

Municipal SDBIP Scorecard 2010/11

KPA 1: SPATIAL DEVELOPMENT								KPA Weight			7%		
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Measurement source	Dedicated funding required	Funding secured & source	Baseline	Targets				Indicator custodian
									31 Sept	31-Dec	31-Mar	31-Jun	
Human Settlement	Facilitate development of sustainable human settlement	1. Conduct survey on all disposed land	Facilitate land survey	Approved layout plans	Quarterly reports			20	1	1	1	1	Executive Manager infrastructure
		2. Review the spatial development framework.	Monitor progress toward revival of SDF	Reviewed SDF	Quarterly reports		200.000.00	2007 SDF	situational analysis report	Draft reviewal SDF	Adoption of SDF	Implementation and monitoring	Executive Manager infrastructure
		3. Cordinate the implementation of Land Claims Programme	Facilitate a meeting with DLA and other stakeholders	Gather information on number of land claims verified			None	Unknown	Establish base line and set targets	Progress Reports on land claims	Progress Reports on land claims	Progress Reports on land claims	Executive Manager infrastructure
Infrastructure	Provide and maintain sustainable levels of engineering and infrastructure services	1.Construction of new roads		Kilometers of new roads constructed	Quarterly reports	MIG	R11 m	4 Kilometers	Appoint contractors	7km	14 km	23km	Executive Manager Infrastructure
		Roads and Storm wate 1. Maintainance of existing roads and construction of new roads.		Kilometers of roads maintained	Quarterly reports	Internaly	R600.000.00	Unknown	Establish base line, set targetsand development of comprehensive strategy				Executive Manager Infrastructure
		Provide appropriate intergrated public transport plan	Development of an intergrated public transport plan	Intergrated public transport plan	Quarterly reports	none	None	None	Business Plan and submitted	Progress report	Progress report	Progress report	Executive Manager Infrastructure
		Electricity 1.Develop an eletricity plan	Development of a plan	Adopted plan	Quarterly reports	None	None	None	Situational eletricity report	Adopted plan in place	signed MOU with Eskom	Ensure that the plans are adopted as part of IDP	Executive Manager Infrastructure
		2. Review a mantaince plan	Review mantainance plan and implementation	reviewed mantainace plan	Monthly reports	None	None	Implementatation Plan	reviewed mantainance plan	Implementatation	Implementatation	Implementatation	Executive Manager Infrastructure
			Set Tarrifs for wards11,12 and 13	Approved tarrifs	Quarterly reports	None	None	No tarrifs	Analysis report	Community by-in	Intergrated as part of the Budget	Approved Buget	CFO
	2. Develop areas inoder to achieve a healthy and prosperious living environment.	Waste Management . 1.To create a litter free environment and ensure sustainable use of resources.	Development of waste management plan	Plan	Quarterly reports	1 000000		Assessment report	Develop business plan and submit	Secured funding	Draft plan	Adopted plan	Executive Manager Community Services
			2. Implementation of waste management report	Number of projects	Quarterly reports		R450,000.00	None		1	2	3	4
	Water and Sanitation 1.Identification of areas in need of water and sanitation	Establishment of water and sanitation backlog	Backlog report	Quarterly reports	none	None	Unknown	Data collection report	Backlog report submitted to ADM	Progress report	Progress report	Executive Manager infrastructure	

