

## 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 Areas (KPA's, DPLG), dealing with Balanced Scorecard Perspectives (BSC), IDP Objectives, Weightings, Performance Indicators (KPIs), Weightings, Baseline, Targets (quarterly), evidence required, and assessment score
5. A performance scorecard per Key Performance Areas (KPA's, DPLG), dealing with Balanced Scorecard Perspectives (BSC), IDP Objectives, Weightings, Projects / Initiatives and assessment score
6. Competencies
7. Approval of Personal Performance Plan
8. Summary Scorecard

**Name:** Ms MO Mathebula  
**Position:** Director Community Services  
**Accountable to:** Municipal Manager  
**Plan Period:** 01.07.07 – 31.03.08

# 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 (KPAs) 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

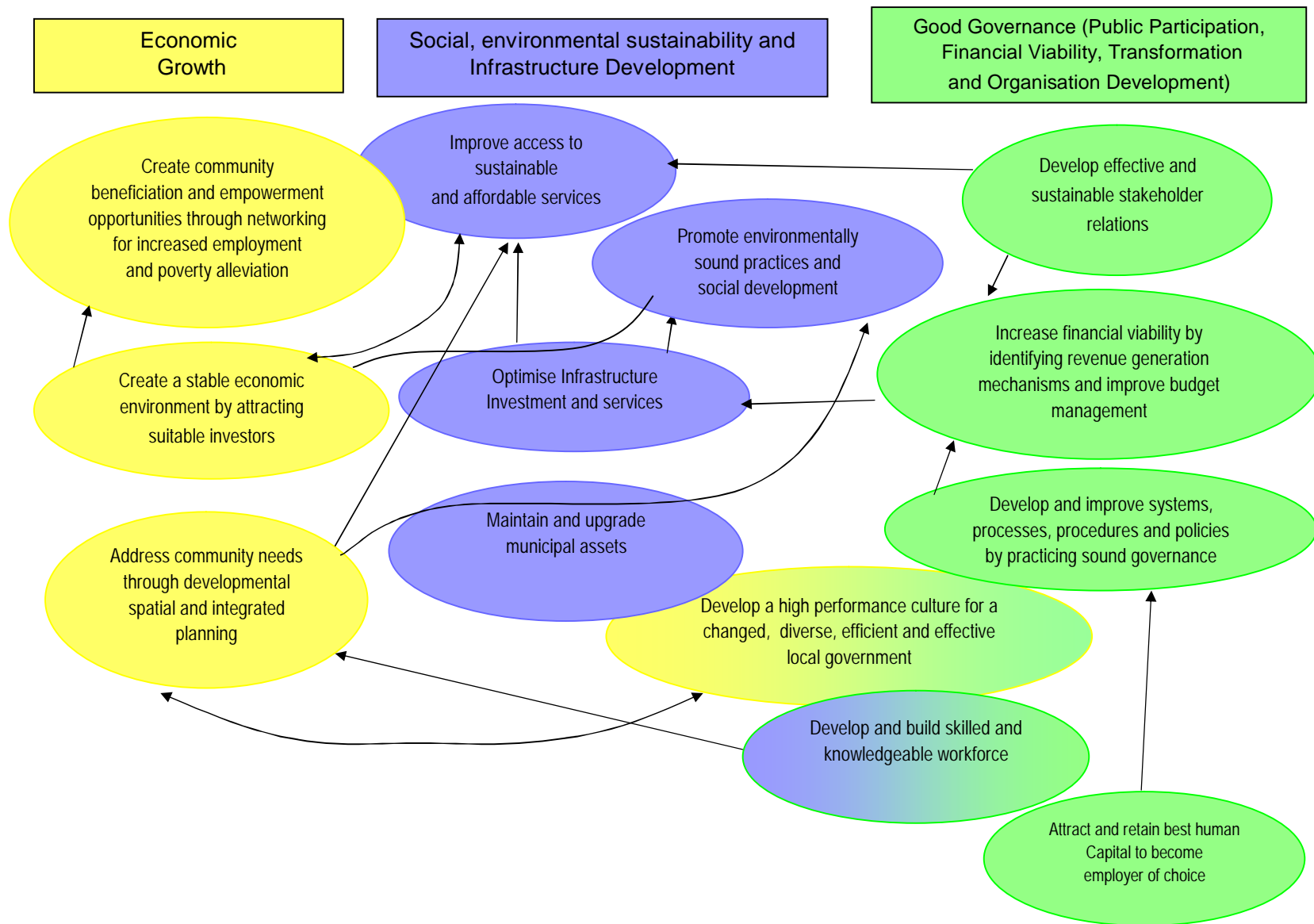
### 4. BSC Perspectives

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



<b>STRATEGIC VISION</b>
<b>“To be the Food Basket of Southern Africa and the Tourism Destination of choice”</b>
<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>
Mopani District to be an area where communities are healthy, responsible, literate, experiencing safety, where the environment is protected and sustained for positive investment and economic growth and Council assets protection
<b>Position Purpose</b>
Community Services Director is required to manage, lead and direct the MDM in co-ordination of Environmental Health Services, Sports Arts and culture, Education, Safety and security, Housing, Waste management, Fire and Health Services programmes. The incumbent must ensure the IDP is managed according to the directorate's performance management requirements
<b>The Director Community Services is accountable and responsible for amongst others:</b>
Ø The management of Municipality's administration in accordance with Municipal legislation and other legislation applicable to the Municipality, includes management, discipline and development of staff
Ø Through Environmental management, ensuring clean, safe and quality water, pollution free environment and the appropriate disposal of the dead and refuse
Ø Through Environmental Health Management, ensuring healthy and safe premises
Ø Co-ordination of Health programmes ensuring healthy communities, productive workforce and economic growth
Ø Manage the provision of fire and rescue services in saving lives, the prevention of fires, safeguarding of property, humans and animals
Ø The promotion of Sports, Arts and Culture for purposes of wellness, preserved and diverse culture and a society with high morals
Ø The endorsement of literacy, economic growth, enrichment of minds, job security and safe schools
Ø Facilitation of a crime free environment
Ø Monitoring the provision of adequate housing and the restoration of dignity
Ø The implementing the municipality Integrated Development Plan (IDP) and responsible to the needs of the local community

## KEY PERFORMANCE INDICATORS

BSC	IDP Objective	Obj. Weighting	Institutional KPI	KPI Weighting	Baseline 2006/07	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				
KPA 1. Municipal Transformation and Organisational Development														
