

# APPENDICES

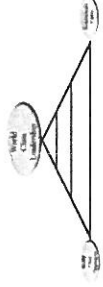
# Appendix 1

## Koukamma Municipality

### Section 57 Performance Scorecards – 2006/7 Financial Year

**HOWARD COOK ASSOCIATES.**  
**PERFORMANCE SCORECARD CALCULATIONS**

MUNICIPALITY - Koukamma  
 DESIGNATION TITLE - Municipal Manager  
 DATE - PERIOD, 1 July 2006 - 30 June 2007  
 INCUMBENT - Mr Mkhusele Ndokweni



**INSTRUCTIONS:**

1. The performance contract should be available for every position to be rated.
2. The definitions of the listed indicators should be borne in mind while undertaking the rating process and actual performance should be judged from measurements wherever possible.
3. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is weighted for importance according to legislation.
4. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is rated for actual performance on a scale of 1 to 5 where 1 is complete failure, 3 is performance to standard and 5 is performance completely beyond expectation.
5. Meeting standard is 3.
6. The standard score is weight X standard rating
7. The actual score is weight X actual rating.

1	2	3	4	5	6
Weight	Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating 3	Standard Score 1X4	Performance Score 1X2

**Key Performance Indicators [80% weighting]\***  
**Most Important Key Performance Indicator**

No.	Key Performance Area	Weight	Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating 3	Standard Score 1X4	Performance Score 1X2
1	Municipal Transformation and Organisational Development	15				0.00	0.00
	1.1 Performance Management System (PMS) aligned to the IDP, developed and implemented.	0.28	3	3	3	0.84	0.84
	1.2 An organisational structure aligned to the IDP established and operationalised	0.28	3	3	3	0.84	0.84
	1.3 Effective administrative and institutional systems, structures and procedure, including human resources, financial policies, bylaws and communication systems established and implemented	0.28	2	3	3	0.84	0.56
	1.4 The interface between EXCO and the Council to align administrative and political priorities of Council managed	0.28	1	1	3	0.84	0.28
	1.5 Integrated human resources management systems introduced and operationalised	0.28	2	2	3	0.84	0.56
	1.6 Customer service systems implemented	0.28	2	2	3	0.84	0.56
		30				0.00	0.00
2.	Infrastructure Development and Basic Service Delivery					0.60	0.20
	2.1 Infrastructure Development and Investment Model implemented (In the said model there should be a dynamic relationship between population growth projections, service delivery backlogs, revenue generation capacity and institutional capacity)	0.2	1	1	3	0.60	0.20
	2.2 10% Reduction in reticulation losses for water and electricity (R-and-value)	0.2	2	2	3	0.60	0.40
	2.3 % Reduction in number of complaints from residents	0.2	2	2	3	0.60	0.40
	2.4 25% improvement in response time and resolution of complaints	0.2	2	2	3	0.60	0.40
	2.5 10% increase in payment of municipal services	0.2	2	2	3	0.60	0.40
	2.6 Asset register for all infrastructure and municipal property rehabilitated periodically and maintained	0.2	2	2	3	0.60	0.40

2.7 The provision of basic municipal services to the satisfaction of residents (That is, clear delivery programmes and projects and enabling authority, to progressively achieve national service delivery targets in terms of)									0.00	0.00
2.7.1 Water - 8500 households (total)	0.2	3	3	3	3	0.60			0.60	
2.7.2 Sanitation - 456 households (total)	0.2	3	3	3	3	0.60			0.60	
2.7.3 Electricity - 6 new housing projects supplied)	0.2	3	2	3	3	0.60			0.60	
2.7.4 Refuse Removal - rendered to 65% of households	0.2	3	3	3	3	0.60			0.60	
2.7.5 Municipal access roads and public transport 50% of all municipal roads maintained	0.2	2	2	3	3	0.60			0.40	
2.8 Sustainable human settlement development facilitated through engagement with sector departments in line with the IDP and through IGR Structures:						0.00			0.00	
2.8.1 IDP Integrates sector plans including Housing, Health, Social Development, Home Affairs, DME, DWAF, DTI, DEAT, Education, Land affairs	0.2	3	2	3	3	0.60			0.60	
2.8.2 Spatial Development Framework in IDP includes spatial reconstruction policies, environmental, social and demographic trends, land use policies and representation of sustainable human settlement vision.	0.2	3	3	3	3	0.60			0.60	
3. Local Economic Development (LED)	20					0.00			0.00	
3.1 An analysis of the local economy undertaken	0.35	1	2	3	3	1.05			0.35	
3.2 Comparative and competitive advantage of the municipality identified and incorporated into credible LEDs Strategy and programmes	0.35	2	3	3	3	1.05			0.70	
3.3 Spatial Development Framework in IDP includes economic development analysis, land-use policies and spatial representation of local economic development vision	0.35	2	3	3	3	1.05			0.70	
3.4 IDP SDF is applied in accordance with economic development analysis, land use policies, the spatial representation of the LED vision	0.35	2	3	3	3	1.05			0.70	
3.5 Institutional capacity to implement LED programs established and a conducive environment for shared growth created to ensure that						0.00			0.00	
3.5.1 Market and public confidence in municipal functioning, infrastructure development and service delivery is improved	0.35	2	2	3	3	1.05			0.70	
3.5.2 Existing public and private resources to intensify enterprise support to local communities utilised	0.35	2	2	3	3	1.05			0.70	
3.6 Sustainable community investment programmes introduced and implemented	0.35	2	2	3	3	1.05			0.70	
3.7 Knowledge sharing networks and social partnerships facilitated	0.35	2	2	3	3	1.05			0.70	
4. Municipal Financial Viability and Management	20					0.00			0.00	

4.1 Sound financial management practices implemented in terms of the MFMA priorities and time frames including but not limited to									0.00	0.00
4.1.1 Budget aligned to development and service delivery targets that municipalities are accountable for as set out in the adopted IDPs	0.23	3	3	3	0.69	0.69				
4.1.2 Budget and Treasury office established	0.23	2	2	3	0.69	0.46				
4.1.3 Budget and revenue management is effective	0.23	2	2	3	0.69	0.46				
4.2 Financial reporting and auditing is performed	0.23	2	2	3	0.69	0.46				
4.3 Institutional capacity for municipality to spend is created	0.23	2	2	3	0.69	0.46				
4.4 Financial management policies and bylaws developed, including but not limited to, supply chain management, credit control, tariff and investment policies.	0.23	3	3	3	0.69	0.69				
4.5 Integrated financial management systems introduced and operationalised	0.23	2	2	3	0.69	0.46				
4.6 Municipal financial viability targets set and achieved which will ensure that:					0.00	0.00				
4.6.1 Growth in service debtors is reduced by 25%	0.23	2	2	3	0.69	0.46				
4.6.2 Consumer debt exceeding 90 days is recovered	0.23	2	2	3	0.69	0.46				
4.6.3 10% Reduction in grants dependency rate	0.23	1	1	3	0.69	0.23				
4.6.4 Turnaround time for creditor payment improved to 90 days	0.23	2	2	3	0.69	0.46				
4.6.5 % Personnel cost over the total operational budget is in line with regulatory framework	0.23	2	2	3	0.69	0.46				
4.7 Provision for bad debt made	0.23	3	3	3	0.69	0.69				
4.8 Financial legislation implemented, and complied with, including the Property Rates Act and the Division of Revenue Act	0.23	2	2	3	0.69	0.46				
5. Good Governance and Public Participation	15				0.00	0.00				
5.1 Procedures for community participation processes as set out in legislation adhered to in terms of:					0.00	0.00				
5.1.1 Planning	0.21	2	2	3	0.63	0.42				
5.1.2 Budgeting	0.21	3	3	3	0.63	0.63				
5.1.3 Implementation	0.21	3	3	3	0.63	0.63				
5.1.4 Monitoring and reporting	0.21	2	2	3	0.63	0.42				
5.1.5 Regular communication with communities on the achievement of targets set out in IDPs is carried out	0.21	3	2	3	0.63	0.63				
5.1.6 Functioning of ward committees directly supported where applicable	0.21	2	3	3	0.63	0.42				
5.1.7 Capacity building of community-based organisations to enhance effective participation facilitated	0.21	2	2	3	0.63	0.42				
5.1.8 Relationship with organised business, labour and civil society built through transparency and accountability	0.21	2	2	3	0.63	0.42				
5.2 An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented to address:					0.00	0.00				
5.2.1 Prevention	0.21	1	1	3	0.63	0.21				
5.2.2 Detection	0.21	1	1	3	0.63	0.21				
5.2.3 Awareness/communication	0.21	1	1	3	0.63	0.21				
5.3 Financial and performance audit committee established and functional	0.21	3	3	3	0.63	0.63				

- 5.4 Mechanisms to ensure disclosure of financial interest in place 0.21 3 3 0.63 0.63
- 5.5 An effective communication strategy to promote transparency, public accountability, access to information, administrative justice and responsiveness to complainants are dealt with in terms of the relevant legislation, developed and implemented 0.21 3 3 0.63 0.63
- 5.6 Unqualified audit report achieved and maintained 0.21 1 1 0.63 0.63
- 5.7 Community satisfaction survey, conducted 0.21 1 1 0.63 0.63

#### Municipal IDP Objectives

1	Municipal Transformation and Organisational Development	1.1 All legislative requirements are complied with by 2004	0.21	2	2	3	0.63	0.42
		1.2 Section 57 Performance Plans aligned to IDP and Budget by Dec 2006	0.28	5	5	3	0.84	1.40
		1.3 Administrative and political policies are aligned and interface improves to 65% effective	0.21	2	2	3	0.63	0.42
		1.4 Strategic sessions resolutions that improve alignment of administrative and political priorities are implemented	0.28	2	2	3	0.84	0.56
2	Infrastructure Development and Basic Service Delivery	2.1 All communities in the municipal area have access to basic services, community services, land and housing within 5 years	0.2	4	4	3	0.60	0.80
		2.2 Response times are improved by 25%	0.2	2	2	3	0.60	0.40
		2.3 Complaints registers, including those for each satellite office, are started off weekly	0.2	3	3	3	0.60	0.60
		2.4 Improved systems ensure 45% of municipal service fees are collected	0.2	3	3	3	0.60	0.60
		2.5 A single asset register is established and records 80% of municipal infrastructure and property	0.2	3	3	3	0.60	0.60
3	Local Economic Development (LED)	3.1 The economy of the Koukamma municipal area continues to grow as evidence by: a) A 5 – 10% increase in employment over a 5 year period b) A 20% growth in the tourism sector per annum	0.35	2	2	3	1.05	0.70
		3.2 Sector plans are reflected/considered and integrated into the IDP by June 2007	0.35	2	2	3	1.05	0.70
		3.3 SDF is adopted by council by June 2007	0.35	3	3	3	1.05	1.05
		3.4 Information pertaining to the local economy is 100% updated to date of data collection by June 2007	0.35	2	2	3	1.05	0.70
		3.5 LED strategy is developed including reference to programmes by June 2007	0.35	2	2	3	1.05	0.70
		3.6 A 40% improvement in effective LED programmes is established by June 2007	0.35	2	2	3	1.05	0.70
		3.7 Public and private resources support given to local communities increases by 20% through regular interaction by June 2007	0.35	2	2	3	1.05	0.70
		3.8 One investment programme that leads to sustainable development and upliftment is implemented by June 2007	0.35	1	1	3	1.05	0.35
		3.9 Five partnerships are established by June 2007 by regular interaction with relevant stakeholders	0.35	1	1	3	1.05	0.35
4	Municipal Financial Viability and Management	4.1 Strategies for Improving Revenue Collection are implemented	0.23	3	3	3	0.69	0.69
		4.2 Strategies for extending the Revenue Base are implemented	0.23	2	2	3	0.69	0.46
		4.3 IDP and Budget process are integrated and done simultaneously in order to meet service delivery targets	0.23	5	5	3	0.69	1.15
		4.4 Alignment of budget to service delivery targets as set out in the IDP improves by 30% by June 2007	0.23	5	5	3	0.69	1.15
		4.5 Budget and Treasury Office established by June 2007	0.23	2	2	3	0.69	0.46

	Budget and revenue management	4.6 Budget and revenue management effectiveness improves by 20% by June 2007 through the implementation of proper management systems	2	2	3	0.69	0.46
	Financial auditing and reporting	4.7 Issues mentioned in the qualified audit report reduce by 50% by June 2007	1	1	3	0.69	0.23
	Capacity to spend	4.8 Adjustment budget is approved by council	5	5	3	0.69	1.15
		4.9 The number of budget votes over and under spent reduces by 50% by June 2007	2	2	3	0.69	0.46
	Integrated Financial Management System	4.10 An integrated Financial Management System is implemented and fully operational by June 2007	2	2	3	0.69	0.46
	Service Debtors	4.11 Growth in service debtors is reduced by 25% by June 2007	2	2	3	0.69	0.46
	Consumer debt	4.12 Recovery date for consumer debt does not exceed 90 days by June 2007	2	2	3	0.69	0.46
	Grant dependency rate	4.13 Grant dependency rate is reduced by 10% by June 2007	2	2	3	0.69	0.46
	Creditor Payment	4.14 Creditor payment period is reduced to 90 days by June 2007	2	2	3	0.69	0.46
	% Personnel Cost	4.15 The Personnel cost % of operational budget is reduced to meet legislative requirements by June 2007	1	1	3	0.69	0.23
	Bad debt	4.16 Provision of at least 10% of bad debt is mad in the new financial year budget	3	3	3	0.69	0.69
5	Good Governance and Public Participation	Community Participation: 5.1 One planning session per quarter is held with the involvement of all relevant stakeholders	2	2	3	0.69	0.46
		Community Participation: 5.2 The amount allocated on the budget towards participation processes is increased by 10% by June 2007	2	2	3	0.69	0.46
		Budgeting: 5.3 Five ward committee meetings and one stakeholder meeting are held per quarter	3	3	3	0.69	0.69
		Community Participation: 5.4 Formal minutes of each ward meeting are submitted to management	2	2	3	0.69	0.46
		Monitoring and reporting					
		Communication of IDP targets met	2	2	3	0.69	0.46
		Capacity building of CEOs	2	2	3	0.69	0.46
		Anti-Corruption Strategy: Prevention	2	2	3	0.69	0.46
		5.7 Approved bylaws/policy to address tampering and other corruption offences implemented by June 2007	2	2	3	0.69	0.46
		5.8 A 20% decrease in tampering and other offences is achieved by June 2007	2	2	3	0.69	0.46
		Anti-Corruption Strategy: Detection	2	2	3	0.69	0.46
		5.9 number of issues raised in the internal audit is reduced by 20% by June 2007	2	2	3	0.69	0.46
		Anti-Corruption Strategy: Awareness/Communication	2	2	3	0.69	0.46
		5.10 A draft anti-corruption awareness/communication programme is in place by June 2007	2	2	3	0.69	0.46
		Financial and Performance Audit Committee					
		5.11 Agendas and minutes of meetings held are available	5	5	3	0.69	1.15
		Financial Disclosure					
		5.12 All role-players disclose financial interest using the appropriate mechanisms	4	4	3	0.69	0.92
		Communication Strategy					
		5.13 One draft communication strategy that meets all legislative requirements is in place by June 2007	1	1	3	0.69	0.23
		Audit Report					
		5.14 The number of issues raised in the Audit Report reduces by 50% by June 2007	1	1	3	0.69	0.23

