

## Annexure A

### Performance Plan

#### Mopani District Municipality



The **main parts** to this Performance Plan are:

1. Performance Plan Overview
2. Strategy Map
3. A statement about the *Purpose* of the Position;
4. A performance scorecard per Key Performance Area (KPI's), IDP Objectives, Objective Weightings, Performance Indicators (KPIs), KPI Weightings, Targets (quarterly), evidence required
5. A performance scorecard per Key Performance Area (Projects), IDP Objectives, Objective Weightings, Projects / Initiatives, Quarterly Deliverables, Evidence required
6. Competencies
7. Approval of Personal Performance Plan
8. Summary Scorecard
9. Rating Scales
10. Assessment Process

**Name: MP Ndlovu**

**Position: Director Planning and Development**

**Accountable to: Municipal Manager**

**Plan Period: 01.07.2009 – 30.06.2010**



## **Annexure A**

### **PERFORMANCE PLAN**

#### **1. Purpose**

The performance plan defines the Council's expectations of the Municipal Manager's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

#### **2. Objects of Local Government**

The following objects of local government will inform the Municipal Manager's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

#### **3. Key Performance Areas**

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management

Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development
- 3.2 Infrastructure Development and Service Delivery
- 3.3 Local Economic Development (LED)
- 3.4 Municipal Financial Viability and Management
- 3.5 Good Governance and Public Participation

#### **4. BSC Perspectives**

The BSC Methodology was used for the development of the Performance

Management System and will read as follows:

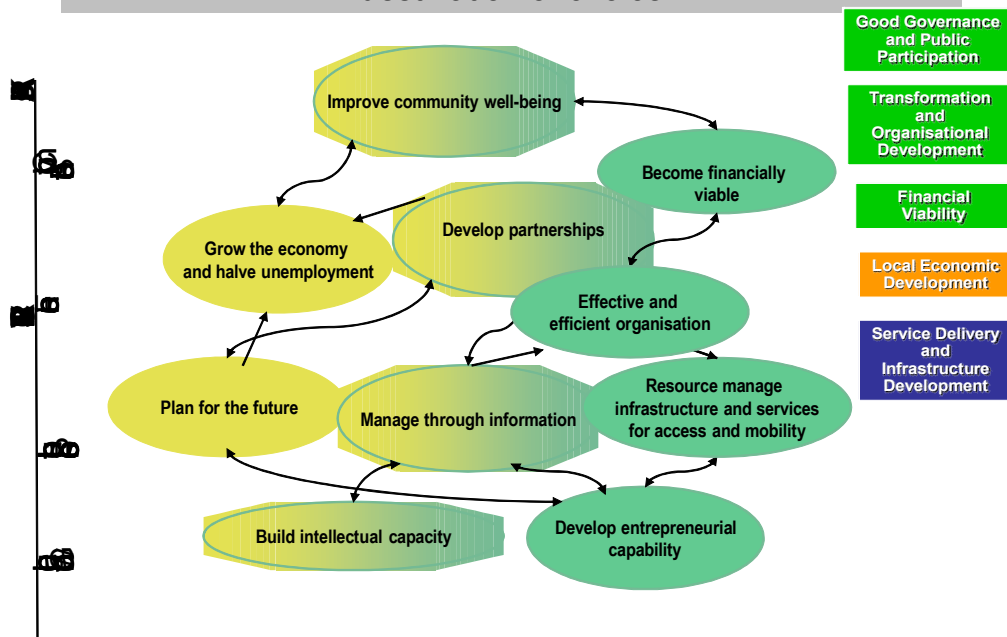
- 4.1 Community
- 4.2 Financial
- 4.3 Institutional Processes
- 4.4 Learning and Growth

## **5. Strategic Objectives**

**The Key Performance Indicators are devised according to the IDP  
Institutional Objectives to be achieved as depicted on the next page**

