

MOHOKARE LOCAL MUNICIPALITY
PERFORMANCE MANAGEMENT
(Period: 1 July 2012 – 30 June 2013)

1. PARTIES

The parties to this agreement are –

Mohokare Local Municipality herein represented by Mokhoro Agnes Shasha in her capacity as the Mayor/Speaker (hereinafter referred to as “the Employer”);

And

Thabo Christian Panyani in his capacity as the Municipal Manager (hereinafter referred as “the Employee”)

WHEREBY IT IS AGREED AS FOLLOWS:

2. INTRODUCTION

- 2.1 The parties have entered into an employment contract in terms of section 57(1) (a) of the Local Government: Municipal Systems Act No. 32 of 2000 (hereinafter referred to as “the Systems Act”).
- 2.2 Section 57(1)(b) of the Systems Act, read with the employment contract entered into by parties, requires the parties to annually conclude a performance agreement one month after the beginning of the financial year of the municipality.
- 2.3 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.
- 2.4 The parties wish to ensure that there is compliance with sections 57(4A), 57(4B) and 57(5) of the Systems Act.

3. PURPOSE OF THIS AGREEMENT AND APPENDICES

The purpose of this agreement is to –

- 3.1 Comply with the provisions of Sec 57(1) (b), (4A), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties
- 3.2 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.
- 3.3 Specify the core competency requirements which the Employee must acquire or possess and demonstrate

- 3.4 Monitor and measure performance against set targeted outputs
- 3.5 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance

4. COMMENCEMENT AND DURATION

- 4.1 This agreement will commence on the 1st July 2012 and will remain in force until 30th June 2013. Where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof
- 4.2 The parties consulted will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this agreement at least once a year by not later than the beginning of each successive financial year.
- 4.3 This Agreement shall terminate on:
- 4.3.1 The date on which the Employee's employment with the Employer terminates for whatever reason; or
- 4.3.2 by 30 June 2013
- 4.3.3 Not complying with the Minimum Competency levels by 01 January 2013 unless proof and acknowledgement by National Treasury of a "Special Merit Case" has been produced by the Municipal Manager.

5. PERFORMANCE OBJECTIVES

- 5.1 The performance plan contained in **Annexure A** to this agreement sets out
- 5.1.1 The performance objectives and targets that must be met by the Employee during the current financial year;
- 5.1.2 The time frames within which those performance objectives and targets shall be met; and
- 5.1.3 The core competency requirements the Employee must acquire or possess and demonstrate.
- 5.2 The performance objectives and targets reflected in **Annexure A** are set by the Employer in consultation with the Employee and are based on the Integrated development plan, current service delivery and budget implementation plan (SDBIP) and the current budget, and it includes key objectives, key performance indicators, targets, dates and weightings.
- 5.3 The mere fact that a particular function, power or duty conferred upon or assigned or delegated to the Employee is not contained in **Annexure A**, does not release the Employee from the responsibility to perform such function, exercise such power and discharge such duty, as the case may be, to the best of his ability. The inclusion of a specific performance objective or performance target in the Employee's performance plan does not replace, reduce, substitute or in any other manner interfere with the Employee's obligation to perform the functions, exercise the powers and discharge the duties, as the case may be, which may have been conferred upon or assigned or delegated to him in any other manner. Nothing in this agreement diminishes the

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Employee's obligations, duties or accountability in terms of his employment contract or existing or new regulations, circulars, policies, directives or other instruments.

6. PERFORMANCE MANAGEMENT SYSTEM

- 6.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 6.2 The Employer will consult the Employee about the specific performance standards that will be included in the PMS as applicable to the Employee
- 6.4 The Employee's assessment will be based on his performance in terms of outputs (performance targets) reflected on the Performance Plan which are linked to relevant KPA's /CCRs, key objectives and key performance indicators (KPIs) as agreed to between the Employer and the Employee.
- 6.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components with a weighting of 80:20, as indicated in **Annexure A**, namely –
- 6.5.1 Key performance areas at 80%; and
- 6.5.2 Core competency requirements/Core Managerial Competencies (CMC) at 20%
- 6.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPAs, and will constitute 80% of the overall assessment results as per the weightings agreed to between the Employer and Employee.