## Strategies

### Infrastructure Development and Basic Service Delivery

Priority	Upgrade the level of services, including the bulk network provided to communities	2	2	3	0.60	0.40
1.1	Rehabilitate existing services	2	2	3	0.60	0.40
1.2a	Maintain existing services	2	2	3	0.60	0.40
1.2b	Upgrade and increase capacity within the technical department of the municipality (manpower and machinery)	3	3	3	0.60	0.60
1.3	Provision of new housing	2	2	3	0.60	0.40
1.4	Formulate an effective land use management mechanism	2	2	3	0.60	0.40
1.5						

1.6	Identify suitable land for development needs	0.2	2	2	3	0.60	0.40
1.7	Facilitate and improve community services and facilities	0.2	3	3	3	0.60	0.60
1.8	Access funding to release land	0.2	2	2	3	0.60	0.40
1.9	Transfer existing houses	0.2	2	2	3	0.60	0.40
Priority	Promote sport, arts, cultural and heritage activities	0.2	2	2	3	0.60	0.40
4.1	Provide/upgrade sports facilities	0.2	1	1	3	0.60	0.20
4.2	Identify suitable land for education	0.2	1	1	3	0.60	0.20
Priority	Engage the Department of Education to construct schools, crèches etc.	0.2	3	3	3	0.60	0.60
5.1	Formulate a Koukamma bursary system	0.2	3	3	3	0.60	0.60
5.2	Facilitate the improvement of learner transportation to schools	0.2	3	3	3	0.60	0.60
5.3	Facilitate and encourage education including adult basic education	0.2	2	2	3	0.60	0.40
5.4	Undertake an HIV/AIDS awareness programme	0.2	1	1	3	0.60	0.20
5.5	Undertake effective environmental health practices	0.2	2	2	3	0.60	0.40
Priority	Facilitate the enhancement of the health care system	0.2	2	2	3	0.60	0.40
6.1	Participate in initiatives to combat crime	0.2	2	2	3	0.60	0.40
6.2	Promote justice and human rights	0.2	2	2	3	0.60	0.40
6.3	Undertake effective fire prevention/protection services	0.2	3	3	3	0.60	0.60
Priority	Prepare a disaster management plan	0.2	1	1	3	0.60	0.20
7.1	Undertake traffic law enforcement	0.2	3	3	3	0.60	0.60
7.2	Facilitate safe environments	0.2	3	3	3	0.60	0.60
7.3	Adhere to national policy and guidelines regarding employment and staff structure	0.28	3	3	3	0.84	0.84
7.4	Establish a corporate image	0.28	2	2	3	0.84	0.56
7.5	Practise good governance	0.21	2	2	3	0.63	0.42
7.6	Identify funding sources	0.28	2	2	3	0.84	0.56
Priority	Undertake integrated development planning in terms of the Systems Act	0.21	4	4	3	0.63	0.84
2.1	Determine the skills available in Koukamma	0.35	2	2	3	1.05	0.70
2.2	Facilitate the growth and formation of SMMEs	0.35	3	3	3	1.05	1.05
2.3	Facilitate training opportunities, including adult education	0.35	2	2	3	1.05	0.70
2.4	Ensure that Koukamma Municipality's actions/activities increase employment of local labour/lead to job creation	0.35	3	3	3	1.05	1.05
2.5	Facilitate and co-ordinate poverty alleviation programmes	0.35	2	2	3	1.05	0.70
2.6	Nurture the tourism potential of Koukamma	0.35	2	2	3	1.05	0.70
2.7	Access funding	0.35	2	2	3	1.05	0.70
2.8	Promote sustainable development	0.35	2	2	3	1.05	0.70
Rev.Col	Centralise finance department	0.23	5	5	3	0.69	1.15
1	Train staff	0.23	2	2	3	0.69	0.46
2	Follow-up procedures on defaulters	0.23	2	2	3	0.69	0.46
3	Improve billing system	0.23	2	2	3	0.69	0.46
4	Improve service delivery	0.23	2	2	3	0.69	0.46
5	Investment strategy	0.23	2	2	3	0.69	0.46
6	Water meters	0.23	3	3	3	0.69	0.69
7	Prosecute electricity defaulters	0.23	1	1	3	0.69	0.23
8	Decentralise pay points to more accessible locations	0.23	3	3	3	0.69	0.69
9	Rate agricultural properties	0.23	1	1	3	0.69	0.23
Rev.Im	National Parks	0.23	4	4	3	0.69	0.23
01	Valuation of settlements	0.23	4	4	3	0.69	0.92
2	Additional traffic police	0.23	1	1	3	0.69	0.23
3	External donor agencies	0.23	1	1	3	0.69	0.23
4							
5							

**Doing** Critical Performance Indicators



No.	Category	Sub-Categories	CPI's						
1	TECHNICAL SERVICES	1.1 Acceptable norms and standards 1.2 Schedules 1.3 Complaints	1.1.1 All work done in the department is done according to accepted engineering norms and standards. 1.2.1 All routine work is scheduled and schedules are met 1.3.1 The time of operational staff of the department spent on attending to complaints as a percentage of total operational time reduces each quarter until it reaches 20% which is thereafter maintained.	1.27	3	3	3	3.81	3.81
2	COMMUNITY SERVICES	2.1 Schedules 2.2 Safety 2.3 Health 2.4 Environment	2.1.1 All routine work is scheduled and schedules are met 2.2.1 Statistics relating to accidents, injury and the value of damage to property show a decreasing trend. 2.3.1 Statistics especially those relating to transmittable disease, malnutrition, deaths, clinic visits and births show continually improving trend 2.4.1 Degradation of Ndiambi natural resources and environment is significantly reduced, and they are rehabilitated to natural conditions and sustained at that level, as evidence by key statistics. 2.4.2 The incidence of non-compliance with environmental health requirements shows a decreasing trend.	1.27	3	3	3	3.81	3.81
3	CORPORATE SERVICES	3.1 Schedules 3.2 Legislation 3.3 Customer Complaints	3.1.1 All routine work is scheduled and schedules are met 3.2.1 All legislative requirements are adhered to as evidence by no litigation. 3.3.1 Services provided meet internal and external customer needs and customer satisfaction is maintained at 80% on all aspects of services provided.	1.27	3	3	3	3.81	3.81
4	FINANCIAL SERVICES	4.1 GAMAP 4.2 Cash Flow 4.3 Financial Reports 4.4 Debt 4.5 Municipal Financial Management Act	4.1.1 The accounts of the Municipality are maintained strictly according to GAMAP 4.2.1 Effective cash management ensures that money is always available to meet the current requirements of the Municipality 4.3.1 All financial reports are produced according to Approved schedule. 4.4.1 The rate of increase in debt is reduced each month 4.4.2 Consumers who are able to pay are identified and the credit control system ensures that they do pay. 4.4.3 Equitable Share claims are maximized 4.5.1 The requirements of the Municipal Finance Act are adhered to.	1.27	3	3	3	3.81	3.81
5	INTERNAL AUDIT	5.1 Annual Plan 5.2 Ad Hoc Audits 5.3 Implementation	5.1.1 The annual internal audit plan ensures that all critical aspects of municipal management and accounting are audited constantly. 5.2.1 Ad hoc audits do not interfere with meeting the annual internal audit plan 5.3.1 All internal audit recommendations are implemented unless retracted by the audit committee	1.27	4	4	3	3.81	5.08
6	Good Governance and Public Participation	6.1 Customer Survey	6.1.1 A Customer survey covering all services rendered by the Municipality is carried out during December annually 6.1.2 Customer satisfaction ratings of all services offered by the Municipality improve every quarter until they reach 80% where they are maintained	1.27	1	1	3	3.81	1.27
<b>Budget Votes</b>									
(Number and specified purpose of each budget allocation must be listed below)									
		Municipal Manager	5 371 003.50	1.27	3	3	3	3.81	3.81
		Community Services	7 172 196	1.27	3	3	3	3.81	3.81
		Technical Services	13 009 947	1.27	3	3	3	3.81	3.81
		Corporate Support Services	2 268 591	1.27	3	3	3	3.81	3.81
		Financial Services	4 345 113	1.27	3	3	3	3.81	3.81
		Total Operating	32 166 850.50	1.27	3	3	3	3.81	3.81

Total Capital							9 833 000	1 27	3	3	3	3 81	3 81
<b>IDP Project Commitments</b>													
<i>(A descriptive title of every IDP commitment of the Incumbent must be listed below)</i>													
13	Community	Formulate an Integrated Environmental Programme	0.2	1	1	3	0.60	0.20					
84	Community	Establish school leavers support programme	0.2	1	1	3	0.60	0.20					
87	Community	Lobby for ABET – facilities, educators	0.2	1	1	3	0.60	0.20					
90	Community	Coldstream – Acquire funds for add. Land (housing)	0.2	1	1	3	0.60	0.20					
91	Community	Sandrift – Purchase land for 350 houses	0.2	1	1	3	0.60	0.20					
92	Community	Stormsriver – Establish library	0.2	3	3	3	0.60	0.60					
93	Community	Clarkson – Establish library	0.2	3	3	3	0.60	0.60					
94	Community	Clarkson – Establish new creche	0.2	1	1	3	0.60	0.20					
95	Community	Clarkson – Addit. Sportsfield and ablation facility	0.2	1	1	3	0.60	0.20					
98	Community	Kareedouw – Establish multi-purpose hall	0.2	1	1	3	0.60	0.20					
99	Community	Kareedouw – Establish Cultural Centre	0.2	1	1	3	0.60	0.20					
101	Community	Kareedouw – Upgrading of clinic	0.2	1	1	3	0.60	0.20					
104	Community	Mfenou farms – Building of 500 houses	0.2	2	2	3	0.60	0.40					
27	Community	Kareedouw – Building of 447 houses	0.2	3	3	3	0.60	0.60					
31	Community	Ravinia – Building of 300 houses	0.2	2	2	3	0.60	0.40					
32	Community	Krakeel River – Building of 189 houses	0.2	2	2	3	0.60	0.40					
34	Community	Loutervater – Building of 588 houses	0.2	3	3	3	0.60	0.60					
35	Community	Coldstream – Build 289 houses	0.2	3	3	3	0.60	0.60					
37	Community	Griekwa Rust – Development of 60 houses	0.2	2	2	3	0.60	0.40					
42	Community	Lobby Dept Educ. To upgrade facilities	0.2	2	2	3	0.60	0.40					
43	Community	Encourage comm.. to co-operate with Police Forum	0.2	2	2	3	0.60	0.40					
60	Community	Kareedouw – Upgrading of various facilities	0.2	2	2	3	0.60	0.40					
68	Community	Clarkson – Transfer houses to occupants	0.2	1	1	3	0.60	0.20					
69	Community	Clarkson – Transfer Municipal Houses to occupants	0.2	1	1	3	0.60	0.20					
70	Community	Kareedouw Caravan Park	0.2	2	2	3	0.60	0.40					
73	Community	Joubertina – lobby Dept Health to re-open Hospital	0.2	3	3	3	0.60	0.60					
74	Community	Joubertina – Additional land for housing	0.2	1	1	3	0.60	0.20					
75	Community	Kvaalibrand – land for additional housing	0.2	1	1	3	0.60	0.20					
76	Community	Sanddrif – Transfer Saicol houses to occupants	0.2	2	2	3	0.60	0.40					
77	Community	Sanddrif – Transfer houses to occupants	0.2	2	2	3	0.60	0.40					
78	Community	Sanddrif – Transfer of Griekwa Rust properties	0.2	1	1	3	0.60	0.20					
79	Community	Stormsriver – Beadwork, sewing, cloth panting	0.2	3	3	3	0.60	0.60					
80	Community	Thornham - Sewing	0.2	2	2	3	0.60	0.40					
81	Community	Establish traffic law enforcement	0.2	2	2	3	0.60	0.40					
45	Community	Lobby Health Auth to provide more mobile clinics	0.2	2	2	3	0.60	0.40					
46	Community	Lobby Health Auth. to improve ambulance service	0.2	2	2	3	0.60	0.40					
47	Community	Establish Health Care Forum	0.2	3	3	3	0.60	0.60					
48	Community	Investigate registering local traffic police	0.2	1	1	3	0.60	0.20					
49	Community	Municipality investigate administrative support	0.2	1	1	3	0.60	0.20					
50	Community	Participate in the formulation of a disaster management plan	0.2	1	1	3	0.60	0.20					
51	Community	Establish a disaster management forum	0.2	3	3	3	0.60	0.60					

52	Community								Coldstream – Sewing and home industry	0.2	2	2	3	0.60	0.40
53	Community								Kwaibrand – Transfer Safcol houses to occupants	0.2	2	2	3	0.60	0.40
54	Community								Investgate NMMM (Metro Houses)	0.2	2	2	3	0.60	0.40
56	Community								Lobby for Training Human Development	0.35	2	2	3	1.05	0.70
57	Community								Misgund – Establish creche	0.2	1	1	3	0.60	0.20
58	Community								ID Housing Need	0.2	1	1	3	0.60	0.20
59	Community								Misgund – Build 401 houses	0.2	2	2	3	0.60	0.40
106	Community								Develop a bylaw for liquor outlets	0.35	3	3	3	1.05	1.05
107	Community								Joubertina – Crematorium – garden of Remembrance	0.2	1	1	3	0.60	0.20
109	Community								Stormsriver – construct creche facility	0.2	1	1	3	0.60	0.20
110	Community								Woodlands – establish a clinic	0.2	1	1	3	0.60	0.20
111	Community								Joubertina – Upgrade Nurses Home	0.2	1	1	3	0.60	0.20
112	Community								Kareedouw – Maintenance of Hospital	0.2	1	1	3	0.60	0.20
184	Community								Kareedouw – Cemetery extension	0.2	1	1	3	0.60	0.20
205	Community								Loutenwater – New Cemetery	0.2	3	3	3	0.60	0.60
435	Community								Misgund – Library facilities	0.2	1	1	3	0.60	0.20
436	Community								Krakeelrivier – Library facilities	0.2	2	2	3	0.60	0.40
440	Community								Coldstream – Library facilities	0.2	3	3	3	0.60	0.60
441	Community								Stormsriver – Creche building	0.2	1	1	3	0.60	0.20
442	Community								Kareedouw – Upgrade public toilets	0.2	1	1	3	0.60	0.20
443	Community								Joubertina – Upgrade public toilets	0.2	1	1	3	0.60	0.20
444	Community								Acquire 6000L water tanker	0.2	1	1	3	0.60	0.20
445	Community								Adequate office space for law enforcement personnel	0.2	2	2	3	0.60	0.40
96	Corporate								Compile and approve Placement Policy	0.21	1	1	3	0.63	0.21
103	Corporate								Compile and approve Recruitment Policy	0.21	1	1	3	0.63	0.21
105	Corporate								Compile and approve Leave Policy	0.21	1	1	3	0.63	0.21
23	Corporate								Compile and approve Disciplinary Procedure Policy	0.21	1	1	3	0.63	0.21
24	Corporate								Compile and approve Grievance Procedure Policy	0.21	1	1	3	0.63	0.21
41	Corporate								Appoint community facilitators	0.28	1	1	3	0.84	0.28
44	Corporate								Centralise archive system in Kareedouw	0.28	2	2	3	0.84	0.56
63	Corporate								Conduct a skills audit	0.28	3	3	3	0.84	0.84
412	Corporate								Improve and expand archive system	0.28	2	2	3	0.84	0.56
413	Corporate								Develop a Skills Development Plan	0.28	1	1	3	0.84	0.28
415	Corporate								Facilitate and assist with the review of the IDP	0.28	1	1	3	0.84	0.28
416	Corporate								Develop HR systems and procedures	0.28	1	1	3	0.84	0.28
418	Corporate								Training programmes for Ward Committees	0.21	3	3	3	0.63	0.63
419	Corporate								Improve Corporate Identity	0.21	1	1	3	0.63	0.21
421	Corporate								Facilitate development of community strategy	0.28	2	2	3	0.84	0.56
427	Corporate								Develop internal rewards system	0.21	1	1	3	0.63	0.21
428	Corporate								Facilitate Land Use Management	0.28	2	2	3	0.84	0.56
430	Corporate								Maintain council facilities	0.28	2	2	3	0.84	0.56

