

Annexure A

Performance Plan

Mopani District Municipality



Name: M.T.Maake

Position: Municipal Manager

Accountable to: Executive Mayor

Plan Period: 01.07.2012 – 30.06.2013

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 Area (KPA's), IDP Objectives, Performance Indicators (KPIs), KPI Weightings (per Objective), Targets (quarterly), evidence required
5. Competencies
6. Summary Scorecard
7. Rating Scales
8. Assessment Process
9. Approval of Personal Performance Plan

PERFORMANCE PLAN OVERVIEW

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
- 3.6 Spatial Rationale

4. BSC Perspectives

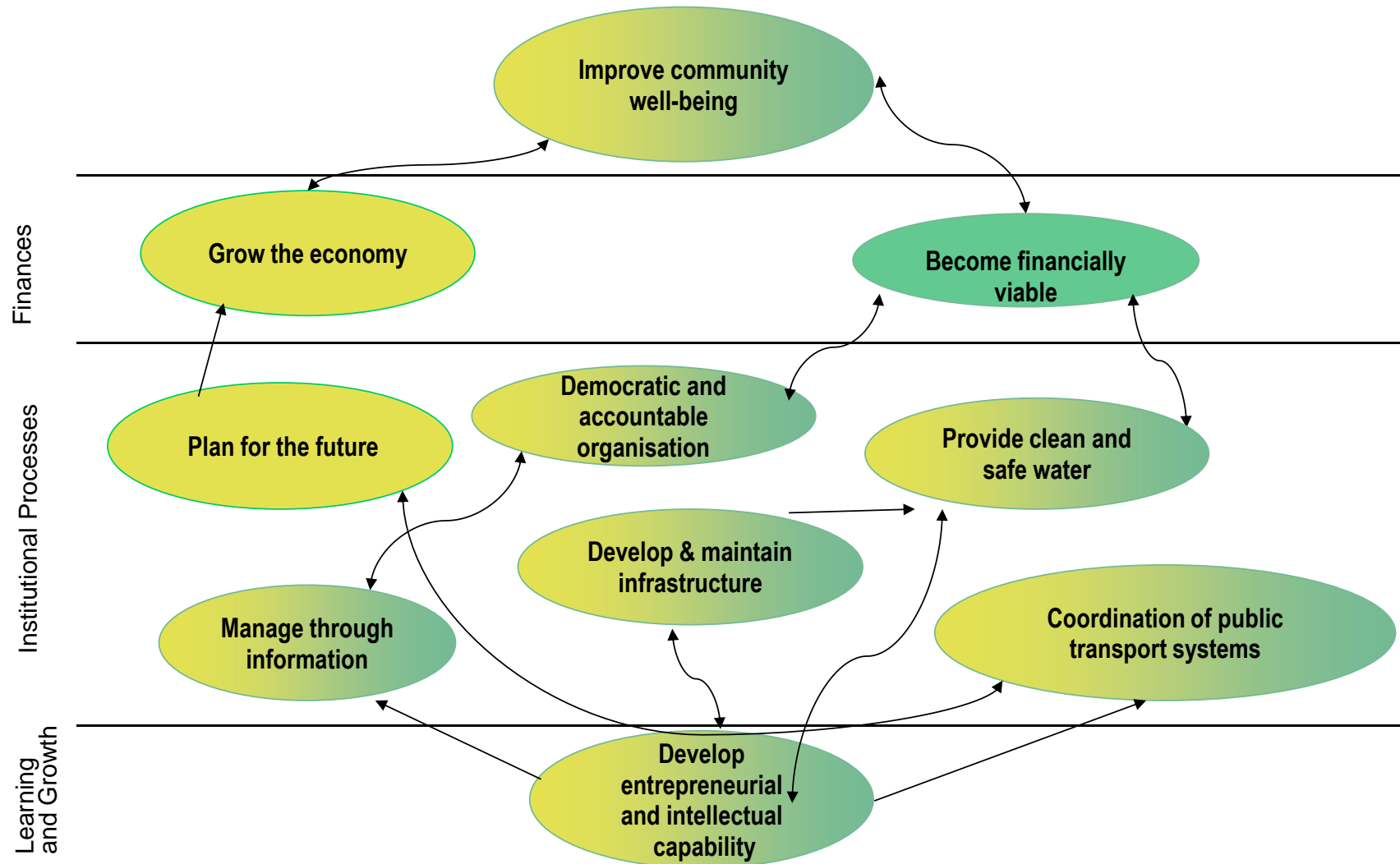
The BSC Methodology was used for the development of the Performance Management System and will read as follows:

- 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 Strategic Objectives to be achieved as depicted on the next page

