

PERFORMANCE SCORECARD

1 July 2011 – 30 June 2012

MUNICIPAL MANAGER

Mr SA Mokweni



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MUNICIPAL MANAGER



Ms D Gagiano
EXECUTIVE MAYOR



LANGEBERG
MUNISIPALITEIT MUNICIPALITY MASIPALA

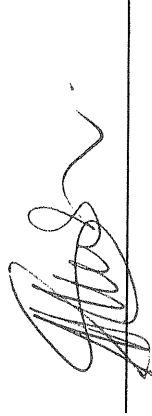
Appendix A Performance Scorecard (1 July 2011 – 30 June 2012)

Municipal Manager
Mr SA Mokweni

Evaluation Component	Weight	Score
PART I: NATIONAL KEY PERFORMANCE AREAS	80%	
KPA 1: Good Governance & Public Participation	25	
KPA 2: Municipal Financial Viability & Management	10	
KPA 3: Local Economic Development	10	
KPA 4: Municipal Institutional Development and Transformation	15	
KPA 5: Basic Service Delivery	20	
PART II: CORE COMPETENCY REQUIREMENTS	20%	
CCR 1: Strategic Capability & Leadership	6	
CCR 2: Financial Management	4	
CCR 3: People Management & Empowerment	4	
CCR 4: Performance Management & Reporting	4	
CCR 5: Client Orientation & Customer Focus	2	

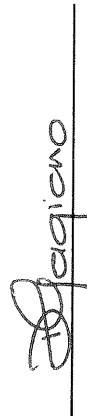
Signatures:

MUNICIPAL MANAGER:



Date: 2011/07/08

EXECUTIVE MAYOR:



Part A: National Key Performance Areas (80%)

KPA 1: Good Governance & Public Participation (25%)

KPA		Objective		Key Performance Indicators		Weight	Measurement	Assessment Comments
1.1 Organisational and transversal targets	1.1. Legal protocols	Ensure legal compliance and protection of the best interest of the Municipality	Compliance to Legal Protocol Mitigating risks Protecting the integrity of the organisation Ensure audit committee is effective.	4	Full compliance			
	1.2 Management of political interface	Ensure a positive relationship between the administration and the political leadership.	Management of relationships between administration and all political leadership Create an enabling environment to facilitate oversight function and providing quality advice to the Mayor	6	Opinion of the Executive Mayor solicited.			
	1.3 IDP and Policy Management	Ensure that the organization has a clear strategic focus	Direct the content, process and drafting of the third generation IDP Specifically ensure that issues of leadership, community mobilization are focussed on in the IDP.	10	Credible IDP			
	1.4 Establishment and management of strategic partnerships	To secure and optimally utilise sources and resources to create a dynamic service delivery environment	Initiate, establish and maintain of external partnerships to enhance service delivery based on the principles of Batho Pele and Ubuntu	5	Business Intergovernmental Partnership			

KPA		Objective	Key Performance Indicators	Weight	Measurement	Assessment comments
KPA 2: Municipal viability and financial management (10%)						
2.1 Finance Management and Implementation	To enforce the objectives of the MFMA thereby ensuring a transparent, accountable and sustainable financial environment	Ensure that financial protocols are in place for the Directors Closely monitor, SDBIP, monthly budget reports and S71 reports to Mayor Manage budget of MM's office	7		Delegations Monthly Reports Budget Spent	
2.2 Asset Management	To ensure optimal utilisation, maintenance and application of asset base	Ensure asset management policy is approved and adhered to	3		Policy is up to date	
KPA 3: Local Economic Development (10%)						
3.1 Economic development	Ensure the enhancement and stimulation of the local economy	Ensure that a management policy for LED is adopted by Council Ensure that the principle of facilitating economic development	5		Policy adopted Reports on implementation	




KPA		Objective	Key Performance Indicators	Weight	Measurement	Assessment comments
KPA 4: Municipal Institutional Development and Transformation 15%						
4.1 Organisational Culture	To inculcate a sense of loyalty to the organisation and a culture of performance	Align organisational behaviour to adhere to Batho Pele principles				
		Separate scorecards developed and signed by all Directors and regular quarterly performance engagements	5		Roll out Plan Quarterly Performance Management Meetings	
4.2 Institutional Support	To stabilize the organization	Review and where necessary, redesign the macrostructure and seek Council adoption	5		Macro Structure approved and positions filled	
4.3 Organizational culture	To "turn the tide" and establish a organisational culture	Institutional Performance management cascaded to level of Managers	5		Performance Scorecards signed	

KPA		Objective		Key Performance Indicators		Weight	Measurement	Assessment Comments
KPA 5: Basic Service Delivery (30%)								
5.1 Project Implementation	To ensure the successful delivery of all capital and operational projects for the Directorates	Regular consultation with CFO and Director to avoid non implementation of capital budget projects	Over 90 % expenditure on capital and operating budget.	5				
5.2 Neighbourhood Revitalization	To ensure that focussed projects and programmes are in place to "uplift" the poorest Communities.	Assist in shaping the NRP's for Zolani, Happy Valley and Robertson North		5				
5.3 Community Safety	To work towards establishing greater respect for laws and by-laws by the community	Foster good Relationships with Courts and Magistrates within area	Ensure that the enforcement function is properly resourced.	5				
5.4 Bulk Infrastructure	Ensure the long term availability of Key engineering services	Support the Director in drafting long term bulk infrastructure plans	Support a strategy for seeking alternative funding sources for bulk infrastructure	5				



