



Performance Agreement

BETWEEN

ALD D GAGIANO
EXECUTIVE MAYOR
LANGEBERG MUNICIPALITY
("The Municipality")

AND

MR S A MOKWENI
("the employee")

FINANCIAL YEAR
1 JULY 2012 - 30 JUNE 2013

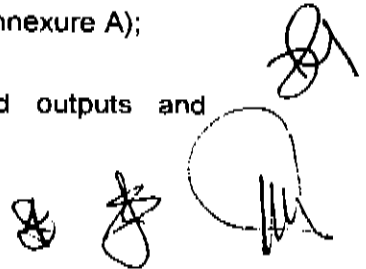
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1. INTRODUCTION

- 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 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 that will secure local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;
- 1.5 In this Agreement the followings terms will have the meaning ascribed thereto:
 - 1.5.1 "this Agreement" – means the performance agreement between the employer and the employee and the Annexures thereto;
 - 1.5.2 "the Executive Authority" – means the Mayoral Committee of the Municipality constituted in terms of Section 55 of the Local Government: Municipal Structures Act;
 - 1.5.3 "the Employee: means the Director at the Municipality ;
 - 1.5.4 "the Employer" means Langeberg Municipality represented by the Municipal Manager; and
 - 1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 Comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs and outcomes;



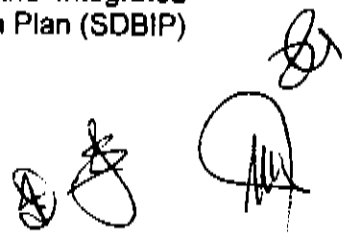
- 2.5 Appropriately reward the Employee in accordance with section 11 of this agreement;
- 2.6 Establish a transparent and accountable working relationship; and
- 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 01 July 2012 and will remain in force until 30 June 2013 where after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

4. PERFORMANCE OBJECTIVES

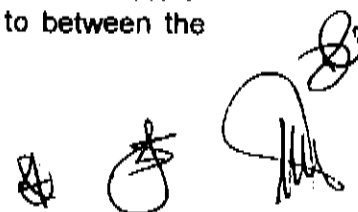
- 4.1 The Performance Plan (Annexure A) sets out –
 - 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and
 - 4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the employee.
- 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:



- 4.2.1 Key objectives that describe the main tasks that needs to be done;
 - 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 Target dates that describe the timeframe in which the work must be achieved; and
 - 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
 - 4.4 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. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the municipality adopted for the employees of the municipality;
- 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 employees and relevant stakeholders to perform to the standards required;
- 5.3 The Employer will consult the employee about the specific performance standards and targets that will be included in the performance management system applicable to the employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Key Performance Areas (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;
- 5.6 The Employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, 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:



KPA No	Key Performance Area
1	Service Delivery and Infrastructure
2	Municipal Transformation and Institutional Development
3	Local Economic Development
4	Municipal Financial Viability and Management
5	Good Governance, Public Participation Accountability and Transparency
TOTAL 80%	

- 5.7 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 are reflected in the list below as agreed to between the Employer and Employee:

CCR No	Core Competency Requirement
1	Strategic Capability and Leadership
2	Financial Management (compulsory)
3	Change Management
4	Knowledge Management
5	Problem Solving and Analysis
6	Programme and Project Management
7	Service Delivery Innovation
8	People Management and Empowerment (compulsory)
9	Client Orientation and Customer Focus (compulsory)
10	Communication
11	Honesty and Integrity
TOTAL 20%	

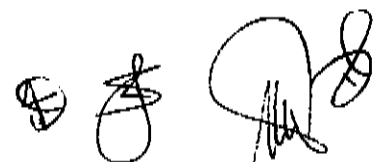
6. PERFORMANCE ASSESSMENT

- 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
 6.1.2 The intervals for the evaluation of the Employee's performance.

- 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 to be 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;
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP);
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report (s71/SDBIP Annual Performance Report) at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes, provided that notice is given of such performance assessment meeting at least 30days in advance;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
 - 6.6.1 Each KPI or group of KPI's shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
 - 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPI's which will then be multiplied by the weighting to calculate the final score;
 - 6.6.3 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
 - 6.6.4 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.7 Assessment of the CCRs:
 - 6.7.1 Each CCR shall be assessed according to the extent to which the specified standards for the required proficiency level have been met;
 - 6.7.2 A rating on the five-point scale shall be provided for each CCR which will then be multiplied by the weighting to calculate the final score; and
 - 6.7.3 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.8 Overall rating
 - 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.4 and 6.7.3 above; and



6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPI's and CCRs:

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	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 they 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.