KEY PERFORMANCE AREAS (KPA's)	WEIGHTING
Basic Service Delivery	
Municipal Institutional Development and Transformation	
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Total	100%

- 6.7 The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job should be selected from the list below as agreed to between the Employer and Employee:

CORE MANAGERIAL COMPETENCIES	WEIGHT
Financial Management	10
People Management and Empowerment	20
Client Orientation and Customer Focus	20
Strategic Capability and Leadership	10
Problem Solving and Analytical Thinking	10
Programme and Project Management	10
Competency in Policy Conceptualisation and Implementation	10
Honesty and Integrity	10
	100%

7. EVALUATION PERFORMANCE

- 7.1 The performance plan (**Annexure A**) to this agreement sets out –
- 7.1.1 The standards and procedure for evaluating the Employee's performance;
And
- 7.1.2 The intervals for the evaluation of the Employee's performance.
- 7.2 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.
- 7.3 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.
- 7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 7.5 The annual performance appraisal will involve:
- 7.5.1 Assessment of the achievement of results as outlined in the performance plan:
- 7.5.1.1 Each KPA should be assessed according to the extent to which specified standards or performance indicators have been met and with due regard to ad hoc that had to be performed under the KPA.
- 7.5.1.2 An indicative rating on the five-point scale detailed in **Annexure A** should be provided for each KPA.
- 7.5.1.3 The applicable assessment rating calculator (refer to paragraph 6.5 above) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CMC's

- 7.5.2.1 Each CMC will be assessed according to which the specified standards have been met.
- 7.5.2.2 An indicative rating on the five-point scale will be provided for each CMC.
- 7.5.2.3 This rating will be multiplied by the weighting given to each CMC to provide score
- 7.5.2.4 The applicable assessment rating calculator will then be used to add the scores and calculate a final CMC score

7.5.3 Overall rating

An overall rating will be calculated by using the applicable assessment rating calculator. Such overall rating represents the outcome of the performance appraisal.

8 PERFORMANCE ASSESSMENTS

8.1 The Employee's performance shall be assessed after the end of each quarter, as follows –

	Quarter	Assessment before
1	July – September	30 September 2012
2	October – December (hereinafter referred to as “ the mid-year performance review”)	31 January 2013
3	January – March	30 April 2013
4	April – June (hereinafter referred to as “the annual performance appraisal”)	31 July 2013

8.2 The Employee's mid-year performance review and annual performance appraisal shall be conducted by an evaluation panel consisting of –

- 8.2.1 The Mayor
- 8.2.2 The Chairperson of the performance audit committee or, if the Employer does not have a performance audit committee, the audit committee
- 8.2.3 A councillor of the Employer's Council designated by the Council
- 8.2.4 The Mayor of another municipality designated by the Mayor;
- 8.2.5 Ward Committee member

8.3 The assessments for the first quarter (July – September) and the third quarter (January - March) shall be conducted by the Mayor, provided that the Mayor may request any member(s) of the evaluation panel to assist her during such assessment.

8.4 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs.

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	The 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	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the Employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the Employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The Employee has failed to demonstrate the commitment or ability to bring performance 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					

8.4.1 The mid-year performance review and annual performance appraisal shall involve – Assessment of the achievement of key performance indicators and targets in the key performance areas:

8.4.1.1 Each key performance area shall be assessed according to the extent to which the performance indicators have been met with due regard to ad hoc tasks that may have been performed under any key performance area.

8.4.1.2 An indicative rating on the five – point scale set out in clause 8.4 shall be provided for each key performance area.

8.4.1.3 The rating contemplated in paragraph (b) shall be multiplied by the weighting given to each key performance area to provide a score.