18	Finance	Investment Strategy							0.71	1	1	3	2.13	0.71
20	Finance	Prepare an Asset Register							0.23	3	3	3	0.69	0.69
83	Finance	Assistance for Fin Management and Planning							0.23	3	3	3	0.69	0.69
88	Finance	Kareedouw – Centralise Finance Dept							0.23	3	3	3	0.69	0.69
97	Finance	Indigent Policy							0.23	3	3	3	0.69	0.69
100	Finance	Outsource debt recovery							0.23	2	2	3	0.69	0.46
102	Finance	Prosecute Elect. Service defaulters							0.23	2	2	3	0.69	0.46
21	Finance	Valuation of properties							0.23	2	2	3	0.69	0.46
22	Finance	Rate agricultural properties							0.23	2	2	3	0.69	0.46
25	Finance	Valuation of settlements							0.23	2	2	3	0.69	0.46
26	Finance	Implement Mun. Financial Management Act							0.23	2	2	3	0.69	0.46
29	Finance	Establish Budget Office							0.23	2	2	3	0.69	0.46
30	Finance	New Financial Computer System							0.23	3	3	3	0.69	0.69
82	Technical	Misgund – Sewerage Treatment Works							0.2	3	3	3	0.60	0.60
2	Technical	Kareedouw – Upgrade bulk water supply							0.2	3	3	3	0.60	0.60
4	Technical	Coldstream – Solid waste disposal site							0.2	3	3	3	0.60	0.60
11	Technical	Eersterivier – Bulk Water Supply Assessment							0.2	3	3	3	0.60	0.60
12	Technical	Comprehensive Water Audit							0.2	3	3	3	0.60	0.60
15	Technical	Kareedouw Mountain View – Electrify 447 houses							0.2	3	3	3	0.60	0.60
17	Technical	Krakeel River – Sewerage Treatment Works							0.2	3	3	3	0.60	0.60
19	Technical	Mlenge Farms – Housing Project Bulk Water Supply							0.2	3	3	3	0.60	0.60
89	Technical	Coldstream – Electrification of new houses							0.2	2	2	3	0.60	0.40
115	Technical	Kareedouw – Maintain toilets Daily: Qhayyalethu							0.2	1	1	3	0.60	0.20
116	Technical	Krakeel River – Maintain toilets							0.2	1	1	3	0.60	0.20
117	Technical	Joubertina – Maintain toilets							0.2	1	1	3	0.60	0.20
372	Technical	Woodlands – Transfer sewerage, water and tip to KM							0.2	2	2	3	0.60	0.40

299.76

Total

229.67

76.62

**TOTAL PERFORMANCE SCORE (Actual as % of Standard)**

**HOWARD COOK ASSOCIATES**  
**PERFORMANCE SCORECARD CALCULATIONS**

MUNICIPALITY: Koukema  
 DESIGNATION TITLE: Municipal Manager  
 DATE: PERIOD 1 July 2006 - 30 June 2007  
 INCUMBENT: Mr Mkhusele Ndlovu



**INSTRUCTIONS:**  
 1. The performance contract should be available for every position to be rated.  
 2. The definitions of the listed indicators should be borne in mind while undertaking the rating process and actual performance should be judged from measurements wherever possible.  
 3. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is weighted for importance according to legislation.  
 4. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is rated for actual performance on a scale of 1 to 5 where 1 is complete failure, 3 is performance to standard and 5 is performance completely beyond expectation.  
 5. Meeting standard is 3.  
 6. The standard score is weight X standard rating.  
 7. The actual score is weight X actual rating.

1	Weight	Performance Rating 1 to 5	2	Performance Rating 1 to 5	3	Performance Rating 1 to 5	4	Standard Rating 3	5	Standard Score 1X4	6	Performance Score 1X2

**Key Performance Indicators [80% weighting]\***  
 Most Important  
 Elements to Measure

No.	Key Performance Area	Weight	Performance Rating 1 to 5	Standard Rating 3	Standard Score 1X4	Performance Score 1X2
1	Municipal Transformation and Organisational Development	1.5	3	3	0.60	0.60
	<b>Key Performance Indicator</b>					
	1.1 Performance Management System (PMS) aligned to the IDP developed and implemented	0.2	3	3	0.60	0.60
	1.2 An organisational structure aligned to the IDP established and operationalised	0.2	3	3	0.60	0.60
	1.3 Effective administrative and institutional systems structures and procedure, including human resources, financial policies, bylaws and communication systems established and implemented	0.2	2	3	0.60	0.40
	1.4 The interface between EXCO and the Council to align administrative and political priorities of Council managed	0.2	1	3	0.60	0.20
	1.5 Integrated human resources management systems introduced and operationalised	0.2	2	3	0.60	0.40
	1.6 Customer service systems implemented	0.2	2	3	0.60	0.40
		3.0			0.00	0.00
2	Infrastructure Development and Basic Service Delivery	0.19	1	3	0.57	0.19
	2.1 Infrastructure Development and Investment Model implemented (in the end model there should be a dynamic relationship between population growth projections, service delivery backlogs, revenue generation capacity and institutional capacity)	0.19	2	3	0.57	0.38
	2.2 10% Reduction in recalculation losses for water and electricity (Rand-value)	0.19	2	3	0.57	0.38
	2.3 3% Reduction in number of complaints from residents	0.19	2	3	0.57	0.38
	2.4 25% Improvement in response time and resolution of complaints	0.19	2	3	0.57	0.38
	2.5 10% Increase in payment of municipal services	0.19	2	3	0.57	0.38
	2.6 Asset register for all infrastructure and municipal property rehabilitated periodically and maintained	0.19	2	3	0.57	0.38
	2.7 The provision of basic municipal services to the satisfaction of residents (That is, clear delivery programmes and projects and enabling authority to progressively achieve national service delivery targets in terms of)	0.00			0.00	0.00
	2.7.1 Water - 8500 households (total)	0.19	3	3	0.57	0.57
	2.7.2 Sanitation - 496 households (total)	0.19	3	3	0.57	0.57

3	Local Economic Development (LED)	2.8 Sustainable human settlement development facilitated through engagement with sector departments in line with the IDP and through IGR Structures.	0.19	3	2	3	0.57	0.57
		2.7.3 Electricity - 6 new housing projects supplied	0.19	3	2	3	0.57	0.57
		2.7.4 Refuse Removal - reinforced to 65% of households	0.19	3	3	3	0.57	0.57
		2.7.5 Municipal access roads and public transport 50% of all municipal roads maintained	0.19	2	2	3	0.57	0.38
							<b>0.00</b>	<b>0.00</b>
		2.8.1 IDP integrates sector plans including Housing, Health, Education, Land affairs	0.19	3	2	3	0.57	0.57
		2.8.2 Spatial Development Framework in IDP includes spatial reconstruction policies, environmental, social and demographic trends, land use policies and representation of sustainable human settlement vision	0.19	3	3	3	0.57	0.57
		3.1 An analysis of the local economy undertaken	0.29	1	2	3	0.87	0.29
		3.2 Comparative and competitive advantage of the municipality identified and incorporated into credible LEDs strategy and programmes	0.29	2	3	3	0.87	0.58
		3.3 Spatial Development Framework in IDP includes economic development analysis, land use policies and spatial representation of local economic development vision	0.29	2	3	3	0.87	0.58
3.4 IDP SDF is applied in accordance with economic development analysis, land use policies, the spatial representation of the LED vision	0.29	2	3	3	0.87	0.56		
3.5 Institutional capacity to implement LED programs established and a conducive environment for shared growth created to ensure that					<b>0.00</b>	<b>0.00</b>		
4	Municipal Financial Viability and Management	3.5.1 Market and public confidence in municipal functioning, infrastructure development and service delivery is improved	0.29	2	2	3	0.87	0.58
		3.5.2 Existing public and private resources to intensify enterprise support to local communities utilised	0.29	2	2	3	0.87	0.58
		3.6 Sustainable community investment programmes introduced and implemented	0.29	2	2	3	0.87	0.58
		3.7 Knowledge sharing networks and social partnerships facilitated	0.29	2	2	3	0.87	0.58
							<b>0.00</b>	<b>0.00</b>
		4.1 Sound financial management practices implemented in terms of the MFMA priorities and time frames including but not limited to					<b>0.00</b>	<b>0.00</b>
		4.1.1 Budget aligned to development and service delivery targets that municipalities are accountable for as set out in the adopted IDPs	0.23	3	3	3	0.69	0.69
		4.1.2 Budget and Treasury office established	0.23	2	2	3	0.69	0.46
		4.1.3 Budget and revenue management is effective	0.23	2	2	3	0.69	0.46
		4.2 Financial reporting and auditing is performed	0.23	2	2	3	0.69	0.46
4.3 Institutional capacity for municipality to spend is created	0.23	2	2	3	0.69	0.46		
4.4 Financial management policies and bylaws developed including but not limited to supply chain management, credit control, tariff and investment policies	0.23	3	3	3	0.69	0.69		
4.5 Integrated financial management systems introduced and operationalised	0.23	2	2	3	0.69	0.46		
4.6 Municipal financial viability targets set and achieved which will ensure that					<b>0.00</b>	<b>0.00</b>		

4.6.1	Growth in service debtors is reduced by 25%	0.23	2	2	3	0.60	0.46
4.6.2	Consumer debt exceeding 90 days is recovered	0.23	2	2	3	0.60	0.46
4.6.3	10% Reduction in grant dependency rate	0.23	1	1	3	0.60	0.23
4.6.4	Turnaround time for creditor payment improved to 90 days	0.23	2	2	3	0.60	0.46
4.6.5	Personnel cost over the total operational budget is in line with regulatory framework	0.23	2	2	3	0.60	0.40
4.7	Provision for bad debt made	0.23	3	3	3	0.60	0.60
4.8	Financial legislation implemented, and complied with, including the Property Rates Act and the Division of Revenue Act	0.23	2	2	3	0.60	0.46

1.5 0.00 0.00

5 Good Governance and Public Participation

5.1 Procedures for community participation processes as set out in legislation adhered to in terms of

5.1.1	Planning	0.23	2	2	3	0.60	0.46
5.1.2	Budgeting	0.23	3	3	3	0.60	0.60
5.1.3	Implementation	0.23	3	3	3	0.60	0.60
5.1.4	Monitoring and reporting	0.23	2	2	3	0.60	0.46
5.1.5	Regular communication with communities on the achievement of targets set out in IDPs is carried out	0.23	3	2	3	0.60	0.60
5.1.6	Functioning of ward committees directly supported where applicable	0.23	2	3	3	0.60	0.46
5.1.7	Capacity building of community-based organisations to enhance effective participation facilitated	0.23	2	2	3	0.60	0.46
5.1.8	Relationship with organised business, labour and civil society built through transparency and accountability	0.23	2	2	3	0.60	0.46

5.2 An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented to address

5.2.1	Prevention	0.23	1	1	3	0.60	0.23
5.2.2	Detection	0.23	1	1	3	0.60	0.23
5.2.3	Awareness/communication	0.23	1	1	3	0.60	0.23
5.3	Financial and performance audit committee established and functional	0.23	3	3	3	0.60	0.60
5.4	Mechanisms to ensure disclosure of financial interest in place	0.23	3	3	3	0.60	0.60
5.5	An effective communication strategy to promote transparency, public accountability, access to information, administrative justice and responsiveness to complaints are dealt with in terms of the relevant legislation, developed and implemented	0.23	3	3	3	0.60	0.60
5.6	Unqualified audit report achieved and maintained	0.23	1	1	3	0.60	0.23
5.7	Community satisfaction survey, conducted	0.23	1	1	3	0.60	0.23

Municipal IDP Objectives

1	Municipal Transformation and Organisational Development						
		Performance Management System EXCO - Council Interface	0.2	2	2	3	0.60
		1.1 All legislative requirements are complied with by 2004					0.40
		1.2 Section 57 Performance Plans aligned to IDP and Budget by Dec 2006	0.2	5	3	0.60	1.00
		1.3 Administrative and political policies are aligned and interface improves to 65% effective	0.2	2	2	3	0.60
		1.4 Strategic sessions resolutions that improve alignment of administrative and political priorities are implemented	0.2	2	2	3	0.60
		2.1 All communities in the municipal area have access to basic services, community services, land and housing within 5 years	0.10	4	3	0.57	0.76
		2.2 Response times are improved by 25%	0.10	2	2	3	0.57
		2.3 Complaints registers, including those for each satellite office, are updated off weekly	0.10	3	3	0.57	0.57
		2.4 Improved systems ensure 45% of municipal service fees are collected	0.10	3	3	0.57	0.57
		2.5 A single asset register is established and records 80% of municipal infrastructure and property	0.10	3	3	0.57	0.57
2	Infrastructure Development and Basic Service Delivery						

