

## 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
9. Assessment Process

Name: MP Ndlovu  
Position: Director Planning and Development  
Accountable to: Municipal Manager  
Plan Period: 01.07.07 – 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 (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

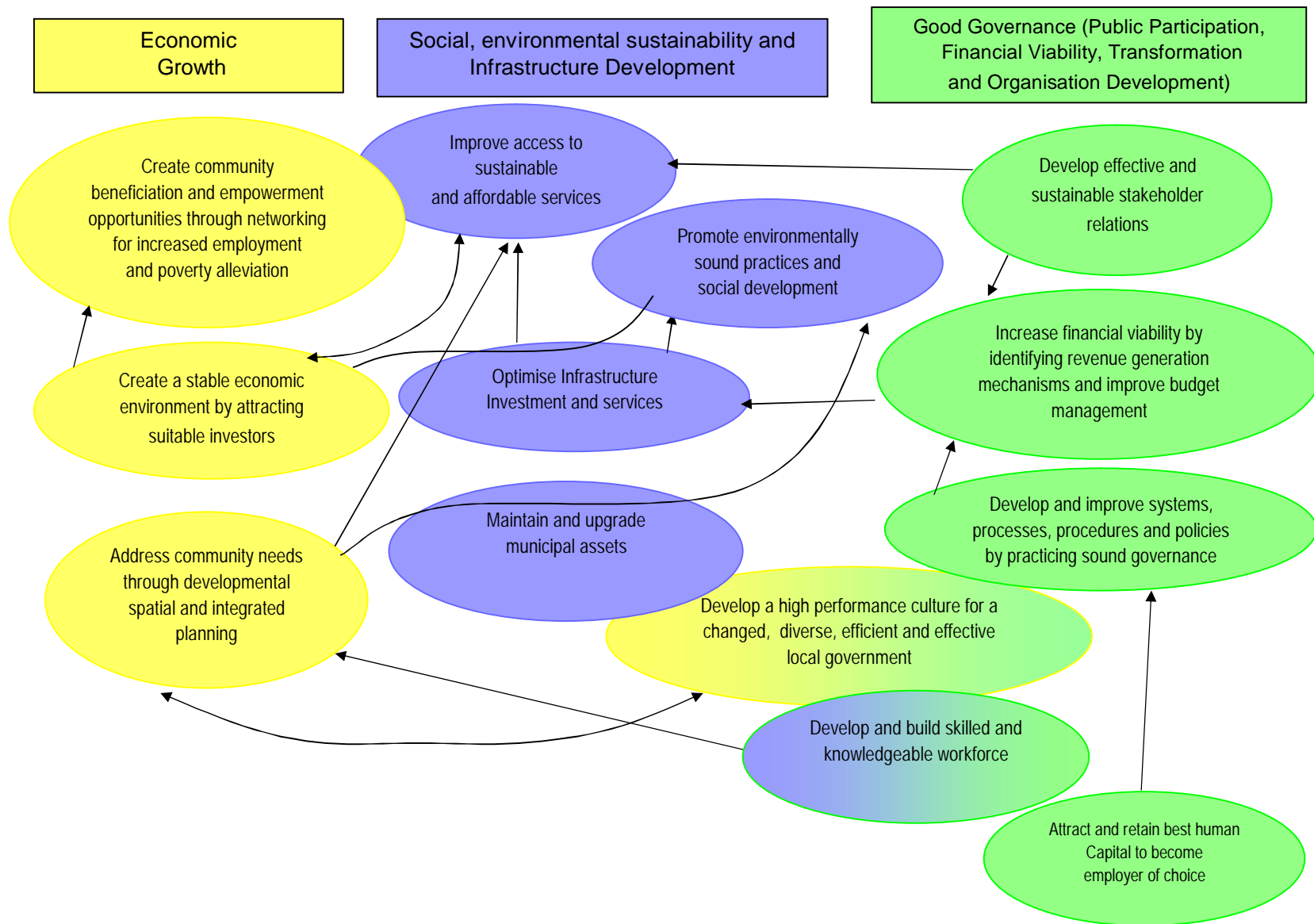
### 4. BSC Perspectives

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>
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>
Ø 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
Ø The promotion of tourism attractiveness with focus on cultural tourism and popularisation of District tourism products
Ø The facilitation of investment in the District for purposes of economic growth
Ø The co-ordination of the development and review of the municipality's IDP and the implementation of the plan
Ø The physical planning of infrastructure development to ensure structured and integrated developmental planning
Ø The coordination of spatial planning and responsible land use

