

# PERFORMANCE AGREEMENT



**FEZILE DABI**  
District Municipality

Made and entered into by and between:

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

and

**MS. V MOLOI** (The Director LED & Tourism)

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

I.V.M.  
A.L.M.  
mmv

## **ENTERED INTO BY AND BETWEEN**

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

and

**Ms. V. Moloi** the Director LED & Tourism 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 and/or to assess whether the Employee has met the performance expectations applicable to her 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 **1<sup>st</sup> July 2011** and will remain in force until **30<sup>th</sup> 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	20
Infrastructure development and Basic Service Delivery	30
Local Economic Development (LED)	30
Municipal Financial Viability and Management	15
Good Governance and Public Participation	5
<b>Total</b>	<b>100%</b>

- 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:

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES		WEIGHT
Strategic Capability & Leadership	√	5
Programme and Project Management	√	10
Financial Management	√	5
Change management		
Knowledge management of developmental local government	√	10
Service delivery innovation		
Problem Solving and Analytical Thinking	√	5
People Empowerment and Diversity Management	√	15
Client orientation and Customer focus	√	20
Communication		
Accountability and Ethical Conduct	√	5
Honesty & Integrity	√	5
Skills in government	√	5
Policy conceptualization and Implementation		
Mediation skills		
Advanced negotiation skills		
Advanced influencing skills		
Partnership and stakeholder Relations	√	10
Supply Chain Management	√	5
<b>TOTAL</b>		<b>100%</b>

## 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.					

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.

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 her 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 her 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.

Thus done and signed at SEASOL BURG on this 12<sup>th</sup> day of AUGUST 2011.

**AS WITNESSES:**

1. A.L. Melique.....

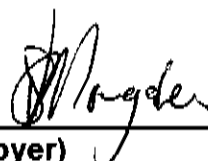
  
(Employee)

2. ....Merritt.....

Thus done and signed at 15<sup>th</sup> on this August day of 2011.

**AS WITNESSES:**

1. T. Mmille Smith.....

  
(Employer)

2. ....



**Fezile Dabi**  
District Municipality

**PERFORMANCE PLAN**  
**DIRECTOR LED & TOURISM**  
**FEZILE DABI DISTRICT MUNICIPALITY**  
**2011 - 2012**

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### **1. Purpose**

The performance plan defines the Council's expectations of the Director LED's 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 LED's 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.

**Director: LED Tourism**

Key Performance Area	Weighting	Performance Indicator 2011/12	Target	Score					Evidence
				Progress on date of review	1 Q	2 Q	3 Q	4 Q	
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 the report to the MM	1 Customer satisfaction surveys (30 June 2012)						Customer satisfaction survey results
		Implement and monitor training schedule based on the workplace skills plan (WSP) and training done based on WSP	Monthly						Monthly training reports
		All employees allocated to the department each has a personal performance & development plan for the current financial year	31-Jan-12						Signed job descriptions/ individual scorecards with PDP
		Departmental staff meetings are held	Quarterly						Schedule of departmental meetings, minutes and attendance registers

Key Performance Area	Weighting	Performance Indicator	Target	Progress on date of review	Score 1 0 2 0 3 0 4 0	Evidence
2. Infrastructure Development and Service Delivery	30	Number of awareness trainings provided	2 Customer awareness (30 Sep 2011 and 31 Mar 2012)			Report of customer awareness training
		Number of establishments graded	At least 5 B & B's (Ongoing)			List of all graded B&B's
		Number of B&B's assisted	5 above (Ongoing)			Report of assisted B&B's
		Number of adverts placed	2 adverts (Ongoing)			Adverts placed in publications
		Number of tourism signage in 4 local municipalities	As per needs analysis (Sep 2011 and Apr 2012)			Report on Tourism signage

# Director : LED Tourism

Key Performance Area	Weighting	Performance Indicator 2011/12	Target	Progress on date of review	Score	Evidence
		Number of shows attended	2 shows - domestic and international (Sep & Nov 2011, March & May 2012 )			Report of shows attended.
		Number of Tourism awareness campaigns	4 Tourism awareness Campaigns (Quarterly)			Report on Tourism awareness campaigns
		Number of tourism products	Vrededorf Heritage Route (ongoing)			Report of tourism products
		Appointment of staff. Installation of exhibition material	4 Personnel appointed and installation of all exhibition			Appointment letters
		Facilitation of landscaping at the VDWHS	Landscaping VDWHS (30 June 2012)			Report of landscaping
		Number of briefing sessions with LIOS	3 Briefing sessions (ongoing)			Briefing sessions report and attendance registers
		Distribution and supply of tourism information at Highway Offices	2 Highway Information offices			Acknowledgement of receipt
		Provision of assets and equipment for resorts	1 Resorts (As per applications from local municipalities)			Report on assets and equipment provided to the resort. Application letter from LMK
		Tourism month celebration	1 celebration (Sep 2011)			Tourism month celebration report
		Number of activities coordinated	As per sports plans (30 Jun 2012)			Sports programme plan
		Identification of adventure sport and train selected youth	10 youth participants per 1 adventure sport (Ongoing)			List of adventure sports, List of youth participants and detailed report on progress of adventure sport
		To meet the prescriptions of OR Tambo Games	OR Tambo games (Annual Event)			Report of OR Tambo games



**Director: LED Tourism**

Key Performance Area	Weighting	Performance Indicator 2011/12	Target	Score					Evidence
				Progress on date of review	1	2	3	4	
		Improve sports in rural areas	4 Local municipalities (Ongoing)						Report of rural sport development

3. Local Economic Development	35					
Facilitation of the District economic development strategy with and investment portfolio	1 LED Strategy and 1 investment portfolio (Ongoing)					Monthly progress report on the strategy and portfolio. Approved LED strategy and investment portfolio
Number of LED Forum meetings	4 Meetings (Quarterly)					Minutes and attendance registers for the meetings
Number of established public private partnership per municipality	1 PPP established (Ongoing)					MoU signed of PPP.
Formation of project management committee and meetings	4 Feasibility studies (ongoing)					Results of the feasibility study
Number of interactive sessions with Local Municipalities	4 sessions (Ongoing)					Minutes and attendance registers for the meetings
Number of food security projects	1 food security project per LM (Quarterly)					Quarterly progress report on food security projects
Number of meetings conducted for needs analysis of the ECDs	1 report (Ongoing)					One approved report
Number of resourced ECD's assisted	4 ECD's (1 per LM) Quarterly					Quarterly progress report on ECD's assisted
Compilation of the database for ECD's	1 database (30 Sep 2011)					Detailed up to date database
Allocation of annual funding to Municipal theatres	1 municipal theatres (Ongoing)					Application for funding from LM Report of funding

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# Director : LED Tourism

Key Performance Area	Weighting	Performance Indicator 2011/12	Target	Progress on date of review	Score 1 0 2 0 3 0 4 0	Evidence	
		Number of enrolled local performing artists in academic institutions	1 group (Sopranos)				Proof of registration for performing artists
		Purchasing of required equipment for artists	1 Sound system package 31 Jan 2012				Submission for procurement of the sound system. Acknowledgement of receipt from the assisted artists
		Number of groups to be assisted	6 performing groups (Ongoing)				Report of performing groups assisted
		Number of referrals to agencies	As and when necessary (Ongoing)				Register of all referrals to agencies
		Number of sustainable programs for SMME's	1 workshop per municipality (July 2010-June 2012)				Quarterly reports of workshops conducted
		Number of registered in the scheme	10 SMME's (30 Jun 2012)				List of SMME's registered
		Compilation of business plans and funds application (Recycling Centre)	approved business plan (31 Oct 2011)				Approved business plan
		Number of reports for agro-processing businesses.	1 Agro-processing profile (30 Jun 2012)				Approved agro-processing profile
		Formalization of sorghum growers cooperatives	1 Sorghum growing cooperative				Business plan and MoU signed for a cooperative
		Interaction with LMs and DoA to obtain the database of all commonage land within the district	1 database (31 June 2012)				Detailed database of commonage land

