

		1	2	3	4	5	6
		Weight	Performance Rating 1 to 5 Team Leader	Performance Rating 1 to 5 Team Member	Standard Rating 3	Standard Score 1X4	Performance Score 1X2
	KPI, CPI, CMC, Budget Vote, DP & Assignments						
SE 10.1	Development of physical traffic calming measures – link with backlog study on roads.	0			3	0.00	0.00
SE 10.2	Lobby with DPP for expansion of Camera operations to include all roads in Kulkarni	0			3	0.00	0.00
SE 10.3	Increase number of Officers doing law enforcement	0			3	0.00	0.00
SE 10.4	Improve road signs	0			3	0.00	0.00
SE 10.5	Embark on more special operations (Roadblocks, etc)	0			3	0.00	0.00
SE 10.6	Prepare Disaster Management Plan for approval by council.	0			3	0.00	0.00
SE 10.7	Align Internal contingency Plan with DM plan.	0			3	0.00	0.00
SE 10.8	Establish DM volunteers in areas where they are non-existent.	0			3	0.00	0.00
SE 10.9	Form partnerships with Coast Care and Working-for-Water programmes.	0.16	2	3	3	0.48	0.32
SE 10.10	Do bush clearing in and around residential settlements.	0			3	0.00	0.00
SE 10.11	Influence Technical Department to take care of maintenance of streetlights.	0.16	2	2	3	0.48	0.32
SE 10.12	Establish Fire Station (with control room) in Kareedouw and satellite station in Joubertina and Stormsriver.	0			3	0.00	0.00
SE 10.13	Have fire volunteer teams at all settlements	0			3	0.00	0.00
SE 10.14	Establish FPA	0			3	0.00	0.00
LED 1.1	Develop LED Strategy and institutional capacity.	0.29	2	2	3	0.87	0.58
LED 1.2	Fundraise for developing an information system that will provide information on tourism economic indicators, and small and emerging businesses	0.29	2	2	3	0.87	0.58
LED 1.3	Survey to establish accurate data base of emerging businesses, including skills analysis	0.29	2	2	3	0.87	0.58

No.	Category	KPI, CPI, CMC, Budget Vote, JDP & Assignments	Weight	2		3		4		5		6	
				Performance Rating 1 to 5 Team Leader	Performance Rating 1 to 5 Team Member	Standard Rating	Standard Rating	Standard Score 1X4	Standard Score 1X2				
Core Competencies [20% weighting]*													
Sub-Categories													
1.	Core Managerial Competencies												
	1.1 Strategic Capability		2	3	3	3	3	3	3	6.00	6.00		
	1.2 Programme and Project Management		1	3	3	3	3	3	3	3.00	3.00		
	1.3 Financial Management		1.5	3	3	3	3	3	3	4.50	4.50		
	1.4 Change Management		1	3	3	3	3	3	3	3.00	3.00		
	1.5 Knowledge Management (IT)		1	3	3	3	3	3	3	3.00	3.00		
	1.6 Service Delivery Innovation		2	3	3	3	3	3	3	6.00	6.00		
	1.7 Problem Solving and Analytical Thinking		2	3	3	3	3	3	3	6.00	6.00		
	1.8 People Management and empowerment		1.5	2	3	3	3	3	3	4.50	3.00		
	1.9 Client Orientation and Customer Focus		2	2	3	3	3	3	3	6.00	4.00		
	1.10 Communication		1	2	3	3	3	3	3	3.00	2.00		
	1.11 Honesty and Integrity		1.5	4	4	4	4	4	4	4.50	6.00		
2.	Core Occupational Competencies		0.5	3	3	3	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	3	3	3.00	3.00		
	2.3 Knowledge of developmental local government		1	4	4	4	4	4	4	3.00	4.00		
	2.4 Knowledge of Performance Management and Reporting		1	4	4	4	4	4	4	3.00	4.00		
	2.5 Knowledge of global and South African specific political, social and economic contexts		1	3	3	3	3	3	3	3.00	3.00		
	2.6 Policy Conceptualisation Analysis and Implementation		1	4	4	4	4	4	4	3.00	4.00		
	2.7 Knowledge of more than one functional municipal field/discipline		0.5	4	4	4	4	4	4	1.50	2.00		
	2.8 Mediation Skills		1	2	3	3	3	3	3	3.00	2.00		
	2.9 Skills in Governance		0.5	3	4	4	4	4	4	1.50	1.50		
	2.10 Competence as required by other national line sector departments		0.5	3	3	3	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	3	3	3	1.50	1.50		