To be the food basket of Southern Africa and the tourism destination of choice



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:
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
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
The implementation of the municipality's IDP and monitoring the progress with the implementation of the plan
The management and monitoring of Municipal services provided to local community in a sustainable and equitable manner
The administration and implementation of the Municipality's by-laws and other legislation, includes the implementation of National and Provincial directives, policies and legislation
Exercising powers delegated to the Municipal Manager by the Municipal Council and other authorities of the Municipality
Rendering administrative and strategic support to the Executive Mayor and other political structures in Council
Manage income and expenditure of the municipality to ensure sound financial management of Council

Key Performance Indicators and Targets											
KPA	IDP Objective	Programme	Indicators	KPI Weight	Baseline	2012/13 Quarterly Targets				Annual Targets 2012-	Evidence Required
						1st Q	2nd Q	3rd Q	4th Q		
Financial Viability	Become financially viable	Budget and Expenditure Management	% Creditors paid within 30 days	30%	100%	100%	100%	100%	100%	100%	Financial reports
			% Capital budget actually spent on capital projects identified for financial year i.t.o. IDP	50%	77.23%	25%	50%	75%	100%	100%	Financial reports
		Revenue Management	% Outstanding debtors more than 90 days	20%	91.99%	18%	18%	18%	18%	18%	Financial reports
Good Governance and Public Participation	Democratic and accountable organisation	Governance and Administration	% Compliance to legislative requirements	20%	100%	100%	100%	100%	100%	100%	Legislative checklist
			Unqualified Audit reports with reduced matters of emphasis	20%	3	Not applicable this quarter	1	Not applicable this quarter	Not applicable this quarter	1	AG Report
			% Anti-corruption cases investigated and resolved	10%	75%	100%	100%	100%	100%	100%	Anti Corruption and Fraud report
Good Governance and Public Participation	Democratic and accountable organisation	Governance and Administration	% Audit Committee decisions implemented for the municipality	10%	75%	100%	100%	100%	100%	100%	Resolution register
			% Risk register reviewed and approved on time for the entire	10%	75%	100%	100%	100%	100%	100%	Risk register
			% Reduction of identified risks for the municipality	10%	25%	50%	75%	100%	100%	100%	Risk Management Reports

Key Performance Indicators and Targets											
KPA	IDP Objective	Programme	Indicators	KPI Weight	Baseline	2012/13 Quarterly Targets				Annual Targets 2012-	Evidence Required
						1st Q	2nd Q	3rd Q	4th Q		
			% Audit Charter Developed and approved by Audit Committee	10%	100%	Not applicable this quarter	100%	100%	100%	100%	Audit charter and minutes
		Monitoring and Evaluation	% Timeous submission of annual performance report to the Auditor General	10%	100%	100%	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%	Annual Performance Report and minutes
Good Governance and Public Participation	Manage through information	Information management, Research and development	% Electronic systems that are integrated	100%	0	50%	100%	100%	100%	100%	Checklist
Local Economic Development	Grow the economy	Grow the economy	% GGP rating	25%	4%	4.2%	4.2%	4.2%	4.2%	4.2%	Economic statistics
		Sustainable Job Creation	# Jobs created through implementation of municipal IDP and budget	25%	3951	1685	3376	5112	7489	7489	Employment register
			# Investors attracted for the implementation of catalitical projects as identified in the LED strategy	25%	0	Not applicable this quarter	1	2	Not applicable this quarter	2	Signed agreements
			% Progress on implementation of the CRDP	25%	50%	Not applicable this quarter	Not applicable this quarter	50%	100%	100%	CRDP Report

Key Performance Indicators and Targets											
KPA	IDP Objective	Programme	Indicators	KPI Weight	Baseline	2012/13 Quarterly Targets				Annual Targets 2012-	Evidence Required
						1st Q	2nd Q	3rd Q	4th Q		
			% Progress on the implementation of the CLGF Programme	25%	25%	50%	75%	100%	Not applicable this quarter	100%	CLGF Report
Service Delivery	Develop and maintain infrastructure	Electricity Infrastructure and Services	% Household with access to basic electricity	25%	90,22%	0	93%	95%	97%	97%	Database statistics
		Sanitation Infrastructure and Services	% Household with access to basic sanitation	25%	82%	84%	86%	88%	Not applicable this quarter	88%	Database statistics
		Waste Management	% Household with access to basic waste removal	25%	48%	50%	60%	70%	75%	75%	Database statistics
		Water Infrastructure and Services	% Household with access to basic water	25%	75%	0	75.5%	76%	Not applicable this quarter	76%	Database statistics
	Improve Community well-being	Disaster Management	% Disaster Management Framework reviewed and approved by Management	40%	100%	100%	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%	Framework and minutes
Service Delivery	Improve Community well-being	Disaster Management	% Disaster Management Plan reviewed and approved by Management	40%	100%	100%	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%	Framework and minutes