F1	Address community needs through developmental spatial and integrated planning	100%	Average % Departmental Scorecard rating - Community Services	100%	-	130%	130%	130%	130%	130%	Assessment reports			
KPA 2. Basic Service Delivery														
C3	Promote environmentally sound practices and social development	100%	# environmental awareness campaigns	3%	5	5	2	2	4	5	Event programmes			
			# preserved wetlands / # wetlands identified	5%	6	10	7	8	9	10	Reports			
			# awareness campaigns on wetlands	2%	1	2	–	–	2	2	Event programmes			
			% food outlets complying to standards	5%	65%	75%	68%	70%	72%	75%	Reports			
			% initiation schools monitored for environment and hygiene	5%	100%	100%	–	–	–	100%	Reports			
			% reported food poisoning cases investigated	5%	100%	100%	100%	100%	100%	100%	Reports			
			# food samples taken	5%	4	8	2	4	6	8	Reports			
			% pay points monitored	5%	50%	90%	60%	70%	80%	90%	Reports			
			% pension pay points monitored	5%	40%	60%	45%	50%	55%	60%	Reports			

## KEY PERFORMANCE INDICATORS

BSC	IDP Objective	Obj. Weighting	Institutional KPI	KPI Weighting	Baseline 2006/07	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				
C3	Promote environmentally sound practices and social development		% Primary School Nutrition Programme monitored	5%	50%	90%	60%	70%	80%	90%	Reports			
			# water samples taken / # water samples complying to water standards	5%	20/20 = 100%	60/60 = 100%	30/30 = 100%	40/40 = 100%	50/50 = 100%	60/60 = 100%	Reports			
			% sanitation projects monitored	5%	40%	70%	45%	50%	60%	70%	Reports			
			% sewer disposal works monitored	5%	100%	100%	50%	60%	70%	100%	Reports			
			% referred water - borne cases investigated by EHP's	5%	100%	100%	100%	100%	100%	100%	Reports			
			# clean up campaigns	5%	3	5	1	2	3	5	Event programmes			
			% waste disposal sites monitored quarterly	5%	70%	100%	100%	100%	100%	100%	Reports			
			# evaluations done on medical waste generating sites, public and private	5%	25	45	30	35	40	45	Reports			
			# health promotion awareness campaigns	5%	8	8	2	4	6	8	Event programmes			
			# HIV/AIDS programmes	5%	8	8	4	6	7	8	Event programmes			
			# moral regeneration forums established	5%	3	2	-	-	2	2	Launching minutes			

## KEY PERFORMANCE INDICATORS

BSC	IDP Objective	Obj. Weighting	Institutional KPI	KPI Weighting	Baseline 2006/07	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				
			# HIV/AIDS garden projects supported	5%	5	15	8	10	12	15	Reports			
<b>KPA 4. Municipal Financial Viability and Management</b>														
F3	Increase financial viability through increased revenue and efficient budget management	100%	% budget variance per directorate - Community Services	100%	0,5%	0,2%	0,2%	0,2%	0,2%	0,2%	Financial reports			
<b>KPA 5. Good Governance and Public Administration</b>														
C4	Develop effective and sustainable stakeholder relations	100%	% customer satisfaction rating per directorate - Community Services	30%	70%	90%	75%	80%	85%	90%	Survey report			
			Average % service standards completed per directorate - Community Services	30%	10%	100%	100%	100%	100%	100%	Survey report			
			% critical success factors of clients dissatisfaction addressed per directorate - Community Services	40%	90%	100%	100%	100%	100%	100%	Survey report			