## MOPANI DISTRICT STRATEGY MAP

To be the food basket of Southern Africa and the Tourism destination of choice





<b>STRATEGIC VISION</b>
“To be the Food Basket of Southern Africa and the Tourism Destination of choice”
<b>STRATEGIC MISSION</b>
- To provide integrated sustainable equitable services through democratic responsible and accountable governance
- Promoting the sustainable use of resources for economic growth to benefit the community
<b>JOB PURPOSE</b>
<b>Position Goal</b>
To be the directorate that ensures that the Mopani District is appropriately marketed and services are strategically integrated and optimised for ultimate economic growth and poverty reduction
<b>Position Purpose</b>
To direct the Mopani District's resources for advanced economic development and investment growth through appropriate town and infrastructure planning
<b>The Director Planning and Development is accountable and responsible for amongst others:</b>
➤ The facilitation of Local Economic Development for the purposes of poverty reduction, economic growth, improved beneficiation for all members of the community, integration of markets and establishment of partnerships
➤ The promotion of tourism attractiveness with focus on cultural tourism and popularisation of District tourism products
➤ The facilitation of investment in the District for purposes of economic growth
➤ The co-ordination of the development and review of the municipality's IDP and the implementation of the plan
➤ The coordination of spatial planning and responsible land use

## KPA 1. Municipal Transformation and Organisational Development - KPI's

IDP Objective	Obj. Weighting	Programme	Institutional KPI	KPI Weighting	2008/09 Quarterly Targets				Evidence Required
					1st Q	2nd Q	3rd Q	4th Q	
Plan for the future	80%	Planning and Development	% compliance to IDP Process Plan	10%	100%	100%	100%	100%	Process plan and report
			# of sites demarcation (for site demarcation and formalisation) pegged	10%	n.a.	n.a.	1000	n.a.	Monthly reports
			% IDP compliance to SDF	10%	n.a.	n.a.	n.a.	100%	IDP document
			% SDF(IDP) linkage to PGDS	10%	n.a.	n.a.	n.a.	100%	IDP document
			Functionality of Spatial Planners Forum	10%	1	2	3	4	Agendas and minutes
Manage through information	20%	Information management, Research and development	% GIS implementation of the action plan (meeting with all 5 local municipalities)	30%	100% (5/5)	100% (5/5)	100% (5/5)	100% (5/5)	Monthly reports
			# of meetings attended for the GISSA Forum	20%	1	2	3	4	Agendas and minutes, attendance registers
Manage through information		Information management, Research and development	% implementation of the GIS establishment programme	50%	n.a.	100%	100%	100%	Monthly reports



## KPA 1. Municipal Transformation and Organisational Development - Projects

IDP Objective	Obj. Weighting	Programme	Project / Initiative	Proj. Weighting	Budget 2008/09	Target date	2008/09 Quarterly Outputs				Evidence Required
							1st Q	2nd Q	3rd Q	4th Q	
Plan for the future	80%	Planning and Development	Site demarcation support to Local Municipalities	35%	5,000,000	30-Jun	Advertisement. Adjudication of bids. Evaluation of bids	Site analysis and draft report. Draft layout plans. Approved Layout plan	Surveying. Approved General Plan. Draft General Plan	Site hand over. Allocation of sites by end May	Advertisement, appointment letter, analysis report, lay-out plans, general plans
			Review of SDF	30%	350,000	30-Jun	TOR developed, tender advertised, service provider appointed.	Consultation, status quo analysis report	Draft SDF report	Approval of the Draft SDF Report	Review document, minutes of adoption
			Land audit on Land availability	25%		30-Mar	Database from dept land affairs acquired by end Sept	District Database of land ownership and land use rights compiled by end Dec. Land that can be used for development identified by end Dec	Owners of identified land engaged to release land for development by end March		Land ownership database. Minutes of meetings with land owners
Manage through information	20%	Information management, Research and development	Establishing GIS Unit	100%		30-Jun	Develop a GIS Establishment programme, collect information, set up structures, identify staff needs	Implementation of GIS establishment programme	Implementation of GIS establishment programme	Implementation of GIS establishment programme	Montly reports

### KPA 3. Local Economic Development - KPI's

IDP Objective	Obj. Weighting	Programme	Institutional KPI	KPI Weightin	2008/09 Quarterly Targets				Evidence Required
					1st Q	2nd Q	3rd Q	4th Q	
Grow the economy and halve unemployment	100%	LED	% District Growth and Development summit anchor projects implemented	30%	n.a.	n.a.	20%	70%	Monthly reports
			Unit cost per job created at Moshupatsela (R-value spent on Moshupatsela / # jobs created through Moshupatsela)	30%	n.a.	n.a.	n.a.	R133,528 per job created (R6,676,400 total cost for financial year / 50 jobs created)	Monthly reports
			% capital budget for Moshupatsela actually spent	30%	25%	50%	75%	100%	Monthly reports
			Functionality of Local LED Forum	10%	100% (quarterly meetings and reports)	100% (quarterly meetings and reports)	100% (quarterly meetings and reports)	100% (quarterly meetings and reports)	Agendas and minutes