KPA 2: BASIC SERVICES								KPA Weight				8%	
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Measurement source	Dedicated funding required	Funding secured & source	Baseline	Targets				Indicator custodian
									31 Sept	31-Dec	31-Mar	30-Jun	
Health	To facilitate comprehensive municipal health by 2012	1. Combat diseases through the facilitation of awareness and prevention campaigns in collaboration with the Department of health.	Facilitation of awareness campaign	Number of awareness conducted	Quarterly reports		R50,000.00	6 Programmes	1	2	3	4	Executive Manager Community Services
		2. Main stream HIV/AIDS/Wellness Programmes within the municipality	Development of Wellness programmes	Number of conducted programmes	Quarterly reports		R73,990.00	None	Wellness programme and implementation	2	3	4	Executive Manager Corporate Services
Environment	Comply with environmental issues and programmes	1 Development of environmental plan.	1.Developed environmental plan	Plan adopted	Quarterly reports	None		District Environmental Plan	Customise the district Plan	Draft environmental plan	Adopted plan	Implementation and monitoring	Executive Manager Community Services/ LED Manager
	Comply with coastal management issues and programmes		1. Develop coastal management plan	Plan adopted	Quarterly reports	none		None	Source funding from DEA	Draft plan in place	Adoption of the plan		Executive Manager Community Services/ LED Manager
Safety and security	Enforcement of municipal by-laws	1. Adhere to the municipal by-laws	1.Workshop Communities on gazetted by-laws	Number of workshops held	Quarterly reports		R470,000.00 (Public Participation)	Gazetted By-Laws	2	9	16		Executive Manager Corporate Services
		2. Issuing of non-compliance notices	% reduction on non-compliance	Quarterly reports	none	None	None	Conduct assessments	Conduct assessments	Conduct Assessments	50% reduction	ALL HOD's	
	Ensure safety on our roads	Increase traffic police visibility	Put in place road signs and markings	Number of road marked and signs	Quarterly reports	None	R 100,000	Assessment report	All roads that needs marking are done	Maintanance	Maintanance	Maintainance	Executive Manager community Services
			Impound stray animals	% Reduction in number of stray animals	Quarterly reports	none	None	Unknown	15%	30%	45%	60%	Executive Manager community Services
Community facilities	Improve access to community facilities by 2012	Construction and maintanance of user friendly community facilities	Maintainance and contruction of community facilities	% of community facilities maintained and constructed	Quarterly reports		R5.6m (community halls) R300 000 (parks & sports field)	Unknown	10%	50%	100%	Close up report	Executive Manager community Services echnical
KPA 3: LOCAL ECONOMIC DEVELOPMENT								KPA Weight				15%	
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Measurement source	Dedicated funding required	Funding secured & source	Baseline	Targets				Indicator custodian
									31 Sept	31-Dec	31-Mar	30-Jun	
Local economic development and the environment	Ensure that Ngqushwa receives maximum benefit from economic resources within its jurisdiction.	1. Implementation of LED strategy	Implementation of LED strategy	% of programmes implemented	Quarterly reports		R2.3m	Strategy in place	10%	20%	20%	20%	Executive Manager Community/ Economic development

KPA 4: GOOD GOVERNANCE								KPA Weight				20%	
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Measurement source	Dedicated funding required	Funding secured & source	Baseline	Targets				Indicator custodian
									31 Sept	31-Dec	31-Mar	30-Jun	
Public Participation	Enhancement of public participation	1. Provision of local democracy through encouraging the involvement of communities and community organizations in matters of local	Embarking on Imbizo's and roadshows	Number of imbizo's and roadshows held	Quarterly reports		R470,000.00 (Public Participation)	Unknown	1	2	3	4	MM
			Strengthening of existing ward centres to be fully operational	Existing ward centres operational	Quarterly reports		R 250,000	Unknown	Audit all the existing ward centres	Existing ward centres equipped and secured	Existing Wards functional	Existing Wards functional	Executive Manager Corporate Services
	To promote good external relations and give expression to the concept of co-operative governance.	Implementation of intergovernmental and inter municipal relations programme,	Functioning of IGR and IRR	Number of meetings held	Quarterly reports		R 350,000	4 IGR meetings and no IRR	2	4	6	8	MM
Internal Auditing	To provide quality assurance on Nggqushwa internal controls and governance on an	Conduct Internal audits	Risk based audit	Audit reports	Quarterly reports		R 250,000	None	Annual Audit plan and 1 Audit report	2 Audit reports	2 Audit reports	2 Audit reports	MM
			Reviewed reports by audit committee	Number of meetings held	Quarterly reports		R 580,000	None	1	2	3	4	MM
Communication	Enhance communication in all Nggqushwa programmes	Facilitate strategic interactions/ engagement with Nggqushwa communities in regard to all council business information	Establish mechanism for council activities	Number of programmes communicated	Quarterly reports		150 000	Newsletters, website, posters	1	3	5	7	MM
	Legal compliance	Implementation of communication strategy	Implementation of communication strategy	% of programmes implemented	Quarterly		None	Draft strategy	Approval of communication strategy	30%	50%	80%	MM
SPU	Ensure institutional plans, programmes and projects impact on youth disabled women, children, elderly, and other vulnerable groups	Mainstreaming of special programmes	Develop a policy	Adopted policy	Quarterly Reports		None	None	Situational analysis report	Draft policy	Adopted policy	Implementation	Executive Manager Community Services
Council support	To ensure councillors are fully capacitated to deliver on their mandate	Facilitate training of S79 and S80 committees	Organise trainings.	Number of trainings held	quarterly reports		R400,000.00(for the institution)	1 committee trained	1 training	2	3	4	Executive manager corporate Services

