

PERFORMANCE AGREEMENT



FEZILE DABI
District Municipality

Made and entered into by and between:

DR. M.M.V MONGAKE (The Municipal Manager)

and

DR. LK MAHLATSI
(The Director Environmental Health & Community Services)

FOR THE FINANCIAL YEAR:
01 July 2011 TO 30 JUNE 2012

mmv
T.T

ENTERED INTO BY AND BETWEEN

The Fezile Dabi District Municipality herein represented by **Dr. M.M.V Mongake** in his capacity as the Municipal Manager (hereinafter referred to as the Employer or Supervisor)

and

Dr. LK Mahlatsi the Director Environmental Health & Community Services of the Municipality of Fezile Dabi District (herein after referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

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 to as 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 reporting 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(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The parties agree that the purpose of this Agreement is to:

- 2.1 comply with the provisions of Section 57(1)(b), (4A), (4B), and 5 of the Systems Act; as well as the Contract of Employment entered into between parties;
- 2.2 specify objectives and targets established for the Employee and 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;

- 2.5 use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee or to assess whether the Employee has met the performance expectations applicable to his job;
- 2.6 appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; 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 **1st July 2011** and will remain in force until **30th June 2012** whereafter 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.
- 3.2 The parties will review the provisions of this Agreement during June each year and 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.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 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.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

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; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 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

Municipal Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Municipality's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 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.
 - 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 Employer, management and municipal staff to perform to the standards required.
 - 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the Performance Management System as applicable to the Employee.
- 6.** The Employee agrees to participate in the performance management and development system that the Employer adopts.
- 6.1 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
 - 6.2 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.

- 6.2.1 The Employee must be assessed against both components, with weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.
- 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.2.3 KPAs covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.
- 6.3 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 (Annexure A), 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:

Key Performance Areas (KPA's)	Weighting
Municipal Transformation and organizational Development	15
Infrastructure Development and Basic Service Delivery	30
Local Economic Development (LED)	20
Municipal Financial Viability and Management	20
Good Governance and Public Participation	15
Total	100%

- 6.4. The CMCs will make up the other 20% of the Employee's assessment score. CMCs 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 the Employee:

mmv
T.T LK

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES		WEIGHT
Strategic Capability & Leadership	√	10
Programme and Project Management	√	10
Financial Management	√	20
Change management		
Knowledge management of developmental local government		
Service delivery Innovation		
Problem Solving and Analytical Thinking	√	10
People Empowerment and Diversity Management	√	20
Client orientation and Customer focus	√	20
Communication		
Accountability and Ethical Conduct	√	10
Honesty & Integrity		
Skills in government		
Policy conceptualization and implementation		
Mediation skills		
Advanced negotiation skills		
Advanced influencing skills		
Partnership and stakeholder Relations		
Supply Chain Management		
		100%

7. EVALUATING PERFORMANCE

7.1 Annexure A to this Agreement sets out:

- 7.1.1 the standards and procedures 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:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to *ad hoc* tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CMCs

- (a) Each CMC should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CMC.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CMC score.

7.5.3 Overall rating

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

7.6 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	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 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.					

mmv
LK
T.T

- 7.7. For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established –

- 6.7.1 Executive Mayor/ Mayor;
- 6.7.2 Chairperson of the Audit Committee;
- 6.7.3 Member of the Mayoral Committee; and
- 6.7.4 Mayor and/ or Municipal Manager from another Municipality.

8. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter:	July – September 2011
Second quarter:	October – December 2011
Third quarter:	January – March 2012
Fourth quarter:	April – June 2012

- 8.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 8.4 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.
- 8.5 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.

9. DEVELOPMENTAL REQUIREMENTS

Then Personal Developmental Plan (PDP) for addressing developmental gaps is attached as Annexure B

10. EMPLOYER OBLIGATIONS

- 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 to assist 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 8% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.

mmv
ll
T.T

- 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 months (12) 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.

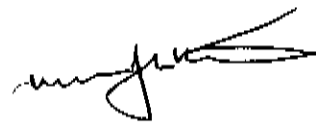
13. DISPUTE RESOLUTION

- 13.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
- 13.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or
 - 13.1.2 any other person appointed by the MEC.
- 13.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.


