



Performance Agreement  
2012/13

**Mrs. N. Tyabashe-Kesiamang**  
**Executive Director: Strategy,**  
**Economic Development & Planning**

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PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE SOL PLAATJE MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

**MR G H AKHARWARAY**

(herein and after referred as Employer)

AND

Executive Director: Strategy, Economic Development & Planning

**Mrs. N. Tyabashe-Kesiamang**

(herein and after referred as Employee)

FOR THE

FINANCIAL YEAR: 1 JULY 2012 - 30 JUNE 2013

(BUT EFFECTIVE FROM 3/9/12)

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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 Executive Director responsible for Strategy, Economic Development & Planning;
  - 1.5.4 "the Employer" means Sol Plaatje 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);



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- 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 August 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 31<sup>st</sup> 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 C – 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:

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- 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 B) 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



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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
<b>TOTAL 80%</b>	

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
<b>TOTAL 20%</b>	

## 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 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;

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- 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 at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 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; and
- 6.6.3 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;
- 6.7.3 Each CCR's will be assessed in terms of the definitions provided (Annexure C) on a 360 degree basis during the mid-year and year-end reviews and will inform the final score awarded by the evaluation committee; and
- 6.7.4 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 6.6.3 and 6.7.4 above; and
- 6.8.2 Such overall rating represents the outcome of the performance appraisal.



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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	<b>Outstanding performance</b>	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	<b>Performance significantly above expectations</b>	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	<b>Fully effective</b>	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	<b>Not fully effective</b>	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	<b>Unacceptable performance</b>	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.

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6.11 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1<sup>st</sup> and 3<sup>rd</sup> quarters; and

6.12 The Municipal Manager will give performance feedback to the Employee 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	September 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; and

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

## 8. DEVELOPMENTAL REQUIREMENTS

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

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**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 with delay.

**11. REWARD**

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

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- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4<sup>th</sup> quarter and as informed by the quarterly performance assessments;
- 11.3 The performance bonus will be awarded based on the following scheme:
- | Performance Rating | Performance Bonus Calculation: |
|--------------------|--------------------------------|
| 00% - 59%          | 0% of Total package            |
| 60% - 66%          | 5% of Total Package            |
| 67% - 68%          | 6% of Total Package            |
| 69% - 70%          | 7% of Total Package            |
| 71% - 72%          | 8% of Total Package            |
| 73% - 74%          | 9% of Total Package            |
| 75% - 76%          | 10% of Total Package           |
| 77% - 78%          | 11% of Total Package           |
| 79% - 80%          | 12% of Total Package           |
| 81% - 84%          | 13% of Total Package           |
| 85% - 100%         | 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 results of the annual assessment and the scoring report 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 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 –
- 12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

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12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

### 13. DISPUTE RESOLUTION

- 13.1 In the event that the employee is dissatisfied with any decision or action of the Council in terms of this Agreement, or where a dispute or difference arises as to the extent to which the employee has achieved the performance objectives and targets established in terms of this Agreement, the employee may within 3 working days meet with the employer with a view to resolving the issue. The employer will record the outcome of the meeting in writing;
- 13.2 If the parties could not resolve the issues within 10 working days, an independent arbiter, acceptable to both parties, should be appointed to resolve the matter within thirty days; and
- 13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

### 14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and
- 14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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MUNICIPAL MANAGER  
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AS WITNESSES:

Thus done and signed at Kenilworth on this the 3rd day of September 2012.

EXECUTIVE DIRECTOR  
*[Signature]*

2. \_\_\_\_\_  
1. \_\_\_\_\_  
*[Signatures]*

AS WITNESSES:

Thus done and signed at Kenilworth on this the 3rd day of September of 2012.

Performance Plan

**Mrs N. Tyabashe-Kesiamang.....**  
**Director: Strategy, Economic Dev. & Planning**



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## KEY PERFORMANCE INDICATORS

The following Key Performance Indicators (KPI's) provide the details of the evidence that must be provided to show that a key objective has been obtained. The weightings show the relative importance of the key objectives to each other and should add up to 80.