## 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														
I1	Address community needs through developmental spatial and integrated planning	100%	% Compliance to IDP legislative deadlines	30%	100%	100%	100%	100%	100%	100%	Process plan schedule. Draft and final IDP			
			% credible IDP (i.t.o. DPLG criteria)	20%	60%	100%	65%	70%	100%	100%	IDP document			
			% compliance to process plan	30%	80%	80%	80%	80%	80%	80%	Process plan schedule. Draft and final IDP			
			% IDP infrastructure projects i.t.o. SDF (# IDP infrastructural projects i.t.o. SDF / # IDP infrastructural projects)	10%	0%	70%	-	-	70%	70%	IDP document			
			% Departmental Scorecard rating	10%		130%	130%	130%	130%	130%	Assessment 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 3. Local Economic Development														
C1	Create community beneficiation and empowerment opportunities through networking for increased employment and poverty alleviation	60%	# jobs created through municipalities LED initiatives (composite index)		0	400	0	50	220	400	Reports			
			- Short-term employment	20%	0	10 (Moshupatsela)	0	0	0	10 (Moshupatsela)	Reports			
			- Long-term employment (fresh produce market)	40%	0	42 permanent jobs (fresh produce market)	0	42 permanent jobs (fresh produce market)	42 permanent jobs (fresh produce market)	42 permanent jobs (fresh produce market)	Reports			
			- Long-term employment (others)	40%	0	348	0	8	178	348	Reports			
F1	Create a stable economic environment by attracting suitable investors	40%	# anchor projects feasibility studies / # anchor projects identified in LED Strategy	100%	4 / 15	7 / 15	4 / 15	4 / 15	4 / 15	7 / 15	Reports			
KPA 4. Municipal Financial Viability and Management														
F3	Increase financial viability through increased revenue and efficient budget management	100%	% budget variance per directorate	100%	0,5%	0,2%	0,2%	0,2%	0,2%	0,2%	Financial reports			

## Key Performance Indicators

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														
I3	Develop effective and sustainable stakeholder relations	100%	% stakeholder participation (IDP public participation events in which all stakeholder groups participate)	20%	43%	95%	95%	95%	95%	95%	Events programmes, stakeholder register, attendance registers			
			% customer satisfaction rating per directorate - Planning and Development	30%	70%	90%	–	–	–	90%	Survey reports			
			Average % service standards completed per directorate	20%	10%	100%	100%	100%	100%	100%	Survey reports			
			% critical success factors of clients dissatisfaction addressed per directorate	30%	90%	100%	100%	100%	100%	100%	Survey reports			

## Projects / Initiatives

BSC	IDP Objective	Obj. Weighting	Project / Initiative	Proj. Weighting	Budget 2007/08	Annual	1st Assessment (rated 1-5)	2nd Assessment (rated 1-5)	Final Score
						Target date			
KPA 1. Municipal Transformation and Organisational Development									
I1	Address community needs through developmental spatial and integrated planning	100%	IDP Review	80%	General Exp	08/06/30			
			Sustainable human settlement development facilitation	20%	General Exp	On-going			
KPA 2. Basic Service Delivery									
C2	Improve access to sustainable and affordable services	100%	Project Planning	40%	General Exp	08/05/31			
			Service delivery audit	60%	General Exp	07/09/30			
KPA 3. Local Economic Development									
F1	Create a stable economic environment by attracting suitable investors	50%	Investment strategy	20%	300,000	08/03/31			
			Summits	5%	350,000	07/08/31			
			Meat abattoir and trader feasibility study	5%	100,000	08/04/30			
			Agriculture Sector study	5%	450,000	08/06/30			
			Atchaar Manufacturing feasibility	5%	100,000	08/06/30			
			Dried fruit feasibility study	5%	100,000	08/06/30			
			Mining Sector study	5%	450,000	08/06/30			
			Manufacturing of timer packaging materials feasibility study	5%	100,000	08/06/30			
			Cultural tourism support programme	5%	270,000	08/03/31			
			School tourism support	5%	50,000	08/03/31			
			Tourism SMME Support	5%	30,000	On-going			
			World and National Tourism Day	5%	50,000	08/03/31			
			Natural resource and cultural days festivities support feasibility study	5%	50,000	08/06/30			
			Tourism Branding and Marketing	10%	350,000	08/06/30			
			Arts and Craft Market feasibility study	5%	70,000	On-going			
			Business forums	5%	General Exp	08/06/30			



## Projects / Initiatives

BSC	IDP Objective	Obj. Weighting	Project / Initiative	Proj. Weighting	Budget 2007/08	Annual	1st Assessme nt (rated 1-5)	2nd Assessme nt (rated 1-5)	Final Score
						Target date			
C1	Create community beneficiation and empowerment opportunities through networking for increased employment and poverty alleviation	40%	LED Strategy Review	20%	100,000	08/03/31			
			Local economic analysis (database)	20%	500,000	07/12/31			
			Moshupatsela programme implementation	20%	378,000	07/08/31			
			Fresh produce market	10%	1,982,000	08/06/30			
			SMME support - SEDA and LIBSA	5%	250,000	08/03/31			
			Co-operatives support (tourism)	5%	50,000	08/03/31			
			LED District Forum	5%	General Exp	07/09/30			
			Marula Beer festival	5%	General Exp	08/03/31			
			Goat milk dairy producer facilitation	5%	General Exp	08/06/30			
			Tiles from clay facilitation	5%	General Exp	08/06/30			

Competencies						
	Weighting	Proficiency Level	2nd Quarter	4th Quarter	Total Score	Comment
Strategic Capability and Leadership	5%	1				
Programme and Project Management	15%	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		1				
Client Orientation and Customer Focus	10%	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	10%	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	10%	1				
Skills in Mediation		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	5%	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	20				
Basic Service Delivery	10				
Local Economic Development (LED)	50				
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.