			1		2		3		4		5		6	
			Weight	Performance Rating 1 to 5	Performance Rating 1 to 5	Performance Rating 1 to 5	Team Leader	Team Member	Standard Rating 3	Standard Score 1X4	Performance Score 1X2			
Soc 1	Socio-Economic Development	Provision of cemeteries	0.16	2	2				3	0.48			0.32	
Soc 2		Improved Education opportunities and performance	0.16	2	2				3	0.48			0.32	
Soc 3		Upgrade public toilets	0.16	2	2				3	0.48			0.32	
Soc 4		Facilitate the establishment of a multi purpose hall	0.16	1	1				3	0.48			0.16	
Hea 1		Improved primary health services	0.16	3	1				3	0.48			0.48	
Hou 1		Effective housing delivery	0.16	2	2				3	0.48			0.32	
Hou 2		Establish suitable framework for housing development	0.16	2	2				3	0.48			0.32	
Soc 5		Establish satellite libraries in areas where they are non-existent	0.16	2	2				3	0.48			0.32	
Soc 6		Improved poverty alleviation measures in Koukamma	0.16	3	2				3	0.48			0.48	
LED 1		1.1 Establishment of reliable economic baseline information including SMME data base and the most critical skills requirements	0.29	2	2				3	0.87			0.58	
		1.2 Capacity building programmes for entrepreneurs	0.29	2	2				3	0.87			0.58	
		1.3 Facilitate the establishment of cooperatives and thereafter access to capital	0.29	3	3				3	0.87			0.87	
		1.4 Provision of land infrastructure	0.29	1	1				3	0.87			0.29	
		1.5 Investigation into existing poverty alleviation projects with economic potential	0.29	3	3				3	0.87			0.87	
LED 2		2.1 Develop by-laws that accommodate incentives for new investors												
		Management of infrastructure and the economic environment to support the development of the existing businesses (retention) and attract new investors to Koukamma	0.29	1	1				3	0.87			0.29	
		2.2 Develop an updated system capturing economic intelligence (potentials/ constraints / markets) that is accessible to investors and SMME sector	0.29	2	2				3	0.87			0.58	
		1.3 Develop and implement an aggressive marketing of Koukamma area for tourism and economic development	0.29	2	2				3	0.87			0.58	
		1.4 Establish channel to facilitate continuous and vibrant dialogue with business community and stakeholders in critical economic sectors	0.29	2	2				3	0.87			0.58	
		1.5 Review and implement social responsibility guidelines of developers in future developments including skills development, the use of local labour and the support to local business (suppliers)	0.29	2	1				3	0.87			0.58	

		KPI, CPI, CMC, Budget Vote, IDP & Assignments	1		2		3		4		5		6	
			Weight	Performance Rating 1 to 5	Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating 1 to 3	Standard Rating 1X4	Standard Score 1X2					
LED 3	Promote Public Works Programmes	All Public Works Programmes	0.29	2	2	2	3	3	0.87	0.58				
LED 4	Formulate partnerships and joint ventures for Local Economic Development and Job creation potentials	4.1 Research and production of essential oils	0.29	3	3	3	3	3	0.87	0.87				
		4.2 Woodlands Protea project (Cacadu)	0.29	3	3	3	3	3	0.87	0.87				
		4.3 Rock art initiative	0.29	2	2	2	2	2	0.87	0.58				
		4.4 Honeybush tea project	0.29	1	1	1	1	1	0.87	0.29				
		4.5 Develop organised support to the casual labour market with reference to seasonal work (agriculture) and the use of migrant labour in infrastructure development.	0.29	2	1	1	1	1	0.87	0.58				
LED 5	Develop institutional capacity in the municipality for LED implementation	5.1 Facilitate/drive the alignment of the Spatial Development Framework	0.29	3	3	3	3	3	0.87	0.87				
		5.2 Formulate LED Strategy	0.29	3	3	4	3	3	0.87	0.87				
		5.3 Establish LED learnership possibilities in the municipality	0.29	2	2	2	2	2	0.87	0.58				
LED 6	Support and promote the tourism industry in Koukamma	6.1 Formulation of a tourism plan	0.29	2	2	2	2	2	0.87	0.58				
		6.2 Establishment of a tourism information management system	0.29	1	1	1	1	1	0.87	0.29				
		6.3 Support the participation of the tourism associations within the municipal area in the activities of the District Tourism Organisation	0.29	2	2	2	2	2	0.87	0.58				
INST 1	Institutional Transformation	Develop organisational readiness to meet IDP targets	0.25	3	3	3	3	3	0.75	0.75				
INST 2		Ensure accurate, relevant information is available for decision making, planning and monitoring	0.25	2	2	2	2	2	0.75	0.50				
INST 3		Support the development of systems for good governance	0.25	3	3	3	3	3	0.75	0.75				
INST 4		Ensure the availability of sufficient, appropriate and accessible office facilities	0.25	3	3	3	3	3	0.75	0.75				

HOWARD COOK ASSOCIATES.
PERFORMANCE SCORECARD CALCULATIONS

MUNICIPALITY: Koukamma
 DESIGNATION TITLE: Chief Financial Officer
 DATE: 2008/12/22 PERIOD: 1 April 2008 - 30 June 2008
 INCUMBENT: Mr S Spellman (2008/02/01)



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.

No.	Key Performance Area	Key Performance Indicators [80% weighting]*	1 2 3 4 5 6					
			Weight	Performance Rating 1 to 5	Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating	Standard Score
		KPI, CPI, CMC, Budget Vote, IDP & Assignments		Team Leader	Team Member	3	1X4	1X2
		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. 1.2. An organisational structure for the Finance Department aligned to the IDP established and operationalised. 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. 1.4. Integrated human resources management systems operationalised within the Finance Department. 1.5. Customer service systems for the Finance Department developed and implemented	15	2	1	3	0.00	0.00
			0.75	3	2	3	2.25	2.25
			0.75	4	4	3	2.25	3.00
			0.75	2	2	3	2.25	1.50
			0.75	2	2	3	2.25	1.50

	KPI, CPI, CMC, Budget Vote, IDP & Assignments	1		2		3		4		5		6	
		Weight	Performance Rating 1 to 5	Performance Rating 1 to 5	Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating	Standard Score	Standard Score	Performance Score			
2.	Infrastructure Development and Basic Service Delivery												
		10											
	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.)	0.48	2										
	2.2. 10% Reduction in reticulation losses for water and electricity (Rand-value)	0.48	1										
	2.3. % Reduction in number of complaints from residents	0.48	2										
	2.4. 25% Improvement in response time and resolution of complaints	0.48	2										
	2.5. 10% Increase in payment of municipal services	0.48	2										
	2.6. Asset register for all infrastructure and municipal property rehabilitated periodically and maintained	0.48	2										
3.	Municipal Financial Viability and Management	55											
	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	1.25	3										
	3.1.2. Budget and Treasury office established	1.25	4										
	3.1.3. Budget and revenue management is effective	1.25	3										
	3.2. Financial reporting and auditing is performed	1.25	2										
	3.3. Institutional capacity for municipality to spend is created	1.25	3										
	3.4. Financial management policies and bylaws developed, including but not limited to: supply chain management, credit control, tariff and investment policies.	1.25	4										
	3.5. Integrated financial management systems introduced and operationalised	1.25	4										

	KPI, CPI, CMC, Budget Vote, IDP & Assignments	1		2		3		4		5		6	
		Weight	Performance Rating 1 to 5	Performance Rating 1 to 5	Performance Rating 1 to 5	Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating	Standard Score	Standard Score	Performance Score	Performance Score	
			Team Leader	Team Member	Team Member	Team Member		1X4	1X4	1X2	1X2		
	3.6 Municipal financial viability targets set and achieved which will ensure that:												
	3.6.1 Growth in service debtors is reduced by 25%	1.25	2	2							0.00		0.00
	3.6.2 Consumer debt exceeding 90 days is recovered.	1.25	2	2							3.75		2.50
	3.6.3 10% Reduction in grants dependency rate	1.25	2	2							3.75		2.50
	3.6.4 Turnaround time for creditor payment improved to 90 days	1.25	2	2							3.75		2.50
	3.6.5 % Personnel cost over the total operational budget is in line with regulatory framework	1.25	3	3							3.75		3.75
	3.7 Provision for bad debt made	1.25	2	2							3.75		2.50
	3.8 Financial legislation implemented, and complied with, including the Property Rates Act and the Division of Revenue Act	1.25	3	4							3.75		3.75
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:												
	4.1.1 Planning	0.74	2	2							2.22		1.48
	4.1.2 Budgeting	0.74	2	2							2.22		1.48
	4.1.3 Implementation	0.74	2	2							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	3							2.22		1.48
	4.1.5 Relationship with organised business, labour and civil society built through transparency and accountability	0.74	2	2							2.22		1.48
	4.2 An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented to address:												
	4.2.1 Prevention	0.74	3	4							2.22		2.22
	4.2.2 Detection	0.74	3	4							2.22		2.22
	4.2.3 Awareness/communication	0.74	3	4							2.22		2.22
	4.3 Mechanisms to ensure disclosure of financial interest in place	0.74	2	2							2.22		1.48

			1	2	3	4	5	6
			Weight	Performance Rating 1 to 5 Team Leader	Performance Rating 1 to 5 Team Member	Standard Rating	Standard Score 1X4	Performance Score 1X2
		KPI, CPI, CMC, Budget Vote, IDP & Assignments						
		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	2	3	2.22	1.48
		4.5 Unqualified audit report achieved and maintained: issues identified are attended to	0.74	3	3	3	2.22	2.22
		4.6 Community satisfaction survey, conducted	0.74	1	1	3	2.22	0.74
		Municipal IDP Objectives						
FIN 1	Municipal Financial Viability and Management	Municipality has sufficient resources to support the achievement of IDP objectives and manage it in the most effective manner:						
		1.1 Increase revenue collection rate	1.25	2	2	3	3.75	2.50
		1.2 Sustainable capital reserve available	1.25	1	1	3	3.75	1.25
		1.3 Increase of additional external funding	1.25	4	4	3	3.75	5.00
		1.4 Increase in number of revenue sources	1.25	1	1	3	3.75	1.25
FIN 2		2.1 Unqualified audit report: Issues identified are attended to	1.25	3	3	3	3.75	3.75
		The financial business of the Municipality is managed in a credible and transparent manner in line with the MFMA.						
		2.2 Financial reports available on time	1.25	2	2	3	3.75	2.50
		2.3 Departments receive financial feedback on monthly basis	1.25	2	2	3	3.75	2.50
		2.4 Meet BTO requirements	1.25	4	4	3	3.75	5.00
		Strategies						
		Financial Viability and Management						
Fin 1.1		Facilitate and support MIG project implementation	1.25	2	2	3	3.75	2.50
Fin 1.2		Lobby for additional funds for existing projects	1.25	2	2	3	3.75	2.50
Fin 1.3		Develop Investment strategy	1.25	2	2	3	3.75	2.50
Fin 2.1		Outsource debt recovery	1.25	1	2	3	3.75	1.25
Fin 2.2		Prosecute defaulters	1.25	1	1	3	3.75	1.25
Fin 2.3		Valuation of Property a) Agriculture b) Settlements	1.25	4	4	3	3.75	5.00
Fin 2.4		Facilitate internal audits and special investigations	1.25	3	2	3	3.75	3.75
Fin 2.5		Continuously update asset register	1.25	1	1	3	3.75	1.25
Fin 2.6		Centralise the financial department	1.25	3	2	3	3.75	3.75
Fin 2.7		Implement Mun. Financial Management Act (26 and 432)	1.25	2	2	3	3.75	2.50

			1	2	3	4	5	6
	KPI, CPI, CMC, Budget Vote, IDP & Assignments	Weight	Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating	Standard Score 1X4	Performance Score 1X2	
Fin 2.8	Establish Budget Office (29 and 433)	1.25	Team Leader 4	Team Member 4	3	3.75	5.00	
Fin 2.9	Maximum utilisation of electronic system	1.25	4	4	3	3.75	5.00	