### KPA 3. Local Economic Development - Projects

IDP Objective	Obj. Weighting	Programme	Project / Initiative	Proj. Weighting	Budget 2008/09	Target date	2008/09 Quarterly Outputs				Evidence Required
							1st Q	2nd Q	3rd Q	4th Q	
Grow the economy and halve unemployment	100%	LED	Moshupatsela Orchard Management	5%	3,700,000	30-Jun	Functional and Productive orchard Management, and Purchasing of Equipment for rehabilitation of the farm, monitoring and evaluation and report back , PSC Meetings	Functional and Productive orchard Management, and Purchasing of Equipment for rehabilitation of the farm, monitoring and evaluation and report back , PSC Meetings. Money received from Harvesting of Mangos	Pruning of 50 hec, monitoring and evaluation, PSC meetings	Monitoring and evaluation and report progress to MANCO, 3x PSC meetings	Financial and monthly reports
			Bee Keeping	5%	100,000	30-Jun	Source quotes, submit quotes to SCM, and appointment of service provider.	Delivery of Equipment for Bee Keeping	Project implementation, monitoring and evaluation	Project implementation, monitoring and evaluation	Financial and monthly reports
			Fresh produce Market	5%	5,400,000	30-Jun	Advert for Earthworks	Appointment of service providers	Project implementation, monitoring and evaluation	Project implementation, monitoring and evaluation	Financial and monthly reports
			International Marketing and Exhibition	5%	100,000	30-Mar	Acquiring of Stall, payment of the stall, Payment of Exhibitors badge, accommodation securing and transport logistics	WTM Report	Progress Report to MANCO	N/A	Financial and monthly reports
			Formalisation of Informal Markets	5%		30-Jun	N/A	N/A	Engagements with locals to identify suitable areas for Building of the markets.	Source quotation from the service provider, submit to Finance for processing, appoint service provider for Architectural Plans and submit to Local municipalities affected to make budget available for infrastructure development 3x Building Plans ( one for Giyani, Letsitele and Mooketsi)	Financial and monthly reports

### KPA 3. Local Economic Development - Projects

IDP Objective	Obj. Weighting	Programme	Project / Initiative	Proj. Weighting	Budget 2008/09	Target date	2008/09 Quarterly Outputs				Evidence Required
							1st Q	2nd Q	3rd Q	4th Q	
Grow the economy and halve unemployment		LED	Alternative Energy Study	10%		30-Dec	Feasibility study report	Submission to MANCO for further process	Incorporate inputs, consolidate and prepare items for council	Submission to Council for adoption	Feasibility report, Council agenda and minutes of adoption
			Development Agency	5%	500,000	30-Jun	N/A	N/A	Concept document plan (TOR)	N/A	Concept document
			Tourism Summit	5%	250,000	31-Dec	Set up Planning Committee, Summit Action Plan,	Appointment of service providers	Facilitate, coordinate, monitoring of the event (Summit Day)	N/A	Programme and report
			Incorporation of Airport function into District Municipality	5%	400,000	30-Jun	Develop TOR for section 78, tender Advert, submission of Bids Report to evaluation Committee	Appointment letter of Service provider. Agree on implementation plan and sign off the project, signed contract.	Section 78 process report	Submission to MAYCO for further process	Appointment letter of Service provider. Council minutes
			Feedlot Value chain	10%	700,000	30-Jun	Develop TOR, Prepare Advert, Advertise, submit bid proposal report to Evaluation committee	Appointment of service provider by SCM, Agree on implementation plan and sign off the project, signed contract,	Feasibility study document	Submission to MANCO for further process	Feasibility study document
			Baleni Fencing	10%	300,000	30-Mar	Source Quotations, submission to SCM, appoint service provider, agree on deliverables with service provider and sign off.	Fencing of 4 hec of Baleni	The fencing completed and report		Financial and monthly reports
			Business Forum	10%		30-Jun	Ensure that programmes is drafted for business forum meetings for the year and that minutes are taken at meetings and distributed within 1 week of meeting	Convene meetings as per approved programme. Ensure that minutes are taken at meetings and distributed within 1	Convene meetings as per approved programme. Ensure that minutes are taken at meetings and distributed within 2	Convene meetings as per approved programme. Ensure that minutes are taken at meetings and distributed within 3	Annual Programme, Agendas, Minutes

### KPA 3. Local Economic Development - Projects

IDP Objective	Obj. Weighting	Programme	Project / Initiative	Proj. Weighting	Budget 2008/09	Target date	2008/09 Quarterly Outputs				Evidence Required
							1st Q	2nd Q	3rd Q	4th Q	
Grow the economy and halve unemployment		LED	PSC for Moshupatsela	5%		30-Jun	Ensure that programmes is drafted for Moshupatsela PSC meetings for the year and that minutes are taken at meetings and distributed within 1 week of meeting	Convene meetings as per approved programme. Ensure that minutes are taken at meetings and distributed within 1	Convene meetings as per approved programme. Ensure that minutes are taken at meetings and distributed within 2	Convene meetings as per approved programme. Ensure that minutes are taken at meetings and distributed within 3	Annual Programme, Agendas, Minutes
			IDP Review	10%		30-Jun	Preparation for IDP inputs	Projects prioritisation and development of Strategies	Participation in Integration and Draft IDP		Memos and minutes
			Regional IDP Indaba	5%		30-Jun	N/A	Facilitation and Coordination with all stakeholders and role players	N/A	N/A	Programme and report, attendance registers

#### KPA 4. Municipal Financial Viability and Management - KPI's

IDP Objective	Obj. Weighting	Programme	Institutional KPI	KPI Weighting	2008/09 Quarterly Targets				Evidence Required
					1st Q	2nd Q	3rd Q	4th Q	
Become financially viable	100%	Budget and Expenditure Management	% budget variance per directorate - Planning and Development	50%	0%	0%	0%	0%	Financial reports
			% correlation of project progress and project expenditure	50%	100%	100%	100%	100%	Monthly reports

## KPA 5. Good Governance and Public Administration - KPI's

IDP Objective	Obj. Weighting	Programme	Institutional KPI	KPI Weighting	2007/08 Quarterly Targets				Evidence Required
					1st Q	2nd Q	3rd Q	4th Q	
Develop partnerships	100%	Communication	% customer satisfaction rating per directorate - Planning & Development	100%	n.a.	n.a.	n.a.	100%	Survey report

## Competencies

	Definitions	Weighting
Strategic Capability and Leadership	Must be able to provide vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate	10%
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved	15%
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	5%
Change Management	Must be able to initiate and support municipal transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	10%
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality	5%
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals	15%
Problem Solving and Analysis	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	15%
People and Diversity Management	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals	5%
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively in order to put the spirit of customer service (Batho Pele) into practice	10%
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes	5%
Accountability and Ethical Conduct	Must be able to display and build the highest standard of ethical and moral conduct in order to promote confidence and trust in the municipality	5%
<b>Section Total:</b>		<b>100%</b>

\* These Competencies are dependent on final promulgation of the Guidelines in terms of the Regulations



## Approval of the Personal Performance Plan

The process followed ensures individual alignment to the strategic intent of the institution and give clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshopping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employer / superior	Undertaking of the employee
On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.	I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I herby confirm and accept the conditions to this plan.
Signed and accepted by the Supervisor on behalf of Council:	Signed and accepted by the Employee:
<b>DATE:</b>	<b>DATE:</b>

Summary Scorecard					
Position Outcomes/Outputs	Assess Weighting	1st Assessment	2nd Assessment	Total Score	Comment
<b>Key Performance Areas</b>	100				
Municipal Transformation and Organisational Development	30				
Local Economic Development (LED)	50				
Municipal Financial Viability and Management	10				
Good Governance and Public Participation	10				
<b>Competencies</b>	100				
<b>Overall Rating =</b>	<b>KPA x 0.8 + Competencies x 0.2</b>	<b>KPA x 0.8 + Competencies x 0.2</b>	<b>KPA x 0.8 + Competencies x 0.2</b>	<b>Average 1st assessment + 2nd assessment</b>	

The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:				
5	4	3	2	1
Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unacceptable 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.	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.	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.	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.	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.