Performance Plan				Evidence													
National KPA	IDP Strategic Objective	Key Performance Indicator	KPI Measurement Unit	Target Unit / Calculation Meth	Target Q1			Target Q2			Target Q3			Target Q4			Weighting
					31-Jul-09	31-Aug-09	30-Sep-09	31-Oct-09	30-Nov-09	31-Dec-09	31-Jan-10	28-Feb-10	31-Mar-10	30-Apr-10	31-May-10	30-Jun-10	
Good Governance and Public Participation	Good Governance and Public Participation	Implement correctives measures as identified in internal audit reports to reduce risk areas	% of issues raised and proposed corrective measures rectified	% progress	10%		40%		70%		95%						2
Good Governance and Public Participation	Good Governance and Public Participation	Manage risks identified for the Directorate and implement corrective measures to reduce risk areas and protect the municipality against legal actions and submit quarterly reports to the internal audit division	# of reports submitted on risk management	# reports	1		1		1		1						2



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Performance Plan				Evidence													
National KPA	IDP Strategic Objective	Key Performance Indicator	KPI Measurement Unit	Target Unit / Calculation Meth	Target Q1			Target Q2			Target Q3			Target Q4			Weighting
					31-Jul-09	31-Aug-09	30-Sep-09	31-Oct-09	30-Nov-09	31-Dec-09	31-Jan-10	28-Feb-10	31-Mar-10	30-Apr-10	31-May-10	30-Jun-10	
Municipal Financial Viability and Management	Municipal Financial Viability and Management	Apply proper procurement practices with the adherence to the approved SCM policy to promote good governance	0 successful appeals	0 successful appeals	0			0			0			0			2
Municipal Financial Viability and Management	Municipal Financial Viability and Management	Approve sound and authorised expenditure of the directorate to enhance municipal financial viability and management	Number of months without unauthorised spending		3			3			3			3			3
Municipal Financial Viability and Management	Municipal Financial Viability and Management	Spend 85% of grant funding during the financial year in accordance with the transfer payment agreement	% of grant funding spent	% grant spent	10%			35%			55%			85%			2
Municipal Financial Viability and Management	Municipal Financial Viability and Management	Submit departmental evaluation report of bid to SCM within 15 working days from closing date of the bid (excl Consulting engineers)	% submitted	%	100%			100%			100%			100%			2

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Performance Plan				Evidence													
National KPA	IDP Strategic Objective	Key Performance Indicator	KPI Measurement Unit	Target Unit / Calculation Meth	Target Q1			Target Q2			Target Q3			Target Q4			Weighting
					31-Jul-09	31-Aug-09	30-Sep-09	31-Oct-09	30-Nov-09	31-Dec-09	31-Jan-10	28-Feb-10	31-Mar-10	30-Apr-10	31-May-10	30-Jun-10	
Municipal Financial Viability and Management	Municipal Financial Viability and Management	Submit funding motivations to external sources and funders to enhance municipal revenue	Number of funding motivations submitted to external sources and funders	Number of funding motivations submitted to external sources and funders	0			1			0			1		2	
Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Develop and sign performance agreements and performance development plans with all identified personnel before 31 August	% signed agreements and development plans (Sep)	% signed agreements and development plans (Sep)	1			0			0			0		2	
Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Evaluate all identified personnel in terms of the performance management system	Evaluate all identified personnel in terms of the performance management system	# of formal evaluations completed	0			1			0			1		2	
Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Hold monthly departmental Health and Safety meetings	Number of departmental Health and Safety meetings hold	# of meetings	1			3			3			3		1	
Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Implement Council resolutions within the required timeframes	% Council resolutions implemented within the required timeframes	% implemented	20%			50%			70%			95%		3	

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Performance Plan					Evidence												
National KPA	IDP Strategic Objective	Key Performance Indicator	KPI Measurement Unit	Target Unit / Calculation Meth.	Target Q1			Target Q2			Target Q3			Target Q4			Weighting
					31-Jul-09	31-Aug-09	30-Sep-09	31-Oct-09	30-Nov-09	31-Dec-09	31-Jan-10	28-Feb-10	31-Mar-10	30-Apr-10	31-May-10	30-Jun-10	
Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Liaise with line managers of a regular basis to ensure effective management of the directorate and submit copies of the minutes to the Municipal Manager	Number of meetings and copies of minutes	Minutes submitted		2		3		2			3		2		
Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Liaise with the portfolio Councillor/ committee on a monthly basis to ensure the overall performance of the municipality	Number of meetings	Number of meetings		2		3		2			3		2		
Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Submit Health and Safety reports of the department on a quarterly basis	Number of reports submitted	# reports		1		1		1			1		2		
Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Visit outside departmental operational units	Number of departmental operational units visited	# of visits		0		1		1			1		2		
Local Economic Development	Local Economic Development	Develop and implement the Inner City Revival program	# of programmes implemented	# of programmes		0		0		1			2		2		
Local Economic Development	Local Economic Development	Submit applications for	# of applications submitted	Applications submitted		1		1		1			1		1		

