

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: M.T.Maake
Position: Municipal Manager
Accountable to: Executive Mayor
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 (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

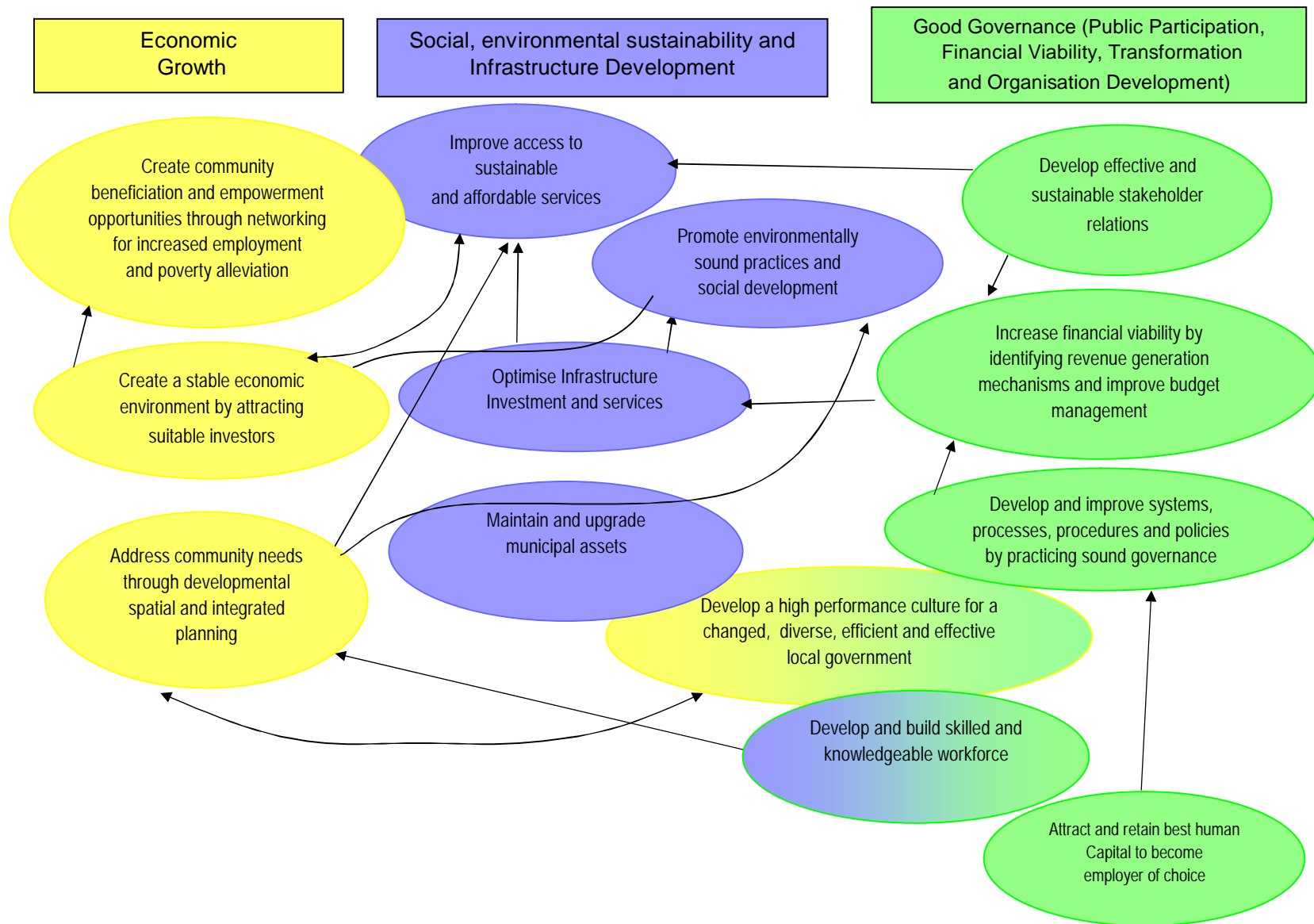
4. BSC Perspectives

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
Develop a performance driven, innovative and best practiced competitive organisation that is financially sustainable, well resourced and accountable to the community, where quality of life, hope, pride and loyalty is created and confidence installed in sound governance
Position Purpose
The Municipal Manager is required to lead, direct and manage a motivated and inspired Administration and account to the Mopani District Municipal Council as Accounting Officer for long term Municipal sustainability to achieve a good creditor rating within the requirements of the relevant legislation and whereas the following sections within the department i.e. Youth, Disabled and Gender Desk, Communications, Performance Management, Disaster Management and Internal Auditing is managed for integration, economic growth, marginalised poverty alleviation, efficient, economic and effective communications and service delivery
The Municipal Manager 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 formation and development of an economical, effective, efficient and accountable administration that is equipped to carry out the task of implementing the municipality Integrated Development Plan (IDP) and responsible to the needs of the local community
Ø The implementation of the municipality's IDP and monitoring the progress with the implementation of the plan
Ø The management and monitoring of Municipal services provided to local community in a sustainable and equitable manner
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
Ø Exercising powers delegated to the Municipal Manager by the Municipal Council and other authorities of the Municipality
Ø Rendering administrative and strategic support to the Executive Mayor and other political structures in Council
Ø Manage income and expenditure of the municipality to ensure sound financial management of Council

KEY PERFORMANCE INDICATORS

BSC	IDP Objective	Obj. Weighting	Strategic KPI	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															
L3	Develop and retain the best human capital to become employer of choice	20%	% star performers retention		70%	98%	98%	98%	98%	98%	98%	Retention Strategy, staff register			
			#/% of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan		30%	2 / 23 = 8,6%	8 / 23 = 34%	3 / 23 = 13%	5 / 23 = 21%	7 / 23 = 30,4%	8 / 23 = 34%	Staff Register			