KPA 5: FINANCIAL MANAGEMENT VIABILITY								KPA Weight		25%			
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Measurement source	Dedicated funding required	Funding secured & source	Baseline	Targets				Indicator custodian
									31 sept	31-Dec	31-Mar	30-Jun	
Revenue Enhancement	To ensure that Ngqushwa Municipality is financial viable	Improvement of the billing collection rate	Customer data verification	% of verified customers	Bi annual			Age analysis 2009/10		50%		100%	CFO
Audit			Implementation of accurate billing system	Amount billed vs amount collected	Monthly reports		None	Age analysis 2009/10	5%	10%	15%	20%	CFO
			Implementation of Credit control policy	% on revenue collected	Monthly reports	None	None	5%	5%	10%	15%	20%	CFO
	Ensure clean Audit by 2012	1.Proper record keeping.	Avail all information requested for Audit purposes	%Reduction on number of queries as far as the documentation	Monthly reports	None	None	08/09 Audit Report	25%	50%	75%	100%	ALL HOD's
		2. Capacity building	Training of personell	Number of trainings held	Quaterly reports		R750,000.00	Unknown	Establish training interventions on departments and set targets	1	2	3	All HOD's
		3.Develop action plan and implement	Developed Audit action plan	Developed action plan	Monthly Reports		None	2008/2009 action plan		Action plan developed and implemented	Progress on Implementation	Progress on Implementation	All HOD's
Budget Reform	To ensure sound and sustainable municipal finances	1.Development of the budget according to national treasury regulations	Development of budget interms of applicable legislation	approved budget	Quaterly reports		None	10/11 Budget	Process plan adopted	Progress report on the process plan and budget adjustment	Draft Budget	Approved Budget	CFO
		2. Ensure all invoices are paid in within 30 days of receipt in line with circular 49 of MFMA	Implementation and mantainance of invoice register	updated register and monthly reports	Monthly Reports		None	Register is in place	3	6	9	12	CFO
Funds Management	To ensure sound and sustainable management of the financial affairs of the municipality in line with national and provicial norms and standards	To maximise the expenditure of all funds	Implement and monitor the regulations.	% of MIG funding Spent,% of funding MSIG,FMG spent,% of LED funding Spent, % of IDP funding spent	Quaterly reports		R14,349 000, R1.9m,R400,000,R173,000.00	100%	25%	50%	75%	100%	All HOD's
				% of Internal capital funding	Quaterly reports		R26m	60%	20%	50%	75%	100%	All HOD's
Supply Chain Management	To ensure Ngqushwa Municipal Assets are adequtely managed	To ensure proper management of the property assets.	Management of Assets	% of managed properties	quaterly reports		None	Unknown	Analysis Report,	30%	60%	100%	CFO
	stream line Supply Chain Management in the municipality	Monitor implementation of the SCM policy.	Management of SCM processes	Number of corrections of deviation	quaterly reports	None	None	Unknown	Varience report	Varience Report	Varience report	Varience report	CFO