Key Performance Indicators and Targets											
KPA	IDP Objective	Programme	Indicators	KPI Weight	Baseline	2012/13 Quarterly Targets				Annual Targets 2012-	Evidence Required
						1st Q	2nd Q	3rd Q	4th Q		
	Provide clean and safe water	Clean and safe water provision	% Blue drop rating outcome	60%	64%	Not applicable this quarter	98%	Not applicable this quarter	Not applicable this quarter	98%	Certificate
			% Green drop rating outcome	40%	52%	Not applicable this quarter	95%	Not applicable this quarter	Not applicable this quarter	95%	Certificate
Spatial Rationale	Plan for the future	Integrated Development Planning	% IDP review process conducted as per framework for each phase	20%	90%	100%	100%	100%	100%	100%	Reports and minutes
Spatial Rationale	Plan for the future	Spatial Planning	% Infrastructure investment channeled to the District growth points against allocated resources	40%	8%	11%	11%	11%	11%	11%	Project list and reports
Transformation and Organisational Development	Develop entrepreneurial and intellectual capability	Capacity building and Training (HRD)	% Targeted staff trained in various fields as per the WSP	20%	100%	100%	100%	100%	100%	100%	Financial reports
		Human Resource Management	% S56 Managers posts filled	20%	100%	100%	100%	100%	100%	100%	Staff register

Key Performance Indicators and Targets											
KPA	IDP Objective	Programme	Indicators	KPI Weight	Baseline	2012/13 Quarterly Targets				Annual Targets 2012-	Evidence Required
						1st Q	2nd Q	3rd Q	4th Q		
Transformation and Organisational Development	Develop entrepreneurial and intellectual capability	Human Resource Management	% Reviewed organogram developed and approved on time	20%	75%	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%	100%	Inputs and memo
			% LLF issues resolved within specified timeframe	20%	75%	100%	100%	100%	100%	100%	Minutes
			% Performance reviews conducted for all Directors	20%	100%	100%	100%	100%	100%	100%	Evaluation report and letter of comments

Competencies		
	Definitions	Weighting
Strategic Capability and Leadership	Must be able to provide vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate	10%
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved	5%
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	15%
Change Management	Must be able to initiate and support municipal transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	5%
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality	5%
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals	5%
Problem Solving and Analysis	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	10%
People and Diversity Management	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals	15%
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively in order to put the spirit of customer service (Batho Pele) into practice	5%
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes	10%
Accountability and Ethical Conduct	Must be able to display and build the highest standard of ethical and moral conduct in order to promote confidence and trust in the municipality	15%
Section Total:		100%

** These Competencies are dependent on final promulgation of the Guidelines in terms of the Regulations*

Summary Scorecard								
Position Outcomes/Outputs	KPA Weighting (%)	IDP Objective	Objective Weighting (%)	Assessment Weighting	1st Assessment	2nd Assessment	Total Score	Comment
Key Performance Areas				80%				
Financial Viability	25%	Become financially viable	100%					
Good Governance and Public Participation	20%	Democratic and accountable organisation	80%					
		Manage through information	20%					
Local Economic Development	10%	Grow the economy	100%					
Service Delivery	25%	Improve Community well-being	40%					
		Develop and maintain infrastructure	40%					
		Provide clean and safe water	20%					
		Coordination of public transport services	n.a.					
Transformation and Organisational Development	10%	Develop entrepreneurial and intellectual capability	100%					
Spatial Rationale	10%	Plan for the future	100%					
Competencies				20%				

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.

Performance Assessment Process

The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

1. Performance Assessment:

1.1. Formal assessment between employee and employer will take place at least twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly assessments respectively.

1.2. Progress against the targets will be captured in preparation for the assessments.

1.3. Scores of 1-5 will be calculated based upon the progress against targets.

1.4. KPI's and targets are audited and copied to the Performance Plans before assessment date.

1.5. The employer must keep a record of the mid-year assessment and annual assessment meetings.

2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.

3. The process for determining Employee ratings are as follows:

3.1. The employee to motivate for higher ratings where applicable.

3.2. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.

3.3. The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.

3.4. The panel scores are averaged to derive a total score per KPI /CCR. Overall scores are calculated by taking weightings into account where applicable.

3.5. The final KPA's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.

4. The five point rating scale referred to in regulation 805 correspond as follows:

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167

5. The assessment rating calculator is used to calculate the overall % score for performance.

6. The half-year assessment rating can be used in combination with the Annual Performance Assessment to derive a final Annual rating score.

7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in table below:

% Rating Over Performance	% Bonus
130-149%	5-9%
150% and above	10-14%

8. The Personal Development Plan (PDP) can be reviewed after the performance assessment had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.

9. The results of the performance assessment will be submitted to the performance audit committee for final approval of the assessment/s.

10. The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.

Approval of the Personal Performance Plan	
<p>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.</p>	
Undertaking of the employer / superior	Undertaking of the employee
<p>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.</p>	<p>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.</p>
Signed and accepted by the Executive Mayor on behalf of Council:	Signed and accepted by the Employee:
DATE:	DATE: