	Programme S	Departmental 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
T00	Develop a high performance culture for a changed, diverse, efficient and effective local government	90%	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	Conduct 1st Quarter informal assessment with all HOD's by 17 October. Consolidate departmental performance report and forward to the MM 24 October	Manage and co-ordinate completion and finalisation of departmental score sheets by 23 January in preparation for the mid yearly assessment	Conduct 3rd Quarter Informal assessment with HOD's by 17 April. Consolidate departmental performance report and forward to the MM by 24 April.	1st & 3rd Quarter Informal Dept assessment report
			Performance Management Reports	Performance Reporting	50%	30/06/10			Submit monthly departmental reports to council within timeframes. Consolidate departmental 4th Quarter SDBIP report for 2008/09 and submit to the MM (PMS office) by 30 August.	Submit monthly departmental reports to council within timeframes. Consolidate departmental 3rd Quarter SDBIP report for 2008/09 and submit to the MM (PMS office) by 16 January. Submit departmental inputs for the 2009/10 Annual Report to the MM (PMS office) by 10 November.	Submit monthly departmental reports to council within timeframes. Consolidate departmental 3rd Quarter SDBIP report for 2008/09 and submit to the MM (PMS office) by 17 April.	Monthly, quarterly, half yearly and annual reports. Proof of submission	
			Organisational Design	Review of Organogram	100%	30/06/10			Review departmental organogram and job descriptions to align to divisional responsibilities	Review departmental organogram and job descriptions to align to divisional responsibilities	Review departmental organogram and job descriptions to align to divisional responsibilities	Correspondence with HR	
BSD	Promote environmentally sound practices and social development	5%	Health well-being	HIV awareness	100%	30/06/10			Ensure that HIV/AIDS issues are raised at Departmental Meetings and sectoral responsibilities included in contracts and Service level agreements where the Department is involved	Ensure that HIV/AIDS issues are raised at Departmental Meetings and sectoral responsibilities included in contracts and Service level agreements where the Department is involved	Ensure that HIV/AIDS issues are raised at Departmental Meetings and sectoral responsibilities included in contracts and Service level agreements where the Department is involved	Ensure that HIV/AIDS issues are raised at Departmental Meetings and sectoral responsibilities included in contracts and Service level agreements where the Department is involved	Proof of HIV/AIDS issues raised
			Accessible services	5 Year capital investment plan	25%	30/06/10			Assist with the development of a 5-year Capital Investment plan by ensuring compliance to the SDF and LED strategy and providing information regarding Housing Development.	Assist with the development of a 5-year Capital Investment plan by ensuring compliance to the SDF and LED strategy and providing information regarding Housing Development.	Assist with the development of a 5-year Capital Investment plan by ensuring compliance to the SDF and LED strategy and providing information regarding Housing Development.	5 Year Capital Investment plan	