			1	2	3	4	5	6
		KPI, CPI, CMC, Budget Vote, IDP & Assignments	Weight	Performance Rating 1 to 5 Team Leader	Performance Rating 1 to 5 Team Member	Standard Rating	Standard Score 1X4	Performance Score 1X2
	3.6 Municipal financial viability targets set and achieved which will ensure that:						0.00	0.00
		3.6.1 Growth in service debtors is reduced by 25%	1.25	2	2	3	3.75	2.50
		3.6.2 Consumer debt exceeding 90 days is recovered.	1.25	2	2	3	3.75	2.50
		3.6.3 10% Reduction in grants dependency rate	1.25	2	2	3	3.75	2.50
		3.6.4 Turnaround time for creditor payment improved to 90 days	1.25	2	2	3	3.75	2.50
		3.6.5 % Personnel cost over the total operational budget is in line with regulatory framework	1.25	3	3	3	3.75	3.75
		3.7 Provision for bad debt made	1.25	2	2	3	3.75	2.50
		3.8 Financial legislation implemented, and complied with, including the Property Rates Act and the Division of Revenue Act	1.25	3	4	3	3.75	3.75
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	2	2	3	2.22	1.48
		4.1.2 Budgeting	0.74	2	2	3	2.22	1.48
		4.1.3 Implementation	0.74	2	2	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	3	3	2.22	1.48
		4.1.5 Relationship with organised business, labour and civil society built through transparency and accountability	0.74	2	2	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	3	4	3	2.22	2.22
		4.2.2 Detection	0.74	3	4	3	2.22	2.22
		4.2.3 Awareness/communication	0.74	3	4	3	2.22	2.22
		4.3 Mechanisms to ensure disclosure of financial interest in place	0.74	2	2	3	2.22	1.48

		1		2		3		4		5		6	
		KPI, CPI, CMC, Budget Vote, IDP & Assignments		Weight	Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating	Standard Score 1X4	Standard Score 1X2				
					Team Leader	Team Member							
2.	Infrastructure Development and Basic Service Delivery		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)	10						0.00	0.00		
			2.2. 10% Reduction in reticulation losses for water and electricity (Rand-value)	0.48	1	2	3	1.44	0.48				
			2.3. % Reduction in number of complaints from residents	0.48	2	2	3	1.44	0.96				
			2.4. 25% Improvement in response time and resolution of complaints	0.48	2	2	3	1.44	0.96				
			2.5. 10% Increase in payment of municipal services	0.48	2	2	3	1.44	0.96				
			2.6. Asset register for all infrastructure and municipal property rehabilitated periodically and maintained	0.48	2	2	3	1.44	0.96				
3.	Municipal Financial Viability and Management			55				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 municipalities are accountable for as set out in the adopted IDPs	1.25	3	3	3	3.75	3.75				
			3.1.2. Budget and Treasury office established	1.25	4	4	3	3.75	5.00				
			3.1.3. Budget and revenue management is effective	1.25	3	3	3	3.75	3.75				
			3.2. Financial reporting and auditing is performed	1.25	2	2	3	3.75	2.50				
			3.3. Institutional capacity for municipality to spend is created	1.25	3	3	3	3.75	3.75				
			3.4. Financial management policies and bylaws developed, including but not limited to: supply chain management, credit control, tariff and investment policies.	1.25	4	4	3	3.75	5.00				
			3.5. Integrated financial management systems introduced and operationalised	1.25	4	4	3	3.75	5.00				