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Performance Plan					Evidence												
National KPA	IDP Strategic Objective	Key Performance Indicator	KPI Measurement Unit	Target Unit / Calculation Meth.	Target Q1			Target Q2			Target Q3			Target Q4			Weighting
					31-Jul-09	31-Aug-09	30-Sep-09	31-Oct-09	30-Nov-09	31-Dec-09	31-Jan-10	28-Feb-10	31-Mar-10	30-Apr-10	31-May-10	30-Jun-10	
		external funding to implement the CBD framework															
Local Economic Development	Local Economic Development	Establish an LED forum by the end of December	Forum established	Minutes of Forum	0			0			0			1		1	
Local Economic Development	Local Economic Development	Facilitate investment in vehicles that will create jobs and support the broader goals of the green economy	Number of SMMEs linked to green economy	Minutes/attendance register	2			3			2			3		1	
Local Economic Development	Local Economic Development	Facilitate the functioning of the LED forum	# of meetings	Minutes	1			1			1			1		1	
Local Economic Development	Local Economic Development	Host an investment summit by October	Summit held	Report /Attendance register	0			1			0			0		2	
Local Economic Development	Local Economic Development	Submit applications to DTI for the identification of the special economic zones	Applications submitted	Submitted funding proposal	0			0			1			0		1	
Local Economic Development	Local Economic Development	Establishment of a Tourism website by the end of June 2013	% completed	Report of a web administrator	25%			50%			75%			100%		2	

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Performance Plan				Evidence													
National KPA	IDP Strategic Objective	Key Performance Indicator	KPI Measurement Unit	Target Unit / Calculation Meth.	Target Q1			Target Q2			Target Q3			Target Q4			Weighting
					31-Jul-09	31-Aug-09	30-Sep-09	31-Oct-09	30-Nov-09	31-Dec-09	31-Jan-10	28-Feb-10	31-Mar-10	30-Apr-10	31-May-10	30-Jun-10	
Local Economic Development	Local Economic Development	Implement tourism projects	# implemented	Progress reports	0			2			2			1			2
Local Economic Development	Local Economic Development	Conclude a MOU with the NC FET College to establish a relationship with the intention of dealing with skills of specific of investment in SPM	MOU concluded	MOU signed	0			0			0			1			1
Local Economic Development	Local Economic Development	Facilitate the establishment of an informal trade policy	Informal Trade Policy concluded	Policy submitted to Director	0			0			1			0			2
Local Economic Development	Local Economic Development	Training and development of SMME's	Number of workshops	Attendance Register	1			1			1			1			1
Local Economic Development	Local Economic Development	Develop a plan, by the end of March, to host a possible annual local tourism INDABA	Plan completed	Plan submitted to Director	0			0			1			0			2
Local Economic Development	Local Economic Development	Compile a maintenance plan for all the municipal office buildings by the	# Plans completed	Plans submitted to Director	0			1			1			1			1

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Performance Plan					Evidence												
National KPA	IDP Strategic Objective	Key Performance Indicator	KPI Measurement Unit	Target Unit / Calculation Meth.	Target Q1			Target Q2			Target Q3			Target Q4			Weighting
					31-Jul-09	31-Aug-09	30-Sep-09	31-Oct-09	30-Nov-09	31-Dec-09	31-Jan-10	28-Feb-10	31-Mar-10	30-Apr-10	31-May-10	30-Jun-10	
		end of June 2013															
Local Economic Development	Local Economic Development	Decrease approval of back log building plans per month	# of plans approved	Building Control Register	120			120			120			120		2	
Local Economic Development	Local Economic Development	Issue occupancy certificate within 14 days from when request is received	% issued	Building Plan Management Register	100%			100%			100%			100%		2	
Local Economic Development	Local Economic Development	Maintenance and renovation of municipal buildings	% of maintenance budget spent	Management Reports & Expenditure Reports	25%			50%			75%			100%		2	
Local Economic Development	Local Economic Development	Process building plan approvals less than 500m <sup>2</sup> within 30 days	% of building plans processed	Building Plan Management Register	80%			80%			80%			80%		2	
Local Economic Development	Local Economic Development	Process building plan approvals more than 500m <sup>2</sup> within 60 days	% of building plans processed	Building Plan Management Register	80%			80%			80%			80%		2	