## Projects / Initiatives

BSC	IDP Objective	Obj. Weighting	Project / Initiative	Budget 2007/08	Target date	1st Assessment (rated 1-5)	2nd Assessment (rated 1-5)	Final Score
<b>KPA 2. Basic Service Delivery</b>								
C2	Improve access to sustainable and affordable services	10%	Housing Programme	300,000	08/06/30			
F3	Increase financial viability through increased revenue and efficient budget management	20%	Fire Services by-laws	General Exp	07/08/31			
C3	Promote environmentally sound practices and social development	70%	District Environmental Status Quo Report	250,000	08/06/30			
			Health and Hygiene Education	50,000	08/06/30			
			Pollution awareness (Cleaning up campaigns)	150,000	08/05/31			
			National Arbor day	30,000	08/06/30			
			World environment day	60,000	08/06/30			
			Eco schools programme support	30,000	08/04/30			
			School Environment competitions	60,000	07/09/30			
			Wetlands Management Plan	50,000	08/06/30			
			Wetland Awareness Day	40,000	08/03/31			
			Integrated District environmental health plan	300,000	08/06/30			
			Food security Framework and plan	300,000	07/12/31			
			Food safety by-laws	50,000	08/03/31			
			World food day celebrations	200,000	07/10/31			
			Cleanest food handling outlet competition	150,000	08/06/30			
			Food sampling	30,000	08/06/30			
			District Food control committee activities	20,000	On-going			
			Food Hygiene workshops	40,000	On-going			
			Air Quality Pan development	800,000	08/06/30			
			Water sampling and analysis	20,000	On-going			
			Waste Management by-laws	50,000	08/06/30			
			Development of waste landfill sites	2,000,000	08/06/30			
			OR Tambo Sport games	270,000	Phase 1 09/2007 Phase 2 02/2008			

## Projects / Initiatives

BSC	IDP Objective	Obj. Weighting	Project / Initiative	Budget 2007/08	Target date	1st Assessment (rated 1-5)	2nd Assessment (rated 1-5)	Final Score
C3	Promote environmentally sound practices and social development		Indigenous Sports games	100,000	07/08/31			
			Junior dipapadi festival	70,000	08/03/31			
			Sport Activities / HUBS	80,000	On-going			
			Mapungubwe Art Festival	100,000	07/09/30			
			Development of Cultural groups	300,000	On-going			
			Art and cultural day activities	60,000	On-going			
			Community Services Gala Dinner	200,000	08/03/31			
			Promotion of Multilingualism	20,000	08/01/31			
			Health and Social Development Framework	300,000	08/02/28			
			Wellness Day	70,000	08/04/30			
			Health promotion	55,000	08/06/30			
			District Health Council Activities	30,000	On-going			
			Red Ribbon Day	10,000	07/09/30			
			World AIDS day	200,000	11/2007			
			Candle light memorial	200,000	08/06/30			
			Gardening for HIV/AIDS purposes	150,000	On-going			
			Moral Regeneration Movement	300,000	08/06/30			
			HIV/AIDS partnerships	150,000	07/10/30			
			School Aids Week	10,000	07/01/31			
			Food parcels for AIDS affected families	500,000	On-going			
			District AIDS Council activities	50,000	On-going			
			Funding of NGO's (HIV/AIDS Projects)	400,000	On-going			
			TB day	70,000	08/03/31			
			DOT (Direct observed treatment) for TB support day	70,000	07/09/30			
			Early childhood development	100,000	Ongoing			
			Child protection week	5,000	08/04/30			
			International day against drug abuse	10,000	08/06/30			
			District Community Policing Forum	50,000	08/06/30			
			Fire prevention awareness campaigns	50,000	Ongoing			
			Municipal Staff Games	150,000	07/12/31			
			Revieual of committees to accommodate KNP	Gen Ext				

Competencies						
	Weighting	Proficiency Level	2nd Quarter	4th Quarter	Total Score	Comment
Strategic Capability and Leadership	5%	1				
Programme and Project Management	5%	1				
Financial Management		1				
Change Management	5%	1				
Knowledge Management		1				
Service Delivery Innovation	10%	1				
Problem Solving and Analysis		1				
People Management and Empowerment	10%	1				
Client Orientation and Customer Focus	20%	1				
Communication	10%	1				
Accountability and Ethical Conduct	10%	1				
Competence in Self Management		1				
Interpretation of and implementation within the legislative and national policy frameworks		1				
Knowledge of developmental local government	10%	1				
Knowledge of Performance Management and Reporting		1				
Knowledge of global and South African specific political, social and economic contexts		1				
Competence in policy conceptualisation, analysis and implementation		1				
Knowledge of more than one functional municipal field / discipline		1				
Skills in Mediation	5%	1				
Skills in Governance		1				
Competence as required by other national line sector departments	10%	1				
Exceptional and dynamic creativity to improve the functioning of the municipality		1				
<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
Key Performance Areas	100				
Municipal Institutional Development and Transformation	10				
Basic Service Delivery	70				
Municipal Financial Viability and Management	10				
Good Governance and Public Participation	10				
Competencies	100				
Overall Rating =	KPA x 0.8 + Competencies x 0.2	KPA x 0.8 + Competencies x 0.2	KPA x 0.8 + Competencies x 0.2	Average 1st assessment + 2nd assessment	

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.