14. GENERAL

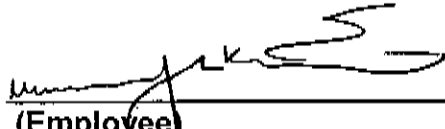
- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or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

mmv
T.T^{lu}

 Sasolburg
Thus done and signed at 11th on this 11th day of August 2011.


AS WITNESSES:

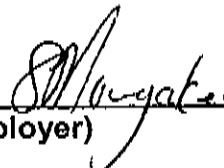
1. T. Mmole 
2.


(Employee)

Thus done and signed at _____ on this _____ day of _____ 2011.

AS WITNESSES:

1. T. Mmole 
2.


(Employer)



Fezile Dabi

District Municipality

PERFORMANCE PLAN

**DIRECTOR COMMUNITY HEALTH AND ENVIRONMENT
FEZILE DABI DISTRICT MUNICIPALITY**

2011/2012

1. Purpose

The performance plan defines the Council's expectations of the Director Community, Health and Environmental Services performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and SDBIP as reviewed annually.

2. Key Responsibilities

The following objects of local government will inform the Director Community, Health and Environmental services performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. Key Performance Areas

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Basic Service Delivery
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

T.T. mmv
lv

Director CHES

Key Performance Area	Strategic Performance	Weighting	Performance Indicator 2011/12	Target	Progress on date of review	Score 1	Score 2	Score 3	Score 4	Evidence
1. Municipal Transformation and Organisational Development		15	Prepare monthly and quarterly performance assessment reports of the Department	Monthly						Monthly reports
			Number of customer satisfaction surveys conducted and present report to the MM	1 Customer satisfaction surveys (30 Jun 2012)						Customer satisfaction survey results
			Implement and monitor Training schedule based on the workplace skills plan (WSP) and training done based on WSP and the schedule	Monthly						Monthly training reports
			All employees allocated to the Department each has a personal performance and development plan for the current financial year	2011/09/31						Signed job descriptions/individual scorecards with PDP
			Create a database and Conduct an audit of compliance with legislation affecting the Directorate	31-Jan-12						Legislation compliance database
			Ensure that departmental staff meetings are held	Quarterly						Schedule of departmental meetings and minutes thereof.
Total Score						0	0	0	0	0
Weighted						0	0	0	0	0

m.v.
T.T

Director CHES

Key Performance Area	Strategic Performance	Weighting	Performance Indicator 2011/12	Target	Progress on date of review	Score	Evidence
2. Infrastructure Development and Service Delivery		45	Departmental Service providers meet performance standards in terms of agreed quality, budgets and timelines				
			• Set input, output and outcome indicators for each service-provider appointed by the Dept	Monthly			Terms of reference for all service providers appointed by the department
			• Measure performance of service-providers in terms of contract	Monthly			Signed SLA with terms of reference
			• Monthly written report submitted to Municipal Manager according to agreed format and providing agreed information and data regarding departmental activities.	Monthly			Monthly reports
			• Enforce Municipal health Bylaws through inspection and issuing notices of compliance.	Monthly			Adopted by-laws by Council. Inspection report and notices issued
			Develop a programme for the training of students doing their experiential training phase	31-May-12			Experiential training programme for students
			Coordinate and manage activities between the disaster management centre and local emergency services through quarterly meetings	Quarterly			Minutes and attendance registers
			Create Awareness about Air Quality	4 Awareness campaigns 2012/06/30			Report of awareness campaigns conducted
			% of samples complying to SANS 241	Ongoing			Monthly Report on the analysis of samples taken
			Number of waste management educational and awareness campaigns conducted	4 awareness and educational campaigns (1 per quarter)			Quarterly report of awareness campaigns conducted

Handwritten initials: "M. T. T."

Director CHES

Key Performance Area	Strategic Performance	Weighting	Performance Indicator 2011/12	Target	Progress on date of review				Score				Evidence
					1	2	3	4	1	2	3	4	
			Number of certificates of acceptability (R918) issued	Ongoing									Certificates of acceptability issued
			Number of food sampling programs undertaken	Ongoing									Monthly report of food samplings
			Number of campaigns on food safety undertaken	Ongoing									Report of food safety campaign conducted
			Number of food poisoning cases investigated	Ongoing									Investigation report on food poisoning
			Reduced air pollution (concentrations) levels	30-Jun-12									Report on the implementation of AQIMP
			Number of educational projects and awareness programs conducted	4 Educational Projects (Basa Njengo Magogo) (1 per quarter)									Quarterly educational awareness report on AQIM
			Number of statutory notices issued	Ongoing									Monthly notices issued
			Number of reported and resolved cases regarding communicable disease	Ongoing									Report of cases regarding communicable diseases
			Installed IHS. Emergency communication facility in place. Equipped DOF. Number of critical positions filled.	One district centre (31 Jan 2012)									Report on the operation of the centre
			Clear, documented and updated DM Risk Assessments. DM framework and contingency plans.	1 Disaster Management plan review (31 Mar 2012)									Reviewed disaster management plan
			Develop guidelines on emergency communication with systematic protocol operation	4 LM's (During incidents/disaster outbreak)									Report of the Joint Operation Programme

Key Performance Area

Director CHES

Key Performance Area	Strategic Performance	Weighting	Performance Indicator 2011/12	Target	Progress on date of review	Score	Evidence
			Number of incidences for organophosphate poisoning and complaints related to chemical safety	2 Educational awareness program (ongoing)			Report of the educational and awareness programme
			Number of chemical poisoning cases received	Ongoing			Monthly report of poisoning cases
			Number of education and awareness programs	2 awareness programs conducted			Report of awareness campaigns conducted
			reduced number of vector infestation cases	Ongoing (As and when required)			Report of all vector infestation cases
			Number of meetings conducted	Quarterly meetings			Minutes and attendance register of the meetings
			Number of fire fighters trained	(All current fire fighters) (30 Jun 2012)			Development programme for fire fighters and list of all fire fighters attended
			Procurement of Fire fighting equipment (Medium pumping fire fighting engine,)	30-Jun-12			Report of procured fire fighting equipment
			Renovation of fire fighting station at Matube Local Municipality	120 Square metres (30 Sep 2011)			Report of renovated fire fighting station
			Purchase of furniture and equipment	30-Nov-11			Report of the furniture procured
Total Score					0	0	0
Weighted					0	0	0

Director CHES

Key Performance Area	Strategic Performance	Weighting	Performance Indicator 2011/12	Target	Progress on date of review	Score				Evidence	
					1	2	3	4	Q		
3. Local Economic Development		10	Monitor implementation of the IDP projects allocated to the Dept	Monthly						Report of IDP projects for the department	
			Assist SMME to comply with hospitality requirement	10 SMME's (ongoing)							List of SMME's assisted with compliance
			Manage external consultants and contractors appointed for technical projects.								
			• Project plans and budgets to be in place	Monthly							Project plan and budget for the specific project
			• Progress against plans to be provided – progress to be in line with plan from both a time and budgetary perspective	Monthly							Monthly report from appointed service providers
Total Score					0				0	0	0
Weighted					0				0	0	0

Director CHES

Key Performance Area	Strategic Performance	Weighting	Performance Indicator 2011/12	Target	Progress on date of review	Score 1	Score 2	Score 3	Score 4	Evidence
4. Municipal Financial Viability and Management		10	Ensure timely preparation of the Department's budget for 2012/2013 based on the approved IDP	Ongoing						Departmental budget with SOBP and operational plan
			Ensure sound management of the budget votes allocated to the Department							
			• No irregular expenditure	None be incurred						Report of irregular expenditure
			• No unauthorised expenditure	None be incurred						Report of unauthorised expenditure
			• No fruitless and wasteful expenditure	None be incurred						Report of fruitless and wasteful expenditure
			Respond satisfactorily to internal and external audit enquiries relating to the department .	100% within 3 days of receiving queries						Register of all internal and external queries responded to by CHES
					Total Score	0	0	0	0	
					Weighted	0	0	0	0	

