

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: I.M. Moakamela
Position: Director Corporate Services
Accountable to: Municipal Manager
Plan Period: 01.08.07 – 30.06.08

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 (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

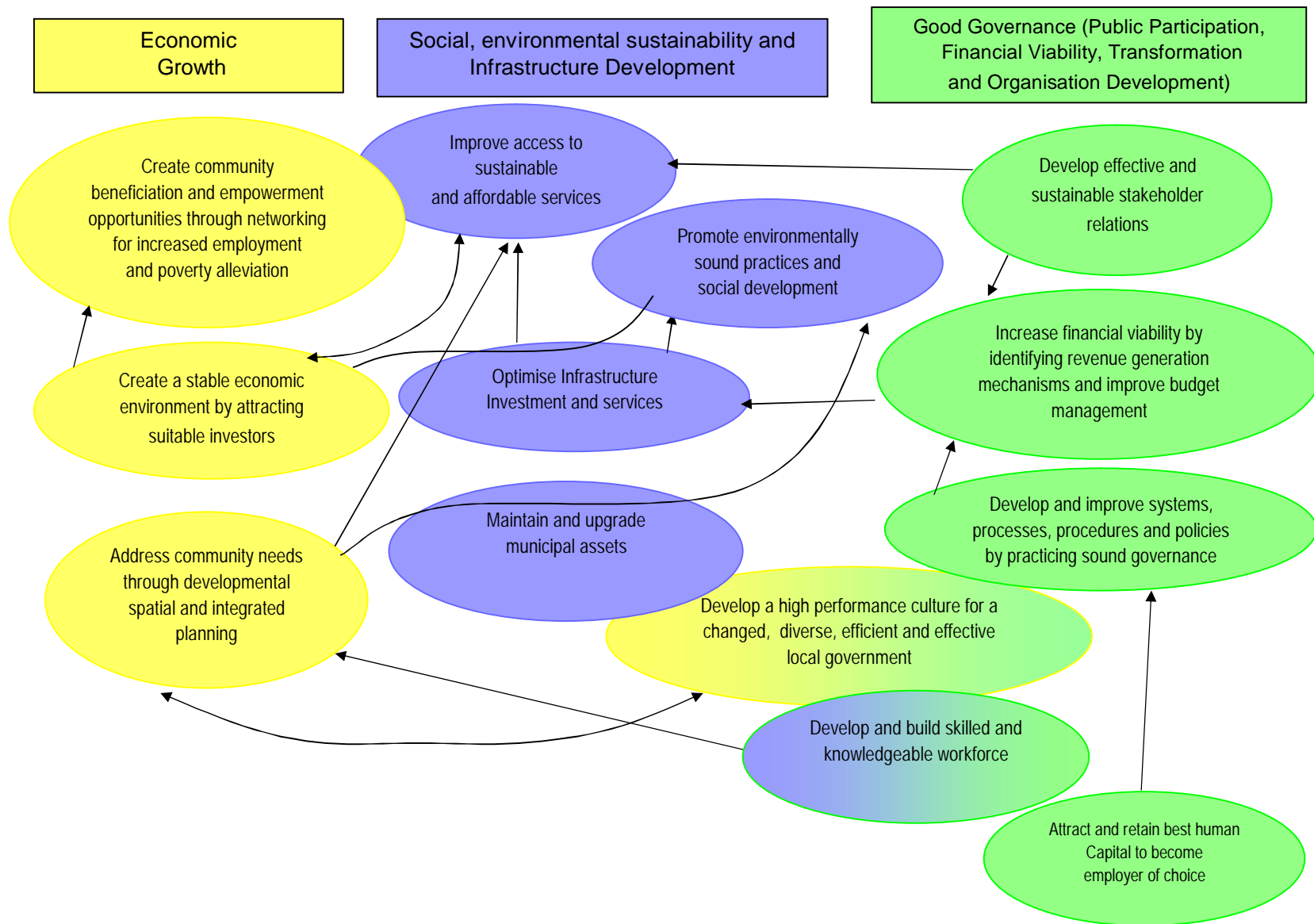
4. BSC Perspectives

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



STRATEGIC VISION
“To be the Food Basket of Southern Africa and the Tourism Destination of choice”
STRATEGIC MISSION
- 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
JOB PURPOSE
Position Goal
To become an employer of choice where best human capital can be attracted for customer orientated developmental local government where innovative systems, processes and quality services and sound governance are practiced
Position Purpose
The Corporate Service Director is required to lead and direct the Department in legal, human resources and administrative and systems for economic, efficient, effective and customer orientated services
The Director Corporate Services is accountable and responsible for amongst others:
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 The administration and implementation of the Municipality's by-laws and other legislation, includes the implementation of National and Provincial directives, policies and legislation and the rendering of legal advise, ensuring legislative requirements compliance
Ø Rendering of swift and accurate administrative services with internal customer orientation

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														
L1	Develop a high performance culture for a changed, diverse, efficient and effective local government	10%	% performance bonuses awarded (# bonuses awarded / # individual performance assessments)	20%	–	100%	-	-	100%	100%	Council report			
			% performance agreements signed by end July 2008	80%	–	100%	100%	100%	100%	100%	Signed agreement			
L2	Develop and build skilled and knowledgeable workforce	50%	% compliance to Skills Development Plan	80%	75%	95%	95%	95%	95%	95%	Report			
			% skills levy rebate (R-value spent on skills development / R value rebate received)	20%	694,000 / 694,000 = 100%	100%	100%	100%	100%	100%	Financial reports			
L3	Develop and retain the best human capital to become employer of choice	30%	% compliance to approved employment equity plan	20%	98%	100%	100%	100%	100%	100%	Plan report			
			% S57 positions unfilled for more that 3 months	30%	16.60%	0%	0%	0%	0%	0%	Staff register			
			% S 57 employment contracts signed	50%	100%	100%	100%	100%	100%	100%	Signed contracts			

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				
L3	Develop and retain the best human capital to become employer of choice		% positions occupied by women	50%	49%	55%	50%	52%	55%	55%	Staff register			
			% positions occupied by disabled persons	50%	1,5%	4%	2%	3%	3,5%	4%	Staff register			
I1	Address community needs through developmental spatial and integrated planning	10%	Average % Departmental Scorecard rating - Corporate Services	100%	–	130%	130%	130%	130%	130%	Assessment report			
KPA 2. Basic Service Delivery														
F2	Optimise infrastructure investment and services	100%	% compliance to fleet service intervals (within 1000km)	60%	70%	100%	100%	100%	100%	100%	Register			
			% redundant fleet assets are auctioned annually	40%	-	50%	-	-	-	50%	Report			
KPA 4. Municipal Financial Viability and Management														
F3	Increase financial viability through increased revenue and efficient budget management	100%	% budget variance per directorate - Corporate Services	100%	0,5%	0,2%	0,2%	0,2%	0,2%	0,2%	Financial 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				
KPA 5. Good Governance and Public Administration														
!3	Develop and improve systems, processes, procedures and policies by practicing sound governance	80%	% resolutions are implemented within prescribed time frames	20%	50%	80%	80%	80%	80%	80%	Resolution register			
			% of Council agendas distributed within the 48-hours prior to the meeting	20%	50%	80%	80%	80%	80%	80%	Register			
			# Council meetings p.a.	10%	4	4	1	2	3	4	Minutes			
			# Mayoral committee meetings	10%	12	12	3	6	9	12	Minutes			
			# cases prosecuted / # total corruption cases reported each year	20%	100%	100%	100%	100%	100%	100%	Reports			
			% faxes distributed within 2 hours to addressee	10%	35%	80%	80%	80%	80%	80%	Register			
			% opening of mail daily	10%	40%	100%	100%	100%	100%	100%	Register			