			Housing	Housing Chapter	25%	30/06/10			Monitor and co-ordinate the development of a Housing Chapter. Involve all departments in the development and implementation of the Housing Chapter. Ensure compliance to the SDF and LED strategy.	Monitor and co-ordinate the development of a Housing Chapter. Involve all departments in the development and implementation of the Housing Chapter. Ensure compliance to the SDF and LED strategy.	Monitor and co-ordinate the development of a Housing Chapter. Involve all departments in the development and implementation of the Housing Chapter. Ensure compliance to the SDF and LED strategy.	Housing development plan with Projects	
LED	Create community beneficiation and empowerment opportunities through networking for increased employment and poverty alleviation	40%	Housing	Pioneer old aged homes	25%	30/06/10			Monitor and co-ordinate the allocation of the Pioneer old aged homes. Ensure that policy is developed by 30 September '09 and circulated for comments	Monitor and co-ordinate the allocation of the Pioneer old aged homes. Ensure that the Pioneer old aged homes. Ensure that policy is Finalised and approved by council by 30 March 2010	Monitor and co-ordinate the allocation of the Pioneer old aged homes. Ensure that policy is implemented	Monitor and co-ordinate the allocation of the Pioneer old aged homes. Ensure that policy is implemented	Flat rate Policy on allocation of Pioneer old aged homes. Records of correspondence on complaints
			Housing	Housing Administration	25%	30/06/10			Ensure that Policies on Housing development are drafted. Monitor housing projects and intervene where necessary. Link DLGH with stakeholders. Ensure adherence to submissions required by DLGH.	Ensure that Policies on Housing development are drafted. Monitor housing projects and intervene where necessary. Link DLGH with stakeholders. Ensure adherence to submissions required by DLGH.	Ensure that Policies on Housing development are drafted. Monitor housing projects and intervene where necessary. Link DLGH with stakeholders. Ensure adherence to submissions required by DLGH.	Housing Policies Correspondence with DLGH	
			Poverty Reduction and empowerment	Poverty Alleviation (EPWP)	15%	30/06/10			Investigate how Economic Enterprise EPWP can be linked with Municipal programmes	Investigate how Economic Enterprise EPWP can be linked with Municipal programmes	Investigate how Economic Enterprise EPWP can be linked with Municipal programmes	Correspondence EPWP economic Enterprise projects	
			Poverty Reduction and empowerment	LED Strategy Implementation plan	15%	30/06/10			Monitor the integration of GTM projects with the LED strategy and ensure regular reporting on LED projects implemented	Monitor the integration of GTM projects with the LED strategy and ensure regular reporting on LED projects implemented	Monitor the integration of GTM projects with the LED strategy and ensure regular reporting on LED projects implemented	Monitor the integration of GTM projects with the LED strategy and ensure regular reporting on LED projects implemented	LED Strategy Implementation plan Reports

