

SCANNED



**WITZENBERG**  
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**Witzenberg Municipality**

# PERFORMANCE AGREEMENT

Between

**WITZENBERG MUNICIPALITY**

("The Council")

Herein represented by the Municipal Manager, Mr David Nasson,

And

**Mr Douglas Mzwandile Jacobs**

("The Director: Community Services")

**Financial Year  
2009/2010**

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## ANNEXURES

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## 1. RECORDAL

- 1.1. The Council and the Director ("the parties") have entered into an Employment Contract ("the Employment Agreement").
- 1.2. The Employment Contract [read together with section 57 of the Local Government: Municipal Systems Act, 32 of 2000 ("the Systems Act")], provides for the parties to conclude a Performance Agreement by no later than 31 July of each year for the duration of the Employment Contract. Should the conclusion of the Performance Agreements not be completed by this date due to unforeseen circumstances, the parties may extend this date by mutual agreement.
- 1.3. The parties have taken into consideration the provisions of Chapter 6 of the Systems Act (sections 38 to 49) which deal with performance management, the Local Government: Municipal Planning and Performance Management Regulations, 2001 (published in Government Gazette No. 22602 of 24 August 2001), and the Local Government: Municipal Performance Management Regulations for Municipal Managers, 2006 (published in Government Gazette No 29089 of 1 August 2006).
- 1.4. The purpose of the Performance Agreement is to:
  - 1.4.1. 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;
  - 1.4.2. 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) and the Budget of the municipality;
  - 1.4.3. Specify accountabilities as set out in a performance scorecard, which forms an annexure to the performance agreement;
  - 1.4.4. Monitor and measure performance against set targeted outputs;
  - 1.4.5. Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
  - 1.4.6. In the event of outstanding performance, to appropriately reward the employee; and
  - 1.4.7. Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.
- 1.5. The parties wish to record the terms of the Performance Agreement as they hereby do.



## 2. PERFORMANCE MANAGEMENT FRAMEWORK

2.1. It is recorded that –

2.1.1 The performance management framework utilized by the parties is a measurement tool for assessing an individual senior manager's contribution to his employer. It is the most significant component in the determination of the manager's performance bonus.

2.1.2 The basis for the measurement will be derived by the Municipal Manager from the strategic priorities of Council, as depicted in its Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and any outcomes of strategic planning sessions of Council and the senior management team.

2.2 Annexed hereto marked "A" is the Performance Scorecard ("Plan") as agreed by the parties. It identifies the strategic aims, objectives, how the achievement of these objectives is to be measured, the proposed performance targets in respect of each objective, and the weighting, on a percentage basis, given to each strategic aim and/or objective. The Performance Scorecard consists of two key components:

2.2.1 Part I: Functional Objectives in terms of the five national municipal Key Performance Areas (80% weighting); and

2.2.2 Part II: Core Competency Requirements which identify certain generic managerial competencies (20%).

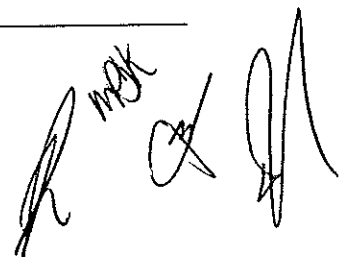
## 3. DURATION

3.1. The Performance Agreement must be entered into for each financial year of the municipality, or part thereof.

3.2. The Performance Agreement will be deemed to have commenced on 1 July 2009 ("the commencement date") and shall govern the performance of the Director in the period from the commencement date until 30 June 2010.

3.3. Notwithstanding the provisions of clause 3.1, the parties shall nevertheless remain bound by the provisions of this Performance Agreement until the Director has been paid his performance bonus in terms of clause 6.

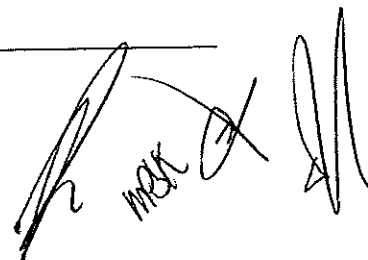
3.4. The Director must be employed for at least four months of this evaluation period in order to be considered for the payment of a *pro rata* performance bonus in terms of this agreement.



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- 3.5. The agreement will terminate on the termination of the employee's contract of employment.
  - 3.6. If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must immediately be revised, by mutual agreement between the parties.

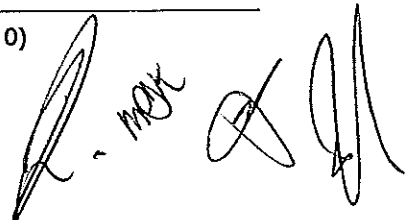
#### 4. PERFORMANCE MANAGEMENT SYSTEM

- 4.1 The employee agrees to participate in the performance management system that the employer adopts or introduces for the municipality.
- 4.2 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 standards required.
- 4.3 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.
- 4.4 The employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPAs) (including special projects relevant to the employee's responsibilities) within the local government framework.
- 4.5 The criteria upon which the performance of the employee must be assessed consist of two components, both of which must be contained in the performance agreement. The employee must be assessed against both components, with a weighting of 80: 20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs), respectively. Each area of assessment will be weighted and will contribute a specific part to the total score. KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 4.6 The employee's assessment will be based on his or her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance scorecard which are linked to the KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee.

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## 5. PERFORMANCE OBJECTIVES

- 5.1 The performance scorecard sets out:
- (a) The performance objectives and targets that must be met by the employee; and
  - (b) The time frames within which those performance objectives and targets must be met.
- 5.2 The performance objectives and targets reflected in the performance scorecard 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 municipality, and shall include key objectives; key performance indicators; target dates and weightings.
- 5.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 5.4 The employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the employer's Integrated Development Plan.
- 5.5 The objectives set for the employee will be spread amongst the Key Performance Areas referred to in 4.5 to form 80% of the overall assessment. The content and weighting of these various objectives and the respective KPAs, as agreed between the employer and the employee, is documented in Appendix A (Part I). The 5 broad national KPA categories are:
- 5.5.1 Basic Service Delivery
  - 5.5.2 Municipal Institutional Development and Transformation
  - 5.5.3 Local Economic Development (LED)
  - 5.5.4 Municipal Financial Viability and Management
  - 5.5.5 Good Governance and Public Participation
- 5.6 The remaining 20% of the overall assessment will be comprised of the competencies of the Core Competency Requirements stipulated in section 26(8) of Regulation R805, *Local Government: Municipal Performance Management Regulations for Municipal Managers, 2006* (published in Government Gazette No 29089 of 1 August 2006, as agreed between the employer and employee and documented in Appendix A (Part II).



## 6. REVIEW OF PERFORMANCE

- 6.1 The Municipal Manager must initiate quarterly review and feedback sessions with the Director during which progress on the objectives articulated in Appendix A will be reviewed and any potential obstacles to performance will be identified and corrective action agreed upon.
- 6.2 The performance of the employee in relation to his or her performance agreement must be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

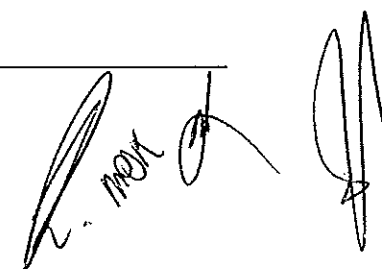
Quarter	Period	Review Date
1 <sup>st</sup> quarter	July – September	October 2009
2 <sup>nd</sup> quarter	October – December	January 2010
3 <sup>rd</sup> quarter	January – March	April 2010
4 <sup>th</sup> quarter	April – June	July 2010

- 6.3 The outcomes of the review session shall be documented and distributed to the Director after conclusion of the review session. This performance feedback must be based on the employer's assessment of the employee's performance, based on the objectives agreed upon and documented in Appendix A.
- 6.4 The employer must keep a record of the reviews and annual assessment meetings.
- 6.5 If the need arises during performance reviews to adapt performance indicators, objectives or targets due to unforeseen circumstances and/or operational requirements, then such changes will be by mutual agreement and will be reduced to writing in an appendix to this agreement within seven (7) days of such an agreement.
- 6.6 The employer may amend the provisions of the performance scorecard whenever the performance management system is adopted, implemented and/or amended as the case may be on agreement between both parties.

## 7. ASSESSMENT PROCESS

- 7.1 As soon as possible after the conclusion of the financial year, but in any event by no later than 31 July, or by such later date as may be agreed by the parties in writing, the Municipal Manager shall assess the performance and determine the score of the Director in accordance with the assessment framework as set out in clause 2.1-2.2 above.
- 7.2 The performance assessment will take place solely on the basis of the Performance Scorecard as described in 2.2 above.

- 7.3 The performance scorecard sets out –
- 7.3.1 The standards and procedures for evaluating the employee's performance; and
  - 7.3.2 The intervals for the evaluation of the employee's performance.
- 7.4 Despite the establishment of agreed intervals for evaluation, the employer may in addition review the employee's performance at any stage while the employment contract remains in force.
- 7.5 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 set time frames.
- 7.6 The annual performance appraisal must involve:
- 7.6.1 Assessment of the achievement of results as outlined in the performance scorecard:
    - 7.6.1.1 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.
    - 7.6.1.2 An indicative rating on the five-point scale should be provided for each KPA.
    - 7.6.1.3 The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.
  - 7.6.2 Assessment of the CCRs:
    - 7.6.2.1 Each CCR should be assessed according to the extent to which the specified standards have been met.
    - 7.6.2.2 An indicative rating on the five-point scale should be provided for each CCR.
    - 7.6.2.3 This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.



7.6.2.4 The applicable assessment-rating calculator must then be used to add the scores and calculate a final CCR score.

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

7.8 The assessment of the performance of the employee will be based on the following rating scale for KPA's and CCR's:

Rating	Level	Description
5	<b>Outstanding Performance</b>	<ul style="list-style-type: none"> <li>➤ Performance far exceeds the standard expected of an employee at this level.</li> <li>➤ 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 scorecard and maintained this in all areas of responsibility throughout the year.</li> </ul>
4	<b>Performed significantly above expectations</b>	<ul style="list-style-type: none"> <li>➤ Performance is significantly higher than the standard expected in the job.</li> <li>➤ 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.</li> </ul>
3	<b>Fully effective</b>	<ul style="list-style-type: none"> <li>➤ Performance fully meets the standards expected in all areas of the job.</li> <li>➤ 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 Scorecard</li> </ul>
2	<b>Performance not fully effective</b>	<ul style="list-style-type: none"> <li>➤ Performance is below the standard required for the job in key areas.</li> <li>➤ Performance meets some of the standards expected for the job.</li> <li>➤ 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 Scorecard</li> </ul>
1	<b>Unacceptable performance</b>	<ul style="list-style-type: none"> <li>➤ Performance does not meet the standard expected for the job.</li> <li>➤ The review/ assessment indicate 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 Scorecard.</li> <li>➤ 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.</li> </ul>

7.9 The outcome of the performance assessment will be documented in a report and the Municipal Manager will provide feedback to the Director within 10 working days after the assessment.

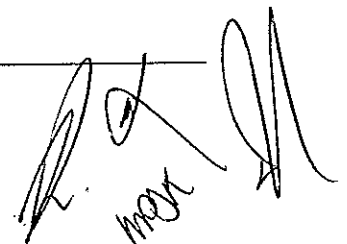
- 7.10 The Director shall be given the opportunity to respond to the report in writing within 5 working days after receipt of the report.
- 7.11 Should the Municipal Manager cease to be an employee of Council during the assessment period, the parties hereby agree that an interim assessment will take place at least 10 working days prior to the Municipal Manager leaving the employ of Council. The parties hereby agree further that this assessment will carry a pro-rata weight in the annual assessment of the Director, and that this specific provision will only be negated with the explicit consent of both parties.

## 8. THE ASSESSMENT PANEL

- 8.1 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established –
- 8.1.1 Municipal Manager;
  - 8.1.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
  - 8.1.3 Member of the mayoral executive and/ or committee portfolio chairperson;
  - 8.1.4 The Municipal Manager from another municipality; and
  - 8.1.5 A Performance Management specialist appointed by the Municipal Manager to assist with the process.
- 8.2 The manager responsible for human resources of the municipality must provide secretariat services to the assessment panel.

## 9. DEVELOPMENTAL REQUIREMENTS

- 9.1 A personal development plan (PDP) for addressing developmental gaps must form part of the performance agreement.
- 9.2 Any developmental gaps, initiatives and/ or remedial actions identified at any time during the duration of this agreement, including during performance review sessions, will be documented on the Personal Development Plan attached as "Appendix B" hereto.

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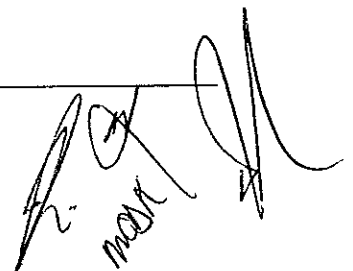
## 10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer must:

- 10.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 10.1.2 Provide access to skills development and capacity building opportunities;
- 10.1.3 Work collaboratively with the employee to solve problems and generate solutions to common problems that may impact on the performance of the employee;
- 10.1.4 On the request of the employee delegate such powers reasonably required by the employee to enable him or her to meet the performance objectives and targets established in terms of the agreement; and
- 10.1.5 Make available to the employee such resources as the employee may reasonably require from time to time assisting him or she to meet the performance objectives and targets established in terms of the agreement.

## 11. CONSULTATION

- 11.1 The Employer agrees to consult the employee timeously where the exercising of the powers will have, amongst others:
- a. A direct effect on the performance of any of the employee's functions;
  - b. Commit the employee to implement or to give effect to a decision made by the employer; and
  - c. A substantial financial effect on the employer.
- 11.2 The employer agrees to inform the employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 above as soon as is practicable to enable the employee to take any necessary action without delay.



## 12. MANAGING OF ASSESSMENT OUTCOMES

### 12.1 Rewarding Performance

12.1.1 The evaluation of the employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

12.1.2 A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator on the following basis:

Assessment Score	Percentage (%)	Bonus %
130	65.0	5
135	67.5	6
140	70.0	7
145	72.5	8
149	74.5	9
150	75.0	10
154	77.0	11
158	79.0	12
162	81.0	13
166	83.0	14

### 12.2 Handling Poor Performance.

12.2.1 In the case of unacceptable performance, the employer shall

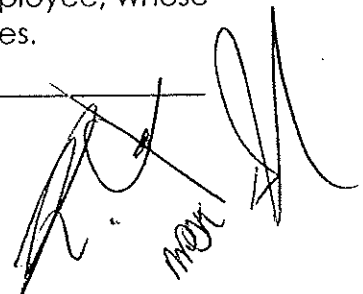
- (a) Provide systematic remedial or developmental support to assist the employee to improve his or her performance; and
- (b) If after appropriate performance counselling and guidance and/or support and reasonable time for improvement in performance, the performance does not improve, the employer may consider steps to terminate the employment of the employee on grounds of incapacity to carry out his or her duties.

12.2.2 Where the Municipal Manager is, at any time during the Director's employment, not satisfied with the Director's performance with respect to any matter dealt with in this Agreement, the Municipal Manager will define the nature of the performance problem and give notice to the Director to attend a meeting to discuss the performance.

- 12.2.3 During this meeting, the areas of concern will be pointed out by the Municipal Manager and agreement will be reached on the remedies to be taken to address the noted areas of concern. The areas of concern and the remedies agreed will be documented for record purposes on the Personal Development Plan attached as Appendix B.
- 12.2.4 Over and above the ad hoc discussions provided for in 12.2.2 above, the Review Process set out in clause 6 will be utilised to identify and address any performance problems noted.
- 12.2.5 If at any stage thereafter the Municipal Manager holds the view that the performance of the Director is not satisfactory, the Municipality will, subject to compliance with applicable labour legislation, be entitled by notice in writing to terminate the Director's employment in accordance with the employment contract of the Director.

### 13. DISPUTE RESOLUTION

- 13.1 Any disputes about the nature and content of the employee's performance agreement, must be mediated by:
- 13.1.1 In the case of the Municipal Manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and
- 13.1.2 In the case of managers directly accountable to the Municipal Manager, the Executive Mayor within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.
- 13.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by:
- 13.2.1 In the case of the Municipal Manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and
- 13.2.2 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), within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.



13.3 The provisions of this clause shall not derogate whatsoever from the rights of the Council in terms of the Employment Contract.

**14. ALIGNMENT WITH MUNICIPAL PERFORMANCE MANAGEMENT REGULATIONS**

14.1 The parties agree that the abovementioned regulations were used as a guideline in drafting this agreement, and at the time of conclusion of this agreement certain aspects prescribed in the regulations require further clarification from the MEC for Local Government and/ or the National Department of Local Government.

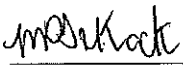
14.2 In the absence of clarity on the interpretation of any prescriptions of this agreement, the parties agree that any deviations from the agreement in this regard will be by mutual consent and with the approval of the municipal Council or a delegated authority of Council.

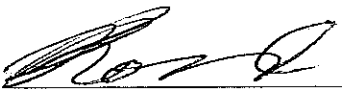
**15. PROVISIONS OF THE EMPLOYMENT CONTRACT**


The provisions of the Employment Contract *mutatis mutandis* apply to this Performance Agreement as if specifically incorporated herein.

Signed at **Ceres** on this the ...5..... day of ...August..... 2009.

**AS WITNESSES:**

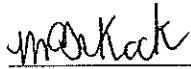
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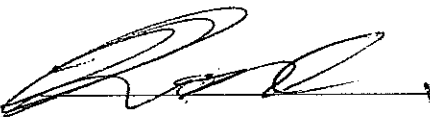
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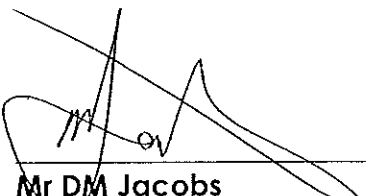
  
Mr D Nasson  
Municipal Manager

Signed at **Ceres** on this the ...5..... day of ...August..... 2009.

**AS WITNESSES:**

1. 

2. 

  
Mr DM Jacobs  
Director: Community Services

# Appendix A Performance Scorecard (1 July 2009 – 30 June 2010)



Directorate: **COMMUNITY SERVICES**

Director: **Mr MD JACOBS**

Evaluation Component	Weight	Score*
<b>PART I: NATIONAL KEY PERFORMANCE AREAS</b> (80%)		
KPA 1: Basic Service Delivery	60	
KPA 2: Municipal Institutional Development & Transformation	10	
KPA 3: Local Economic Development	10	
KPA 4: Municipal Financial Viability & Management	10	
KPA 5: Good Governance & Public Participation	10	
<b>TOTAL</b>	<b>100</b>	
<b>PART II: CORE COMPETENCY REQUIREMENTS</b> (20%)		
CCR 1: Strategic Capability & Leadership	20	
CCR 2: Financial Management	20	
CCR 3: People Management & Empowerment	20	
CCR 4: Client Orientation & Customer Focus	20	
CCR 5: Performance Management & Reporting	20	
<b>TOTAL</b>	<b>100</b>	



**Part I: National Key Performance Areas**

Function/ Service Area	Objective	Key Activities/ Performance Indicators	Performance Targets 30 June 2010	Weight	Rating	Score		
			Fully Effective (3)	Exceeds Expectations (4)	Outstanding (5)			
<b>KPA 1: Basic Service Delivery (60%)</b>								
1.1 <b>Environmental Protection</b>	To ensure a clean and green environment To ensure environmental friendly planning & development	<ul style="list-style-type: none"> <li>❖ Improve programmes at schools</li> <li>❖ Increase green areas</li> <li>❖ Attend to air pollution &amp; noise complaints</li> <li>❖ Provide comments on EIA</li> <li>❖ Act after inspection of open sites/plots</li> </ul>	<ul style="list-style-type: none"> <li>❖ Maintain and improve programmes for schools</li> <li>❖ 150 Trees planted by 30 September 2009</li> </ul>	<ul style="list-style-type: none"> <li>❖ Set dates for evaluation of programmes at 10 schools</li> <li>❖ 200 Trees planted by 31 December 2009</li> </ul>	<ul style="list-style-type: none"> <li>❖ All 15 schools being evaluated by 30 June 2010</li> <li>❖ 250 Trees planted by 31 March 2010</li> </ul>	10		
1.2 Housing	To build subsidized housing within the funding as provided by Prov Government by June 2010 To facilitate the provision of gap housing To administer and maintain subsidized housing rental stock of the Mun To eradicate and manage informal areas To compile and administer housing waiting	<ul style="list-style-type: none"> <li>❖ <b>Pine Forest</b></li> <li>• Approval of beneficiary applications by Prov Admin</li> <li>• Construction of foundations</li> <li>• Construction of walls</li> <li>• Installation of plumbing &amp; elec</li> <li>• Houses to be completed</li> <li>• Transfers of sites to be completed</li> </ul>	<ul style="list-style-type: none"> <li>❖ 130 Approved beneficiary applications by 31 December 2009</li> <li>❖ 153 Constructed foundations by 31 December 2009</li> <li>❖ 252 Walls erected by 31 December 2009</li> <li>❖ 555 installations (water &amp; elec) done by 31 December 2009</li> <li>❖ Award of tender</li> <li>❖ On construction site</li> <li>❖ Completion of 555 housing units by 31 December 2009</li> <li>❖ 450 Transportations in beneficiaries name</li> </ul>	<ul style="list-style-type: none"> <li>❖ 130 Approved beneficiary applications by 30 November 2009</li> <li>❖ 153 Constructed foundations by 30 November 2009</li> <li>❖ 252 Walls erected by 30 November 2009</li> <li>❖ 555 installations (water &amp; elec) done by 30 November 2009</li> <li>❖ Completion of 555 housing units by 30-06-2010</li> <li>❖ 500 Transportations in beneficiaries name</li> </ul>	<ul style="list-style-type: none"> <li>❖ 130 Approved beneficiary applications by 31 October 2009</li> <li>❖ 153 Constructed foundations by 31 October 2009</li> <li>❖ 252 Walls erected by 31 October 2009</li> <li>❖ 555 installations (water &amp; elec) done by 31 October 2009</li> <li>❖ Completion of 555 housing units by 31 October 2009</li> <li>❖ 575 Transportations in beneficiaries name</li> </ul>	10		

Function/ Service Area	Objective	Key Activities/ Performance Indicators	Performance Targets 30 June 2010			Weight	Rating	Score
			Fully Effective (3)	Exceeds Expectations (4)	Outstanding (5)			
Housing (cont)	list, rental and purchases To provide housing consumer education To demolish new illegal structures within 24 hours	<ul style="list-style-type: none"> <li>❖ <b>Wolseley</b></li> <li>* Approval of beneficiaries applications by Prov Admin</li> <li>* Construction of foundations &amp; walls</li> <li>* Installation of plumbing &amp; electricity</li> <li>* houses completed</li> <li>* Transportation of sites in beneficiaries name</li> </ul>	<ul style="list-style-type: none"> <li>❖ 33 Approved beneficiary applications by 30 June 2010</li> <li>❖ 42 Constructed foundations by 31 December 2009</li> <li>❖ 42 Walls erected by 31 December 2009</li> <li>❖ 100 Installations (water &amp; elec) done by 31 December 2009</li> <li>❖ Award of tender</li> <li>❖ On construction site</li> <li>❖ Completion of 167 housing units by 31 December 2009</li> <li>❖ 90 Transportations in beneficiaries name by 30 September 2009</li> </ul>	<ul style="list-style-type: none"> <li>❖ 33 Approved beneficiary applications by 30 November 2009</li> <li>❖ 42 Constructed foundations by 30 November 2009</li> <li>❖ 42 Walls erected by 30 November 2009</li> <li>❖ 120 Installations (water &amp; elec) done by 31 December 2009</li> <li>❖ Completion of 167 housing units by 31 November 2009</li> <li>❖ 130 Transportations in beneficiaries name by 31 December 2009</li> </ul>	<ul style="list-style-type: none"> <li>❖ 33 Approved beneficiary applications by 31 October 2009</li> <li>❖ 42 Constructed foundations by 31 October 2009</li> <li>❖ 42 Walls erected by 31 October 2009</li> <li>❖ 167 Installations (water &amp; elec) done by 31 December 2009</li> <li>❖ Completion of 167 housing units by 15 November 2009</li> <li>❖ 173 Transportations in beneficiaries name by 31 March 2010</li> </ul>			
Housing (cont)		<ul style="list-style-type: none"> <li>❖ <b>Prince Alfred Hamlet</b></li> <li>* Transportation of sites in beneficiaries name</li> </ul>	<ul style="list-style-type: none"> <li>❖ 300 sites transported by 30 June 2010</li> </ul>	<ul style="list-style-type: none"> <li>❖ 320 sites transported by 30 June 2010</li> </ul>	<ul style="list-style-type: none"> <li>❖ 367 sites transported by 30 June 2010</li> </ul>			

Function/ Service Area		Objective	Key Activities/ Performance Indicators	Performance Targets 30 June 2010	Weight	Rating	Score
				Fully Effective (3)	Exceeds Expectations (4)	Outstanding (5)	
1.3 Public Safety	To deliver visible traffic law enforcement services To provide local community law enforcement services To deliver timely fire brigade services To maintain a status of preparedness for disasters To effectively collect monies due to Mun in respect of fines	<ul style="list-style-type: none"> <li>❖ Visible enforcement enhanced through the implementation and monitoring of operational plan</li> <li>❖ Measurable efficiencies noted in the provision of the traffic services function</li> <li>❖ Structured weekly and monthly programmes with targeted enforcement actions in all areas</li> <li>❖ Monitor baseline data for targeted areas and monitoring mechanisms in this regard</li> </ul>	<ul style="list-style-type: none"> <li>❖ All officers are equipped with gear and training to safely undertake their functions</li> <li>❖ At least 5000 preventative or curative actions undertaken by officers</li> <li>❖ 80% of SDBIP targets met regarding MVTS, DLTC, LTIC</li> </ul>	<ul style="list-style-type: none"> <li>❖ Monthly reporting on transgressions</li> <li>❖ At least 5500 preventative or curative actions undertaken by officers</li> <li>❖ 85% of SDBIP targets met regarding MVTS, DLTC, LTIC</li> </ul>	10		
		<ul style="list-style-type: none"> <li>❖ Compliant with minimum standards</li> <li>❖ Confidential six monthly operational plan forwarded to MM</li> <li>❖ At least 6000 preventative or curative actions undertaken by officers</li> <li>❖ Employment of local labour for point control, peak seasons and events</li> <li>❖ Notable improvements in DLTC and LTIC post-review</li> <li>❖ Demonstrable reduction in traffic violations achieved through targeted enforcement actions</li> <li>❖ 90% of SDBIP targets met regarding MVTS, DLTC, LTIC</li> </ul>					

Function/ Service Area		Objective	Key Activities/ Performance Indicators	Performance Targets 30 June 2010	Weight	Rating	Score		
			Fully Effective (3)	Exceeds Expectations (4)	Outstanding (5)				
			<ul style="list-style-type: none"> <li>❖ Fire Fighting Services plan evaluated</li> <li>❖ Education and awareness strategy maintained</li> <li>❖ Prevention and precautionary measures adopted and implemented</li> <li>❖ Monthly inspection programmes with follow-ups to ensure compliance with legislation</li> <li>❖ Institutional compliance</li> </ul>	<ul style="list-style-type: none"> <li>❖ Safer compliant public facilities in terms of the NBR part 1 Fire Safety</li> <li>❖ Daily response capability of our mother fire stations on a 24 hour basis</li> <li>❖ Service rendered in terms of SANS 090 Standards</li> <li>❖ Train and register local volunteers</li> </ul>	<ul style="list-style-type: none"> <li>❖ Voluntary compliance</li> <li>❖ Basis for evaluation and monitoring of service/ response levels of respective FFS facilities formalised</li> <li>❖ Participation in local and district areas</li> <li>❖ 100 preventative measures undertaken</li> </ul>	<ul style="list-style-type: none"> <li>❖ All public entertainment facilities fully compliant with relevant regulations</li> <li>❖ Exceed Minimum levels as prescribed in terms of SANS 090</li> <li>❖ Compliance in terms of Section 57 report</li> <li>❖ All staff operational by festive season</li> <li>❖ 125 preventative measures undertaken</li> <li>❖ 100% staffed and readiness</li> </ul>	10		
1.4 Cemeteries	To deliver a high quality of service	To ensure accurate collection of monies due to the Mun	<ul style="list-style-type: none"> <li>❖ Achievement of the SDBIP-target</li> <li>❖ To maintain cemeteries</li> <li>❖ Attend to pauper burials</li> </ul>	<ul style="list-style-type: none"> <li>❖ To meet 90% of set target</li> </ul>	<ul style="list-style-type: none"> <li>❖ To meet 95% of set target</li> </ul>	<ul style="list-style-type: none"> <li>❖ To meet 100% of target set</li> </ul>			

Function/ Service Area	Objective	Key Activities/ Performance Indicators	Performance Targets 30 June 2010	Weight	Rating	Score		
			Fully Effective (3)	Exceeds Expectations (4)	Outstanding (5)			
1.5 Parks & Recreation	To maintain parks & recreational facilities To maintain & administer other sporting facilities To maintain & administer swimming pools To ensure accurate collection of monies due to the Mun	<ul style="list-style-type: none"> <li>❖ Maintaining parks Perception of customers</li> <li>❖ Daily testing of water for chlorine</li> <li>❖ Daily testing of water for pH</li> <li>❖ Improve visitor no's</li> <li>❖ Prepare sport fields for events</li> </ul>	<ul style="list-style-type: none"> <li>❖ To meet 60% of set target</li> </ul>	<ul style="list-style-type: none"> <li>❖ To meet 80% of set target</li> </ul>	<ul style="list-style-type: none"> <li>❖ To meet 95% of set target</li> </ul>	10		
1.6 Community Halls & Facilities	To maintain halls & facilities at a customer satisfactory level To ensure accurate collection of monies	<ul style="list-style-type: none"> <li>❖ Replace floor tiles at banqueting hall at Tullagh Town Hall</li> <li>❖ Cleaning &amp; maintaining halls</li> <li>❖ Improve system to measure customer satisfaction</li> <li>❖ Convene management meetings within department</li> <li>❖ Convene dept employee meetings</li> </ul>	<ul style="list-style-type: none"> <li>❖ Floor tiles to be replaced by 30 June 2010</li> <li>❖ Improve system by 31 October 2009</li> <li>❖ 80% of capital budget spent on renovations</li> </ul>	<ul style="list-style-type: none"> <li>❖ Floor tiles to be replaced by 31 March 2010</li> <li>❖ Monitor improved system by 31 March 2010</li> <li>❖ 85% CAPEX spent</li> </ul>	<ul style="list-style-type: none"> <li>❖ Floor tiles to be replaced by 31 December 2009</li> <li>❖ Revise system</li> <li>❖ 90% CAPEX spent.</li> <li>❖ Halls gardens revamped</li> </ul>	10		

Function/ Service Area	Objective	Key Activities/ Performance Indicators	Performance Targets 30 June 2010	Weight	Rating	Score		
			Fully Effective (3)	Exceeds Expectations (4)	Outstanding (5)			
<b>KPA 2: Municipal Institutional Development (20%)</b>								
2.1 Vehicle Licensing & Testing	To perform testing as an agent of the Prov Admin in an effective manner To issue & collect vehicle licences as an agent of Prov Admin in an effective manner	<ul style="list-style-type: none"> <li>❖ To ensure that the necessary instruments are all in working condition &amp; trained staff at testing station</li> </ul>	<ul style="list-style-type: none"> <li>❖ 80 Learner Driver Licence Sessions</li> <li>❖ 2000 Driver Licence Sessions</li> <li>❖ To reduce waiting period by 1 month</li> </ul>	<ul style="list-style-type: none"> <li>❖ 90 Learner Driver Licence Sessions</li> <li>❖ 2300 Driver Licence Sessions</li> <li>❖ To reduce waiting period by 2 months</li> </ul>	<ul style="list-style-type: none"> <li>❖ 104 Learner Driver Licence Sessions</li> <li>❖ 2600 Driver Licence Sessions</li> <li>❖ To reduce waiting period by 3 months</li> </ul>	5		
2.2 Library Services	To provide a high standard of service to the customer To ensure accurate collection of monies	<ul style="list-style-type: none"> <li>❖ Increase book circulation by 6% and 5% membership, decrease lost books &amp; lodge awareness programmes</li> <li>❖ Comply with minimum PAWC and national standards</li> </ul>	<ul style="list-style-type: none"> <li>❖ Expenditure of budget (own funding)                             <ul style="list-style-type: none"> <li>• CAPEX 70%</li> <li>• OPEX 70%</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>❖ Expenditure of budget (own funding)                             <ul style="list-style-type: none"> <li>• CAPEX 80%</li> <li>• OPEX 80%</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>❖ Expenditure of budget (own funding)                             <ul style="list-style-type: none"> <li>o CAPEX 80%</li> <li>o OPEX 80%</li> </ul> </li> </ul>	5		

Function/ Service Area	Objective	Key Activities/ Performance Indicators	Performance Targets 30 June 2010	Weight	Rating	Score		
			Fully Effective (3)	Exceeds Expectations (4)	Outstanding (5)			
<b>KPA 3: Local Economic Development (10%)</b>								
<b>3.1 Local Economic Development</b>	To review the LED strategy & establish a LED Forum  To strengthen Small Emerging Farmers Support Programs  To implement Business Support programs  To implement programs to address unemployment  To design & implement a pilot Skills-development program for the community	<ul style="list-style-type: none"> <li>❖ Engage with LED department to improve Data Base</li> <li>❖ Establish LED Forum</li> <li>❖ Pilot Skills development program</li> <li>❖ Compliance with Supply Chain Management policy</li> </ul>	<ul style="list-style-type: none"> <li>❖ Implement improvements on database by 30-01-2010</li> <li>❖ Draft Pilot Skills development program and submit for approval by 31 October 2009</li> </ul>	<ul style="list-style-type: none"> <li>❖ Comply with policy framework and report to MM quarterly</li> <li>❖ Pilot Skills development program to be approved by 31 December 2009</li> </ul>	<ul style="list-style-type: none"> <li>❖ Involvement of at least 1 women-headed construction company/SME in a housing project</li> <li>❖ Pilot Skills development program to be implemented by 31 March 2010</li> </ul>	7		
<b>3.2 Resorts</b>	To improve repair & maintenance  To improve customer satisfaction  To improve accommodation	<ul style="list-style-type: none"> <li>• Develop maintenance plans</li> <li>• Paint chalets</li> <li>• Upgrade swimming pool</li> <li>• Develop system of patrol and admission control</li> <li>• Promote resorts</li> </ul>	<ul style="list-style-type: none"> <li>❖ Draft maintenance plan, as well as system for patrol &amp; admission control</li> <li>❖ All staff are equipped with gear and training to safely undertake their functions</li> </ul>	<ul style="list-style-type: none"> <li>❖ Approval of maintenance plan &amp; system for patrol &amp; admission control</li> <li>❖ Demonstrable reduction in complaints resulting from immediate response</li> </ul>	<ul style="list-style-type: none"> <li>❖ Implementation of maintenance plan &amp; system for patrol &amp; admission control</li> <li>❖ Compliant with minimum standards</li> </ul>	2		



Function/ Service Area		Objective	Key Activities/ Performance Indicators	Performance Targets 30 June 2010	Weight	Rating	Score
				Fully Effective (3)	Exceeds Expectations (4)	Outstanding (5)	
3.3 Trading & Hawkers	<ul style="list-style-type: none"> <li>To rate</li> <li>To provide effective &amp; efficient security</li> <li>To collect all money due</li> </ul>	<ul style="list-style-type: none"> <li>Adhere to requests and/or suggestions</li> <li>Conduct surveys</li> <li>Pay attention to complaints</li> </ul>	<ul style="list-style-type: none"> <li>Monthly programmes carried out and reported on</li> <li>Investigate complaints &amp; survey data</li> </ul>	<ul style="list-style-type: none"> <li>Implement solutions to complaints &amp; issues from surveys</li> </ul>	<ul style="list-style-type: none"> <li>All resorts fully staffed and prepared for peak season</li> <li>Employment of local labour for peak seasons and events</li> </ul>	1	
	<ul style="list-style-type: none"> <li>To establish &amp; strengthen informal trading zones</li> <li>To regulate &amp; control hawker &amp; trading licences</li> <li>To ensure accurate collection of monies due</li> </ul>	<ul style="list-style-type: none"> <li>Consideration of business licenses applications</li> </ul>	<ul style="list-style-type: none"> <li>Prompt consideration of licences</li> </ul>	<ul style="list-style-type: none"> <li>Consideration of licences within 30 days</li> </ul>	<ul style="list-style-type: none"> <li>No delays in considering licences</li> </ul>		

Function/ Service Area	Objective	Key Activities/ Performance Indicators	Performance Targets 30 June 2010	Weight	Rating	Score		
			Fully Effective (3) Exceeds Expectations (4) Outstanding (5)					
<b>KPA 4: Municipal Financial Viability &amp; Management (10%)</b>								
4.1 Social & Welfare services	To provide timely assistance to the poor To organise social development in terms of Mun program	<ul style="list-style-type: none"> <li>❖ Draft a women's day program</li> <li>❖ Organise work place women's day program</li> <li>❖ Research socio economic ward base planning, develop project plan and farm workers training plan</li> <li>❖ Draft and organize child protection &amp; substance abuse programs</li> <li>❖ Organise meetings for disabled projects as well as IGR meetings and ECD Facilities</li> </ul>	<ul style="list-style-type: none"> <li>❖ Set date for women's day program</li> <li>❖ Draft all plans and submit to Council committees for approval</li> </ul>	<ul style="list-style-type: none"> <li>❖ All plans and programs to be approved by 31 October 2009</li> </ul>	<ul style="list-style-type: none"> <li>❖ All plans and programs to be implemented by 31 December 2009</li> </ul>	10		
<b>KPA 5: Good Governance &amp; Public Participation (10%)</b>								
5.1 Control Centre	To provide an emergency call centre function	<ul style="list-style-type: none"> <li>❖ Develop tracking system of complaints lodged telephonically</li> </ul>	<ul style="list-style-type: none"> <li>❖ To be drafted and implemented by 30 June 2010</li> </ul>	<ul style="list-style-type: none"> <li>❖ To be implemented by 31 March 2010</li> </ul>	<ul style="list-style-type: none"> <li>To be implemented by 31 December 2009</li> </ul>	10		

## Appendix A - Part II: Core Competency Requirements (20%)

Core Competency Requirement	Deliverable/ Objective	Outcome/ Impact	Key Performance Indicators	Performance Targets	Weight	Rating (/5)	Score
People Management and Empowerment (20%)	Employment equity in the department	Representative workforce and department compliant to legislation	<ul style="list-style-type: none"> <li>❖ Inputs rendered into EE Plan</li> <li>❖ Consistent application of Selection Policy</li> </ul>	<ul style="list-style-type: none"> <li>❖ Inputs rendered to HR by deadline</li> <li>❖ All staff appointed in terms of Selection Policy and EE Plan</li> </ul>	3		
	Recruitment and selection of staff	Department resourced to fulfill mandate and all budgeted vacancies filled	<ul style="list-style-type: none"> <li>❖ Staffing needs identified</li> <li>❖ Staff appointed to vacant posts budgeted</li> <li>❖ Consistent application of selection policy</li> </ul>	<ul style="list-style-type: none"> <li>❖ Staffing needs forwarded to HR</li> <li>❖ Vacant posts budgeted for</li> <li>❖ Vacant posts filled</li> <li>❖ Selection Policy applied correctly</li> </ul>	3		
	To maintain staff discipline	Harmonious and professional work environment	<ul style="list-style-type: none"> <li>❖ Staff informed of collective agreement</li> <li>❖ Supervisory staff empowered to ensure a disciplined environment</li> <li>❖ Discipline issues handled according to collective agreement</li> <li>❖ Investigations and hearings conducted correctly</li> <li>❖ HOD acts as role model for discipline</li> </ul>	<ul style="list-style-type: none"> <li>❖ Staff counseled for discipline</li> <li>❖ Investigations and hearings completed successfully</li> <li>❖ Grievances lodged within the department</li> </ul>	3		
	Maintain the staff establishment and review departmental structure	Resources grouped optimally to enhance delivery	<ul style="list-style-type: none"> <li>❖ Structure aligned with IDP and strategy</li> <li>❖ Inputs solicited from section heads</li> <li>❖ Submissions made to MM</li> <li>❖ Organizational structure reviewed</li> </ul>	<ul style="list-style-type: none"> <li>❖ Report submitted to MM by 30 June</li> <li>❖ Budget reflects organizational structure</li> </ul>	3		

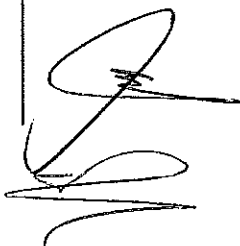
Core Competency Requirement	Deliverable/ Objective	Outcome/ Impact	Key Performance Indicators	Performance Targets	Weight	Rating (/5)	Score
People Management and Empowerment (continued)	Develop human resources of the department	Staff motivated, empowered and skilled to deliver efficient service	<ul style="list-style-type: none"> <li>❖ Training needs identified</li> <li>❖ Departmental input into Workplace Skills Plan</li> <li>❖ Staff developed according to priorities</li> <li>❖ Training reports submitted</li> </ul>	<ul style="list-style-type: none"> <li>❖ Training needs submitted to HR by deadline</li> <li>❖ Inputs for WSP submitted to HR by deadline</li> <li>❖ Comprehensive training report submitted to MM by 30 May</li> </ul>	3		
	Personnel evaluation and performance management	Motivated and professional departmental workforce	<ul style="list-style-type: none"> <li>❖ Accurate job descriptions for all positions</li> <li>❖ Objectives communicated to staff</li> <li>❖ Feedback provided to staff</li> <li>❖ Performance problems addressed appropriately in conjunction with HR</li> </ul>	<ul style="list-style-type: none"> <li>❖ Job descriptions signed off by 31 October</li> <li>❖ Performance Plan set for each Section Head by 30 November</li> <li>❖ Mechanisms in place in department to evaluate staff</li> <li>❖ Feedback provided to staff</li> </ul>	3		
	Safe and healthy work environment	Motivated and professional departmental workforce	<ul style="list-style-type: none"> <li>❖ Department complies fully with OSH legislation</li> <li>❖ OSH representative appointed in department</li> <li>❖ Quarterly inspections completed</li> <li>❖ Report submitted to OSH Committee and HR</li> </ul>	<ul style="list-style-type: none"> <li>❖ OSH Representative appointed by 30 September</li> <li>❖ OSH Report submitted to HR</li> </ul>	2		
Financial Management (20%)	Capital budget compiled and implemented	To resource the IDP objectives of Council effectively and efficiently	<ul style="list-style-type: none"> <li>❖ Timetables met</li> <li>❖ Budget drafted and submitted</li> <li>❖ Maximum expenditure of allocated funds                             <ul style="list-style-type: none"> <li>▪ 75% (Average)</li> <li>▪ 85% (Good)</li> <li>▪ 90% (Outstanding)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>❖ Needs identified in departments</li> <li>❖ Departmental inputs made into IDP</li> <li>❖ Budget inputs submitted to Finance by deadline</li> <li>❖ Expenditure strictly according to budget vote and targets</li> </ul>	4		

Core Competency Requirement	Deliverable/ Objective	Outcome/ Impact	Key Performance Indicators	Performance Targets	Weight	Rating (/5)	Score
Financial Management (continued)	Operating Budget compiled and implemented	To maintain the assets of Witzenberg Municipality effectively and efficiently	<ul style="list-style-type: none"> <li>❖ Timeframes met</li> <li>❖ Budget drafted and submitted</li> <li>❖ Maximum expenditure of allocated funds</li> <li>❖ Personnel expenditure within limits</li> </ul>	<ul style="list-style-type: none"> <li>❖ Draft budget submitted within Finances decline</li> <li>❖ Expenditure strictly according to budget vote</li> <li>❖ Expenditure of budget                             <ul style="list-style-type: none"> <li>▪ 94% (Average)</li> <li>▪ 96% (Good)</li> <li>▪ 98-102%</li> </ul> </li> </ul> (Outstanding)	4		
	Fair and reasonable tariffs	Fair, consistent and reasonable tariffs	<ul style="list-style-type: none"> <li>❖ Accurate schedule of all departmental fees and tariffs</li> <li>❖ Inputs rendered to CFO</li> <li>❖ Departmental tariff policy compiled</li> </ul>	<ul style="list-style-type: none"> <li>❖ Departmental tariff policy compiled by 31 January</li> <li>❖ Inputs on tariffs for rendered to finance</li> </ul>	4		
	Safeguarding of departmental assets	Sound financial management of Council's resources	<ul style="list-style-type: none"> <li>❖ Inputs rendered to Asset Policy</li> <li>❖ Departmental asset register in place</li> <li>❖ Internal mechanisms instituted within department to protect assets and supplies</li> </ul>	<ul style="list-style-type: none"> <li>❖ Inputs submitted to CFO by deadline</li> <li>❖ Asset register finalized by 30 November</li> <li>❖ Appropriate risk management procedures in place in department by 30 November</li> </ul>	4		
	Performance Management & Reporting		<ul style="list-style-type: none"> <li>❖ Regular 1-on-1 meetings held with direct reports</li> <li>❖ Input provided to SDBIP reports</li> <li>❖ Performance scorecards devolved to next level for 2008/9 FY</li> <li>❖ Monthly reports submitted timeously</li> </ul>	<ul style="list-style-type: none"> <li>❖ Regular 1-on-1 meetings held with direct reports</li> <li>❖ Input provided to SDBIP reports</li> <li>❖ Performance scorecards devolved to next level for 2008/9 FY</li> <li>❖ Monthly reports submitted timeously by the 10<sup>th</sup> of following month</li> </ul>	4		

Core Competency Requirement	Deliverable/ Objective	Outcome/ Impact	Key Performance Indicators	Performance Targets	Weight	Rating (/5)	Score
Strategic Capability, Leadership and Teamwork (20%)	To provide effective leadership within the department and the broader municipality	Staff motivated and inspired to render professional service	<ul style="list-style-type: none"> <li>❖ Staff motivated and areas identified</li> <li>❖ Problem areas identified and addressed</li> <li>❖ Support and advice provided to staff</li> </ul>	<ul style="list-style-type: none"> <li>❖ Initiative taken to address critical issues</li> <li>❖ Advice and support provided to political structures and MM</li> <li>❖ Proactive lead taken on the corporate level within functional sphere</li> </ul>	5		
	To ensure effective teamwork takes place within the department	Productive and collegial work relationships	<ul style="list-style-type: none"> <li>❖ Integration between activities and programs of respective sections</li> <li>❖ Co-ordination of departmental activities</li> <li>❖ Positive and productive relationships instilled within department</li> </ul>	<ul style="list-style-type: none"> <li>❖ Gaps identified in intradepartmental projects and activities</li> <li>❖ Mechanisms designed and implemented to ensure co-ordination</li> <li>❖ Clear objectives set for direct subordinates</li> </ul>	5		
	To make a significant contribution as a member of the Senior Management Team	A cohesive and dedicated team that drives delivery in Witzenberg	<ul style="list-style-type: none"> <li>❖ Integration between activities and programs of respective departments</li> <li>❖ Positive and productive relationships instilled within SMT</li> <li>❖ Support provided to colleagues and to MM</li> <li>❖ Significant contribution made to build and enhance cohesion</li> </ul>	<ul style="list-style-type: none"> <li>❖ Inputs and role played in Management Team meeting</li> <li>❖ Attitude and behaviour reflecting commitment to Management Team</li> <li>❖ Significant contribution made to building team cohesion</li> <li>❖ Exhibits a problem-solving approach</li> </ul>	5		



Core Competency Requirement	Deliverable/ Objective	Outcome/ Impact	Key Performance Indicators	Performance Targets	Weight	Rating (/5)	Score
	To make a significant contribution in the crafting and implementation of the corporate strategy of Council	Alignment of strategy and realization of strategic goals of IDP	<ul style="list-style-type: none"> <li>❖ Significant involvement and contribution to corporate strategic planning</li> <li>❖ Cascading and integration of strategy on departmental level</li> </ul>	<ul style="list-style-type: none"> <li>❖ Contribute significantly to the crafting of corporate strategy</li> <li>❖ Leadership taken during corporate strategic planning</li> <li>❖ Business planning facilitated on department level</li> </ul>	5		
<b>Effective communication (20%)</b>	To ensure that effective communication takes place within the department	Informed staff and management	<ul style="list-style-type: none"> <li>❖ Regular meetings with section heads minuted with decisions and actions</li> <li>❖ Quarterly meeting with broader staff/ sections</li> </ul>	<ul style="list-style-type: none"> <li>❖ Meetings held with section heads on a regular basis (minuted)</li> <li>❖ Quarterly meetings held with broader management team</li> <li>❖ Agenda &amp; minutes copied to Municipal Manager</li> <li>❖ Innovative mechanisms implemented to disseminate and gather information</li> </ul>	7		
	To ensure that the department communicates effectively with stakeholders	Informed and involved stakeholders	<ul style="list-style-type: none"> <li>❖ Meetings and forums established and utilized</li> <li>❖ Reports submitted to MM/ Council</li> <li>❖ IDP action programmes implemented</li> </ul>	<ul style="list-style-type: none"> <li>❖ Record of meetings conducted with stakeholders (who/why/when)</li> <li>❖ Forums established and decisions and inputs made</li> <li>❖ Agenda &amp; minutes copied to MM</li> <li>❖ Reports submitted to Council (list)</li> </ul>	7		



Core Competency Requirement	Deliverable/ Objective	Outcome/ Impact	Key Performance Indicators	Performance Targets	Weight	Rating (/5)	Score
	To harness productive relationships with spheres of government and state agencies	Intergovernmental support for Council's vision	<ul style="list-style-type: none"> <li>❖ IGR relationships established</li> <li>❖ Tangible benefit for Council identified</li> <li>❖ Reports submitted to MM/ Council</li> </ul>	<ul style="list-style-type: none"> <li>❖ Meetings, seminars and conferences attended recorded (who/why/when)</li> <li>❖ Benefits obtained from IGR contacts</li> <li>❖ Reports submitted to Council (list)</li> </ul>	6		
Problem Solving, Innovation and Creativity (10%)	To design or contribute to novel work procedures and methodologies	Efficient utilization of Council resources and enhanced service delivery	<ul style="list-style-type: none"> <li>❖ Direct and significant contribution made to address challenges</li> <li>❖ Significant savings for Council</li> <li>❖ Significant contribution to eradicate delivery bottlenecks</li> <li>❖ Significant contribution to develop innovative delivery mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>❖ Significant incidents noted of innovative and creative actions directly as a result of manager's input</li> <li>❖ Creative inputs by staff championed</li> </ul>	10		
Client Orientation and Customer Focus (10%)			<ul style="list-style-type: none"> <li>❖ Current customer interface/ complaints systems investigate</li> <li>❖ Initiatives to enhance system submitted to MM</li> </ul>	<ul style="list-style-type: none"> <li>❖ Report with recommendations submitted to MM by 31 December</li> <li>❖ Inputs provided to MM/ D Corp Services regarding Customer Care System/ Policy by 31 December</li> </ul>	10		