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Performance Plan					Evidence												
National KPA	IDP Strategic Objective	Key Performance Indicator	KPI Measurement Unit	Target Unit / Calculation Meth	Target Q1			Target Q2			Target Q3			Target Q4			Weighting
					31-Jul-09	31-Aug-09	30-Sep-09	31-Oct-09	30-Nov-09	31-Dec-09	31-Jan-10	28-Feb-10	31-Mar-10	30-Apr-10	31-May-10	30-Jun-10	
Local Economic Development	Local Economic Development	Respond to all written requests received within 5 working days from when received	% responded within 5 days	Building Plan Management Register	100%			100%			100%			100%			1
Local Economic Development	Local Economic Development	Issue Zoning Certificates within 5 working days	% of certificates issued within 5 days	Zoning Certificate Register	95%			95%			95%			95%			2
Local Economic Development	Local Economic Development	Process Land use applications within 9 months after submission of a complete application	% of Land Use applications processed within timelines	Register	75%			75%			75%			75%			3
Local Economic Development	Local Economic Development	Administration of lease agreements	% lease agreements processed	Lease Register	80%			80%			80%			80%			2
Local Economic Development	Local Economic Development	Monthly update the municipal property register with any new registrations	# of monthly update	Property Register	3			3			3			3			1
Local Economic Development	Local Economic Development	Process alienation applications within 4 months after	% of applications processed within timeframes	Council Resolutions Register	80%			80%			80%			80%			3

Performance Plan				Evidence													
National KPA	IDP Strategic Objective	Key Performance Indicator	KPI Measurement Unit	Target Unit / Calculation Meth.	Target Q1			Target Q2			Target Q3			Target Q4			Weighting
					31-Jul-09	31-Aug-09	30-Sep-09	31-Oct-09	30-Nov-09	31-Dec-09	31-Jan-10	28-Feb-10	31-Mar-10	30-Apr-10	31-May-10	30-Jun-10	
		receipt of all application comments from internal departments															
Local Economic Development	Local Economic Development	Initiate projects in terms of the business plans	# of projects initiated	Monthly Reports submitted to Director	0			0			1			2		2	
Local Economic Development	Local Economic Development	Submit business plan to COGHSTA	# of business plans submitted	Copy of submitted business plans	1			1			1			0		2	
Local Economic Development	Local Economic Development	Submit capital project progress reports by the 5th working day of every month to the Director	Monthly progress reports	Monthly reports	3			3			3			3		1	
Local Economic Development	Local Economic Development	Align financial systems with the SPM system	% alignment	Financial Report	0			0			0			100%		1	
Local Economic Development	Local Economic Development	Report monthly on the compliance with the implementation of the SLA	Monthly report	Monthly report to Director	3			3			3			3		1	

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Performance Plan				Evidence													
National KPA	IDP Strategic Objective	Key Performance Indicator	KPI Measurement Unit	Target Unit / Calculation Meth.	Target Q1			Target Q2			Target Q3			Target Q4			Weighting
					31-Jul-09	31-Aug-09	30-Sep-09	31-Oct-09	30-Nov-09	31-Dec-09	31-Jan-10	28-Feb-10	31-Mar-10	30-Apr-10	31-May-10	30-Jun-10	

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## CORE COMPETENCY FRAMEWORK

Core Managerial Skill	Select prof. level (refer Annexure C)	Definition	Weighting	Comments
Strategic Leadership and Management	C	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	2	
Programme and project management	A	Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that local government objectives are achieved	2	
Financial Management	C	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.	2	
Change Management	B	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments.	1	
Knowledge management	C	This includes the working knowledge of Council regulations, by-laws and policies, National, Provincial and Local Government structures and applicable legislation.	2	
Problem solving and analytical thinking	C	Be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	2	
People and diversity management	C	Skills to manage and encourage people, optimise their outputs and effectively manage relationships. This includes holding regular meetings with his/ her team so that information can be shared and so that the team is aware of decisions that may affect them. It also involves distributing workloads so that individual skills are used appropriately and so that the work is evenly spread, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately the municipality	2	
Client orientation and customer focus	C	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	2	

Service delivery innovation	A	This is about wanting to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something but rather are encouraged to use their initiative to make sure that things get done accurately and efficiently.	3	
Communication		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.	1	
Accountability and ethical conduct	C	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the municipality	1	

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