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

KPA	Strategic Objective	Obj Weight	Programme	Departmental 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
FIN	Integrated development planning	40%	Integrated Development Planning	IDP review	10%				Coordinate departmental inputs for the strategy phase of the IDP, cost projects and submit to IDP office for prioritisation on the relevant template by 16 November. Monitor IDP project implementation.	Coordinate the review and development of sector related plans and programmes as per the approved TOR and submit for inclusion in the draft IDP by 15 March '10. Coordinate departmental inputs into the drafting of the SDBIP and Scorecard for 2010/11. Monitor IDP project implementation.	Coordinate departmental inputs into the drafting of the SDBIP and Scorecard for 2010/11. Monitor IDP project implementation.	Coordinate departmental inputs into the drafting of the SDBIP and Scorecard for 2010/11. Monitor IDP project implementation.	Records of submissions
				Strategic Thrust Team	10%	30/06/10			Arrange Strategic Thrust Team meetings as per the approved TOR and submit minutes to MM (PMS office) for monitoring. Lobby stakeholders for partnerships (Aotic, SEDA, LTP). Conduct a Strategic Session for PED.	Arrange Strategic Thrust Team meetings as per the approved TOR and submit minutes to MM (PMS office) for monitoring. Lobby stakeholders for partnerships (Aotic, SEDA, LTP). Conduct a Strategic Session for PED.	Arrange Strategic Thrust Team meetings as per the approved TOR and submit minutes to MM (PMS office) for monitoring. Lobby stakeholders for partnerships (Aotic, SEDA, LTP). Conduct a Strategic Session for PED.	Arrange Strategic Thrust Team meetings as per the approved TOR and submit minutes to MM (PMS office) for monitoring. Lobby stakeholders for partnerships (Aotic, SEDA, LTP). Conduct a Strategic Session for PED.	Minutes and Attendance Registers
				Departmental Strategic Sessions	5%	30/06/10			Ensure that SDF are communicated to all departments, Councilors and ward committees.	Monitor and co-ordinate the review and implementation of the SDF.	Monitor and co-ordinate the review and implementation of the SDF.	Monitor and co-ordinate the review and implementation of the SDF.	Correspondence with stakeholders
				Spatial Development Framework Review	10%	30/06/10	R 70,000		Monitor the development of the LUMS and ensure community is involved during the development.	Monitor the development of the LUMS and ensure community is involved during the development.	Monitor the development of the LUMS and ensure community is involved during the development.	Monitor the development of the LUMS and ensure community is involved during the development.	Minutes of Strategic Session
				Development of LUMS	5%	30/06/10			Monitor and ensure that property boundaries, zoning, development conditions, etc. are continuously upgraded and corrected. Ensure that traditional leaders are educated to land use and management.	Monitor and ensure that property boundaries, zoning, development conditions, etc. are continuously upgraded and corrected. Ensure that traditional leaders are educated to land use and management.	Monitor and ensure that property boundaries, zoning, development conditions, etc. are continuously upgraded and corrected. Ensure that traditional leaders are educated to land use and management.	Monitor and ensure that property boundaries, zoning, development conditions, etc. are continuously upgraded and corrected. Ensure that traditional leaders are educated to land use and management.	Review of SDF
				Land use planning and management	10%	30/06/10			Monitor and ensure that property boundaries, zoning, development conditions, etc. are continuously upgraded and corrected. Ensure that traditional leaders are educated to land use and management.	Monitor and ensure that property boundaries, zoning, development conditions, etc. are continuously upgraded and corrected. Ensure that traditional leaders are educated to land use and management.	Monitor and ensure that property boundaries, zoning, development conditions, etc. are continuously upgraded and corrected. Ensure that traditional leaders are educated to land use and management.	Monitor and ensure that property boundaries, zoning, development conditions, etc. are continuously upgraded and corrected. Ensure that traditional leaders are educated to land use and management.	Record of correspondence, invitations, notices, etc.
				Integrated Spatial Development					Finalise the Rural development strategy and ensure that all stakeholders are involved in the finalisation process.	Finalise the Rural development strategy and ensure that all stakeholders are involved in the finalisation process.	Finalise the Rural development strategy and ensure that all stakeholders are involved in the finalisation process.	Finalise the Rural development strategy and ensure that all stakeholders are involved in the finalisation process.	Documentation indicating the number of applications received vs. the number considered per month