6.10 For purposes of evaluating the performance of the Employee for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established –

- 6.10.1 Municipal Manager;
 - 6.10.2 Municipal Manager from another municipality;
 - 6.10.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and
 - 6.10.4 The Portfolio Councillor as member of the Mayoral Committee.
- 6.11 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st and 3rd quarters; and
 - 6.12 The Municipal Manager will give performance feedback to the Employee within 5 working days after each quarterly and annual assessment meetings.

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of each Employee in relation to his/her performance agreement shall be reviewed on the following dates with the understanding reviews in the first and third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	July - September 2012	October 2012
2	October - December 2012	February 2013
3	January - March 2013	April 2013
4	April-June 2013	October 2013

- 7.2 The Employer shall keep a record of the mid-year and year-end 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; and
- 7.6 Employee will be consulted in above instances and agreement to be reached before changes are affected. If no agreement is reached, section 13 of this agreement will apply.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted and agreement is reached, before any such change or plan is made.

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 him/her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/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; and
 - 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 clause 12.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. REWARD

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;
- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;
- 11.3 The performance bonus will be awarded based on the following scheme:
- | Performance Rating | | Bonus Calculation: |
|--------------------|-----------------------|----------------------|
| 0% - 45% | Poor performance | 0% of Total package |
| 46% - 55% | Average Performance | 5% of Total Package |
| 56% - 65% | Fair Performance | 8% of Total Package |
| 66% - 75% | Good Performance | 11% of Total Package |
| 76% - 100% | Excellent Performance | 14% of Total Package |
- 11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and
- 11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the Employer is, at any time during the employees employment, not satisfied with the manager's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the employee under this Agreement, the parties will confer with a view to resolving the dispute or difference; and
- 12.4 In the case of unacceptable performance, the employer shall –

Signed at ASHTON on this 31 day of JULY 2012

AS WITNESSES:

1. Swaepeel
2. Datson

DeGagliano
Executive Mayor

Signed at ASHTON on this 31 day of JULY 2012

AS WITNESSES:

1. Swaepeel
2. Datson

[Signature]
Municipal Manager



Municipal Manager

Annexure A

The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe;
- b) Core competencies required from employees prescribed in the Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, R805 of 2006.

The employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the National KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee.

KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

Key Performance Areas (KPA's)	Weighting	Core Competency Requirements (CCR's)	Weighting
Municipal Transformation & Institutional Development		Strategic Leadership and Management	5
Basic Service Delivery		Programme and Project Management	
Local Economic Development		Financial Management	5
Municipal Financial Viability & Management		Change Management	
Good Governance & Public Participation		Knowledge Management	3
		Problem Solving and Analytical Thinking	
		People and Diversity Management	
		Client Orientation and Customer Focus	4
		Service Delivery Innovation	
		Communication	3
		Accountability and Ethical Conduct	
Total	80%	Total	20%