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				
C4	Develop effective and sustainable stakeholder relations	20%	% customer satisfaction rating per directorate - Corporate Services	30%	70%	90%	75%	80%	85%	90%	Survey reports			
			Average % service standards completed per directorate - Corporate Services	30%	10%	100%	100%	100%	100%	100%	Survey reports			
			% critical success factors of clients dissatisfaction addressed per directorate - Corporate Services	40%	90%	100%	100%	100%	100%	100%	Survey reports			

Projects / Initiatives

BSC	IDP Objective	Obj. Weighting	Project / Initiative	Proj. Weighting	Budget 2007/08	Target date	1st Assessment (rated 1-5)	2nd Assessment (rated 1-5)	Final Score
KPA 1. Municipal Transformation and Organisational Development									
L2	Develop and build skilled and knowledgeable workforce	50%	Skills development plan implementation	100%	General Exp	On-going			
L3	Develop and retain the best human capital to become employer of choice	40%	Institutional plan	30%	150,000	08/06/30			
			Employee Assistant Programme	10%	20,000	On-going			
			Retention Strategy	20%	10,000	On-going			
			Employee equity plan	15%	50,000	07/10/30			
L3	Develop and retain the best human capital to become employer of choice		Recruitment Strategy	15%	General Exp	07/11/30			
			S57 Managers development programmes	10%	General Exp	07/07/31			
C4	Develop effective and sustainable stakeholder relations	10%	Service standards development	100%	General Exp	08/06/30			
KPA 2. Basic Service Delivery - KPI's - Projects									
F2	Optimise infrastructure investment and services	100%	Fleet Management	100%	General Exp	08/06/30			
KPA 5. Good Governance and Public Participation - Projects									
13	Develop and improve systems, processes, procedures and policies by practicing sound governance	90%	Council and EXCO meeting programme	20%	General Exp	On-going			
			Anti-corruption and fraud prevention policy	30%	General Exp	07/11/30			
			Code of conduct	20%	General Exp	07/10/31			
13	Develop and improve systems, processes, procedures and policies by practicing sound governance		Documentation and Information Management	20%	1,000,000	07/08/31			
			Telephone call management	10%	General Exp	07/08/31			
C4	Develop effective and sustainable stakeholder relations	10%	Ward Committee Forum	100%	General Exp	On-going			

Competencies						
	Weighting	Proficiency Level	2nd Quarter	4th Quarter	Total Score	Comment
Strategic Capability and Leadership	5%	1				
Programme and Project Management		1				
Financial Management		1				
Change Management	5%	1				
Knowledge Management	5%	1				
Service Delivery Innovation		1				
Problem Solving and Analysis		1				
People Management and Empowerment	10%	1				
Client Orientation and Customer Focus	5%	1				
Communication	5%	1				
Accountability and Ethical Conduct	5%	1				
Competence in Self Management		1				
Interpretation of and implementation within the legislative and national policy frameworks	10%	1				
Knowledge of developmental local government		1				
Knowledge of Performance Management and Reporting	5%	1				
Knowledge of global and South African specific political, social and economic contexts	10%	1				
Competence in policy conceptualisation, analysis and implementation	10%	1				
Knowledge of more than one functional municipal field / discipline	5%	1				
Skills in Mediation	5%	1				
Skills in Governance	5%	1				
Competence as required by other national line sector departments		1				
Exceptional and dynamic creativity to improve the functioning of the municipality	10%	1				
Section Total:	100%					

* 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 hereby confirm and accept the conditions to this plan.
Signed and accepted by the Supervisor on behalf of Council:	Signed and accepted by the Employee:
DATE:	DATE:

Summary Scorecard					
Position Outcomes/Outputs	Assess Weighting	1st Assessment	2nd Assessment	Total Score	Comment
Key Performance Areas	100				
Municipal Institutional Development and Transformation	30				
Basic Service Delivery	10				
Municipal Financial Viability and Management	10				
Good Governance and Public Participation	50				
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.