# Director : LED Tourism

Key Performance Area	Weighting	Performance Indicator 2011/12	Target	Score	Progress on date of review	Evidence
4. Municipal Financial Viability and Management	15	Ensure timely preparation of the Directorate's draft budget for 2012/13 based on the approved IDP	31-Mar-12			Departmental budget with SOBIP and operational plan
		Ensure sound management of the budget votes allocated to the Directorate				
		• No irregular expenditure	None to be incurred			Report of irregular expenditure
		• No unauthorised expenditure				Report of unauthorised expenditure
		• No fruitless and wasteful expenditure				Report of fruitless and wasteful expenditure
		Respond satisfactorily to internal and external audit enquiries relating to the Directorate	100% Within 3 days after receipt of queries			Register of all internal and external queries responded to by LED dept
Total Score				0	0	0
Weighted Score				0	0	0

5. Good Governance and Public Participation	5	Establish the District Economic Forum for the monitoring of the implementation of LED Strategy & plan	28-Feb-12						Minutes and attendance registers of the District Economic Forum meetings
		Ensure that all stakeholders are well informed regarding LED matters by:-							
		Conducting a number of business awareness campaign	Sessions/ campaigns conducted (Ongoing)						Minutes, attendance registers and report of the sessions/campaigns conducted
		Conduct a comprehensive risk analysis and assessment of the Directorate	31-Mar-11						Departmental risk analysis report
		Ensure the LED forum meeting are held	Quarterly						Minutes and attendance registers of the LED Forum meetings


## Director LED Tourism

Core Managerial and Occupational Competencies		Weighting	Description/Definition	Comments/Observations		Rating			
Compulsory Core Competency Requirements									
Financial Management		20	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.			10	20	30	40
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.						

## Director LED Tourism

Core Managerial and Occupational Competencies		Weighting	Description/Definition	Comments/Observations		Rating			
						10	20	30	40
Selected Core Competency Requirements									
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 LED & Tourism):  Date: 15.08.11

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

Date: 15/08/2011

# Director LED Tourism

## Key Performance Area

Key Performance Area	Weighting	Possible Rating	Rating Achieved			
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1 Municipal Transformation and Organisational Development	15	25	0	0	0	0
2 Basic Service Delivery	30	25	0	0	0	0
3 Local Economic Development (LED).	35	35	0	0	0	0
4 Municipal Financial Viability and Management	15	25	0	0	0	0
5 Good Governance and Public Participation	5	25	0	0	0	0
<b>Total Achieved</b>	<b>100</b>	<b>135</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Weighted Score

100%
80%

0.00%	0.00%	0.00%	0.00%
0.00%	0.00%	0.00%	0.00%

Rating Achieved

## Core Competency Requirements

Core Competency Requirements	Weighting	Possible Rating	Rating Achieved			
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1 Financial Management	20	5	0	0	0	0
2 People Management and Empowerment	20	5	0	0	0	0
3 Client Orientation and Customer Focus	20	5	0	0	0	0
<b>Selected Core Competency Requirements</b>						
1 Strategic Capability and Leadership	10	5	0	0	0	0
2 Problem Solving and Analysis	10	5	0	0	0	0
3 Programme and Project Management	10	5	0	0	0	0
4 Honesty and Integrity	10	5	0	0	0	0

Total Achieved

100	35	0	0	0	0
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# Director LED Tourism

Weighted Score

100%	20%
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0.00%	0.00%	0.00%	0.00%
0.00%	0.00%	0.00%	0.00%

Final Weighted Score Achieved	0.00%	0.00%	0.00%	0.00%
Final Score Achieved	0.00%	0.00%	0.00%	0.00%

- (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 LED & Tourism:

*[Signature]*

Date: 15.08.11

Signature: Municipal Manager:

*[Signature]*

Date:


15/08/2011

## Director LED Tourism

[illegible]

Signature: Director LED & Tourism: \_\_\_\_\_

Date: 15.08.11

Signature: Municipal Manager: 

Date: