

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: Mr NL Ramathoka
Position: Director Technical Services
Accountable to: Municipal Manager
Plan Period: 01.07.07 – 28.02.08

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 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

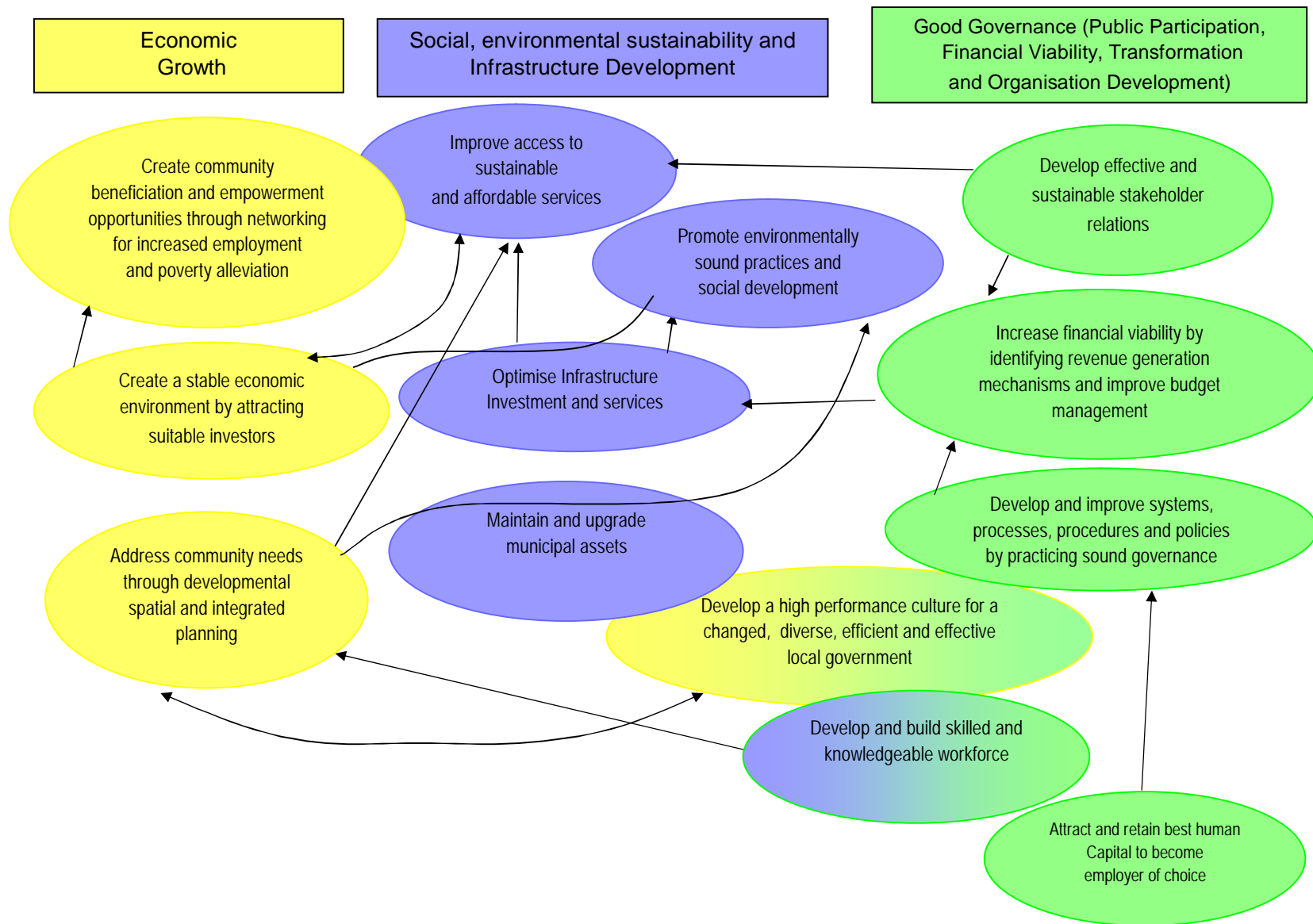
4. BSC Perspectives

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	
Provide leadership and understanding for diverse cultural groupings in order to achieve synergy for the highest standards of services to be delivered and to implement best practice developmental systems which is shared and owned by the community for sustainable economic growth	
Position Purpose	
The Director Technical Services is required to lead and direct the Mopani District in order that the service delivery requirements in his Department for water and sanitation, roads and storm water and the Integrated Development Plan are met	
The Technical Director is accountable and responsible for amongst others:	
Ø	The Provision of Basic Water and Hygienic Sanitation systems
Ø	The construction of District roads for safe accessible roads
Ø	Cost effective project management of infrastructure development
Ø	The implementing the municipality Integrated Development Plan (IDP) and respond to the needs of local communities

Key Performance Indicators

BSC	IDP Objective	Obj. Weighting	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				
KPA 1. Municipal Transformation and Organisational Development														
F1	Address community needs through developmental spatial and integrated planning	100%	Average % Departmental Scorecard rating - Technical Services	100%	-	130%	130%	130%	130%	130%	Assessment report			
KPA 2. Basic Service Delivery														
C2	Improve access to sustainable and affordable services	100%	Access to Basic Water	10%	67,32% (212,240 / 315,259)	84% (264,423 / 319,358)] (if additional funding of R497mil can be sourced)	67,32% (212,240 / 315,259)	75%	80%	84% (264,423 / 319,358)] (if additional funding of R497mil can be sourced)	District profile and progress reports			
			Sanitation Bucket System Eradication	20%	-	100%	-	25%	50%	100%	District profile and progress reports			
			# water borne sanitation connections to eradicate bucket system	20%	0	704	0	350	704	704	District profile and progress reports			
			# new VIP sanitation	20%	12,121 (last fin year new VIP's)	2,632	1,316	2,632	2,632	2,632	District profile and progress reports			

BSC	IDP Objective	Obj. Weightin g	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				
C2	Improve access to sustainable and affordable services		Access to basic sanitation (# households with access to at least basic sanitation / # households)	10%	50% (158,754 / 315,259)	50,8% (161,386 / 317,259)	(160,070 / 315,259) = 50,7%	50,8% (161,386 / 317,259)	50,8% (161,386 / 317,259)	50,8% (161,386 / 317,259)	District profile and progress reports			
			# km new district roads	10%	27,5 km	20,9 km	5 km	15 km	20,9 km	20,9 km	District profile and progress reports			
			% roads and bridge way projects complying to 'Colto' standards	10%	100%	100%	100%	100%	100%	100%	District profile and progress reports			
KPA 3. Local Economic Development														
C1	Create community beneficiation and empowerment opportunities through networking for increased employment and poverty	100%	# jobs created through capital projects	70%	60,000 (temporry)	74625 (Temporary)	18656	18656	18656	74625 (Temporary)	Progress reports			
			% Capital projects are EPWP projects	30%	5%	18%	18%	18%	18%	18%	Progress reports			
KPA 4. Municipal Financial Viability and Management														
F3	Increase financial viability through increased revenue and efficient budget management	100%	% budget variance per directorate-Technical Services	100%	0,5%	0,2%	0,2%	0,2%	0,2%	0,2%	Budget			

BSC	IDP Objective	Obj. Weighting	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				
KPA 5. Good Governance and Public Administration - KPI's														
C4	Develop effective and sustainable stakeholder relations	100%	% customer satisfaction rating per directorate - Technical Services	30%	70%	90%	75%	80%	85%	90%	Survey report			
			Average % service standards completed per directorate- Technical Services	30%	10%	100%	100%	100%	100%	100%	Survey report			
			% critical success factors of clients dissatisfaction addressed per directorate- Technical Services	40%	90%	100%	100%	100%	100%	100%	Survey report			

Projects / Initiatives

BSC	IDP Objective	Obj. Weighting	Project / Initiative	Proj. Weighting	Budget 2007/08	Annual	1st	2nd	Final Score
						Target date	Assessment (rated 1-5)	Assessment (rated 1-5)	
KPA 2. Basic Service Delivery									
C1	Create community beneficiation and empowerment opportunities through networking for increased employment and poverty alleviation	5%	Labour intensive capital projects monitoring	100%	General Exp	On-going			
C2	Improve access to sustainable and affordable services	70%	Water and sanitation development plan (WSDP)	3%	General Exp	2008/03/31			
			Building of Mopani municipal office building	3%	20,000,000	08/06/30			
			Fire Station at Maruleng	3%	6,000,000	08/06/30			
			Disaster Management Centre and Fire Station	3%	19,700,000	08/06/30			
			Benfarm water reticulation	4%	5,000,000	08/06/30			
			Middle-Letaba Mamaila Sekgosese	4%	15,000,000	08/06/30			
			Water Reticulation to Villages in GGM: Extension and Upgrading	4%	5,000,000	08/06/30			
			Mametja-Sekororo RWS	5%	10,000,000	08/06/30			
			Thabina RWS	5%	12,000,000	08/06/30			
			Extension to Middle-Letaba Water Works	5%	2,555,000	08/06/30			
			Maruleng Central Bulk	5%	1,380,196	08/06/30			
			Extension to Modjadji Water Works	5%	2,185,840	08/06/30			
			Modjadji Outfall Sewer	5%	12,000,000	08/06/30			
			Modjadji Sewer Reticulation	5%	17,000,000	08/06/30			
			Mopani Household Sanitation-Rural	5%	10,000,000	07/12/31			
			Lulekani RDP Houses Sewer Reticulation	5%	2,000,000	08/06/30			
			Namakgale D Sewer Reticulation	5%	7,000,000	08/06/30			
			Giyani Sewage Plant	5%	7,000,000	08/06/30			
			Matsotsosela Bridge and access road	3%	6,900,000	08/06/30			
			Monitor Lephephane - Khutjwane road	3%	4,500,000	08/06/30			
			Sape - Thabina Road	3%	3,500,000	08/06/30			
			Benfarm - Lulekani Road III	3%	4,200,000	08/06/30			

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			
C2	Improve access to sustainable and affordable services		Maseke Road Phase III	3%	6,500,000	08/06/30			
			Mohlaba Cross - Moime (Bridgeway) Phase III	3%	5,000,000	08/06/30			
			Metz Bismark Road	3%	12,500,000	08/06/30			
I2	Maintain and upgrade municipal assets	10%	Water and sanitation networks and plants maintenance plan	20%	General Exp	07/09/30			
			Roads and storm water maintenance plan	20%	General Exp	07/10/01			
			Upgrading of Giyani Stadium - 2010 activities	60%	5,000,000	08/06/30			
			Upgrading of Mashishimale MPCC	100%	300,000	07/12/31			
F2	Optimise infrastructure investment and services	10%	Municipal Infrastructure Investment Framework	70%	2,000,000	08/06/30			
C3	Promote environmentally sound practices and social development	5%	Development of waste landfill sites	100%	2,000,000				
KPA 3. Local Economic Development - Projects									
C1	Create community beneficiation and empowerment opportunities through networking for increased employment and poverty alleviation	100%	Fresh produce market	100%	1,394,750	07/12/15			
KPA 4. Municipal Financial Viability and Management - Projects									
F2	Optimise infrastructure investment and services	100%	Cost recovery strategy / framework	100%	General Exp	08/06/30			
KPA 5. Good Governance and Public Participation - Projects									
C2	Improve access to sustainable and affordable services	70%	Management Support for water	100%	General Exp	08/04/01			
F3	Increase financial viability through increased revenue and efficient budget management	30%	Water Services By-Laws and Policy	100%	General Exp	08/01/31			

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	5%	1				
Change Management	5%	1				
Knowledge Management		1				
Service Delivery Innovation	10%	1				
Problem Solving and Analysis	10%	1				
People Management and Empowerment	5%	1				
Client Orientation and Customer Focus	5%	1				
Communication	5%	1				
Accountability and Ethical Conduct	10%	1				
Competence in Self Management	5%	1				
Interpretation of and implementation within the legislative and national policy frameworks	5%	1				
Knowledge of developmental local government	5%	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	5%	1				
Skills in Mediation		1				
Skills in Governance		1				
Competence as required by other national line sector departments		1				
Exceptional and dynamic creativity to improve the functioning of the municipality	5%	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 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:
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	10				
Basic Service Delivery	60				
Local Economic Development (LED)	10				
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.