5. Good Governance and Public Participation	20	Monitor progress with the preparation and regular updating of disaster management plans and strategies by municipalities and municipal entities in the area by holding at least 4 review meeting during the year	31-May-12						Minutes and attendance registers of the meetings
		Ensure effective and efficient running and management of municipal disaster management advisory forum in terms of section 51 of the Disaster Management Act 2002. Forum to meet at least three times during the year	Monthly						Minutes and attendance registers of the meetings
		Ensure community services forum meetings are held	Quarterly						Minutes and attendance registers of the meetings
		Implement FDDM Public Health bylaws	Monthly						Approved and implemented Public health bylaws
			Total Score	0	0	0	0	0	
			Weighted	0	0	0	0	0	

Director Health and Safety


Core Managerial and Occupational Competencies	Weighting	Description/Definition	Comments/Observations	Rating			
				1 Q	2 Q	3 Q	4 Q
Financial Management	15	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.					
Client Orientation and Customer Focus	25	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.					

T. J. V. V.

Director Health and Safety

Core Managerial and Occupational Competencies	Weighting	Description/Definition	Comments/Observations				Rating			
			Selected Core Competency Requirements				1 Q	2 Q	3 Q	4 Q
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.								

Signed and accepted by (Director Community, Health and Environmental Services):  Date: 11/08/11

Signed and accepted by (Municipal Manager) on behalf of the Council: 

Date: 15/08/2011

Director Health and Safety

Key Performance Area		Weighting	Possible Rating	Rating Achieved			
				1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Municipal Transformation and Organisational Development		15	0	#REF!	#REF!	#REF!	#REF!
1	Development						
2	Basic Service Delivery	45	0	#REF!	#REF!	#REF!	#REF!
3	Local Economic Development (LED).	10	0	#REF!	#REF!	#REF!	#REF!
4	Municipal Financial Viability and Management	10	0	#REF!	#REF!	#REF!	#REF!
5	Good Governance and Public Participation	#REF!	0	#REF!	#REF!	#REF!	#REF!
Total Achieved		#REF!	0	#REF!	#REF!	#REF!	#REF!

100%	#REF!	#REF!	#REF!	#REF!
80%	#REF!	#REF!	#REF!	#REF!

Weighted Score

Core Competency Requirements		Weighting	Possible Rating	Rating Achieved			
				1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Compulsory							
1 Financial Management	15	5	0	0	0	0	0
2 People Management and Empowerment	20	5	0	0	0	0	0
3 Client Orientation and Customer Focus	25	5	0	0	0	0	0
Selected							
1 Strategic Capability and Leadership	10	5	0	0	0	0	0
2 Problem Solving and Analysis	10	5	0	0	0	0	0
3 Programme and Project Management	10	5	0	0	0	0	0
4 Honesty and Integrity	10	5	0	0	0	0	0
Total Achieved		100	35	0	0	0	0
Weighted Score		100%		0.00%	0.00%	0.00%	0.00%
		20%		0.00%	0.00%	0.00%	0.00%

Handwritten initials and date:
 21/11/1

Director Health and Safety

Final Weighted Score Achieved	#REF!	#REF!	#REF!	#REF!	#REF!
Final Score Achieved	#REF!	#REF!	#REF!	#REF!	#REF!

- (a) a score of 130% to 135% is awarded a performance bonus of 6%; and

(b) a score of 136% to 140% is awarded a performance bonus of 8%; and

(c) a score of 141% to 145% is awarded a performance bonus of 10%; and

(d) a score of 146% to 150%is awarded a performance bonus of 12%; and

(e) a score of 151% and above is awarded a performance bonus of 14%

Signature: Director Community, Health and Environmental services:  Date: 11/08/11


Signature: Municipal Manager:  Date: 15/08/2011

Director Health and Safety

[illegible]

Signature: Director Community, Health and Environmental Services: 

Date: 11/08/11

Signature: Municipal Manager: 

Date: 15/08/2011