3 Local Economic Development (LED)					0.29	2	2	3	0.87	0.58
	Integrated sector Plans	3.1 The economy of the Koukamma municipal area continues to grow as evidence by: a) A 5 – 10% increase in employment over a 5 year period b) A 20% growth in the tourism sector per annum								
		3.2 Sector plans are reflected/considered and integrated into the IDP by June 2007			0.29	2	2	3	0.87	0.58
	Spatial Development Framework	3.3 SDF is adopted by council by June 2007			0.29	3	3	3	0.87	0.87
	Local Economy Analysis	3.4 Information pertaining to the local economy is 100% updated to date of data collection by June 2007			0.29	2	2	3	0.87	0.58
	LED Strategy	3.5 LED strategy is developed including reference to programmes by June 2007			0.29	2	2	3	0.87	0.58
	Institutional capacity to implement LED	3.6 A 40% improvement in effective LED programmes is established by June 2007			0.29	2	2	3	0.87	0.58
	Public and Private resource support	3.7 Public and private resources support given to local communities increases by 20% through regular interaction by June 2007			0.29	2	2	3	0.87	0.58
	Community investment programmes	3.8 One investment programme that leads to sustainable development and upliftment is implemented by June 2007			0.29	1	1	3	0.87	0.29
	Knowledge sharing and partnerships	3.9 Five partnerships are established by June 2007 by regular interaction with relevant stakeholders			0.29	1	1	3	0.87	0.29
4 Municipal Financial Viability and Management		4.1 Strategies for improving Revenue Collection are implemented			0.23	3	3	3	0.69	0.69
		4.2 Strategies for extending the Revenue Base are implemented			0.23	2	2	3	0.69	0.46
	Budget	4.3 IDP and Budget process are integrated and done simultaneously in order to meet senior councillors targets			0.23	5	5	3	0.69	1.15
		4.4 Alignment of budget to service delivery targets as set out in the IDP improves by 30% by June 2007			0.23	5	5	3	0.69	1.15
	Budget and treasury Office	4.5 Budget and Treasury Office established by June 2007			0.23	2	2	3	0.69	0.46
	Budget and revenue management	4.6 Budget and revenue management effectiveness improves by 20% by June 2007 through the implementation of proper management systems			0.23	2	2	3	0.69	0.46
	Financial auditing and reporting	4.7 Issues mentioned in the qualified audit report reduce by 50% by June 2007			0.23	1	1	3	0.69	0.23
	Capacity to spend	4.8 Adjustment budget is approved by council			0.23	5	5	3	0.69	1.15
		4.9 The number of budget votes over and under spent reduces by 50% by June 2007			0.23	2	2	3	0.69	0.46
	Integrated Financial Management systems	4.10 An integrated Financial Management System is implemented and fully operational by June 2007			0.23	2	2	3	0.69	0.46
	Service Debtors	4.11 Growth in service debtors is reduced by 25% by June 2007			0.23	2	2	3	0.69	0.46
	Consumer debt	4.12 Recovery date for consumer debt does not exceed 90 days by June 2007			0.23	2	2	3	0.69	0.46
	Grant dependency rate	4.13 Grant dependency rate is reduced by 10% by June 2007			0.23	2	2	3	0.69	0.46
	Creditor Payment	4.14 Creditor payment period is reduced to 90 days by June 2007			0.23	2	2	3	0.69	0.46
	% Personnel Cost	4.15 The Personnel cost % of operational budget is reduced to meet legislative requirements by June 2007			0.23	1	1	3	0.69	0.23
	Bad debt	4.16 Provision of at least 10% of bad debt is made in the new financial year budget			0.23	3	3	3	0.69	0.69
5 Good Governance and Public Participation	Community Participation: Planning	5.1 One planning session per quarter is held with the involvement of all relevant stakeholders			0.23	2	2	3	0.69	0.46
	Community Participation: Budgeting	5.2 The amount allocated on the budget towards participation processes is increased by 10% by June 2007			0.23	2	2	3	0.69	0.46
	Community Participation: Implementation	5.3 Five ward committee meetings and one stakeholder meeting are held per quarter			0.23	3	3	3	0.69	0.69
	Community Participation: Monitoring and reporting	5.4 Formal minutes of each ward meeting are submitted to management			0.23	2	2	3	0.69	0.46
	Communication of IDP Targets met	5.5 Regular feedback sessions with communities regarding achievement on IDP targets are held			0.23	2	2	3	0.69	0.46
	Capacity building of CBOs	5.6 A concept document for Community Capacity building is drafted by June 2007			0.23	2	2	3	0.69	0.46
	Anti-Corruption Strategy: Prevention	5.7 Approved Bylaws/policy to address tampering and other corruption offences implemented by June 2007			0.23	2	2	3	0.69	0.46
		5.8 A 20% decrease in tampering and other offences is achieved by June 2007			0.23	2	2	3	0.69	0.46



Anti-Corruption Strategy: Detection	5.9 number of issues raised in the internal audit is reduced by 20% by June 2007	0.23	2	2	3	0.69	0.46
Anti-Corruption Strategy: Awareness/Communication	5.10 A draft anti-corruption awareness/communication programme is in place by June 2007	0.23	2	2	3	0.69	0.46
Financial and Performance Audit Committee	5.11 Agendas and minutes of meetings held are available	0.23	5	5	3	0.69	1.15
Financial Disclosure	5.12 All role-players disclose financial interest using the standard mechanisms	0.23	4	4	3	0.69	0.92
Communication Strategy	5.13 One draft communication strategy that meets all legislative requirements is in place by June 2007	0.23	1	1	3	0.69	0.23
Audit Report	5.14 The number of issues raised in the Audit Report reduces by 50% by June 2007	0.23	1	1	3	0.69	0.23

## Strategies

### Infrastructure Development and Basic Service Delivery

Priority 1.1	Upgrade the level of services, including the bulk network provided to communities	0.19	2	2	3	0.57	0.38
1.2a	Rehabilitate existing services	0.19	2	2	3	0.57	0.38
1.2b	Maintain existing services	0.19	2	2	3	0.57	0.38
1.3	Upgrade and increase capacity within the technical department of the municipality (manpower and machinery)	0.19	3	3	3	0.57	0.57
1.4	Provision of new housing	0.19	2	2	3	0.57	0.38
1.5	Formulate an effective land use management mechanism	0.19	2	2	3	0.57	0.38
1.6	Identify suitable land for development needs	0.19	2	2	3	0.57	0.38
1.7	Facilitate and improve community services and facilities	0.19	3	3	3	0.57	0.57
1.8	Access funding to release land	0.19	2	2	3	0.57	0.38
1.9	Transfer existing houses	0.19	2	2	3	0.57	0.38
Priority 4.1	Promote sport, arts, cultural and heritage activities	0.19	2	2	3	0.57	0.38
4.2	Provide/upgrade sports facilities	0.19	1	1	3	0.57	0.19
Priority 5.1	Identify suitable land for education	0.19	1	1	3	0.57	0.19
5.2	Engage the Department of Education to construct schools, creches etc.	0.19	3	3	3	0.57	0.57
5.3	Formulate a Koukamma bursary system	0.19	3	3	3	0.57	0.57
5.4	Facilitate the improvement of learner transportation to schools	0.19	3	3	3	0.57	0.57
5.5	Facilitate and encourage education including adult basic education	0.19	2	2	3	0.57	0.38
Priority 6.1	Undertake an HIV/AIDS awareness programme	0.19	1	1	3	0.57	0.19
6.2	Undertake effective environmental health practices	0.19	2	2	3	0.57	0.38
6.3	Facilitate the enhancement of the health care system	0.19	2	2	3	0.57	0.38
Priority 7.1	Participate in initiatives to combat crime	0.19	2	2	3	0.57	0.38
7.2	Promote justice and human rights	0.19	2	2	3	0.57	0.38
7.3	Undertake effective fire prevention/protection services	0.19	3	3	3	0.57	0.57
7.4	Prepare a disaster management plan	0.19	1	1	3	0.57	0.19
7.5	Undertake traffic law enforcement	0.19	3	3	3	0.57	0.57
7.6	Facilitate safe environments	0.19	3	3	3	0.57	0.57
Priority 8.1	Adhere to national policy and guidelines regarding employment and staff structure	0.2	3	3	3	0.60	0.60
3.2	Establish a corporate image	0.2	2	2	3	0.60	0.40
3.3	Practise good governance	0.43	2	2	3	1.29	0.86
3.4	Identify funding sources	0.2	2	2	3	0.60	0.40
3.5	Undertake integrated development planning in terms of the Systems Act	0.2	4	4	3	0.60	0.80
Priority 9.1	Determine the skills available in Koukamma	0.29	2	2	3	0.87	0.58
2.1	Facilitate the growth and formation of SMMEs	0.29	3	3	3	0.87	0.87
2.2	Facilitate training opportunities, including adult education	0.29	2	2	3	0.87	0.58
2.3	Ensure that Koukamma Municipality's actions/activities increase employment of local labour/lead to job creation	0.29	3	3	3	0.87	0.87
2.4	Facilitate and co-ordinate poverty alleviation programmes	0.29	2	2	3	0.87	0.58
2.5	Nurture the tourism potential of Koukamma	0.29	2	2	3	0.87	0.58
2.6	Access funding	0.29	2	2	3	0.87	0.58
2.7	Promote sustainable development	0.29	2	2	3	0.87	0.58
2.8							
Priority 10.1	Centralise finance department	0.23	5	5	3	0.69	1.15

### Municipal Transformation and Organisational Development

Priority 3.1	Adhere to national policy and guidelines regarding employment and staff structure	0.2	3	3	3	0.60	0.60
3.2	Establish a corporate image	0.2	2	2	3	0.60	0.40
3.3	Practise good governance	0.43	2	2	3	1.29	0.86
3.4	Identify funding sources	0.2	2	2	3	0.60	0.40
3.5	Undertake integrated development planning in terms of the Systems Act	0.2	4	4	3	0.60	0.80

### Local Economic Development (LED)

Priority 2.1	Determine the skills available in Koukamma	0.29	2	2	3	0.87	0.58
2.2	Facilitate the growth and formation of SMMEs	0.29	3	3	3	0.87	0.87
2.3	Facilitate training opportunities, including adult education	0.29	2	2	3	0.87	0.58
2.4	Ensure that Koukamma Municipality's actions/activities increase employment of local labour/lead to job creation	0.29	3	3	3	0.87	0.87
2.5	Facilitate and co-ordinate poverty alleviation programmes	0.29	2	2	3	0.87	0.58
2.6	Nurture the tourism potential of Koukamma	0.29	2	2	3	0.87	0.58
2.7	Access funding	0.29	2	2	3	0.87	0.58
2.8	Promote sustainable development	0.29	2	2	3	0.87	0.58

### Municipal Financial Viability and Management

Priority 10.1	Centralise finance department	0.23	5	5	3	0.69	1.15
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1	Core Managerial Competencies	1.1 Strategic Capability	2	3	3	3	6.00	6.00
		1.2 Programme and Project Management	1	3	3	3	3.00	3.00
		1.3 Financial Management	1.5	3	3	3	4.50	4.50
		1.4 Change Management	1	3	3	3	3.00	3.00
		1.5 Knowledge Management (11)	1	3	3	3	3.00	3.00
		1.6 Service Delivery Innovation	2	3	3	3	6.00	6.00
		1.7 Problem Solving and Analytical Thinking	2	3	3	3	6.00	6.00
		1.8 People Management and Empowerment	1.5	3	3	3	4.50	4.50
		1.9 Client Orientation and Customer Focus	2	3	3	3	6.00	6.00
		1.10 Communication	1	3	3	3	3.00	3.00
		1.11 Honesty and Integrity	1.5	3	3	3	4.50	4.50
2	Core Occupational Competencies	2.1 Self Management	0.5	3	3	3	1.50	1.50
		2.2 Interpretation of and implementation within the legislative and national policy frameworks	1	3	3	3	3.00	3.00
		2.3 Knowledge of developmental local government	1	3	3	3	3.00	3.00
		2.4 Knowledge of Performance Management and Reporting	1	3	3	3	3.00	3.00
		2.5 Knowledge of global and South African specific political, social and economic contexts	1	3	3	3	3.00	3.00
		2.6 Policy Conceptualisation	1	3	3	3	3.00	3.00
		2.7 Knowledge of more than one functional municipal jurisdiction	0.5	3	3	3	1.50	1.50
		2.8 Merit-based Skills	1	3	3	3	3.00	3.00
		2.9 Skills in Governance required by other national line sector departments	0.5	3	3	3	1.50	1.50
		2.10 Competence as required by other national line sector departments	0.5	3	3	3	1.50	1.50
		2.11 Exceptional and dynamic creativity to improve the functioning of the municipality	0.5	3	3	3	1.50	1.50

### Budget Votes

(Number and specified purpose of each budget allocation must be listed below)

Council General Expenditure	3,562,180
Municipal Manager	1,169,395.50
IDP/LED	639,428
Total Operating	5,371,003.50
Total Capital	0

### IDP Project Commitments

(A descriptive title of every IDP commitment of the incumbent must be listed below)

39	Municipal Manager	0.29	3	3	3	0.87	0.87
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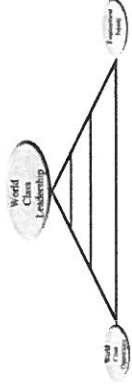
Training programmes, job creation and recreational programmes



45	Community	Lobby Health Auth to provide more mobile clinics	0.19	2	2	3	0.57	0.38
46	Community	Lobby Health Auth. to improve ambulance service	0.19	2	2	3	0.57	0.38
47	Community	Establish Health Care Forum	0.19	3	3	3	0.57	0.57
48	Community	Investigate registering local traffic police	0.19	1	1	3	0.57	0.19
49	Community	Municipality investigate administrative support	0.2	1	1	3	0.60	0.20
50	Community	Participate in the formulation of a disaster management plan	0.2	1	1	3	0.60	0.20
51	Community	Establish a disaster management forum	0.19	3	3	3	0.57	0.57
52	Community	Coldstream – Sewing and home industry	0.29	2	2	3	0.87	0.58
53	Community	Kwaabrand – Transfer Saifcol houses to occupants	0.19	2	2	3	0.57	0.38
54	Community	Investigate NMM (Metro Houses)	0.19	2	2	3	0.57	0.38
56	Community	Lobby for Training Human Development	0.29	2	2	3	0.87	0.58
57	Community	Misgund – Establish creche	0.19	1	1	3	0.57	0.19
58	Community	ID Housing Need	0.19	1	1	3	0.57	0.19
59	Community	Misgund – Build 401 houses	0.19	2	2	3	0.57	0.38
106	Community	Develop a bylaw for liquor outlets	0.19	3	3	3	0.57	0.57
107	Community	Joubertina – Crematorium – garden of Remembrance	0.19	1	1	3	0.57	0.19
109	Community	Stomsvier – construct creche facility	0.19	1	1	3	0.57	0.19
110	Community	Woodlands – establish a clinic	0.19	1	1	3	0.57	0.19
111	Community	Joubertina – Upgrade Nurses Home	0.19	1	1	3	0.57	0.19
112	Community	Kareedouw – Maintenance of Hospital	0.19	1	1	3	0.57	0.19
184	Community	Kareedouw – Cemetery extension	0.19	1	1	3	0.57	0.19
205	Community	Louterwater – New Cemetery	0.19	3	3	3	0.57	0.57
435	Community	Misgund – Library facilities	0.19	1	1	3	0.57	0.19
436	Community	Krakeelivier – Library facilities	0.19	2	2	3	0.57	0.38
440	Community	Coldstream – Library facilities	0.19	3	3	3	0.57	0.57
441	Community	Stomsvier – Creche building	0.19	1	1	3	0.57	0.19
442	Community	Kareedouw – Upgrade public toilets	0.19	1	1	3	0.57	0.19
443	Community	Joubertina – Upgrade public toilets	0.19	1	1	3	0.57	0.19
444	Community	Acquire 6000L water tanker	0.19	1	1	3	0.57	0.19
445	Community	Adequate office space for law enforcement personnel	0.2	2	2	3	0.60	0.40
96	Corporate	Compile and approve Placement Policy	0.2	1	1	3	0.60	0.20
103	Corporate	Compile and approve Recruitment Policy	0.2	1	1	3	0.60	0.20
105	Corporate	Compile and approve Leave Policy	0.2	1	1	3	0.60	0.20
23	Corporate	Compile and approve Disciplinary Procedure Policy	0.2	1	1	3	0.60	0.20
24	Corporate	Compile and approve Grievance Procedure Policy	0.2	1	1	3	0.60	0.20
41	Corporate	Appoint community facilitators	0.2	1	1	3	0.60	0.20
44	Corporate	Centralise archive system in Kareedouw	0.2	2	2	3	0.60	0.40
63	Corporate	Conduct a skills audit	0.2	3	3	3	0.60	0.60
412	Corporate	Improve and expand archive system	0.2	2	2	3	0.60	0.40
413	Corporate	Develop a Skills Development Plan	0.2	1	1	3	0.60	0.20
415	Corporate	Facilitate and assist with the review of the IDP	0.2	1	1	3	0.60	0.20
416	Corporate	Develop HR systems and procedures	0.2	1	1	3	0.60	0.20
418	Corporate	Training programmes for Ward Committees	0.43	3	3	3	1.29	1.29
419	Corporate	Improve Corporate Identity	0.2	1	1	3	0.60	0.20
421	Corporate	Facilitate development of community strategy	0.19	2	2	3	0.57	0.38
427	Corporate	Develop internal rewards system	0.2	1	1	3	0.60	0.20

