

Individual Performance Scorecard: 2009/2010					Level	Terminology	Description										
					5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.										
<b>Director: Community Services</b>					4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.										
<b>J. ISMAIL</b>					3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.										
					2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.										
<b>Position Purpose:</b>					1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.										
To provide strategic leadership and management of the Community Services Directorate within Buffalo City Municipality to ensure that they meet the needs and requirements of the community at large according to available resources																	
KPA	Service Delivery Objective	IDP / SDBIP Reference Codes	Indicators	Indicator Definition	Measurement Source	Frequency	Baseline	Target 09/10	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Indicator Owner	Weighting	Reason for Deviation/Barriers	Score	
																Review 1	Review 2
Basic Service Delivery and Infrastructure	Marketing of cremations as an alternative to burials due to the scarcity of land availability	S6	Introduction of community awareness programmes and workshops		Report to Standing Committee	Quarterly	Burial statistics from previous years as opposed to Cremations, Indication of trends, Burial vs Cremation	50%	10%	15%	25%	50%					
	BCM citizens experience enhanced access to libraries, halls, arts facilities and sport facilities	S 4	No. of community halls upgraded		Management Report	Quarterly	0	5	0	0	0	5					
			No. of community developed		Management Report	Quarterly	0	2	0	0	0	2					
			% implementation of a Cultural Heritage Policy		Cultural Heritage Report	Quarterly	0%	50%	0%	25%	25%	50%					
Upgrading of Aquarium		Report to Management	Quarterly	0%	100%	25%	50%	75%	100%								

KPA	Service Delivery Objective	IDP / SDBIP Reference Codes	Indicators	Indicator Definition	Measurement Source	Frequency	Baseline	Target 09/10	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Indicator Owner	Weighting	Reason for Deviation/Barrriers	Score		
																Review 1	Review 2	
Basic Service Delivery and Infrastructure			Aquarium bird and animal enclosures		Report to Management	Quarterly	0	2	25%	50%	75%	100%						
			Upgrading of Zoo		Report to Management	Quarterly	0	1	25%	50%	75%	100%						
	BCM has facilities of world class standard for optimum use by citizens and tourism purposes	S 5	Upgrading of existing sports facilities		Reports to Management & Standing Committees	Quarterly	0	2	25%	50%	75%	100%						
			No. of lifesaving facilities upgraded (Gonubie, Orient and Eastern Beach)		Report to Standing Committee	Quarterly	0	3	25%	50%	75%	100%						
	BCM has facilities of world class in support of tourism	S 5	Upgrade and maintainance of Nahoon Caravan Park and Gonubie resorts		Report to Management	Quarterly	0	2	25%	50%	75%	100%						
	Improved intergrated Solid Waste Management	E9	Erection of buy back centres, transfer station and other recycling projects		Report to Management & Standing Committee	Quarterly	0	1 Transfer station Registration of commercial recyclers in BCM	Planning, designs	% in terms of actual construction	% in terms of actual construction	% in terms of actual construction						
			Ensure closure of Closure of Second Creek & NU 2 illegal waste sites		Milestone Management Report, Report to Standing Committee	Quarterly	Closure Permit obtained (fencing and Leachate control done at both sites)	Second Creek & NU 2 sites completely closed	Planning, designs & Budget Preparation	% in terms of actual construction	% in terms of actual construction	% in terms of actual construction						
			% (number) of households supplied with the minimum level of solid waste management services		Report to Standing Committee	Quarterly	116 622	120 000	0	118 000	118 000	120 000						

KPA	Service Delivery Objective	IDP / SDBIP Reference Codes	Indicators	Indicator Definition	Measurement Source	Frequency	Baseline	Target 09/10	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Indicator Owner	Weighting	Reason for Deviation/Barriers	Score	
																Review 1	Review 2
Basic Service Delivery and Infrastructure			Increase in actual number of households receiving basic waste management services(including recently developed areas previously not serviced ) (household and commercial		Report to Management & Standing Committee	Quarterly	116622	120 000	0	118 000	119 000	120 000					
	Waste handling facilities comply with National Land Use	S5	Roundhill & KWT sites continue to operate in terms of issued permits (minimum requirements as published by DWAF		Report to Management & Standing Committee	Quarterly	<b>Audit Reports / Status Report</b>	<b>100% compliance</b>	100% compliance	100% compliance	100% compliance	100% compliance					

KPA	Service Delivery Objective	IDP / SDBIP Reference Codes	Indicators	Indicator Definition	Measurement Source	Frequency	Baseline	Target 09/10	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Indicator Owner	Weighting	Reason for Deviation/Barriers	Score	
																Review 1	Review 2
Basic Service Delivery and Infrastructure	National and Local Environmental Legislation	E3	Adherence to refuse collection schedule and to prevent missed collections		Report to Management & Standing Committee	Quarterly	Missed collections encountered every week	No incidences of missed collection	No incidences of missed collection	No incidences of missed collection	No incidences of missed collection	No incidences of missed collection					
		E3	Cleaning of illegal dumps		Report to Management & Standing Committee	Quarterly	0	Planning	No. of illegal sites cleared	No. of illegal sites cleared	No. of illegal sites cleared	No. of illegal sites cleared					
			No. of awareness campaigns on waste related activities		Report to Management & Standing Committee	Quarterly	0	4	1	2	3	4					
	BCM has aesthetically pleasing green environments (including settlements)	E 5	No. of Recreational parks developed		Management Report	Quarterly	3	20%	5%	10%	15%	20%					
			Planting and pruning of trees		Management Report	Quarterly	2000	50%	20%	35%	45%	50%					
			No. of open spaces developed		Management Report	Quarterly	2	50%	20%	35%	45%	50%					
	Local Economic Development	Sustainable use of coastal resources (including estuaries)	E 5	Regain Blue Flag Status		Blue Flag Status Report	Annually	1	1	Pilot phase	Application phase	Submission phase	Full Blue Flag Status				
ACTING MUNICIPAL MANAGER:	A MAGWENTSHU				DIRECTOR:	J. ISMAIL											
SIGNATURE:					SIGNATURE:												
DATE:					DATE:												