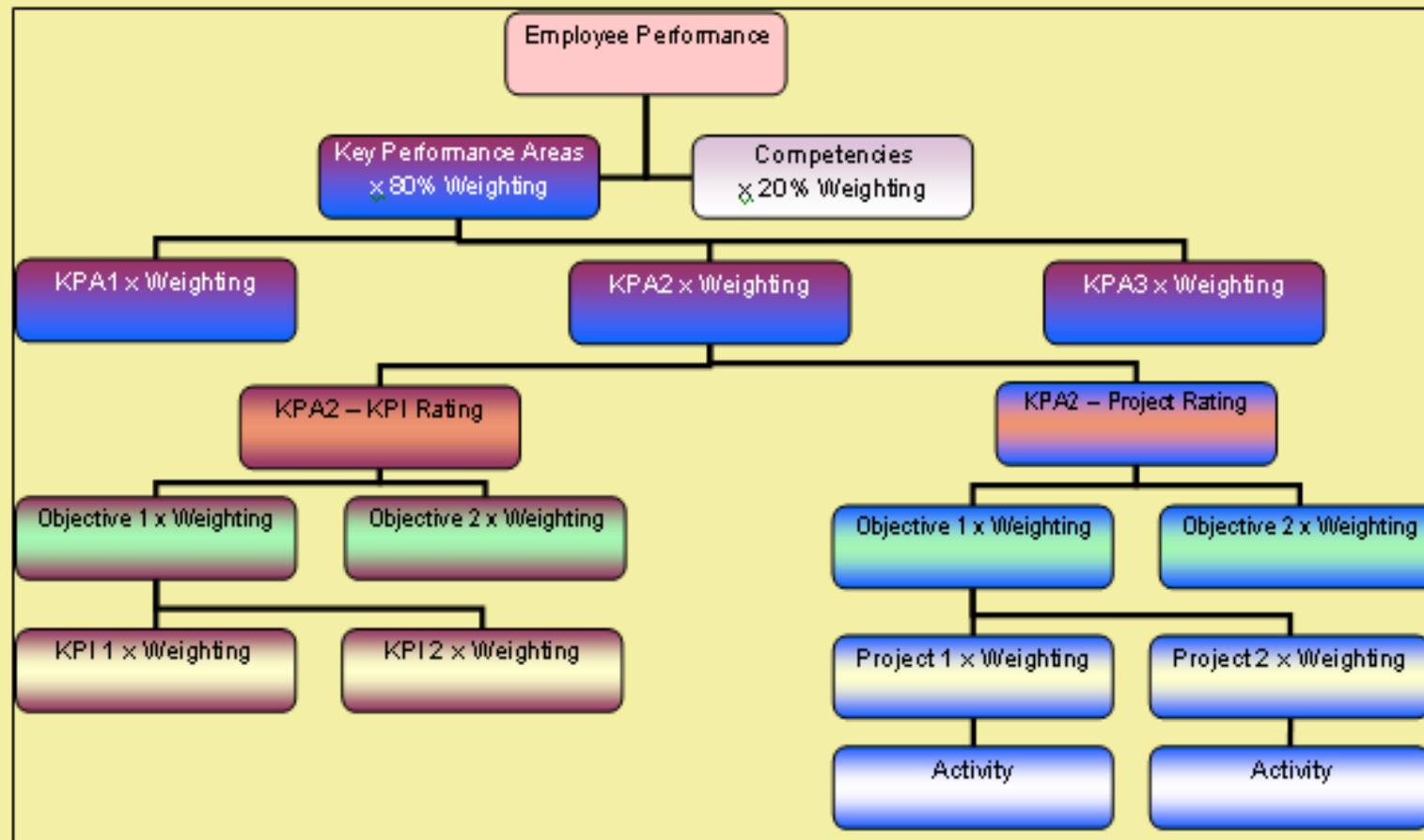
## 10. Performance Assessment Process

The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

1. Performance Reviews:
  - 1.1. Formal reviews between employee and employer will take place in January and July of every year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly reviews respectively.
  - 1.2. Data for the SDBIP will be captured before assessment date and scores will be calculated for the KPI's and Activities.
  - 1.3. Ratings for each KPI's and activity per project are copied to the Performance Plans.
  - 1.4. Assessment reports (both Institutional and Individual) must be audited and verified by either the internal audit unit or the District wide Performance Audit Committee.
2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given review period and submit to the panel as described in performance agreement, one calendar week prior to date of review. One independent person will be assigned to the panel by the council to act as an Observer.
3. The employee must also do a rating on him/herself and submit the rating to the panel together with the portfolio of evidence one calendar week prior to date of review.
4. The assessment rating calculator referred to in paragraph 6.5.1 of the performance agreement will be used to add the scores to arrive at an overall rating / score. The five point scale and the scores corresponds as follows:

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167
5. The panel will focus on the differences between the employees rating and score and that of the SDBIP rating to give a final Key Performance Indicator rating. The **process** for En ratings are as follows:
  - 5.1. Rate the achievement in scores for the KPI's and that of projects on a 5 point scale, indicating the level of over- or under performance in terms of decimal places shown example below: These are defined in the performance agreement (total weighting = 80%).
  - 5.2. Rate the employee's core competency requirements (CCR) on the 5 point scale indicating the level of over- or under performance in the decimal places (total weighting = 20%).

6. The Employee Scores are calculated as per the diagram below:



The above calculations are derived from the Performance Plans as follows:

#### Project Scores

KPA 4. Municipal Financial Viability and Management - Projects															
BS C	IDP Objective	Objective Weighting	Project / Initiative	Project Weighting	Budget 2007/08			2007/08 Quarterly Targets				Evidence Required	1st Assessment (rated 1-5)	2nd Assessment (rated 1-5)	Final Score
						Target date	Quantity - Output	1st Q	2nd Q	3rd Q	4th Q				
IS	Develop and improve systems, processes, procedures and policies by practicing sound governance	50%	Audit Register and plan		General Exp	07/07/08	Monitoring and coaching of audit staff. Monthly audit	Drawing of audit register and plan by end July 07. Ensure	Conduct audits i.to. developed plan. Monthly audit reporting.	Conduct audits i.to. developed plan. Monthly audit reporting.	Conduct audits i.to. developed plan. Monthly audit reporting.	Register and plan and monthly reports			

Projects Score = Activity 1-5 score (decimal places shows % of target)

Activity score imported from SDBIP rating

Projects Score = Activity 1-5 score (decimal places shows % of target).  
Activity score imported from SDBIP rating

#### KPI Scores

KPA 4. Municipal Financial Viability and Management - KPI's															
BS C	IDP Objective	Objective Weighting	Strategic KPI	Institutional KPI	KPI Weighting	Baseline 2007/08	Annual 2007/08 target	2007/08 Quarterly targets				Evidence Required	1st Assessment (rated 1-5)	2nd Assessment (rated 1-5)	Final Score
								1st Q	2nd Q	3rd Q	4th Q				
IS	Increase financial viability through increased revenue and efficient budget management	60%	% financial viability (applicable i.to. MFMA)			11%	63%	30%	60%	15%	63%	financial reports			
			R-value revenue sourced to address back					-	497 019 ,000	497 019 ,000	497 019 ,000	financial reports			

KPI Score = 1-5 (decimal places shows % of target), KPI score imported from SDBIP Rating

Objective Score = Weight x  
KPI Score

#### Core Competencies:

	Weighting	2nd Quarter	4th Quarter	Total Score
Strategic Capability	10%			
Programme and Project Management	30%			
Financial Management	15%			
Change Management	15%			
Supply Chain Management	30%			
<b>Weighting Total</b>	100%			
<b>Section Total:</b>	20%			

A score from 1 – 5 is given and multiplied by the weight for the final score, i.e. 4 out of 5 \*30% (weight) = 24% out of 30%

The various scores are all added, and then multiplied by 20% (0.2) to give the Competency score to be carried across to the Summary Scorecard

6. The performance bonus percentages described in paragraph 11 of the performance agreement will be calculated on a sliding scale as indicated in table below:

% Rating Over Performance	% Bonus
130 - 133.8	5%
133.9 - 137.6	6%
137.7 - 141.4	7%
141.5 - 145.2	8%
145.3 - 149	9%
150 - 153.4	10%
153.5 - 156.8	11%
156.9 - 160.2	12%
160.2 - 163.6	13%
163.7 - 167	14%

7. Performance bonus percentage for the two performance reviews will be used to calculate the average of the two reviews' scores and will determine the person's final percentage performance bonus.

8. The Personal Development Plan (PDP) will be concluded at the panel discussion after the performance review had been finalised, and more clarity has been established on what the essential development needs for the relevant person will be.
9. The results of the performance and development review (PDR) will be submitted to the performance audit committee for final approval of the assessments.
10. The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.