Part B: Core Competency Requirements (20%)

CCR		Key Performance Indicators		Weight	Rating	Score
1. Strategic Capability & Leadership	Determines and articulates the vision, sets the direction for the organisation and inspires others to deliver on the organisational mandate	Objective	Gives direction to team in realising the organisation's strategic objectives	4		
			Creates and secures commitment to a clear vision			
2. Financial Management	The effective and optimal use of business and financial skills in the effective and efficient utilisation of municipal resources in order to maximise resources and minimise risks	Objective	Develops detailed action plans to execute strategic initiatives	4		
			Achieves strategic objectives against specified performance measures			
			Builds and supports a high-performance team			
			Seeks mutual benefit/win-win outcomes for all concerned			
			Inspires staff with own behaviour – "walks the talk"			
			Is visible, approachable and earns respect			
			Manages and calculates risks			
			Acts decisively having assessed the risks			
			Communicates strategic plan to the organisation			
			Initiates and manages change in pursuit of strategic objectives			
			Inspires and shows loyalty			
			Sets strategic direction in the allocation of funding based business priorities			
			Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate;			
			Manages and monitors financial risk;			
			Continuously looks for new opportunities to obtain and save funds;			
			Prepares financial reports and guidelines based on prescribed format;			
			Understands and weighs up financial implications of propositions;			
			Understands, analyses and monitors financial reports;			
			Aligns expenditure to cash flow projections;			
			Ensures effective utilisation of financial resources;			
			Develops corrective measures/actions to ensure alignment of budget to financial resources			
			Prepares own budget in line with the strategic objectives of the organisation.			
			Proper cash flow planning for capital and operational projects (SDBIP)			
			Ensure optimal value for money through preferential procurement			
			Ensure maximum yet cost-effective use of ICT investments through effective monitoring tools			

CCR	Objective	Key Performance Indicators	Weight	Rating	Score
<p>3. People Management & Empowerment</p>	<p>Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals.</p>	<p>Seeks opportunities to increase personal contribution and level of responsibility;</p> <p>Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches;</p> <p>Delegates and empowers others to increase contribution and level of responsibility;</p> <p>Deals with labour matters and applies labour and employment legislation and regulations consistently;</p> <p>Facilitates team goal-setting and problem-solving;</p> <p>Recognises individuals and teams and provides developmental feedback in accordance with performance management principles;</p> <p>Adheres to internal and national standards with regards to HR practices;</p> <p>Identifies competencies required and suitable resources for specific tasks;</p> <p>Displays personal interest in the well-being of colleagues;</p> <p>Able to manage own time as well as time of colleagues and other stakeholders; and</p> <p>Manages conflict through a participatory transparent approach.</p>	<p>4</p>		
<p>4. Client Orientation & Customer Focus</p>	<p>Understands the service needs of a client/customer (internal or external) and actively focuses on anticipating, meeting and exceeding the needs in a timely and appropriate manner</p>	<p>Understands the range of clients to be served;</p> <p>Follows through on client enquiries, requests, and complaints in a timely manner;</p> <p>Advises clients about status of issue or progress of projects;</p> <p>Maintains clear communication with clients regarding mutual expectations and monitors client satisfaction;</p> <p>Distributes helpful information to clients;</p> <p>Ensures professional and courteous service;</p> <p>Takes personal responsibility for providing excellent service quality;</p> <p>Makes clients and their needs a primary focus of actions;</p> <p>Corrects problems promptly, without being defensive;</p> <p>Supports others to take personal responsibility to deliver excellent customer service;</p> <p>Is accessible and models prompt, attentive service;</p> <p>Defines a client service vision; and</p> <p>Takes specific and sustained action to implement vision;</p> <p>Implements client satisfaction feedback to ensure provision of quality service;</p> <p>Clearly the organisational structure and management process to support the client vision;</p> <p>Aligns the organisational structure and management processes to support the client vision;</p>	<p>4</p>		

CCR	Objective	Key Performance Indicators	Weight	Rating	Score
5. Performance Management & Reporting	To inculcate a performance culture within the organisation as a basis for accountable governance	<p>Sets the climate and creates a culture to attain client focused outcomes. (i.e. performance management, resource allocation etc).</p> <p>Sets clear objectives for reports and agree on expected standards</p> <p>Regular 1-on-1 meetings held with direct reports to monitor performance</p> <p>Input provided to SDBIP reports and SDBIP utilised as monitoring tool</p> <p>Service delivery challenges identified and addressed through reporting systems and mechanisms</p> <p>To interpret business information intelligently and translate it into appropriate actions or objectives</p>	4		