428	Corporate		Facilitate Land Use Management						0.19	2	2	3	0.57	0.38
430	Corporate		Maintain council facilities						0.2	2	2	3	0.60	0.40
18	Finance		Investment Strategy						0.71	1	1	3	2.13	0.71
20	Finance		Prepare an Asset Register						0.23	3	3	3	0.69	0.69
83	Finance		Assistance for Fin Management and Planning						0.23	3	3	3	0.69	0.69
88	Finance		Kareedouw - Centralise Finance Dept						0.23	3	3	3	0.69	0.69
97	Finance		Indigent Policy						0.23	3	3	3	0.69	0.69
100	Finance		Outsource debt recovery						0.23	2	2	3	0.69	0.46
102	Finance		Prosecute Elect. Service defaulters						0.23	2	2	3	0.69	0.46
21	Finance		Valuation of properties						0.23	2	2	3	0.69	0.46
22	Finance		Rate agricultural properties						0.23	2	2	3	0.69	0.46
25	Finance		Valuation of settlements						0.23	2	2	3	0.69	0.46
26	Finance		Implement Mun. Financial Management Act						0.23	2	2	3	0.69	0.46
29	Finance		Establish Budget Office						0.23	2	2	3	0.69	0.46
30	Finance		New Financial Computer System						0.23	3	3	3	0.69	0.69
82	Technical		Disposal - Sewerage Treatment Works						0.19	3	3	3	0.57	0.57
2	Technical		Kareedouw - Upgrade bulk water supply						0.19	3	3	3	0.57	0.57
4	Technical		Coldstream - Solid waste disposal site						0.19	3	3	3	0.57	0.57
11	Technical		Forstermeir - Bulk Water Supply Assessment						0.19	3	3	3	0.57	0.57
12	Technical		Comprehensive Water Audit						0.19	3	3	3	0.57	0.57
15	Technical		Kareedouw Mountain View - Electricity 447 houses						0.19	3	3	3	0.57	0.57
17	Technical		Krakeel River - Sewerage Treatment Works						0.19	3	3	3	0.57	0.57
19	Technical		Mienou Farms - Housing Project Bulk Water Supply						0.19	3	3	3	0.57	0.57
89	Technical		Coldstream - Electrification of new housing						0.19	2	2	3	0.57	0.38
115	Technical		Kareedouw - Maintain toilets Daily: Qhayyalethu						0.19	1	1	3	0.57	0.19
116	Technical		Krakeel River - Maintain toilets						0.19	1	1	3	0.57	0.19
117	Technical		Joubertina - Maintain toilets						0.19	1	1	3	0.57	0.19
372	Technical		Woodlands - Transfer sewerage, water and tip to KM						0.19	2	2	3	0.57	0.38
<b>Assignments</b>														
(A descriptive title of every Assignment of the incumbent must be listed below)														
61			Investigate land required for Educ. facilities						0.19	1	1	3	0.57	0.19
261			Tourism - Formulate Tourism Development Plan						0.29	2	2	3	0.87	0.58
28			Consume and approve Performance Management Policy						0.2	1	1	3	0.60	0.20
33			Prepare and approve Delegation of Powers and Standing						0.43	3	3	3	1.29	1.29
38			Prepare and approve Procurement Policy						0.43	3	3	3	1.29	0.43
67			Institutional Programme						0.43	1	1	3	1.29	0.43
411			Coordinate Int. - ext. programmes in cooperation with gov						0.43	1	1	3	1.29	0.43
420			Facilitate disabled, localities programmes						0.29	1	1	3	0.87	0.29
424			Establish and maintain ward development forums						0.43	1	1	3	1.29	0.43
424			Lobby for additional funds for ex-situ projects						0.19	2	2	3	0.57	0.38
424			Joubertina - Negotiations with Irrigation board						0.19	2	2	3	0.57	0.38
10														
<b>Total</b>													388.04	299.48
<b>TOTAL PERFORMANCE SCORE (Actual as % of Standard)</b>														80.56

**HOWARD COOK ASSOCIATES.**  
**PERFORMANCE SCORECARD CALCULATIONS**  
 MUNICIPALITY: Koukamma  
 DESIGNATION TITLE: Chief Financial Officer  
 DATE: 2008/02/28 PERIOD: 1 July 2006 - 30 June 2007  
 INCUMBENT: Mr B Sassi Mr C Oudshoorn (Acting)



**INSTRUCTIONS:**

1. The performance contract should be available for every position to be rated.
2. The definitions of the listed indicators should be borne in mind while undertaking the rating process and actual performance should be judged from measurements wherever possible.
3. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is weighted for importance according to legislation.
4. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is rated for actual performance on a scale of 1 to 5 where 1 is complete failure, 3 is performance to standard and 5 is performance completely beyond expectation.
5. Meeting standard is 3.
6. The standard score is weight X standard rating.
7. The actual score is weight X actual rating.

1	2	3	4	5	6
Performance Rating 1 to 5	Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating 3	Standard Score 1X4	Performance Score 1X2
Team Leader	Team Leader	Team Member			

KPI, CPI, CMC, Budget Vote, IDP & Assignments

**Key Performance Indicators [80% weighting]\***

**Key Performance Indicator**

**No. Most Important Elements to Measure**

1. Municipal Transformation and Organisational Development

1.1. Performance Management System (PMS) aligned to the IDP for the Finance Department, developed and implemented.	1.5			0.00	0.00
1.2. An organisational structure for the Finance Department aligned to the IDP established and operationalised.	0.75	2	3	2.25	1.50
1.3. Effective administrative and institutional systems, structures and procedures appropriate to the Finance Department, including: human resources, financial policies, bylaws and communication systems established and implemented.	0.75	3	3	2.25	2.25
1.4. Integrated human resources management systems operationalised within the Finance Department.	0.75	2	3	2.25	1.50
1.5. Customer service systems for the Finance Department developed and implemented.	0.75	2	3	2.25	1.50

2. Infrastructure Development and Basic Service Delivery

10	0.48	1	1	3	0.00	0.00
2.1	0.48	2	2	3	1.44	0.48
2.2	0.48	1	1	3	1.44	0.48
2.3	0.48	1	1	3	1.44	0.48
2.4	0.48	3	3	3	1.44	1.44
2.5	0.48	3	3	3	1.44	1.44
2.6	0.48	3	3	3	1.44	1.44

- 2.1 Investment Model implemented for development priorities in the IDP. (In the said model there should be a dynamic relationship between population growth projections, service delivery backlogs, revenue generation capacity and institutional capacity)
- 2.2. 10% Reduction in reticulation losses for water and electricity (Rand-value)
- 2.3. % Reduction in number of complaints from residents
- 2.4. 25% Improvement in response time and resolution of complaints
- 2.5. 10% Increase in payment of municipal services
- 2.6. Asset register for all infrastructure and municipal property rehabilitated periodically and maintained

3. Municipal Financial Viability and Management

55	0.00				0.00	0.00
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3.1. Sound financial management practices implemented in terms of the MFMA priorities and time frames including but not limited to:

- 3.1.1. Budget aligned to development and service delivery targets that municipalities are accountable for as set out in the adopted IDPs
- 3.1.2. Budget and Treasury office established
- 3.1.3. Budget and revenue management is effective
- 3.2. Financial reporting and auditing is performed
- 3.3. Institutional capacity for municipality to spend is created
- 3.4. Financial management policies and bylaws developed, including but not limited to: supply chain management, credit control, tariff and investment policies.
- 3.5. Integrated financial management systems introduced and operationalised

0.74	2	2	2	3	2.22	1.48
0.74	2	3	3	3	2.22	1.48
0.74	2	2	3	3	2.22	1.48
0.74	3	3	3	3	2.22	2.22
0.74	2	2	2	3	2.22	1.48
0.74	3	3	3	3	2.22	2.22
0.74	3	3	3	3	2.22	2.22

3.6 Municipal financial viability targets set and achieved which will ensure that:

- 3.6.1 Growth in service debtors is reduced.
- 3.6.2 Consumer debt exceeding 90 days is recovered
- 3.6.3 % Reduction in grants dependency rate
- 3.6.4 Turnaround time for creditor payment improved
- 3.6.5 % Personnel cost over the total operational budget is in line with regulatory framework

0.74	2	2	2	3	2.22	1.48
0.74	2	2	2	3	2.22	1.48
0.74	1	1	1	3	2.22	0.74
0.74	2	2	2	3	2.22	1.48
0.74	2	2	2	3	2.22	1.48



3.7	Provision for bad debt made	0.74	2	1	3	2.22	1.48
3.8	Financial legislation implemented, and complied with, including the Property Rates Act and the Division of Revenue Act	0.74	3	3	3	2.22	2.22
4.	Good Governance and Public Participation	20				0.00	0.00
4.1	Procedures for community participation processes as set out in legislation adhered to in terms of:					0.00	0.00
4.1.1	Planning	0.74	3	3	3	2.22	2.22
4.1.2	Budgeting	0.74	3	3	3	2.22	2.22
4.1.3	Implementation	0.74	2	3	3	2.22	1.48
4.1.4	Regular communication with communities on the achievement of targets set out in IDPs is carried out	0.74	2	2	3	2.22	1.48
4.1.5	Relationship with organised business, labour and civil society built through transparency and accountability	0.74	2	3	3	2.22	1.48
4.2	An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented to address:					0.00	0.00
4.2.1	Prevention	0.74	1	2	3	2.22	0.74
4.2.2	Detection	0.74	1	2	3	2.22	0.74
4.2.3	Awareness/communication	0.74	1	2	3	2.22	0.74
4.3	Mechanisms to ensure disclosure of financial interest in place	0.74	2	1	3	2.22	1.48
4.4	An effective communication strategy to promote transparency, public accountability, access to information, administrative justice and responsiveness to complaints are dealt with in terms of the relevant legislation, developed and implemented	0.74	2	3	3	2.22	1.48
4.5	Unqualified audit report achieved and maintained	0.74	1	1	3	2.22	0.74
4.6	Community satisfaction survey, conducted	0.74	1	1	3	2.22	0.74

Municipal IDP Objectives							
1	Municipal Financial Viability and Management						
		0.74	3	3	3	2.22	2.22
		0.74	2	2	3	2.22	1.48
	Budget	0.74	2	2	3	2.22	1.48
		0.74	1	1	3	2.22	0.74

	Budget and treasury Office	4.5 Budget and Treasury Office established by June 2007	0.74	2	3	2.22	1.48
	Budget and revenue management	4.6 Budget and revenue management effectiveness improves by 20% by June 2007 through the implementation of proper management systems	0.74	1	2	2.22	0.74
	Financial auditing and reporting	4.7 Issues mentioned in the qualified audit report reduce by 50% by June 2007	0.74	1	3	2.22	0.74
	Capacity to spend	4.8 Adjustment budget is approved by council	0.74	3	3	2.22	2.22
		4.9 The number of budget votes over and under spent reduces by 50% by June 2007	0.74	1	2	2.22	0.74
	Integrated Financial Management systems	4.10 An integrated Financial Management System is implemented and fully operational by June 2007	0.74	2	3	2.22	1.48
	Service Debtors	4.11 Growth in service debtors is reduced by 25% by June 2007	0.74	1	3	2.22	0.74
	Consumer debt	4.12 Recovery date for consumer debt does not exceed 90 days by June 2007	0.74	1	2	2.22	0.74
	Grant dependency rate	4.13 Grant dependency rate is reduced by 10% by June 2007	0.74	1	3	2.22	0.74
	Creditor Payment	4.14 Creditor payment period is reduced to 90 days by June 2007	0.74	1	2	2.22	0.74
	% Personnel Cost	4.15 The Personnel cost % of operational budget is reduced to meet legislative requirements by June 2007	0.74	2	2	2.22	1.48
	Bad debt	4.16 Provision of at least 10% of bad debt is made in the new financial year budget	0.74	1	3	2.22	0.74

## Strategies

### Municipal Financial Viability and Management

Rev.Coll 1	Centralise finance department	0.74	3	2	3	2.22	2.22
2	Train staff	0.74	2	2	3	2.22	1.48
3	Follow-up procedures on defaulters	0.74	2	2	3	2.22	1.48
4	Improve billing system	0.74	2	3	3	2.22	1.48
5	Improve service delivery	0.74	2	3	3	2.22	1.48
6	Investment strategy	0.74	1	1	3	2.22	0.74
7	Water meters	0.74	2	2	3	2.22	1.48
8	Prosecute electricity defaulters	0.74	1	2	3	2.22	0.74
9	Decentralise pay points to more accessible locations	0.74	3	3	3	2.22	2.22
Rev.Imp1	Rate agricultural properties	0.74	1	1	3	2.22	0.74
2	National Parks	0.74	1	1	3	2.22	0.74
3	Valuation of settlements	0.74	2	2	3	2.22	1.48
5	External donor agencies	0.74	2	3	3	2.22	1.48

## Doing

### Critical Performance Indicators

No.	Category	Sub-Categories	CPI's				
1	Finance	1.1. Financial Acc.	1.1.1 All required reports / statements and documents are reported / submitted by set deadlines	2.71	2	2	5.42
			1.1.2 All required reports / statements and documents are submitted in required format	2.71	2	2	5.42

				2.71	2	3	8.13	5.42
			1.1.3 Identified projects have commenced for the year under review					
			1.2. Revenue	2.71	2	3	8.13	5.42
			1.2.1 Revenue recovery rate is 80% or higher of accruals on a monthly basis					
			1.2.2 Consumer complaints are less than 5% of total accounts rendered.	2.71	2	3	8.13	5.42
			1.3 Expenditure	2.71	2	3	8.13	5.42
			1.3.1 All creditors are paid within 90 days of invoice date.					
			1.3.2 All staff salaries and deductions are paid before the end of each month	2.71	2	3	8.13	5.42
			1.3.3 A balanced trial balance of expenditure and reconciled controls are finalized by the 7 <sup>th</sup> day of the consecutive month	2.71	2	3	8.13	5.42