No.	Category	KPI, CPI, CMC, Budget Vote, IDP & Assignments	Weight	1		2		3		4		5		6	
				Performance Rating 1 to 5	Team Leader	Performance Rating 1 to 5	Team Member	Standard Rating	Standard Score	Performance Rating	Performance Score				
Doing															
Critical Performance Indicators															
Sub-Categories															
1	Finance	1.1. Financial Acc.	3.22	2		2		2		3		9.66		6.44	
		1.1.1 All required reports / statements and documents are reported / submitted by set deadlines													
		1.1.2 All required reports / statements and documents are submitted in required format	3.22	2		2		2		3		9.66		6.44	
		1.1.3 Identified projects have commenced for the year under review	3.22	3		3		3		3		9.66		9.66	
		1.2. Revenue	3.22	2		2		2		3		9.66		6.44	
		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.	3.22	1		1		3		3		9.66		3.22	
		1.3 Expenditure	3.22	2		2		2		3		9.66		6.44	
		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	3.22	4		4		4		3		9.66		12.88	
		1.3.3 A balanced trial balance of expenditure and reconciled controls are finalized by the 7 th day of the consecutive month	3.22	2		2		2		3		9.66		6.44	
Core Competencies [20% weighting]*															
Sub-Categories															
1.	Core Managerial Competencies	1.1 Strategic Capability	2	3		3		4		3		6.00		6.00	
		1.2 Programme and Project Management	2	3		3		4		3		6.00		6.00	
		1.3 Financial Management	1.5	3		3		4		3		4.50		4.50	
		1.4 Change Management	1	3		3		4		3		3.00		3.00	
		1.5 Knowledge Management (IT)	1	3		3		4		3		3.00		3.00	
		1.6 Service Delivery Innovation	2	3		3		4		3		6.00		6.00	
		1.7 Problem Solving and Analytical Thinking	1	3		3		4		3		3.00		3.00	
		1.8 People Management and empowerment	1.5	3		3		3		3		4.50		4.50	
		1.9 Client Orientation and Customer Focus	2	3		3		5		3		6.00		6.00	
		1.10 Communication	1	3		3		4		3		3.00		3.00	

		1	2	3	4	5	6
	KPI, CPI, CMC, Budget Vote, JDP & Assignments	Weight	Performance Rating 1 to 5 Team Leader	Performance Rating 1 to 5 Team Member	Standard Rating	Standard Score 1X4	Performance Score 1X2
	1.11 Honesty and Integrity	1.5	3	5	3	4.50	4.50

		1	2	3	4	5	6
		Weight	Performance Rating 1 to 5 Team Leader	Performance Rating 1 to 5 Team Member	Standard Rating 3	Standard Score 1X4	Performance Score 1X2
	KPI, CPI, CMC, Budget Vote, IDP & Assignments						
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	4	3	3.00	3.00
	2.3 Knowledge of developmental local government	1	3	5	3	3.00	3.00
	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	3	4	3	3.00	3.00
	2.6 Policy Conceptualisation Analysis and Implementation	1	3	5	3	3.00	3.00
	2.7 Knowledge of more than one functional municipal field/discipline	0.5	3	3	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	4	3	1.50	1.50
	2.10 Competence as required by other national line sector departments	0.5	3	4	3	1.50	1.50
	2.11 Exceptional and dynamic creativity to improve the functioning of the municipality	0.5	3	4	3	1.50	1.50

			1	2	3	4	5	6
		KPI, CPI, CMC, Budget Vote, IDP & Assignments	Weight	Performance Rating 1 to 5 Team Leader	Performance Rating 1 to 5 Team Member	Standard Rating	Standard Score 1X4	Performance Score 1X2
	Budget Votes							
	(Number and specified purpose of each budget allocation must be listed below)							
	Manager Financial Services	1,339,771	3.22	3	3	3	9.66	9.66
	IT Services	577,086	3.22	3	3	3	9.66	9.66
	Expenditure	947,042	3.22	3	3	3	9.66	9.66
	Income	1,321,430	3.22	3	3	3	9.66	9.66
	Rates	1,227,635	3.22	3	3	3	9.66	9.66
	Total Operational	5,412,964	3.22	3	3	3	9.66	9.66
	Total Capital	1,258,093	3.22	3	3	3	9.66	9.66
	IDP Project Commitments							
	(A descriptive title of every IDP commitment of the incumbent must be listed below)							
FIN 1	Financial Viability and Management	Establish BTO as per Treasury circulars to enhance financial control	1.25	4	4	3	3.75	5.00
FIN 2	Implementation of effective financial management system that increased legal compliance to MFMA		1.25	3	4	3	3.75	3.75
Fin 3	Increased resources available for IDP implementation		1.25	2	2	3	3.75	2.50
	Assignments							
	(A descriptive title of every Assignment of the incumbent must be listed below)							
							0.00	0.00
	Total						405.18	355.59
	TOTAL PERFORMANCE SCORE (Actual as % of Standard)							87.76