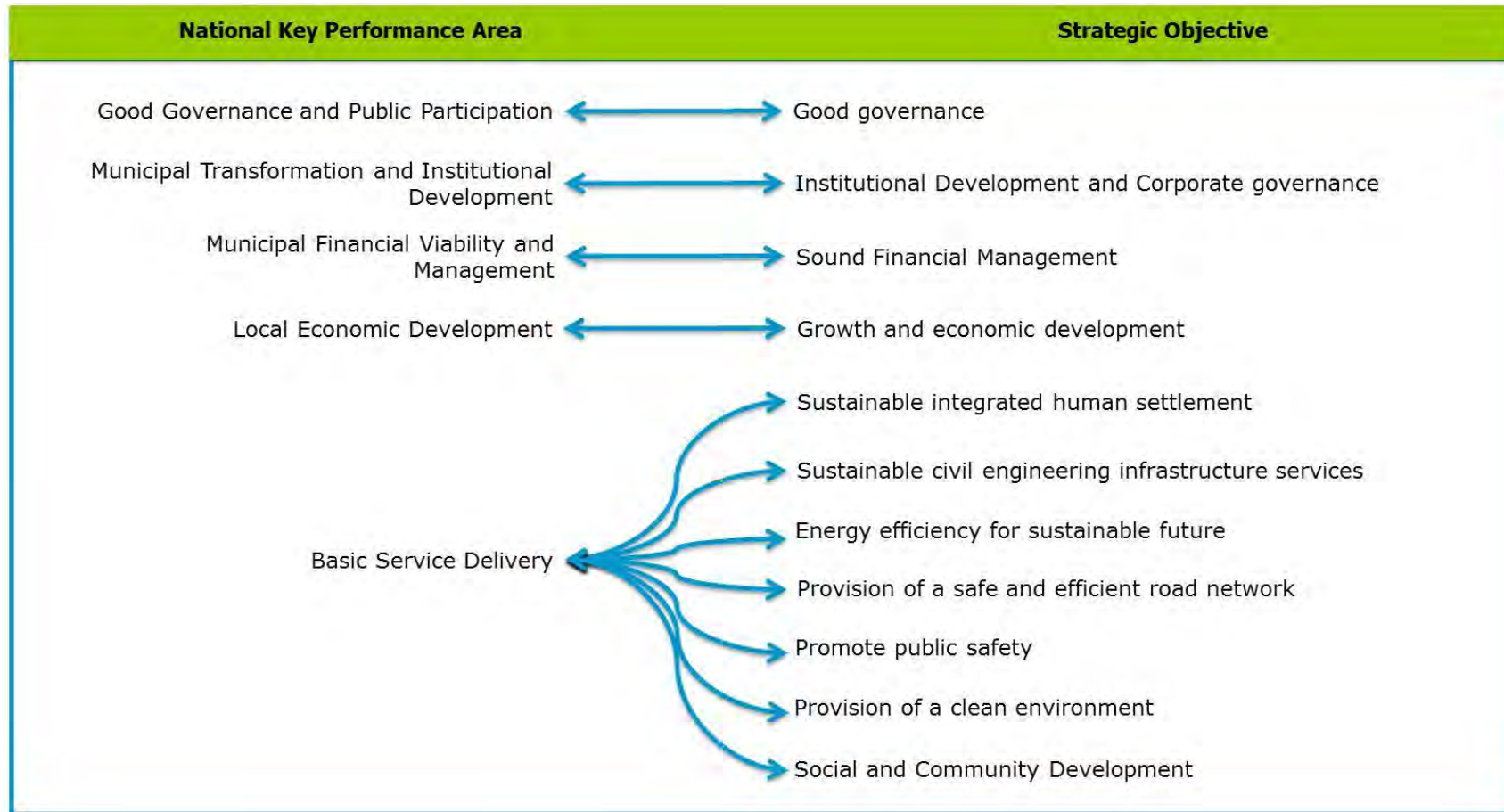
Annexure A

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

Category	Colour	Explanation
KPI's Not Met/ Unacceptable performance	1	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.
KPI's Almost Met / Not fully effective	2	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.
KPI's Met / Fully effective	3	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.
KPI's Well Met / Performance significantly above expectations	4	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.
KPI's Extremely Well Met / Outstanding Performance	5	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.

Annexure A

The diagram below illustrates the alignment between National Key Performance Areas and the Strategic Objectives of the municipality as indicated in the IDP:



Annexure A

KEY PERFORMANCE INDICATORS

The Key Performance Indicators for the Municipal Manager are aligned to the following National Key Performance Areas:

- Good Governance and Public Participation
- Municipal Transformation and Institutional Development
- Municipal Financial Viability and Management
- Basic Service Delivery

Ref No	Predetermined objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
National Key Performance Area: Good Governance and Public Participation										
Strategic Objective: Good Governance										
1	To manage the municipality to effectively deliver services	Approve the departmental with the Directors to approve the KPI's and targets to ensure the implementation of the municipal budget	Departmental SDBIP approved	100%	Approved departmental SDBIP				100%	2
2	To manage the municipality to effectively deliver services	Enhancing the reaching of a clean audit with the development of an action plan to address all the issues raised in the management letter of the Auditor General	Approved action plan	1	Approved action plan		1			3
3	To manage the municipality to effectively deliver services	Monitor decisions taken by the executive Mayor and the council to comply with legislative	% of proposed decisions monitored	100%	Minutes of council meetings, municipal correspondence, no successful legal action against the municipality	100%	100%	100%	100%	2