### Core Competencies [20% weighting]\*

No.	Category	Sub-Categories	CPT's					
1.	Core Managerial Competencies	1.1 Strategic Capability		2	3	3	6.00	6.00
		1.2 Programme and Project Management		2	3	3	6.00	6.00
		1.3 Financial Management		1.5	4	3	4.50	6.00
		1.4 Change Management		1	3	3	3.00	3.00
		1.5 Knowledge Management (IT)		1	4	3	3.00	4.00
		1.6 Service Delivery Innovation		2	3	3	6.00	6.00
		1.7 Problem Solving and Analytical Thinking		1	4	3	3.00	4.00
		1.8 People Management and empowerment		1.5	3	3	4.50	4.50
		1.9 Client Orientation and Customer Focus		2	3	3	6.00	6.00
		1.10 Communication		1	3	3	3.00	3.00
		1.11 Honesty and Integrity		1.5	3	3	4.50	4.50
2	Core Occupational Competencies	2.1 Self Management		0.5	4	3	1.50	2.00
		2.2 Interpretation of and implementation within the legislative and national policy frameworks		1	4	3	3.00	4.00

2.3 Knowledge of developmental local government	1	3	3	3.00	3.00
2.4 Knowledge of Performance Management and Reporting	1	3	3	3.00	3.00
2.5 Knowledge of global and South African specific political, social and economic contexts	1	3	3	3.00	3.00
2.6 Policy Conceptualisation Analysis and Implementation	1	3	3	3.00	3.00
2.7 Knowledge of more than one functional municipal field/discipline	0.5	3	3	1.50	1.50
2.8 Mediation Skills	1	3	3	3.00	3.00
2.9 Skills in Governance	0.5	3	3	1.50	1.50
2.10 Competence as required by other national line sector departments	0.5	2	3	1.50	1.00
2.11 Exceptional and dynamic creativity to improve the functioning of the municipality	0.5	3	3	1.50	1.50

### Budget Votes

(Number and specified purpose of each budget allocation must be listed below)

Manager Financial Services	2.71	2	2	8.13	5.42
IT Services	2.71	2	3	8.13	5.42
Expenditure	2.71	2	3	8.13	5.42
Income	2.71	2	2	8.13	5.42
Rates	2.71	2	2	8.13	5.42
Total Operational	2.71	2	2	8.13	5.42
Total Capital	2.71	2	3	8.13	5.42
					0
	647,110.00				

### IDP Project Commitments

(A descriptive title of every IDP commitment of the incumbent must be listed below)

18	Finance	Investment Strategy	1	1	3	2.22	0.74
20	Finance	Prepare an Asset Register	3	3	3	2.22	2.22
83	Finance	Assistance for Fin Management and Planning	3	3	3	2.22	2.22

88	Finance		Kareedouw – Centralise Finance Dept	0.74	3	3	3	2.22	2.22
97	Finance	Indigent Policy		0.74	3	3	3	2.22	2.22
100	Finance		Outsource debt recovery	0.74	2	3	3	2.22	1.48
102	Finance		Prosecute Elect. Service defaulters	0.74	2	2	3	2.22	1.48
21	Finance	Valuation of properties		0.74	2	2	3	2.22	1.48
22	Finance		Rate agricultural properties	0.74	2	2	3	2.22	1.48
25	Finance	Valuation of settlements		0.74	2	2	3	2.22	1.48
26	Finance		Implement Mun. Financial Management Act	0.74	2	2	3	2.22	1.48
29	Finance		Establish Budget Office	0.74	2	3	3	2.22	1.48
30	Finance	New Financial Computer System		0.74	3	3	3	2.22	2.22
434	Finance	Implementation and operation of new fin. Pc system		0.74	3	3	3	2.22	2.22

**Assignments**

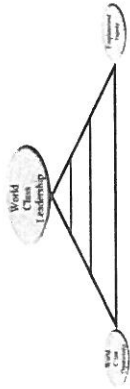
(A descriptive title of every Assignment of the incumbent must be listed below)

**Total** 370.02 273.49

**TOTAL PERFORMANCE SCORE (Actual as % of Standard)** 73.91

**HOWARD COOK ASSOCIATES.  
PERFORMANCE SCORECARD CALCULATIONS**

MUNICIPALITY: Koukamma  
 DESIGNATION TITLE: Manager Community Services  
 DATE: 2008/02/28 PERIOD: 1 July 2006 - 30 June 2007  
 INCUMBENT: Mr Jeffrey Ruiters



**INSTRUCTIONS:**

1. The performance contract should be available for every position to be rated.
2. The definitions of the listed indicators should be borne in mind while undertaking the rating process and actual performance should be judged from measurements wherever possible.
3. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is weighted for importance according to legislation.
4. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is rated for actual performance on a scale of 1 to 5 where 1 is complete failure, 3 is performance to standard and 5 is performance completely beyond expectation.
5. Meeting standard is 3.
6. The standard score is weight X standard rating.
7. The actual score is weight X actual rating.

1	2	3	4	5	6
Weight	Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating 3	Standard Score 1X4	Performance Score 1X2
	Team Leader	Team Member			

KPI, CPI, CMC, Budget Vote, IDP & Assignments

**Key Performance Indicators [80% weighting]\***

**Key Performance Area Most Important Elements to Measure**

No.	Key Performance Area	Weight	Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating 3	Standard Score 1X4	Performance Score 1X2
1.	Municipal Transformation and Organisational Development	1.3				0.00	0.00
	1.1. Performance Management System (PMS) aligned to the IDP for Community Services Department, developed and implemented.	0.46	2	2	3	1.38	0.92
	1.2. An organisational structure for the Community Services Department aligned to the IDP established and operationalised.	0.46	3	3	3	1.38	1.38
	1.3. Effective administrative and institutional systems, structures and procedures appropriate to the Community Services Department, including: human resources, financial policies, bylaws and communication systems established and implemented.	0.46	2	2	3	1.38	0.92
	1.4 Integrated human resources management systems operationalised within the Community Services Department	0.46	2	2	3	1.38	0.92
	1.5 Customer service systems for the Community Services Department developed and implemented	0.46	2	2	3	1.38	0.92

2.	Infrastructure Development and Basic Service Delivery	40				0.00	0.00
	2.1. Contribution to development of Infrastructure Development and Investment Model with regard to population growth projections. service delivery backlogs.	0.35	2	2	3	1.05	0.70
	2.2 % Reduction in number of complaints from residents	0.35	2	2	3	1.05	0.70
	2.3 25% Improvement in response time and resolution of complaints	0.35	2	3	3	1.05	0.70
	2.4 The provision of basic municipal services to the satisfaction of residents (That is, clear delivery programmes and projects and enabling authority, to progressively achieve national service delivery targets in terms of):					0.00	0.00
	2.4.1 Housing	0.35	1	1	3	1.05	0.35
	2.4.2 Cemeteries	0.35	1	3	3	1.05	0.35
	2.4.3. Sport and Recreation	0.35	2	3	3	1.05	0.70
	2.4.4. Protection Services	0.35	3	3	3	1.05	1.05
	2.4.5. Disaster Management	0.35	3	3	3	1.05	1.05
	2.4.6. Libraries	0.35	3	2	3	1.05	1.05
	2.5 Sustainable human settlement development facilitated through engagement with sector departments in line with the IDP and through IGR Structures:					0.00	0.00
	2.5.1 IDP Integrates sector plans including Housing, Health, Social Development, Home affairs, DME, DWAF, DTI, DEAT, Education, Land affairs.	0.35	1	1	3	1.05	0.35
	2.5.2 Spatial Development Framework in IDP includes spatial reconstruction policies, environmental, social and demographic trends, land use policies and representation of sustainable human settlement vision.	0.35	2	2	3	1.05	0.70
3.	Local Economic Development (LED)	20				0.00	0.00
	3.1 Sustainable community investment programmes introduced and implemented	0.67	1	2	3	2.01	0.67
4.	Municipal Financial Viability and Management	15				0.00	0.00

4.1 Sound financial management practices implemented in terms of the MFMA priorities and time frames including but not limited to:									0.00	0.00
4.1.1. Budget aligned to development and service delivery targets that the Community Services Department is accountable for as set out in the adopted IDP	0.6	2	3	3					1.80	1.20
4.1.2 Community Services Department Budget and revenue management is effective	0.6	2	2	3					1.80	1.20
4.1.3. Integrated financial management systems operationalised within the Community Services Department	0.6	1	1	3					1.80	0.60
4.2 Municipal financial viability targets set and achieved which will ensure that:									0.00	0.00
4.2.1 % Personnel cost over the total operational budget is in line with regulatory framework	0.6	1	2	3					1.80	0.60
5. Good Governance and Public Participation	12								0.00	0.00
5.1 Procedures for community participation processes as set out in legislation adhered to in terms of:									0.00	0.00
5.1.1 Planning	0.38	2	2	3					1.14	0.76
5.1.2 Budgeting	0.38	2	3	3					1.14	0.76
5.1.3 Implementation	0.38	2	2	3					1.14	0.76
5.1.4 Monitoring and reporting	0.38	2	2	3					1.14	0.76
5.1.5 Regular communication with communities on the achievement of targets set out in IDPs is carried out	0.38	2	3	3					1.14	0.76
5.1.5 Relationship with organised business, labour and civil society built through transparency and accountability	0.38	2	2	3					1.14	0.76
5.2 An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented to address:									0.00	0.00
5.2.1 Prevention	0.38	1	1	3					1.14	0.38
5.2.2 Detection	0.38	1	1	3					1.14	0.38
5.2.3 Awareness/communication	0.38	1	1	3					1.14	0.38



5.3 An effective communication strategy appropriate for the Community Services Department to promote transparency, public accountability, access to information, administrative justice and responsiveness to complaints are dealt with in terms of the relevant legislation, implemented

0.38 1 2 3 1.14 0.38

5.4 No qualifications in the Audit Report are attributable to the performance of the Community Services Department

0.38 2 2 3 1.14 0.76

**Municipal IDP Objectives**

2	Infrastructure Development and Basic Service Delivery	1.1 All development nodes and towns have access to sport and recreation facilities within 5 years	2	2	3	1.05	0.70
		1.2 Every learner has access to quality education, close to place of residence as evidenced by:					
		a) A reduction in the % disposable income spent on education (transport)	2	2	3	1.05	0.70
		b) An increase in the provision of education facilities each year					
		1.3 Every household has access to primary health care facilities within 5 years	3	3	3	1.05	1.05
		1.4 Crime levels are reduced by 5% annually	2	3	3	1.05	0.70
		1.5 The municipality is self-sufficient in providing an effective fire-fighting service as evidenced by reduced response times.	3	3	3	1.05	1.05
3	Local Economic Development (LED)	2.1 Regular sessions and correspondence through IGR Structure are in place by June 2007 with specific attention to Misgund and Joubertina	2	2	3	2.01	1.34

**Strategies**

**Infrastructure Development and Basic Service Delivery**

1.4	Provision of new housing	2	2	3	1.05	0.70
1.7	Facilitate and improve community services and facilities	3	3	3	1.05	1.05
1.9	Transfer existing houses	2	2	3	1.05	0.70
Priority 4.1	Promote sport, arts, cultural and heritage activities	2	3	3	1.05	0.70
4.2	Provide/upgrade sports facilities	1	1	3	1.05	0.35
Priority 5.1	Identify suitable land for education	1	2	3	1.05	0.35
5.2	Engage the Department of Education to construct schools, creches etc	3	3	3	1.05	1.05
5.3	Formulate a Koukamma bursary system	3	2	3	1.05	1.05
5.5	Facilitate and encourage education including adult basic education	2	2	3	1.05	0.70
Priority 6.1	Undertake an HIV/Aids awareness programme	1	1	3	1.05	0.35
6.2	Undertake effective environmental health practices	2	2	3	1.05	0.70
6.3	Facilitate the enhancement of the health care system	2	2	3	1.05	0.70

Priority
7.1
7.2
7.3
7.4
7.5
7.6

Participate in initiatives to combat crime
Promote justice and human rights
Undertake effective fire prevention/protection services
Prepare a disaster management plan
Undertake traffic law enforcement
Facilitate safe environments

0.35	2	3	3	1.05	0.70
0.35	2	2	3	1.05	0.70
0.35	3	3	3	1.05	1.05
0.35	1	3	3	1.05	0.35
0.35	3	3	3	1.05	1.05
0.35	3	3	3	1.05	1.05

## Doing

### Critical Performance Indicators

No.	Category	Sub-Categories	CPI's			
1	COMMUNITY SERVICES	1.1 Library services	1.1.1 All libraries are accessible to communities 5 days a week	2	2	4.92
		1.2 Environmental management and Recreation	1.2.1 Recreational buildings are maintained in a constantly ready to use condition	2	3	4.92
			1.2.2 Play park equipment is maintained in a condition suitable for constant use	1	1	2.46
			1.2.3 Grass at all facilities is kept cut and clean as per schedule	3	3	7.38
			1.2.4 Sports fields are managed by committees/forums on behalf of council according to service level agreements	2	2	4.92
		1.3 Fire Service	1.3.1 Fire fighting teams are trained to be in a state of constant preparedness	3	3	7.38
			1.3.2 46ha of firebreaks are maintained	3	3	7.38
		1.4 Housing	1.4.1 Reconciliations of housing projects are submitted to DHLG before the 10th of each month	2	3	4.92
			1.4.2 There is no outstanding debt to suppliers and contractors	2	3	4.92
		1.5 Cemeteries	1.5.1 Land for housing is identified through the SDF Process	3	3	7.38
			1.5.1 Twelve cemeteries are maintained in a neat and respectable condition as per schedule.	2	2	4.92

### Core Competencies [20% weighting]\*

No.	Category	Sub-Categories	CPI's			
1	Core Managerial Competencies	1.1 Strategic Capability		3	3	6.00
		1.2 Programme and Project Management		3	3	6.00
		1.3 Financial Management		3	3	3.00
		1.4 Change Management		3	3	3.00
		1.5 Knowledge Management (IT)		3	3	3.00
		1.6 Service Delivery Innovation		2	3	4.00

2	1.7 Problem Solving and Analytical Thinking	2	2	3	3	6.00	4.00
2	1.8 People Management and empowerment	2	3	4	3	6.00	6.00
2	1.9 Client Orientation and Customer Focus	2	3	3	3	6.00	6.00
1	1.10 Communication	1	3	3	3	3.00	3.00
1.5	1.11 Honesty and Integrity	1.5	4	5	3	4.50	6.00
0.5	2.1 Self Management	0.5	2	3	3	1.50	1.00
1	2.2 Interpretation of and implementation within the legislative and national policy frameworks	1	2	3	3	3.00	2.00
1	2.3 Knowledge of developmental local government	1	3	3	3	3.00	3.00
1	2.4 Knowledge of Performance Management and Reporting	1	3	3	3	3.00	3.00
1	2.5 Knowledge of global and South African specific political, social and economic contexts	1	3	3	3	3.00	3.00
1	2.6 Policy Conceptualisation Analysis and Implementation	1	3	3	3	3.00	3.00
0.5	2.7 Knowledge of more than one functional municipal field/discipline	0.5	3	4	3	1.50	1.50
1	2.8 Mediation Skills	1	2	3	3	3.00	2.00
0.5	2.9 Skills in Governance	0.5	3	3	3	1.50	1.50
0.5	2.10 Competence as required by other national line sector departments	0.5	2	3	3	1.50	1.00
0.5	2.11 Exceptional and dynamic creativity to improve the functioning of the municipality	0.5	2	3	3	1.50	1.00