KPA 6: INSTITUTION AND ARRANGEMENT								KPA Weight			25%		
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Measurement source	Dedicated funding required	Funding secured & source	Baseline	Targets			Indicator custodian	
										31-Dec	31-Mar		30-Jun
Municipal Governance	To ensure compliance with applicable legislation, policies and procedures and on going basis	1. Facilitate and coordinate the development of municipal by-laws	Development of new by-laws	Approved by-laws	Quarterly reports		Internally	Unknown	Analysis report	Draft by-laws	Draft by-laws	Approved by-laws	Executive Manager Corporate Services
			Development and review of policies	Policies developed	Quarterly reports		R50,000.00	Policies exists	3	6	9	12	Executive Manager Corporate Services
		3. Review and development of intergrated development plan	Development of IDP	Approved IDP	Annual		R542,000.00	10/11 IDP	Process plan in place	Situational analysis report	Idp DRAFT	Final IDP	MM
			Review performance management framework.	Reviewed adopted Framework	Annual		R165,000.00	pms framework	Action plan developed	Identification of gaps	Draft frame work adopted	Adopted	MM
			Conduct performance assesment	Performance assesment reports	quarterly reports		None	Annual performance report	1	1	1	1	All HOD's
			5. Cascading of PMS to levels below section 57 managers through AA's and PP's	Development and consolidate monthly AA's and PP's	Consolidated departmental AA's and PP's	quarterly reports	None	Framework	Procedure manual in place, first quater AA's and PP's	Second quater AA's and PP's	Third quater AA's and PP's	Fourth quater AA's and PP's	All HOD's
			6. Development of Annual Report.	Consolidation of annual report	Adopted annual report	Annual	None	08/09 Annual report	Develop action plan	Draft 09/10 annual report		Distribution of 09/10 annual report	MM
		7.Compliance with code of conduct of councillors.	Assesment of the compliance	Report to council	quarterly reports	None	Unknown	Assesment report	Assesment report	Assesment report	Assesment report	MM	
Sector Plan Development	To ensure development of each sector plan per priority need identified	1. Cordinate development of sector plan	Developmet on analysis report	Sector plan reprots	quarterly reports		10/11 IDP sector plan chapter	Assesment report	Assesment report	Assesment report	Assesment report	All HOD's	
Record Management	To achieve centralisation of records keeping and improved record management processes and procedures by 2012 in line with the archives act.	1.Development of the file plan	Development of file plan	Approved File plan	quarterly reports		Outdated	Reviewal of file plan	Draft file plan	Review propoosal submitted to achivist	Approved file plan	Executive Manager Corporate Services	
			2.Operationalised document management system both eletronical and manual	Upgrading of document management system	IMiS operational	quarterly reports		IMS non functional	Analysis report	Training of users and implementation	System implementation	System Implementation	Executive Manager Corcorate Services
Risk Management	To have a enterprise wise risk management by 2011	Reduction of risk impact	Develop Risk management strategy	Stategy	quarterly reports		None	Risk Register assesment	Draft Strategy	Adoption of the strategy	Implementation	MM	

Human Resource Management	Improve HR relations institutionally	1.Development and implementation of HR strategy	Developed strategy	Stategy Adopted	quaterly reports			NONE	Situational analysis	Draft Strategy	Adoption of strategy	Implementation	Executive Manager Corporate Services
		2. To have a functional labour forum	LLF meetings to seat as scheduled	LLF minutes	quaterly reports		None	LLF structure in place	1	3	5	6	Executive Manager Corporate Services
	To ensure compliance with the skills requirements of Nngqushwa Municipality	1. Provide training for councillors and officials	Implementation of work skills plan	% of training held	quaterly reports		R400,000.00	WSP in place	30%	50%	80%	100%	Executive Manager Corporate Services
		2. Evaluation of training impact.	Development and Distribution of evaluation forms	% of training impact responses recieved	Quaterly reports			None	Development of evaluation forms	Distribution of valuation forms, and assesment of impact	Distribution of valuation forms, and assesment of impact	Distribution of valuation forms, and assesment of impact	Executive Manager Corporate Services
Information Management	To provide information Technology governance	1.Assesment of all the existing IT systems	To conduct assesment	Assesment report	Quaterly reports		None	None	Assesment completed	Imp lementation	Imp lementation	Imp lementation	Executive manager Corporate Services
		2.Develop IT policies	Development of IT Policy	IT policy developed	Quaterly reports		None	None	Draft Policy in place	Adopted policy	Implementation	Implementation	ExecutiveManager corporate services
Security Services	To ensure that all Nngqushwa assets councillors and staff are adequately secured	1. Provision of adequate security services for Nngqushwa councillors and officials	Close monitoring on security.	Number of incidents reported	Quaterly reports			Securities in place	Reports on incidents	Reports on incidents	Reports on incidents	Reports on incidents	ExecutiveManager corporate services/ community services
	To ensure cost efficient of Nngqushwa Local Municipality's resources	1. Review telephone usage policy	Review telephone policy	Policy in place	Quaterly reports			Policy in place	Draft Reviewed Policy and HOD approval	Council Approval	Implementation	Implementation	Executive Manager Corporate Services
Councill Support	To coordinate and schedule statutory and other business	1.Develop council calendar	Develop council calendar	Councill calender	Annual		None	2010 Calender		Adopted calender	Implementation	Implementation	Executive Manager Corporate Services
Sport Development	To promote different sporting codes in the municipality by 2012	1.To develop a programme on sport activities.	Develop a programme and implement	Developed programme	Quaterly reports			Mayors cup programme	Draft programme in place	Imp lementation	Implementation	Implementation	Executive Manager Community Services

KPA 4: GOOD GOVERNANCE										KPA Weight				20%		Weighted KPA Score		133%		Rescaled Score
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Weight %	Measurement source	Dedicated funding required	Funding secured & source	Baseline	Targets				Indicator custodian	Actual for period	Reasons for performance	Corrective Action	Score 1 to 5	Rescaled Score	
										31 Sept	31-Dec	31-Mar	30-Jun							
Public Participation	Enhancement of public participation	1. Provision of local democracy through encouraging the involvement of communities and community organisations in	Emarking on Imbizo's and roadshows	Number of imbizo's and roadshows held		Quarterly reports		R476,000.00 (Public Participation)	Unknown	1	2	3	4	MM					100%	
			Strengthening of existing ward centres to be fully operational	Existing ward centres operational		Quarterly reports		R 250,000	Unknown	Audit all the existing ward centres	Existing ward centres equipped and secured	Existing Wards functional	Existing Wards functional	Executive Manager Corporate Services						167%
	To promote good external relations and give expression to the concept of co-operative governance.	Implementation of intergovernmental and inter municipal relations programme.	Functioning of IGR and IRR	Number of meetings held		Quarterly reports		R 350,000	4 IGR meetings and no IRR	2	4	6	8	MM						
Internal Auditing	To provide quality assurance on Ngqushwa internal controls and governance on an ongoing basis	Conduct Internal audits	Risk based audit	Audit reports		Quarterly reports		R 250,000	None	Annual Audit plan and 1 Audit report	2 Audit reports	2 Audit reports	2 Audit reports	MM				2	67%	
			Reviewed reports by audit committee	Number of meetings held		Quarterly reports		R 580,000	None	1	2	3	4	MM				3	100%	
Communication	Enhance communication in all Ngqushwa programmes	Facilitate strategic interactions/ engagement with Ngqushwa communities in regard to all council business information	Establish mechanism for council activities	Number of programmes communicated		Quarterly reports		R 150,000	Newsletters, website, posters	1	3	5	7	MM				2	67%	
			Legal compliance	Implementation of communication strategy	% of programmes implemented		Quarterly	None	Draft strategy	Approval of communication strategy	30%	50%	80%	MM				3	100%	
SPU	Ensure institutional plans, programmes and projects impact on youth disabled women, children, elderly, and other vulnerable groups	Mainstreaming of special programmes	Develop a policy	Adopted policy		Quarterly reports	None	None	Situational analysis report	Draft policy	Adopted policy	Implementation	Executive Manager Community Services							
Council support	To ensure councillors are fully capacitated to deliver on their mandate	Facilitate training of STW and SSO committees	Organise trainings	Number of trainings held		quarterly reports	R400,000.00 (for the institution)	1 committee trained	1 training	2	3	4	Executive manager corporate Services							
KPA 5: FINANCIAL MANAGEMENT VIABILITY										KPA Weight				25%		Weighted KPA Score		#REF!		Rescaled Score
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Weight %	Measurement source	Dedicated funding required	Funding secured & source	Baseline	Targets				Indicator custodian	Actual for period	Reasons for performance	Corrective Action	Score 1 to 5	Rescaled Score	
										31 sept	31-Dec	31-Mar	30-Jun							
Revenue Enhancement	To ensure that Ngqushwa Municipality is financially viable	Improvement of the billing collection rate	Customer data verification	% of verified customers		Bi annual			Age analysis 2009/10		50%		100%	CFO				3	100%	
			Implementation of accurate billing system	Amount billed vs amount collected		Monthly reports	None	None	Age analysis 2009/10	5%	10%	15%	20%	CFO						
			Implementation of Credit control policy	% on revenue collected		Monthly reports	None	None	5%	5%	10%	15%	20%	CFO						
Audit	Ensure clean Audit by 2012	1. Proper record keeping. Avail all information requested for Audit purposes	Number of queries as far as the documentation		Monthly reports	None	None	08/09 Audit Report	25%	50%	75%	100%	ALL HOD's				3	100%		
			2. Capacity building	Training of personnel	Number of trainings held		Quarterly reports	R750,000.00	Unknown	Establish training interventions on departments and set targets	1	2	3	ALL HOD's						
Budget Refor	To ensure sound and sustainable municipal finances	1. Development of the budget according to national treasury regulations	Developed Audit action plan	Developed action plan		Monthly Reports	None	2008/2009 action plan			Action plan developed and implemented	Progress on implementation	Progress on implementation	ALL HOD's				3	100%	
			2. Ensure all invoices are paid in within 30 days of receipt in line with circular 49 of MFMA	Development of budget interns of applicable legislation	approved budget		Quarterly reports	None	10/11 Budget	Process plan adopted	Progress report on the process plan and budget adjustment	Draft Budget	Approved Budget	CFO						
Funds Management	To ensure sound and sustainable management of the financial affairs of the municipality in line with national and provincial norms and standards	To maximise the expenditure of all funds	Implement and monitor the regulations.	% of MIG funding spent, % of funding MSG, FMG spent, % of LED funding spent, % of IDP funding spent		Quarterly reports	R14,349,000, R1,3m, R400,000, R173,000.00	100%	25%	50%	75%	100%	ALL HOD's				3	100%		

Template Scorecard for Section 57 Managers : CORE COMPETENCY REQUIREMENTS

Fixed
Variable
To be filled in

		Weight	
CORE COMPETENCY REQUIREMENTS FOR MANAGERS (CCR)		Indicate Choice: Select Yes or No	100%
<i>Core Managerial Competencies</i>			
CCR1	Strategic Capability and Leadership	Yes	5%
CCR2	Programme and Project Management	Yes	5%
CCR3	Financial Management	Compulsory	5%
CCR4	Change Management	Yes	5%
CCR5	Knowledge Management	Yes	5%
CCR6	Service Delivery Innovation	Yes	10%
CCR7	Problem Solving and Analysis	Yes	5%
CCR8	People Management and Empowerment	Compulsory	5%
CCR9	Client Orientation and Customer Focus	Compulsory	5%
CCR10	Communication	Yes	5%
CCR11	Honesty and Integrity	Yes	5%
<i>Core Occupational Competencies</i>			
CCR12	Competence in Self Management	Yes	5%
CCR13	Interpretation of and implementation within the legislative and national policy frameworks	Yes	2%
CCR14	Knowledge of developmental local government	Yes	5%
CCR15	Knowledge of Performance Management and Reporting	Yes	5%
CCR16	Knowledge of global and South African specific political, social and economic contexts	Yes	1%
CCR17	Competence in policy conceptualisation, analysis and implementation	Yes	2.5%
CCR18	Knowledge of more than one functional municipal field discipline	Yes	5%
CCR19	Skills in Mediation	Yes	2%
CCR20	Skills in Governance	Yes	2.5%
CCR21	Competence as required by other national line sector departments	Yes	5%
CCR22	Exceptional and dynamic creativity to improve the functioning of the municipality	Yes	5%
Total percentage		-	100%

Template Calculator for Annual Performance Assessments of Section 57 Managers

Components	Weight
KPA	80%
CCR	20%

Key Performance Areas	Weight
KPA 1: Local Economic Development	15%
KPA 2: Infrastructure and Service Delivery	15%
KPA 3: Institutional Transformation	25%
KPA 4: Financial Management	25%
KPA 5: Stakeholder Relations	20%
TOTAL	100%
Weighted average KPA score/5	

(CCR)	Indicate Choice: Select Yes/No	
	<i>Core Managerial Competencies</i>	
CCR1	Strategic Capability and Leadership	Yes
CCR2	Programme and Project Management	Yes
CCR3	Financial Management	Compulsory
CCR4	Change Management	Yes
CCR5	Knowledge Management	Yes
CCR6	Service Delivery Innovation	Yes
CCR7	Problem Solving and Analysis	Yes
CCR8	People Management and Empowerment	Compulsory
CCR9	Client Orientation and Customer Focus	Compulsory
CCR10	Communication	Yes
CCR11	Honesty and Integrity	Yes
	<i>Core Occupational Competencies</i>	
CCR12	Competence in Self Management	Yes
CCR13	Interpretation of and implementation within the legislative and national policy frameworks	Yes
CCR14	Knowledge of developmental local government	Yes
CCR15	Knowledge of Performance Management and Reporting	Yes

CCR16	Knowledge of global and South African specific political, social and economic contexts	Yes
CCR17	Competence in policy conceptualisation, analysis and implementation	Yes
CCR18	Knowledge of more than one functional municipal field discipline	Yes
CCR19	Skills in Mediation	Yes
CCR20	Skills in Governance	Yes
CCR21	Competence as required by other national line sector departments	Yes
CCR22	Exceptional and dynamic creativity to improve the functioning of the municipality	Yes
Total CCR Score		
Weighted Average Score/5		

TOTAL	#REF!
Percentage Score	#REF!

Bonus	#REF!
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Bonus System Rules	
Min Performance	
	0%
	100%
	130%
	150%
	166%

Tiers	Bonus System Rules	
1	0-100%	0%
2	100%-130%	0%-5%
3	130%-149%	5%-9%
4	150%-166%	10%-14%



Fixed Weight	Variable
	To be filled in

Weighted Score/5	Weighted Score
1.00	0.15
3.00	0.45
1.00	0.25
#REF!	#REF!
1.33	0.27
#REF!	#REF!
#REF!	

Weight	Actual Score/5
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5%	
5%	
5%	
5%	
5%	
10%	
5%	
5%	
5%	
5%	
5%	

5%	
2%	
5%	
5%	

1%	
3%	
5%	
2%	
3%	
5%	
5%	
100%	0.00

0.00

Max Performance	Min Bonus
100%	0%
130%	0%
150%	5%
166%	10%