- 8.4.1.4 The assessment rating calculator shall be applied to add the scores and calculate a final key performance area score.
- 8.5 The Employer shall keep the a record of the mid- year review and annual assessment meetings
- 8.6 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 8.7 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.
- 8.8 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 Employer will be fully consulted before any such change is made.
- 8.9 The Employer must –
- 8.5.1 Keep a written record of the mid-year review and annual appraisal meetings, and
- 8.5.2 Cause secretarial services to be provided to the evaluation panel
- 8.10 Despite the establishment of agreed intervals for evaluation as set out in clause 8.1 above, the Employer may in addition review the Employee's performance at any time whilst this Agreement remains in force.
- 8.11 The Employer shall supply a copy of any assessment in terms of this clause to the Employee within a reasonable time after such assessment has been completed and shall invite the Employee to attend and participate in a performance interview, which shall be conducted by the Mayor, provided that the Mayor may request any member(s) of the evaluation panel to assist her during such an interview. A performance interview shall be conducted within 30 days after the date on which the Mayor or the evaluation panel, as the case may be, has conducted a performance review or assessment, on a date agreed between the Parties.
- 8.12 The Employee has the right, during a performance interview, in respect of any performance objective, target or core competency requirement to –
- 8.12.1 Request and receive an explanation for any points awarded;
- 8.12.2 Submit additional and/or supplementary evidence of performance/achievement; and
- 8.12.3 Provide an explanation for any below standard performance

9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as **Annexure B**.

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10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall –

- 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 to meet the performance objectives and targets established in terms of this Agreement; and
- 10.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

11. CONSULTATION

11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

- 11.1.1 A direct effect on the performance of any of the Employee's functions;
- 11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
- 11.1.3 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 as soon as is practicable to enable the Employee to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 12.2 A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.
- 12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve (12) months service at the current remuneration package on 30 June (end of financial year) subject to a fully effective assessment.
- 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 performance; and
 - 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 duties.

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- 12.5 A performance bonus calculated as a percentage of the Employee's all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance, as follows:

Score	Performance bonus
≥ 129%	0%
130%	5%
133%	5%
135%	6%
137%	6%
138%	7%
140%	8%
142%	8%
143%	8%
145%	8%
147%	9%
148%	9%
150%	10%
152%	10%
153%	10%
155%	14%

- 12.6 Any performance bonus that may be payable to the Employee, shall only be paid out after –

12.6.1 30 June 2013

12.6.2 The Employer's Council has approved the Employee's annual performance appraisal as required by section 57(4B) of the Systems Act; and

12.6.3 The annual report relating to the 2012/2013 has been tabled in the Employer's Council and the Council adopted it.



- 12.7 In the case of unacceptable performance, the Employer –

12.7.1 Shall provide systematic remedial or developmental support to assist the Employee to improve his performance; and

12.7.2 May, after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement on grounds of unfitness or incapacity to carry out his duties.

13. DISPUTE RESOLUTION

- 13.1 The relevant provisions of the employment contract shall apply in the event that mediation is conducted by Council

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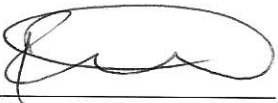
14. GENERAL

- 14.1 The Employer shall make the contents of this agreement available to the public.
- 14.2 The Employer may make the outcome of any performance review, evaluation or appraisal conducted in terms of this agreement available to the public.

Thus done and signed at MOHOKARE on 27 JULY 2012

AS WITNESSES:


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2. 



EMPLOYEE

Thus done and signed at MOHOKARE on 27 JULY 2012

AS WITNESSES:

1. 

2. 


MAYOR/SPEAKER

**PERSONAL PERFORMANCE PLAN 2012/13:
MUNICIPAL MANAGER**

KEY PERFORMANCE AREA: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
Performance Management system reviewed and aligned to the IDP	20	Mid-year performance report submitted to the Mayor	31 Jan 2013		
		Annual performance report for 2011/12 submitted to the Mayor	31 Aug 2012		
		Ensure auditing of performance measures in terms of section 14 of the PMS regulations and submission of quarterly performance reports to the performance audit committee (PMAC)	4 Reports submitted		
		SDBIP approved by the Mayor 28 days after the adoption of the budget and IDP	30 June 2013		
		Formal performance evaluations conducted with all direct reports during January 2013 and July 2012	1 st & 3 rd Quarter		
Effective Communication in the Municipality		Development and implementation of a Communication Policy	31 July 2012		
		Satisfaction survey conducted	30 June 2013		
Development and signing of all section 57 performance agreements		Signed performance contracts by all section 57 managers	31 July 2012		
Compliance with reporting requirements		Prepare and submit annual report on the Municipality's performance in respect of programmes funded or partially funded by a Sch 4 allocation (MIG)	31 August 2012		
		Prepare and submit annual report on the Municipality's performance in respect of programmes funded or partially funded by an Sch 6 allocation (MSIG, FMG, LGRG, DWAF, NER)	31 August 2012		

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Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
Ensure that the review of the IDP is conducted and completed in terms of the budget timetable tabled in the Council		IDP review completed in the timeframe allocated as well in the budget allocated	28 Feb 2013		
Reduction in turnaround time in filling vacancies		Within 3 month after vacancy occurs	On-going		
Rationalise by-laws and policies of Mohokare		10 by-laws of each of the two units rationalised	30 Jun 2013		
Organisational review conducted		An organisational structure aligned to the IDP established and operationalized	30 Jun 2013		
TOTAL					

28 Feb


KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
To provide world class up-to-standard water services to promote development and fulfil basic service needs	10	All formal households with access to basic sanitation services	30 June 2013		
		Implementing a water leak tracing and fixing in the network	30 June 2013		
		Meet SANS standards and requirements (Blue Drop Compliance)	30 June 2013		
		Complete construction and upgrade of the treatment works in Rouxville	31 March 2013		
		Completion of the WSDP	30 June 2013		
To provide a safe and sustainable sanitation management and infrastructure development		Address all sanitation backlogs within Mohokare	30 June 2013		
		Provide all households with access to basic services			
		Meet SANS standards and requirements (Green Drop Compliance)			
To provide trafficable roads/routes and functional areas		Ungraded internal roads within Mohokare	30 June 2013		
To provide an effective management of electricity supply to residents		Complete development of electricity master plan	30 June 2013		
		Provision of electricity to 209 households in Smithfield/ Mofulatshepe			
		Provision of households with solar heating panels			
		Installation			
TOTAL					



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KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
	10				
Promote the involvement of SMMEs in projects.		60% of projects involves SMME's	Quarterly		
Build consensus with stakeholders around an LED strategy for MLM with an orientation to maximizing growth, employment, empowerment and poverty reduction		LED Strategy approved by Council	30/09/12		
TOTAL					


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KEY PERFORMANCE AREA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
Current debtors collection rate (payment rate) as at 01 July 2012 is improved by 10%	30	Current debtors collection rate (payment rate) as at 01 July 2012 is improved by 10% annually	30/06/12		
Budget for FY 2013/14 is compiled in accordance with relevant statutory prescripts		Budget timetable for FY 2013/14, including review of IDP and PMS, tabled in the Council	31/01/13		
		Draft budget for FY 2013/14 and prescribed supporting documentation submitted to the Mayor	31/01/13		
		Draft budget for FY 2013/14 and prescribed supporting documentation tabled in the Council and published	31/03/13		
		Draft budget for 2013/14, prescribed supporting documentation and report reflecting comments and representations received during public consultation and from organs of state, tabled in the Council, with a view to approval	31/05/13		
		Budget for FY 2013/14, amendments to the IDP, changes to budget-related policies and tariffs approved by the Council	30/06/13		
Statutory financial reporting requirements are consistently met		Determine and ensure compliance with a programme for preparing, submitting and publishing prescribed financial reports [e.g. MFMA, DoRA]	30/08/12		
Approve and oversee implementation of a risk based internal audit programme		At least two internal audit reports and four internal performance audit reports submitted to and considered by the Audit Committee during FY 2012/13	30/06/13		
		At least six Audit Committee reports submitted to the Mayor for consideration by the Council	30/06/13		
		Audit Committee's report on its review of the annual financial statements for FY	31/10/12		

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Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
		2011/12 submitted to the Mayor for consideration by the Council			
TOTAL					