## Budget Votes

(Number and specified purpose of each budget allocation must be listed below)



110	Community	Woodlands – establish a clinic	0.35	1	1	3	1.05	0.35
111	Community	Joubertina – Upgrade Nurses Home	0.35	1	1	3	1.05	0.35
435	Community	Misgund – Library facilities	0.35	1	1	3	1.05	0.35
436	Community	Krakeelrivier – Library facilities	0.35	2	2	3	1.05	0.70
442	Community	Kareedouw – Upgrade public toilets	0.35	1	1	3	1.05	0.35
443	Community	Joubertina – Upgrade public toilets	0.35	1	1	3	1.05	0.35
445	Community	Adequate office space for law enforcement personnel	0.46	2	2	3	1.38	0.92

### Assignments

(A descriptive title of every Assignment of the incumbent must be listed below)

13	Formulate an Integrated Environmental Programme	0.35	1	2	3	1.05	0.35
84	Establish school leavers support programme	0.35	1	1	3	1.05	0.35
87	Lobby for ABET – facilities, educators	0.35	1	2	3	1.05	0.35
90	Coldstream – Acquire funds for add. Land (housing)	0.35	1	2	3	1.05	0.35
42	Lobby Dept Educ. To upgrade facilities	0.35	2	3	3	1.05	0.70
68	Clarkson – Transfer houses to occupants	0.35	1	1	3	1.05	0.35
69	Clarkson – Transfer Municipal Houses to occupants	0.35	1	1	3	1.05	0.35
73	Joubertina – lobby Dept Health to re-open Hospital	0.35	3	3	3	1.05	1.05
74	Joubertina – Additional land for housing	0.35	1	2	3	1.05	0.35
75	Kwaabrand – land for additional housing	0.35	1	2	3	1.05	0.35
76	Sanddrif – Transfer Salfcol houses to occupants	0.35	2	2	3	1.05	0.70
77	Sanddrif – Transfer houses to occupants	0.35	2	2	3	1.05	0.70
78	Sanddrif – Transfer of Griekwa Rust properties	0.35	1	1	3	1.05	0.35
81	Establish traffic law enforcement	0.35	1	3	3	1.05	0.35
45	Lobby Health Auth. to provide more mobile clinics	0.35	2	3	3	1.05	0.70
46	Lobby Health Auth. to improve ambulance service	0.35	3	3	3	1.05	1.05
47	Establish Health Care Forum	0.35	2	2	3	1.05	0.70
48	Investigate registering local traffic police	0.35	1	3	3	1.05	0.35
49	Municipality investigate administrative support	0.46	1	3	3	1.38	0.46
50	Participate in the formulation of a disaster management plan	0.35	2	2	3	1.05	0.70
51	Establish a disaster management forum	0.35	3	3	3	1.05	1.05
53	Kwaabrand – Transfer Salfcol houses to occupants	0.35	2	2	3	1.05	0.70
54	Investigate NMMM (Metro Houses)	0.35	1	1	3	1.05	0.35
56	Lobby for Training Human Development	0.67	2	2	3	2.01	1.34
58	ID Housing Need	0.35	3	3	3	1.05	1.05
421	Facilitate development of community strategy	0.67	1	2	3	2.01	0.67

**Total**

365.61

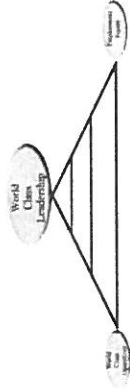
267.43

**TOTAL PERFORMANCE SCORE (Actual as % of Standard)**

73.15

**HOWARD COOK ASSOCIATES.  
PERFORMANCE SCORECARD CALCULATIONS**

MUNICIPALITY: Koukamma  
 DESIGNATION TITLE: Manager Corporate Support Services  
 DATE: 2008/02/28 PERIOD: 1 July 2006 - 30 June 2007  
 INCUMBENT: Mrs Riette Herselman



**INSTRUCTIONS:**

1. The performance contract should be available for every position to be rated.
2. The definitions of the listed indicators should be borne in mind while undertaking the rating process and actual performance should be judged from measurements wherever possible.
3. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is weighted for importance according to legislation.
4. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is rated for actual performance on a scale of 1 to 5 where 1 is complete failure, 3 is performance to standard and 5 is performance completely beyond expectation.
5. Meeting standard is 3.
6. The standard score is weight X standard rating.
7. The actual score is weight X actual rating.

KPI, CPI, CMC, Budget Vote, IDP & Assignments	Weight	1	2	3	4	5	6
		Performance Rating 1 to 5	Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating 3	Standard Score 1X4	Performance Score 1X2
		Team Leader	Team Member	Team Member	Team Member		

**Key Performance Indicators [80% weighting]\***

**Most Important Elements to Measure**

No.	Key Performance Area	Weight	1	2	3	4	5	6
			Performance Rating 1 to 5	Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating 3	Standard Score 1X4	Performance Score 1X2
1.	Municipal Transformation and Organisational Development	45					0.00	0.00
	1.1 Performance Management System (PMS) aligned to the IDP for Corporate Support Services Department, developed and implemented.	0.96	2	4	3	3	2.88	1.92
	1.2 An organisational structure for the Corporate Support Services Department aligned to the IDP established and operationalised.	0.96	3	5	3	3	2.88	2.88
	1.3 Effective administrative and institutional systems, structures and procedure appropriate to the Corporate Support Services Department, including: human resources, financial policies, bylaws and communication systems established and implemented	0.96	2	4	3	3	2.88	1.92
	1.4 Integrated human resources management systems introduced and operationalised	0.96	2	4	3	3	2.88	1.92
	1.5 Customer service systems implemented	0.96	2	3	3	3	2.88	1.92

2.	Infrastructure Development and Basic Service Delivery	10						0.00	0.00
	2.1. Contribution to development of Infrastructure Development and Investment Model with regard to institutional capacity.	0.43	2	3	3			1.29	0.86
	2.3 % Reduction in number of complaints from residents	0.43	2	3	3			1.29	0.86
	2.4 25% Improvement in response time and resolution of complaints	0.43	1	4	3			1.29	0.43
3	Municipal Financial Viability and Management	15						0.00	0.00
	3.1 Sound financial management practices implemented in terms of the MFMA priorities and time frames including but not limited to:							0.00	0.00
	3.1.1 Budget aligned to development and service delivery targets that the Corporate Support Services Department is accountable for as set out in the adopted IDP	0.63	3	4	3			1.89	1.89
	3.1.2 Corporate Support Services Department Budget and revenue management is effective	0.63	2	5	3			1.89	1.26
	3.1.3. Integrated financial management systems operationalised within the Corporate Support Services Department	0.63	2	4	3			1.89	1.26
	3.2 Municipal financial viability targets set and achieved which will ensure that:							0.00	0.00
	3.2.1 % Personnel cost over the total operational budget is in line with regulatory framework	0.63	1	5	3			1.89	0.63
4	Good Governance and Public Participation	30						0.00	0.00
	4.1 Procedures for community participation processes as set out in legislation adhered to in terms of:							0.00	0.00
	4.1.1 Planning	0.79	1	5	3			2.37	0.79
	4.1.2 Budgeting	0.79	3	5	3			2.37	2.37
	4.1.3 Implementation	0.79	2	5	3			2.37	1.58
	4.1.4 Monitoring and reporting	0.79	2	3	3			2.37	1.58
	4.1.5 Regular communication with communities on the achievement of targets set out in IDPs is carried out	0.79	1	3	3			2.37	0.79
	4.1.6 Functioning of ward committees directly supported where applicable	0.79	3	4	3			2.37	2.37

4.1.7 Capacity building of community-based organisations to enhance effective participation facilitated 0.79 1 2 3 2.37 0.79

4.1.8 Relationship with organised business, labour and civil society built through transparency and accountability 0.79 1 2 3 2.37 0.79

4.2 An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented to address:

4.2.1 Prevention 0.79 1 1 3 2.37 0.79

4.2.2 Detection 0.79 1 2 3 2.37 0.79

4.2.3 Awareness/communication 0.79 1 1 3 2.37 0.79

4.3 An effective communication strategy appropriate for the Corporate Support Services Department to promote transparency, public accountability, access to information, administrative justice and responsiveness to complaints are dealt with in terms of the relevant legislation, implemented 0.79 2 3 3 2.37 1.58

4.4 No qualifications in the Audit Report are attributable to the performance of the Corporate Support Services Department 0.79 1 2 3 2.37 0.79

4.5 Community satisfaction survey, conducted 0.79 1 4 3 2.37 0.79

**Municipal IDP Objectives**

1	Municipal Transformation and Organisational Development	Organisation Structure	1.1 Integrated organisation structure aligned to IDP for whole institution by Dec 2006	0.96	3	5	3	2.88	2.88
		Administrative systems, structures and procedures	1.2 Current systems, structures and procedures improve to 65% effective	0.96	2	3	3	2.88	1.92
		Integrated HR Management	1.3 Systems are established for every department	0.96	3	3	3	2.88	2.88
		Customer Service	1.4 An integrated system is established and improves to 65% effective	0.96	2	3	3	2.88	1.92
		Ward Committee support	1.5 Improved customer service systems are implemented and customer satisfaction improves to 50%	0.96	2	2	3	2.88	1.92
2	Good Governance and Public Participation	Ward Committee support	2.1 Ward committee meetings are held every quarter	0.79	3	4	3	2.37	2.37
		Community Survey	2.2 An annual Community Survey is conducted	0.79	1	1	3	2.37	0.79

**Strategies**

**Municipal Transformation and Organisational Development**

Priority	Adhere to national policy and guidelines regarding employment and staff structure	0.96	2	4	3	2.88	1.92
3.1	Establish a corporate image	1.75	3	4	3	5.25	5.25
3.2							

**Doing**

**Critical Performance Indicators**



No.	Category	Sub-Categories	CPI's							
1	Human Resources	1.1. Recruitment and Selection	1.1.2 80% of vacancies are filled within 8 weeks of the vacancy falling due	2.81	1	3	8.43	2.81		
			1.1.3 100% of all critical positions for which the budget makes provision are appointed	2.81	2	3	8.43	5.62		
			1.2.3 80% of training is conducted in accordance with the SDP/WSP	2.81	2	3	8.43	5.62		
		2	Administration	1.2. Development and Training	1.4.4 80% of request for disciplinary proceedings are organised within 10 working days of the matter being reported	2.81	1	3	8.43	2.81
					2.1.3. 80% of Agendas are distributed to Councillors 2 working days prior to their meeting	2.81	3	4	8.43	8.43
				2.1 Council Support	2.1.4 Information is provided to Councillors within 5 working days of the request being made 80 % of the time	2.81	3	5	8.43	8.43
					2.1.5 Support is given to the Mayor in carrying out his/her duties within Council policy within 5 working days of the request being made 80 % of the time	2.81	3	5	8.43	8.43
					2.1.6 70% of Council Resolutions are implemented	2.81	2	4	8.43	5.62
				2.2. Document Management	2.1.7 50% of council facilities' maintenance needs are attended to	2.81	2	4	8.43	5.62
					2.1.8 All ward committee members are trained	2.81	3	4	8.43	8.43
2.3 Legal	2.2.1. All routine work is dealt with within 5 working days of receipt	2.81	3	4	8.43	8.43				
	2.3.1 Legal advice is given within 10 working days of the request being made	2.81	2	4	8.43	5.62				
3	Customer Satisfaction	3.1 Customer satisfaction is maintained at 70% on all aspects of services provided	2.81	2	4	3	8.43	5.62		

### Core Competencies [20% weighting]\*

No.	Category	Sub-Categories	CPI's						
1.	Core Managerial Competencies	1.1 Strategic Capability	1.2 Programme and Project Management	2	3	4	6.00	6.00	
			1.3 Financial Management	1	3	3	3.00	3.00	
		1.4 Change Management	1.5 Knowledge Management (IT)	1	2	4	3	2.00	
			1.6 Service Delivery Innovation	2	3	4	6.00	6.00	
		1.7 Problem Solving and Analytical Thinking	1.8 People Management and empowerment	1.5	3	4	3	4.50	4.50
			2	3	4	6.00	6.00		

2	Core Occupational Competencies	1.9 Client Orientation and Customer Focus	1.5	3	4	3	4.50	4.50
		1.10 Communication	1	3	4	3	3.00	3.00
		1.11 Honesty and Integrity	1.5	3	5	3	4.50	4.50
		2.1 Self Management	0.5	3	4	3	1.50	1.50
		2.2 Interpretation of and implementation within the legislative and national policy frameworks	1	2	4	3	3.00	2.00
		2.3 Knowledge of developmental local government	1	4	4	3	3.00	4.00
		2.4 Knowledge of Performance Management and Reporting	1	3	5	3	3.00	3.00
		2.5 Knowledge of global and South African specific political, social and economic contexts	1	2	3	3	3.00	2.00
		2.6 Policy Conceptualisation Analysis and Implementation	1	2	4	3	3.00	2.00
		2.7 Knowledge of more than one functional municipal field/discipline	0.5	3	4	3	1.50	1.50
		2.8 Mediation Skills	1	3	4	3	3.00	3.00
2.9 Skills in Governance	0.5	3	4	3	1.50	1.50		
2.10 Competence as required by other national line sector departments	0.5	2	4	3	1.50	1.00		
2.11 Exceptional and dynamic creativity to improve the functioning of the municipality	0.5	3	5	3	1.50	1.50		

### Budget Votes

(Number and specified purpose of each budget allocation must be listed below)

Manager Corporate	635,785	3	4	3	8.43	8.43
Support Services						
Human resources	-180,868	3	4	3	8.43	8.43
Secretariat	1,813,674	3	4	3	8.43	8.43
Support Services	0	3	3	3	8.43	8.43

Municipal Buildings and Land	0								
Total Operating	2,268,591								
Total Capital	0								

	2.81	3	3	3	8.43	8.43
	2.81	3	3	3	8.43	8.43
	2.81	3	3	3	8.43	8.43

### IDP Project Commitments

(A descriptive title of every IDP commitment of the incumbent must be listed below)

44	Corporate	Centralise archive system in Kareedouw	2	4	3	2.88	1.92
63	Corporate	Conduct a skills audit	3	5	3	2.88	2.88
412	Corporate	Improve and expand archive system	3	4	3	2.88	2.88

### Assignments

(A descriptive title of every Assignment of the incumbent must be listed below)

106		Develop a bylaw for liquor outlets	5	5	3	2.88	4.80
96		Compile and approve Placement Policy	1	4	3	2.88	0.96
103		Compile and approve Recruitment Policy	1	5	3	2.88	0.96
105		Compile and approve Leave Policy	1	5	3	2.88	0.96
23		Compile and approve Disciplinary Procedure Policy	3	5	3	2.88	2.88
24		Compile and approve Grievance Procedure Policy	1	5	3	2.88	0.96
41		Appoint community facilitators	3	5	3	2.88	2.88
413		Develop a Skills Development Plan	1	5	3	2.88	0.96
415		Facilitate and assist with the review of the IDP	3	5	3	2.88	2.88
416		Develop HR systems and procedures	3	5	3	2.88	2.88
419		Improve Corporate Identity	1	4	3	5.25	1.75
427		Develop internal rewards system	3	3	3	2.88	2.88

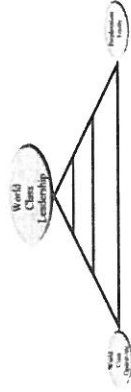
**Total**

375.45 300.62

**TOTAL PERFORMANCE SCORE (Actual as % of Standard)**

80.07

HOWARD COOK ASSOCIATES.  
 PERFORMANCE SCORECARD CALCULATIONS  
 MUNICIPALITY: Koukamma  
 DESIGNATION TITLE: Manager Technical Services  
 DATE: 2008/02/28 PERIOD: 1 July 2006 - 30 June 2007  
 INCUMBENT: Mr Christo Jonker



**INSTRUCTIONS:**

1. The performance contract should be available for every position to be rated.
2. The definitions of the listed indicators should be borne in mind while undertaking the rating process and actual performance should be judged from measurements wherever possible.
3. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is weighted for importance according to legislation.
4. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is rated for actual performance on a scale of 1 to 5 where 1 is complete failure, 3 is performance to standard and 5 is performance completely beyond expectation.
5. Meeting standard is 3.
6. The standard score is weight X standard rating.
7. The actual score is weight X actual rating.