I1	Develop a high performance culture for a changed, diverse, efficient and effective local government	30%	Average % individual scorecard rating		40%	-	130%	130%	130%	130%	130%	Assessment report			
				# performance assessments	60%	4	4	1	2	3	4	Assessment report			
F1	Address community needs through developmental spatial and integrated planning	40%	% Compliance to IDP / Budget / PM / SDBIP legislative deadlines		40%	100%	100%	100%	100%	100%	100%	Process plan implementation register			
			% Strategic Scorecard rating		60%	—	130%	130%	130%	130%	130%	Assessment report			

BSC	IDP Objective	Obj. Weighting	Strategic KPI	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 2. Basic Service Delivery															
C2	Improve access to sustainable and affordable services	60%	Access to Basic Sanitation and Water services		70%	58.66%	67.4% (if additional funding of R497mil can be sourced)	59.01%	62.90%	65%	67.4% (if additional funding of R497mil can be sourced)	District profile, progress reports			
			% households earning less than R1600 with access to basic services		30%	58.66%	67.40%	59.01%	62.90%	65%	67.40%	District profile, progress reports			
C3	Promote environmentally sound practices and social development	30%	% municipalities with licensed landfill sites		40%	40%	60%	40%	40%	40%	60%	Progress reports			
				% Disaster incidents reached within 1 Hour of reporting	60%	90%	100%	100%	100%	100%	100%	Disaster register			
I2	Maintain and upgrade municipal assets	10%	% total budget for repairs and maintenance (R-value budget for repairs and maintenance / R-value total operating budget)		100%	1.95%	2,350,000 / 120,550,000 = 1.95%	1.95%	1.95%	1.95%	2,350,000 / 120,550,000 = 1.95%	Budget			

BSC	IDP Objective	Obj. Weighting	Strategic KPI	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	40%	# jobs created through municipality's LED initiatives		100%	0	400	0	50	220	400	Economic database			
F1	Create a stable economic environment by attracting suitable investors	60%	% increase in LED investment initiatives		100%	5	10% (total of 8 initiatives)	5	5	5	10% (total of 8 initiatives)	Progress reports			
KPA 4. Municipal Financial Viability and Management															
F3	Increase financial viability through increased revenue and efficient budget management	60%	% financial viability (applicable i.t.o. MFMA)		30%	11%	89%	30%	60%	75%	89%	Financial reports			
			R-value revenue sourced to address back log of services to meet national targets		30%	130,431, 500	497,079, 000	-	497,079, 000	497,079, 000	497,079, 000	Financial reports			
			Credit rating		20%	A	AAA	AAA	AAA	AAA	AAA	Financial reports. Statement from bank			
			% budget variance		10%	0,5%	0,2%	0,2%	0,2%	0,2%	0,2%	Financial reports			
				% budget variance per directorate - MM office	10%	0,5%	0,2%	0,2%	0,2%	0,2%	0,2%	Financial reports			

BSC	IDP Objective	Obj. Weighting	Strategic KPI	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				
I3	Develop and improve systems, processes, procedures and policies by practicing sound governance	20%	Response time to audit queries		10%	60 Days	Within 5 working days	Within 5 working days	Within 5 working days	Within 5 working days	Within 5 working days	Audit reports			
				Unqualified audit report	60%	0%	100%	100%	100%	100%	100%	Audit reports			
				# queries raised by AG	30%	58	10	-	10	10	10				
L2	Develop and build skilled and knowledgeable workforce	10%	% of a municipal budget (salaries budget) allocated to for workplace skills plan		100%	1%	1%	1%	1%	1%	1%	Budget			
F2	Optimise infrastructure investment and services	10%	% Capital budget actually spent on capital projects identified for financial year i.t.o. IDP		100%	95%	95%	95%	95%	95%	95%	Budget			

BSC	IDP Objective	Obj. Weighting	Strategic KPI	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															
C3	Develop effective and sustainable stakeholder relations	100%	% stakeholder participation (public participation events in which all stakeholder groups participate)		20%	43%	95%	95%	95%	95%	95%	Attendance registers for public participation events			
			% customer satisfaction rating		10%	70%	90%	75%	80%	85%	90%	Survey report			
				% customer satisfaction rating per directorate - MM Office	10%	70%	90%	75%	80%	85%	90%	Survey report			
			% critical success factors of clients dissatisfaction addressed		10%	90%	100%	100%	100%	100%	100%	Survey report			
				% critical success factors of clients dissatisfaction addressed per directorate - MM Office	10%	90%	100%	100%	100%	100%	100%	Survey report			
				Average % service standards completed per directorate	10%	10%	100%	100%	100%	100%	100%	Service standards report			
				% District regulatory service agreements concluded within 30 days of new financial year	20%	50%	100%	100%	100%	100%	100%	Signed agreements			
				% customer complaints, queries, received and resolved within service standards	10%	10%	100%	100%	100%	100%	100%	Register			

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 - Projects									
I1	Address community needs through developmental spatial and integrated planning	30%	IDP Review	50%	General Exp	08/06/30			
			Strategic and Institutional PM Review	30%	General Exp	08/03/31			
			PIMS support	10%	General Exp	On-going			
L1	Develop a high performance culture for a changed, diverse, efficient and effective local government	20%	Employee Performance Management	100%	General Exp	08/06/30			
I3	Develop and improve systems, processes, procedures and policies by practicing sound governance	10%	Monitoring and Reporting	100%		On-going			
L3	Develop and retain the best human capital to become employer of choice	20%	Institutional plan	40%	150,000	08/02/28			
			S57 Appointments	60%	General Exp	On-going			
C4	Develop effective and sustainable stakeholder relations	20%	Customer Satisfaction Survey	20%	General Exp				
			Stakeholder relations framework	30%	General Exp	08/03/31			
			Feasibility study on automated Customer Care System	20%	General Exp	07/12/31			
			Inter-governmental relations framework	30%	General Exp	08/03/31			
KPA 2. Basic Service Delivery									
C2	Improve access to sustainable and affordable services	30%	Service delivery audit	20%	General Exp	07/09/30			
			Modjadji Sewer Reticulation	50%	17,000,000	08/06/30			
			Building of Mopani municipal office building	30%	20,000,000	08/06/30			
I2	Maintain and upgrade municipal assets	10%	Water and sanitation networks and plants maintenance plan	50%	General Exp	07/09/30			
			Roads and storm water maintenance plan	50%	General Exp	07/10/01			
F2	Optimise infrastructure investment and services	20%	Municipal Infrastructure Investment Framework	100%	2,000,000	08/06/30			
C3	Promote environmentally sound practices and social development	40%	District Environmental Status Quo Report	70%	250,000	08/06/30			
			Disaster Management Framework	30%	General Exp	08/03/31			
KPA 3. Local Economic Development - Projects									
C1	Create community beneficiation and empowerment opportunities through networking for increased employment and poverty alleviation	40%	LED Strategy Review	30%		08/06/30			
			Moshupatsela programme implementation	35%	378,000	07/08/31			
			Fresh produce market	35%	3,376,750	08/06/30			
F1	Create a stable economic environment by attracting suitable investors	60%	Investment strategy	100%	300,000	08/03/31			

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 4. Municipal Financial Viability and Management - Projects									
I3	Develop and improve systems, processes, procedures and policies by practicing sound governance	50%	Audit Register and plan	40%	General Exp	07/07/31			
			Updating of audit records	30%	General Exp	On-going			
			Audit report response	20%	General Exp	08/06/30			
			Performance Audit Committee Meetings and Validation	10%		07/11/30			
F3	Increase financial viability through increased revenue and efficient budget management	30%	Revenue management	30%	General Exp	07/12/31			
			Sourcing of Additional Funding to meet the National Target on Access to Basic Water	70%	General Exp	07/12/31			
F2	Optimise infrastructure investment and services	20%	Cost recovery strategy / framework	100%	General Exp	08/06/30			
KPA 5. Good Governance and Public Participation - Projects									
I3	Develop and improve systems, processes, procedures and policies by practicing sound governance	40%	District conference: Ward committees	30%	150,000	08/03/31			
			Support to Local Municipalities' ward committees	30%	500,000	On-going			
			Assessment on level of functionality of ward committees	40%	General Exp	07/09/30			
			Management meetings programme	100%	General Exp	On-going			
C4	Develop effective and sustainable stakeholder relations	60%	Public Participation framework	15%	General Exp	08/03/31			
			District MM Forum management	10%	General Exp	On-going			
			Municipal Communicators Forum	5%	General Exp	07/08/31			
			S78 Powers and functions	20%	General Exp	08/03/31			
			Cluster System Management	10%	General Exp	On-going			
			Project Consolidate	5%	General Exp	On-going			
			District shared services	5%	General Exp	On-going			
			5 Year Local Government Strategic Agenda	10%		08/04/30			
			Internal and External Newsletter development and distribution	5%	General Exp	Quarterly			
			Communication Policy and Strategy	10%	General Exp	07/11/30			
			Media Relations Strategy	5%	General Exp	On-going			

Competencies						
	Weighting	Proficiency Level	2nd Quarter	4th Quarter	Total Score	Comment
Strategic Capability and Leadership	11%	1				
Programme and Project Management	3%	1				
Financial Management	15%	1				
Change Management	10%	1				
Knowledge Management	3%	1				
Service Delivery Innovation	3%	1				
Problem Solving and Analysis	3%	1				
People Management and Empowerment	10%	1				
Client Orientation and Customer Focus	3%	1				
Communication	3%	1				
Accountability and Ethical Conduct	3%	1				
Competence in Self Management	3%	1				
Interpretation of and implementation within the legislative and national policy frameworks	3%	1				
Knowledge of developmental local government	3%	1				
Knowledge of Performance Management and Reporting	3%	1				
Knowledge of global and South African specific political, social and economic contexts	3%	1				
Competence in policy conceptualisation, analysis and implementation	3%	1				
Knowledge of more than one functional municipal field / discipline	3%	1				
Skills in Mediation	3%	1				
Skills in Governance	3%	1				
Competence as required by other national line sector departments	3%	1				
Exceptional and dynamic creativity to improve the functioning of the municipality	3%	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	30				
Basic Service Delivery	10				
Local Economic Development (LED)	10				
Municipal Financial Viability and Management	20				
Good Governance and Public Participation	30				
Competencies	100				
Overall Rating =	$KPA \times 0.8 + Competencies \times 0.2$	$KPA \times 0.8 + Competencies \times 0.2$	$KPA \times 0.8 + Competencies \times 0.2$	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.