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KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
Review the establishment of the Oversight Committee	30	Induction of Oversight Committee members to ensure understanding of their roles and functions	31/03/13		
		Preparation and submission of Oversight report	31/03/13		
		Develop terms of reference for the oversight committee	31/08/12		
Formalise Community Participation Structure in terms of Budgeting		3 community meetings held	30/06/13		
Formalise Community Participation Structure in terms of PMS Monitoring and reporting		3 meetings held for KPI and target setting 3 performance report back meetings held	30/06/13		
Formalise Community Participation Structure in terms of IDP		3 community meetings held to determine priorities	30/06/13		
Capacity-building of councillors to enhance their knowledge and skills to ensure effective participation of all councillors in municipal and community affairs		One capacity building session every quarter. Topics to be determined by the MM and approved by the Mayor	30/06/13		
Ensuring budget (Capital funded projects and Operating such as filling of vacancies) spending i.t.o Councils approved budget are adhered to.		Ensuring that there are no reported incidences of under spending and overspending or non-spending occurs	30/06/13		
Compliance with financial related policies and Legislation		Addressing and reporting audit issues raised affecting the Municipality for both internal and external audits on a continuous basis (prior years AG or current years internal audit reports). Audit issues raised in the	30/06/13		

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Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
		previous year by the AG and Internal Audit must be fully addressed			
Unqualified audit report for the municipality's financial management		Timeous preparation of the budget for the upcoming financial year (2013/2014). Budget timetable tabled at the Council.	31/08/12		
Regularly maintain and update the Municipality's official website		Unqualified audit report received from AG for the 2011/2012 financial year	31/01/13		
Review of the municipality's Risk Assessment profile		Prescribed documents are uploaded to the website as prescribed by relevant legislation and in terms of the communication strategy	31/03/13		
Ensure that a draft communication strategy for promoting communication between the Municipality and local municipalities is submitted to the Council		Submit report to Council regarding review findings Communication strategy approved by council	31/03/13		
			30/07/12		
TOTAL					

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CORE COMPETENCY REQUIREMENTS

Competencies	Weight	Description/Definition	Achievements/Progress/Comments/Reference to evidentiary documents	Rating
Financial management	10	Compiles and manages budgets, controls cash flow, institutes risk management and administers supply chain management processes in accordance with legal prescripts and generally recognised accounting practices in order to ensure the achievement of the Municipality's strategic objectives.		
People management and empowerment	20	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve the Municipality's strategic objectives.		
Client orientation and customer focus	20	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.		
Strategic capability and leadership	10	Provides a vision, sets the direction for the administration and inspires others to deliver on the municipality's mandate		
Problem solving and analysis	10	Systematically identifies, analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.		
Programme and project management	10	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.		
Honesty and integrity	10	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.		
Competence in policy conceptualisation, analysis and implementation	10	The ability to draft and implement a policy due to the arriving at a concept or a generalisation as a result of seeing things, experiencing things, being informed of something as well as the ability to analyse, comprehend and implement a policy drafted by somebody else.		
			TOTAL	

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RATING ASSESSMENT CALCULATOR
KEY PERFORMANCE AREAS

Key performance area	Weight	Rating	Score
Municipal institutional development and transformation	20		
Basic service delivery	10		
Local economic development	10		
Municipal financial viability and management	30		
Good governance and public participation	30		
Total score			
Total weight, key performance areas			80%
Weighted score, Key performance areas			

CORE COMPETENCY REQUIREMENTS

Core competency requirement	Weight	Rating	Score
1 Financial management	20		
2 People management and empowerment	5		
3 Client orientation and customer focus	5		
4 Strategic capability and leadership	20		
5 Problem solving and analysis	10		
6 Programme and project management	5		
7 Honesty and integrity	5		
8 Competence in policy conceptualisation, analysis and implementation	10		
9 Interpretation of and implementation within the legislative and national policy frameworks	5		
1 Knowledge of developmental local government	5		
0			
1 Knowledge of performance management and reporting	5		
1			
1 Exceptional and dynamic creativity to improve the functioning of the municipality	5		
2			
Total score			
Total weight, core competency requirements			20%
Weighted score, core competency requirements			

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PERSONAL DEVELOPMENT PLAN

Skills/Performance Gap	Outcomes expected	Suggested training and/or development activity	Suggested mode of delivery	Suggested time frame

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