				Rural Development Strategy	10%	30/06/10			Draft a Rural Development strategy and ensure that all stakeholders are involved in the finalisation process.	Draft a Rural Development strategy and ensure that all stakeholders are involved in the finalisation process.	Draft a Rural Development strategy and ensure that all stakeholders are involved in the finalisation process.	Draft a Rural Development strategy and ensure that all stakeholders are involved in the finalisation process.	Rural development Strategy
				NDPG Project Management	20%	30/06/10		R 851,246	Save as link for GTM and the NDPG project manager and report deviations for intervention.	Save as link for GTM and the NDPG project manager and report deviations for intervention.	Save as link for GTM and the NDPG project manager and report deviations for intervention.	Save as link for GTM and the NDPG project manager and report deviations for intervention.	NDPG meeting minutes
				Acquisition of land and demarcate stands	10%	30/06/10			Monitor and facilitate processes to identify available land, the acquisition thereof and the demarcation of rural sites.	Monitor and facilitate processes to identify available land, the acquisition thereof and the demarcation of rural sites.	Monitor and facilitate processes to identify available land, the acquisition thereof and the demarcation of rural sites.	Monitor and facilitate processes to identify available land, the acquisition thereof and the demarcation of rural sites.	NDPG Reports & Land acquired
				Serviced sites for alienation	10%	30/06/10			Monitor the provision of information pertaining to newly demarcated sites to ESD, CSD and EED for servicing.	Monitor the provision of information pertaining to newly demarcated sites to ESD, CSD and EED for servicing.	Monitor the provision of information pertaining to newly demarcated sites to ESD, CSD and EED for servicing.	Monitor the provision of information pertaining to newly demarcated sites to ESD, CSD and EED for servicing.	Demarcated sites
				Budget drafting	33%	31/05/10			Manage and co-ordinate the drafting of the Department's budget to ensure that the budget is drafted within legislative framework. Conduct bi-lateral discussions with CFO to finalise budget. Attend to the public participation programme to ensure the timeliness of the Budget.	Manage and co-ordinate the drafting of the Department's budget to ensure that the budget is drafted within legislative framework. Conduct bi-lateral discussions with CFO to finalise budget. Attend to the public participation programme to ensure the timeliness of the Budget.	Manage and co-ordinate the drafting of the Department's budget to ensure that the budget is drafted within legislative framework. Conduct bi-lateral discussions with CFO to finalise budget. Attend to the public participation programme to ensure the timeliness of the Budget.	Manage and co-ordinate the drafting of the Department's budget to ensure that the budget is drafted within legislative framework. Conduct bi-lateral discussions with CFO to finalise budget. Attend to the public participation programme to ensure the timeliness of the Budget.	Records of correspondence
				Financial Management and Budgeting					Manage and co-ordinate the drafting of the Department's budget to ensure that the budget is drafted within legislative framework. Conduct bi-lateral discussions with CFO to finalise budget. Attend to the public participation programme to ensure the timeliness of the Budget.	Manage and co-ordinate the drafting of the Department's budget to ensure that the budget is drafted within legislative framework. Conduct bi-lateral discussions with CFO to finalise budget. Attend to the public participation programme to ensure the timeliness of the Budget.	Manage and co-ordinate the drafting of the Department's budget to ensure that the budget is drafted within legislative framework. Conduct bi-lateral discussions with CFO to finalise budget. Attend to the public participation programme to ensure the timeliness of the Budget.	Manage and co-ordinate the drafting of the Department's budget to ensure that the budget is drafted within legislative framework. Conduct bi-lateral discussions with CFO to finalise budget. Attend to the public participation programme to ensure the timeliness of the Budget.	Approved Departmental budget 31 May 2010
				Financial Management and Budgeting	33%	30/06/10			Manage and co-ordinate the drafting of the Department's budget to ensure that the budget is drafted within legislative framework. Conduct bi-lateral discussions with CFO to finalise budget. Attend to the public participation programme to ensure the timeliness of the Budget.	Manage and co-ordinate the drafting of the Department's budget to ensure that the budget is drafted within legislative framework. Conduct bi-lateral discussions with CFO to finalise budget. Attend to the public participation programme to ensure the timeliness of the Budget.	Manage and co-ordinate the drafting of the Department's budget to ensure that the budget is drafted within legislative framework. Conduct bi-lateral discussions with CFO to finalise budget. Attend to the public participation programme to ensure the timeliness of the Budget.	Manage and co-ordinate the drafting of the Department's budget to ensure that the budget is drafted within legislative framework. Conduct bi-lateral discussions with CFO to finalise budget. Attend to the public participation programme to ensure the timeliness of the Budget.	Monthly financial budget reports

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Objective **Wolbach** **Project** **Wolbach** **Open**

Objective	Weight	Sub-objective	Weight	Target date	Copy Budget	Copy Budget	Cur target	Cur target	Cur target	Evidence
Develop effective and sustainable stakeholder relations	10%	Inter-governmental relations	50%	30/06/10			Monitor progress with premier (GR resolutions (Forwarded by the MM) implementation plans and submit quarterly progress reports to Corporate Services for consideration. Attend district IGR technical working group meetings	Monitor progress with premier (GR resolutions (Forwarded by the MM) implementation plans and submit quarterly progress reports to Corporate Services for consideration. Attend district IGR technical working group meetings	Monitor progress with premier (GR resolutions (Forwarded by the MM) implementation plans and submit quarterly progress reports to Corporate Services for consideration. Attend district IGR technical working group meetings	IGR resolution register and Quarterly Progress Minutes of District IGR meetings
		Inter-governmental relations	50%	30/06/10			Establish partnerships for service delivery planning and implementation with stakeholders	Establish partnerships for service delivery planning and implementation with stakeholders	Establish partnerships for service delivery planning and implementation with stakeholders	Stakeholder list Correspondence and proof of partnerships
Effective and Efficient administration	80%	Customer care	10%	30/06/10			Visit Thusing centres to create awareness of services rendered within the department on a quarterly basis	Visit Thusing centres to create awareness of services rendered within the department on a quarterly basis. Develop a detailed handout on all departmental services by 30 November 09	Visit Thusing centres to create awareness of services rendered within the department on a quarterly basis	Detailed handout on Departmental Services Proof of Visits to Thusing Centres Awareness
		Legal support	15%	30/06/10			Ensure that the department review (LUMS & SDF) and develop (Reward & Incentive, Illegal Occupation of Land, Informal trading, Alteration of municipal land) relevant policies. Monitor the implementation of relevant policies and by-laws.	Ensure that the department review (LUMS & SDF) and develop (Reward & Incentive, Illegal Occupation of Land, Informal trading, Alteration of municipal land) relevant policies. Monitor the implementation of relevant policies and by-laws.	Ensure that the department review (LUMS & SDF) and develop (Reward & Incentive, Illegal Occupation of Land, Informal trading, Alteration of municipal land) relevant policies. Monitor the implementation of relevant policies and by-laws.	Approved Land allocation Integration Informal occupation and Informal PMS Reward and Incentive Policy Funding committed. Implementation plan
		Information Management	15%	30/06/10			Monitor the identification of funding sources for the development of a Spatially enabled MIS together with Corporate Services, ensure the integration of GIS.	Monitor the identification of funding sources for the development of a Spatially enabled MIS together with Corporate Services, ensure the integration of GIS.	Monitor the identification of funding sources for the development of a Spatially enabled MIS together with Corporate Services, ensure the integration of GIS.	Quarterly Departmental Reports/Reports for Website
		Information Management	10%	30/06/10			Compile and submit quarterly inputs, reports, articles from the department to Corporate services to update the Municipal website on a quarterly basis.	Compile and submit quarterly inputs, reports, articles from the department to Corporate services to update the Municipal website on a quarterly basis.	Compile and submit quarterly inputs, reports, articles from the department to Corporate services to update the Municipal website on a quarterly basis.	Council agendas and minutes
		Council Structures	10%	30/06/10			Submit departmental submissions timely for Council and committee meetings. Attend Council and committee meetings. Monitor and report progress on implementation of council resolutions	Submit departmental submissions timely for Council and committee meetings. Attend Council and committee meetings. Monitor and report progress on implementation of council resolutions	Submit departmental submissions timely for Council and committee meetings. Attend Council and committee meetings. Monitor and report progress on implementation of council resolutions	Resolution register
		Meeting Management	10%	30/06/10			Arrange and conduct bi-monthly departmental meetings. Monitor monthly divisional meetings.	Arrange and conduct bi-monthly departmental meetings. Monitor monthly divisional meetings.	Arrange and conduct bi-monthly departmental meetings. Monitor monthly divisional meetings.	Minutes and Attendance registers
		Governance	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	Disciplinary hearings & disputes
		Governance	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.	Risk report Records of responses to and actions taken on audit queries

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

KPA	Strategic Objective	Obj Weight	Programme	Departmental 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
	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			Support the KM in the development of a strategy on improving the discipline within the municipality and specifically within the Planning and Development department	Manage and co-ordinate the roll-out and implementation of the projects that will instill new values and a culture of discipline within the Planning and Development department	Manage and co-ordinate the roll-out and implementation of the projects that will instill new values and a culture of discipline within the Planning and Development department	Manage and co-ordinate the roll-out and implementation of the projects that will instill new values and a culture of discipline within the Planning and Development department	Instilling values and culture of discipline strategy

Handwritten notes: "18/5" and "F1"

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	20
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.	5
Change Management	Must be able to initiate and support municipal transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	15
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	5
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	15
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively in order to put the spirit of customer service (Batho Pele) into practice	15
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 workshoping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employer / superior	Undertaking of the employee
On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.	I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.
Signed and accepted by the Supervisor on behalf of Council:	Signed and accepted by the Employee:
	
DATE: 05-02-2010	DATE: 2010/02/05

7. Summary Scorecard

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

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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 PA and Performance plan and maintained this in all areas of responsibility throughout the year.	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	Performance 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.

W.F.F.T

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