	1	2	3	4	5	6
	Weight	Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating 3	Standard Score 1X4	Performance Score 1X2
		Team Leader	Team Member			

KPI, CPI, CMC, Budget Vote, IDP & Assignments

**Key Performance Indicators [80% weighting]\***

**Key Performance Indicator**

**Most Important Elements to Measure**

**No.**

1. Municipal Transformation and Organisational Development

12					0.00	0.00
0.39	1.1. Performance Management System (PMS) aligned to the IDP for Technical Services Department, developed and implemented.	2	1	3	1.17	0.78
0.39	1.2. An organisational structure for the Technical Services Department aligned to the IDP established and operationalised.	2	3	3	1.17	0.78
0.39	1.3. Effective administrative and institutional systems, structures and procedures appropriate to the Technical Services Department, including: human resources, financial policies, bylaws and communication systems established and implemented	2	2	3	1.17	0.78
0.39	1.4 Integrated human resources management systems operationalised within the Technical Services Department	2	2	3	1.17	0.78
0.39	1.5 Customer service systems for the Technical Services Department developed and implemented	2	3	3	1.17	0.78

2.	Infrastructure Development and Basic Service Delivery	45				0.00	0.00
	2.1 Infrastructure Development and Investment Model implemented. (In the said model there should be a dynamic relationship between population growth projections, service delivery backlogs, revenue generation capacity and institutional capacity):	0.61	1	1	3	1.83	0.61
	2.2 10% Reduction in reticulation losses for water and electricity (Rand-value)	0.61	2	3	3	1.83	1.22
	2.3 % Reduction in number of complaints from residents	0.61	2	2	3	1.83	1.22
	2.4 25% Improvement in response time and resolution of complaints	0.61	2	2	3	1.83	1.22
	2.5 The provision of basic municipal services to the satisfaction of residents (That is, clear delivery programmes and projects and enabling authority, to progressively achieve national service delivery targets in terms of):					0.00	0.00
	2.5.1 Water – 8500 households (total)	0.61	3	3	3	1.83	1.83
	2.5.2 Sanitation – 8500 households (total)	0.61	3	3	3	1.83	1.83
	2.5.3 Electricity – 3 new housing projects supplied	0.61	3	3	3	1.83	1.83
	2.5.4 Refuse Removal – rendered to 65% of households	0.61	2	3	3	1.83	1.22
	2.5.5 Municipal access roads and public transport – 50% of all municipal roads maintained	0.61	1	2	3	1.83	0.61
		16				0.00	0.00
3.	Local Economic Development (LED)						
	3.1 Institutional capacity to implement LED programs established and a conducive environment for shared growth created to ensure that:				3	0.00	0.00
	3.1.1 Market and public confidence in municipal functioning, infrastructure development and service delivery is improved.	0.59	2	3	3	1.77	1.18
4.	Municipal Financial Viability and Management	15				0.00	0.00

4.1 Sound financial management practices implemented in terms of the MFMA priorities and time frames including but not limited to:

4.1.1. Budget aligned to development and service delivery targets that the Technical Services Department is accountable for as set out in the adopted IDP	0.48	2	3	3	1.44	0.00	0.00
4.1.2. Technical Services Department Budget and revenue management is effective.	0.48	2	3	3	1.44	0.96	0.96
4.1.3. Integrated financial management systems operationalised within the Technical Services Department	0.48	2	2	3	1.44	0.96	0.96
4.6 Municipal financial viability targets set and achieved which will ensure that:						0.00	0.00
4.6.5 % Personnel cost over the total operational budget is in line with regulatory framework	0.48	2	2	3	1.44	0.96	0.96
5. Good Governance and Public Participation	12				0.00	0.00	0.00
5.1 Procedures for community participation processes as set out in legislation adhered to in terms of:						0.00	0.00
5.1.1 Planning	0.32	2	3	3	0.96	0.64	0.64
5.1.2 Budgeting	0.32	2	3	3	0.96	0.64	0.64
5.1.3 Implementation	0.32	2	3	3	0.96	0.64	0.64
5.1.4 Monitoring and reporting	0.32	2	3	3	0.96	0.64	0.64
5.1.5 Regular communication with communities on the achievement of targets set out in IDPs is carried out	0.32	2	3	3	0.96	0.64	0.64
5.1.6 Relationship with organised business, labour and civil society built through transparency and accountability	0.32	2	2	3	0.96	0.64	0.64
5.2 An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented to address:						0.00	0.00
5.2.1 Prevention	0.32	1	2	3	0.96	0.32	0.32
5.2.2 Detection	0.32	1	2	3	0.96	0.32	0.32
5.2.3 Awareness/communication	0.32	1	2	3	0.96	0.32	0.32

5.3 An effective communication strategy appropriate for the Technical Services Department to promote transparency, public accountability, access to information, administrative justice and responsiveness to complaints are dealt with in terms of the relevant legislation, implemented

0.32 2 2 3 0.96 0.64

5.4 No qualifications in the Audit Report are attributable to the performance of the Technical Services Department

0.32 2 3 3 0.96 0.64

**Municipal IDP Objectives**

2	Infrastructure Development and Basic Service Delivery	Infrastructure Development Model	1.2 A model is developed and portrays in an inclusive document: population growth projections, service delivery backlogs, revenue generation and institutional capacity	1	1	3	3.27	1.09	1.09
		Water and electricity reticulation losses	1.3 Total losses are reduced to 40% through improved management systems	2	2	3	1.83	0.61	1.22
		National Service Delivery Targets: Water	1.4 8500 households are supplied with consistent and affordable supplies of potable water by June 2007	2	3	3	1.83	0.61	1.22
		National Service Delivery Targets: Sanitation	1.5 146 more households are supplied with well maintained and reliable water borne sanitation systems by Dec 2007	2	3	3	1.83	0.61	1.22
			1.6 Investment in the maintenance/upgrade of existing sewerage systems is increased by 20% by June 2007	2	2	3	3.27	1.09	2.18
		National Service Delivery Targets: Electricity	1.7 Three new housing projects are supplied with electricity by June 2007	3	3	3	1.83	0.61	1.83
		National Service Delivery Targets: Refuse removal	1.8 Refuse removal services are rendered to 65% of households in the Koukamma area by June 2007	3	3	3	1.83	0.61	1.83
		National Service Delivery Targets: Municipal access roads	1.9 The total distance of municipal roads maintained for public and private transport service providers is increased by 10% by June 2007	2	2	3	1.83	0.61	1.22
2	Local Economic Development (LED)	Market and public confidence	2.1 A 20% increase in market and public confidence in the municipality is achieved through a 50% improvement in the service delivery standard by June 2007	1	1	3	1.77	0.59	0.59

**Strategies**

**Infrastructure Development and Basic Service Delivery**

Priority									
1.1			Upgrade the level of services, including the bulk network provided to communities	2	3	3	1.83	0.61	1.22
1.2a			Rehabilitate existing services	3	3	3	1.83	0.61	1.83
1.2b			Maintain existing services	2	2	3	1.83	0.61	1.22
1.3			Upgrade and increase capacity within the technical department of the municipality (manpower and machinery)	2	2	3	1.17	0.39	0.78
1.5			Formulate an effective land use management mechanism	1	1	3	1.83	0.61	0.61

**Doing**

**Critical Performance Indicators**

No.	Category	Sub-Categories	CPI's						
1	TECHNICAL SERVICES	1.1 Town Planning							
			1.1.1 Twenty land applications are submitted per year	2	2	3	7.17	2.39	4.78
			1.1.2 Twenty building plans are submitted per year	2	2	3	7.17	2.39	4.78

1.1.3	Twenty foundation inspections are carried out per year as requested	3	3	7.17	7.17
1.1.4	One hundred illegal building inspections are carried out per year	1	2	2.39	2.39
1.1.5	Twenty sewer inspections are carried out per year as requested	3	3	2.39	7.17
1.1.6	Twenty final inspections are carried out per year as requested	2	3	2.39	7.17
1.1.7	Twenty subdivisions are submitted per year	2	2	2.39	7.17
1.2.1	Three domestic refuse bags per household are removed per week	2	2	2.39	7.17
1.2.2	The solid waste disposal site is inspected once per week	3	3	2.39	7.17
1.4	Sanitation	2	2	2.39	7.17
1.4.1	Maintenance of reticulation is carried out three times per quarter as per schedule	2	2	2.39	7.17
1.5.1	Pothole patching is carried out over 60km of road per year	2	2	2.39	7.17
1.5.2	Cleaning of storm water channels, culverts/catch pits is carried out over 100km sections per year	1	2	2.39	2.39
1.6.1	Reservoirs are cleaned once per quarter as per schedule	1	2	2.39	2.39
1.6.2	Maintenance of reticulation takes place once per month as per schedule	2	2	2.39	4.78
1.7.1	Maintenance of reticulation is carried out once per year	2	2	2.39	4.78

## Core Competencies [20% weighting]\*

No.	Category	CPI's			
1.	Core Managerial Competencies				
	Sub-Categories				
	1.1 Strategic Capability	2	3	3	6.00
	1.2 Programme and Project Management	2	4	3	6.00
	1.3 Financial Management	1.5	3	3	4.50
	1.4 Change Management	1	3	4	3.00
	1.5 Knowledge Management (IT)	1	3	3	3.00
	1.6 Service Delivery Innovation	2	4	4	6.00
	1.7 Problem Solving and Analytical Thinking	1	4	3	3.00
	1.8 People Management and empowerment	1.5	2	3	4.50
	1.9 Client Orientation and Customer Focus	2	3	3	6.00



2	Core Occupational Competencies	1.10 Communication	1	2	3	3	3.00	2.00
		1.11 Honesty and Integrity	1.5	4	5	3	4.50	6.00
		2.1 Self Management	0.5	3	3	3	1.50	1.50
		2.2 Interpretation of and implementation within the legislative and national policy frameworks	1	3	3	3	3.00	3.00
		2.3 Knowledge of developmental local government	1	4	3	3	3.00	4.00
		2.4 Knowledge of Performance Management and Reporting	1	3	2	3	3.00	3.00
		2.5 Knowledge of global and South African specific political, social and economic contexts	1	3	3	3	3.00	3.00
		2.6 Policy Conceptualisation Analysis and Implementation	1	3	3	3	3.00	3.00
		2.7 Knowledge of more than one functional municipal field/discipline	0.5	3	4	3	1.50	1.50
		2.8 Mediation Skills	1	3	3	3	3.00	3.00
		2.9 Skills in Governance	0.5	3	3	3	1.50	1.50
2.10 Competence as required by other national line sector departments	0.5	3	3	3	1.50	1.50		
2.11 Exceptional and dynamic creativity to improve the functioning of the municipality	0.5	3	3	3	1.50	1.50		

### Budget Votes

(Number and specified purpose of each budget allocation must be listed below)

Manager Technical Service	1,231,692
Town Planning	181,797
Cleansing	2,602,155
Sewerage and Sanitation	3,553,086
Roads and Storm water	1,793,954

Water	3,791,404
Electricity	1,155,444
Total Operating	14,309,532
Total Capital	6,720,000

2	2	2	3	2	2	3	7.17	4.78
2	2	2	3	2	2	3	7.17	4.78
2	2	2	3	2	2	3	7.17	4.78
2	2	2	3	2	2	3	7.17	4.78

### IDP Project Commitments

(A descriptive title of every IDP commitment of the incumbent must be listed below)

82	Technical	Misgund – Sewerage Treatment Works		3	3	0.61	1.83	1.83
2	Technical	Kareedouw – Upgrade bulk water supply		3	3	0.61	1.83	1.83
4	Technical	Coldstream – Solid waste disposal site		3	3	0.61	1.83	1.83
11	Technical	Eersterivier – Bulk Water Supply Assessment		3	3	0.61	1.83	1.83
12	Technical	Comprehensive Water Audit		3	3	0.61	1.83	1.83
15	Technical	Kareedouw Mountain View – Electrify 447 houses		3	3	0.61	1.83	1.83
17	Technical	Krakeel Rivier – Sewerage Treatment Works		3	3	0.61	1.83	1.83
19	Technical	Mfengu Farms – Housing Project Bulk Water Supply		3	3	0.61	1.83	1.83
89	Technical	Coldstream – Electrification of new housing		2	3	0.61	1.83	1.22
372	Technical	Die Blaar, Kwaaibrand – Transfer sewerage, water and tip to KM		2	2	0.61	1.83	1.22
	Technical	Louterwater - Upgrade West street (200M Gravel road)		3	3	0.61	1.83	1.83
	Technical	Coldstream – Electrify 189 Households (Roll over 07/08)		3	3	0.61	1.83	1.83
	Technical	Louterwater – Electrify 598 households		3	3	0.61	1.83	1.83
	Technical	Ravinia – Electrify 150 households (Roll over 07/08)		1	2	0.61	1.83	0.61
	Technical	Mountainview – install 10km of streetlights (Roll over 07/08)		1	3	0.61	1.83	0.61
	Technical	Stormsriver west- install 10 Km of streetlights		1	3	0.61	1.83	0.61
	Technical	Ravinia – install 12 Km of streetlights		1	2	0.61	1.83	0.61
	Technical	Louterwater – install 15Km of streetlights		1	3	0.61	1.83	0.61
	Technical	Misgund – install 5 Km of streetlights		1	3	0.61	1.83	0.61
	Technical	Cidstream – install 4 Km of streetlights (Roll over 07/08)		1	3	0.61	1.83	0.61
	Technical	Upgrade Darnell Street (4Km gravel road)		3	3	0.61	1.83	1.83
	Technical	Mountainview – connect 447 water meters (Roll over 07/08)		2	2	0.61	1.83	1.22

### Assignments

(A descriptive title of every Assignment of the incumbent must be listed below)

10		Joubertina – Negotiations with Irrigation Board		3	3	0.61	1.83	1.83
288		Finalise water service development plan		3	3	0.61	1.83	1.83
		Tsitsikamma – Develop refuse removal tender document		2	2	0.61	1.83	1.22


**Total**

281.41

**TOTAL PERFORMANCE SCORE (Actual as % of Standard)**

76.78