Annexure A

Ref No	Predetermined objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
		requirements to enhance good governance								
4	To manage the municipality to effectively deliver services	Monitor municipal performance against targets set and the adherence with the Performance Framework by the formal evaluation of the performance of directors in terms of their signed agreements	No of formal evaluations completed	2	Evaluation report and signed scoring sheets	1		1		3
5	To manage the municipality to effectively deliver services	Proper procurement practices with full adherence to the SCM policy of the municipality in order to avoid legal action	No of successful appeals against municipality	0	SCM records and report to council on the implementation of the SCM policy	0	0	0	0	3
6	To manage the municipality to effectively deliver services	Portfolio committees monitor the performance of their portfolio with the quarterly evaluation of the SDBIP reports to determine reasons for non-performance and to implement corrective measures	No of SDBIP reports submitted to all portfolio committees	4	Quarterly SDBIP reports submitted and minutes of portfolio committee meetings during which the reports were discussed	1	1	1	1	2
7	To manage the municipality to effectively deliver services	Adoption of the roles and responsibilities and to complete the s.53 report in terms of the MSA to ensure good governance	Adopted of the roles and responsibilities	100%	Completed report minutes of council meeting during which roles and responsibilities was adopted	100%				3
8	To manage the municipality to effectively deliver	Compilation of the IDP and the submission to	IDP submitted to council	100%	Minutes of council meeting during which reviewed IDP was				100%	2

Annexure A

Ref No	Predetermined objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
	services	council for approval			discussed					
9	To manage the municipality to effectively deliver services	Implementation of Council resolutions in order to fulfill the mandate of the council	No of progress reports submitted to EMT	12	Reports submitted	80%	80%	80%	80%	3
10	To manage the municipality to effectively deliver services	Submitting of the main budget to council for approval to authorise municipal expenditure	Main budget submitted to council for approval	100%	Minutes of council meetings during which main budget was submitted for consideration			100%		2
11	To manage the municipality to effectively deliver services	Submitting of the adjustments budget for approval to council to authorise changes due to a changing municipal environment	Adjustment budget submitted to council for approval	100%	Minutes of council meetings during which adjustments budget was approved			100%		2
12	To manage the municipality to effectively deliver services	Submitting of the sec 71 of the MFMA reports to the council with the monthly monitoring of actual revenue and expenditure against the approved budget and to determine reasons for deviations and implement corrective measures	No of revenue and expenditure reports submitted	12	Minutes of council meetings during which sec 71 reports were submitted	3	3	3	3	2
13	To manage the municipality to effectively deliver services	Submitting the Mid-Year Performance Report in terms of sec72 of the MFMA to council to monitor the overall municipal performance and decide on corrective	Mid-year report submitted to council	100%	Report and minutes of council meeting during which report was discussed			100%		3

Annexure A

Ref No	Predetermined objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
		measures if necessary								
14	To manage the municipality to effectively deliver services	Annual report submitted to council	Annual report and oversight report submitted to Council	100%	Minutes of council meeting during which report was discussed			100%		3
15	To manage the municipality to effectively deliver services	Implementation of a performance rating system for service providers and contractors with performance rating criteria to ensure performance on an acceptable standard	No of overall performance reports of service providers	4	Performance reports submitted to MM	1	1	1	1	2
16	To manage the municipality to effectively deliver services	Improving on the reaching of EE targets by the pre monitoring of the proposed appointments to be made by the municipality	% of proposed appointments monitored	100%	Signature of MM on the appointment letters	100%	100%	100%	100%	2
17	To manage the municipality to effectively deliver services	Liaison with senior leadership team on a monthly basis to ensure good governance	No of meetings with senior leadership team	12	Minutes of meetings	3	3	3	3	2
18	To manage the municipality to effectively deliver services	Submit the top layer SDBIP to the Mayor for approval to approve the KPI's and targets to ensure the implementation of the municipal budget	Top Layer SDBIP submitted to the Mayor	100%	Submitted Top Layer SDBIP				100%	2
19	To review municipal governance processes as per the RBAP	Risk based audit plan approved annually	Plan approved	100%	Approved RBAP				100%	2
20	To review municipal governance processes	Quarterly report on progress made with	Number of reports	4	Minutes of Audit Committee	1	1	1	1	3

Annexure A

Ref No	Predetermined objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
	as per the RBAP	the implementation of the Risk Based Audit Plan (RBAP)								
21	To manage the municipality to effectively deliver services	Develop an action plan to address the top 10 municipal risks	Number of plans	New performance indicator for 2012/13	Approved Plan				1	2
22	To manage the municipality to effectively deliver services	Internal and external anti-corruption awareness initiatives	Number of initiatives	New performance indicator for 2012/13	Official Communication				1	2
23	To manage the municipality to effectively deliver services	Monthly interaction with the MMC to discuss the SDBIP performance	Monthly meetings held	New performance indicator for 2012/13	Report discussed with comments	3	2	2	3	3
24	To manage the municipality to effectively deliver services	Effective bid processes by ensuring that the bid specifications are accurate and aligned with the SCM Regulations	Zero tolerance on Bid specifications submitted	New performance indicator for 2012/13	Adjudication report	0	0	0	0	3
25	To improve communication of all relevant stakeholders internal and external	Effective departmental communication by informing departmental management of municipal actions and processes	Number of engagements	New performance indicator for 2012/13	Minutes of meetings	6	5	5	6	2
26	To manage the municipality to effectively deliver services	Effective implementation of the municipal capital program by taking responsibility collectively	% of capital program implemented	New performance indicator for 2012/13	% of program implemented	15	40	70	95	3
27	To manage the municipality to effectively deliver services	Ensure that Performance Agreements are signed and evaluated	No of agreements signed and evaluation reports	New performance indicator for 2012/13	Signed agreements and reports	1	1	1	1	2

Annexure A

Ref No	Predetermined objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
									Total Weight	65
National Key Performance Area: Municipal Transformation and Institutional Development										
Strategic Objective: Institutional Development and Corporate governance										
28		Effective Management and supervision of the Strategy & Social Development Department	80% of the KPI's of the Department have been met	New KPI	Updated SDBIP and report	80%	80%	80%	80%	3
29		Effective Management and supervision of the Corporate Services Department	80% of the KPI's of the Department have been met	New KPI	Updated SDBIP and report	80%	80%	80%	80%	3
									Total Weight	6
National Key Performance Area: Municipal Financial Viability and Management										
Strategic Objective: Sound Financial Management										
30		Effective Management and supervision of the Financial Services Department	80% of the KPI's of the Department have been met	New KPI	Updated SDBIP and report	80%	80%	80%	80%	3
									Total Weight	3
National Key Performance Area: Basic Service Delivery										
Strategic Objective: Sustainable civil engineering infrastructure services										
31		Effective Management and supervision of the Engineering Services Department	80% of the KPI's of the Department have been met	New KPI	Updated SDBIP and report	80%	80%	80%	80%	3
Strategic Objective: Social and Community Development										
32		Effective	80% of the KPI's of	New KPI	Updated SDBIP and	80%	80%	80%	80%	3

Annexure A

Ref No	Predetermined objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
		Management and supervision of the Service Integration Department	the Department have been met		report					
									Total Weight	80

Annexure A

CORE COMPETENCY FRAMEWORK

The performance of Section 57 Managers should be assessed in terms of Core Competency Requirements (CCRs) as required by the Regulations of Section 57 Managers. These competencies describe general managerial and occupational skills. The assessment of these competencies will account for **twenty percent** of the total employee assessment score. The bold CCR's are compulsory for all managers.

Annexure B describes the different proficiency levels for each Core Competency Requirements (CCRs) and should therefore form part of this section of the Performance Plan.

Core Managerial Skill	Select prof. level (refer Annexure B)	Definition	Weight
Strategic Leadership and Management	Advanced	Skills to be able to provide a vision, set the direction for the municipality or department and inspire others in order to deliver on the municipality's mandate	5
Financial Management	Advanced	Skills required to manage projects and/or department work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling costs throughout the year by allocating resources appropriately and understanding and anticipating the impact of other departments on own budget and adopting where necessary.	5
Knowledge management	Competent	This includes the working knowledge of Council regulations, by-laws and policies, National, Provincial and Local Government structures and applicable legislation.	3
Client orientation and customer focus	Competent	Whether providing a service to an internal or external customer this means trying to determine the needs of the customer and then meeting those needs. At a minimum employees are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without argument. Ideally managers are required to be proactive by trying to understand needs of the customer and providing an appropriate service based on these underlying needs	4
Communication	Competent	Skills to 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.	3
			Total
			20