

# Annexure A Performance Plan 2013/2014

## Greater Letaba Municipality



### **PERFORMANCE PLAN**

**Name: MASHABA TSAKANI GLORY**  
**Position: Municipal Manager**  
**Accountable to: Mayor - Cllr Modjadji G.H**  
**Plan Period: 01.07.2013 – 30.06.2014 (Employment Contract supersedes this performance plan)**

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 (KPI's), IDP Objectives, Programmes, Performance Indicators (KPIs), Weightings, Targets (quarterly), evidence required
5. A performance scorecard per Key Performance Area (Projects), IDP Objectives, Programmes, Weightings, Projects / Initiatives, Quarterly Deliverables, Evidence required
6. Competencies
7. Approval of Personal Performance Plan
8. Summary Scorecard
9. Rating Scales
10. Assessment Process

# 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 Infrastructure Development and Planning Director'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. Outcome 9**

- 4.1. Implement a differentiated approach to municipal financing, planning and support
- 4.2. Improving access to basic services
- 4.3. Implementation of the Community Work Programme and Cooperative Supported
- 4.4. Actions supportive of the human settlements outcome
- 4.5. Deepen democracy through a refined Ward Committee model
- 4.6. Administrative and financial capability

### **5. BSC Perspectives**

The BSC Methodology was used for the development of the Performance Management System and the Perspectives will be indicated as:

- 5.1 Community
- 5.2 Financial
- 5.3 Institutional Processes
- 5.4 Learning and Growth

### **6. Strategic Objectives**

The Key Performance Indicators are devised according to the IDP Institutional Outcomes to be achieved as depicted on the next page

***“To be an outstanding agro-processing and eco-cultural tourism hub”***



<b>STRATEGIC VISION</b>
To be an outstanding agro-processing and eco-cultural hub.
<b>STRATEGIC MISSION</b>
To ensure an effective, efficient and economically viable municipality through: Provision of accountable, transparent and consultative government, Promotion of local economic development and poverty alleviation, Strengthening cooperative governance, Provision of sustainable and affordable services, and Ensuring a safe and healthy environment
<b>Position Goal</b>
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
<b>Position Purpose</b>
The Municipal Manager is required to lead, direct and manage a motivated and inspired Administration and account to the 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 and Internal Auditing is managed for integration, economic growth, marginalised poverty alleviation, efficient, economic and effective communications and service delivery
<b>The Municipal Manager is accountable and responsible for amongst others:</b>
∅ 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's 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, including the implementation of National and Provincial directives, policies and legislation and the rendering of legal advise, ensuring legislative requirements compliance
∅ Exercising powers delegated to the Municipal Manager by the Municipal Council and other authorities of the Municipality
∅ Rendering administrative and strategic support to the Mayor and other political structures in Council
∅ Manage income and expenditure of the municipality to ensure sound financial management of Council

MM'S KPI											
Vote No	IDP Objective	%Obj Weighting	Programme	%Program me Weighting	Institutional KPI	Status 2013 / 2014	Quarterly Targets - End Sept	Quarterly Targets - End Dec	Quarterly Targets - End Mar	Quarterly Targets - End June	Evidence Required
<b>KPA 1 : Municipal Transformation and Organisational Development - (25% Weighting)</b>											
<b>OUTCOME NINE (OUTPUT 1: IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT, OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES)</b>											
048	Improved Governance and Organisational Excellence	50	IDP	20	Draft IDP/ Budget /PMS adopted by Council by 31 March 2014	Draft IDP /Budget/ PMS Adopted	n/a		Draft IDP Adopted	n/a	Draft IDP
048	Improved Governance and Organisational Excellence		IDP	20	Final IDP /Budget /PMS adopted by 31 May 2014	Final IDP /Budget /PMS adopted by 31 May 2014	n/a	n/a		Final IDP /Budget /PMS adopted by 31 May 2014	Final IDP
048	Improved Governance and Organisational Excellence		SDBIP	20	SDBIP approved by Mayor 28 days after adoption of IDP/ Budget/PMS	SDBIP approved by Mayor 28 days after adoption of IDP/Budget/ PMS	n/a	n/a	n/a	SDBIP approved by Mayor 28 days after adoption of IDP/Budget/P MS	SDBIP document
048	Improved Governance and Organisational Excellence		OPMS	20	# Quarterly performance reports submitted to Council YTD	4	1	2	3	4	Reports
048	Improved Governance and Organisational Excellence		OPMS	20	Quarterly performance information completed and submitted to performance management officer within one week of new quarter	100%	100%	100%	100%	100%	Dated calculators
048	Improved Human Resources	50	Employee Performance Management	20	% S57 staff with signed performance agreements (TAS)	5	5	n/a	n/a	n/a	Signed performance agreements
048	Improved Human Resources		Employee Performance Management	20	# formal assessment (S57) (TAS)	2	n/a	1	n/a	2	Assessment reports
048	Improved Human Resources		Organogram	20	% alignment of the organogram to the IDP and Budget	100%	n/a	n/a	100%	n/a	Aligned organogramme
048	Improved Human Resources		Personnel Provisioning	20	% budgeted critical posts filled(TAS)	50%	n/a	50%	n/a	n/a	Appointment letters for critical positions
048	Improved Human Resources		OHS	20	% of OHS committee recommendations implemented	100%	100%	100%	100%	100%	Implementation register
<b>KPA 2: Basic Service Delivery - (25% Weighting)</b>											
<b>(OUTCOME NINE - OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES)</b>											

MM'S KPI											
Vote No	IDP Objective	%Obj Weighting	Programme	%Program me Weighting	Institutional KPI	Status 2013 / 2014	Quarterly Targets - End Sept	Quarterly Targets - End Dec	Quarterly Targets - End Mar	Quarterly Targets - End June	Evidence Required
071	Access to Sustainable Basic Services	100	MIG	50	% MIG projects completed within timelines	100%	100%	100%	100%	100%	Institutional Performance Reports
	Access to Sustainable Basic Services	100	MIG	50	% MIG projects monitored quarterly.	100%	100%	100%	100%	100%	Monitoring Reports
<b>KPA 4: Municipal Financial Viability and Management - (25% Weighting)</b> <b>OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY</b>											
048	Sustainable Financial Institution	100	Budget and Reporting	12.5	MFMA S46 annual report tabled to Council by end January 2014	n/a	n/a	n/a	MFMA S46 annual report tabled to Council by end January 2014	n/a	Reports
048	Sustainable Financial Institution	100	Budget and Reporting	12.5	Approval of adjustment budget.	100%	100%	100%	100%	100%	Approved budget document
048	Sustainable Financial Institution	100	Budget and Reporting	12.5	Submission of Annual Financial Statements	100%	100%	100%	100%	100%	Proof of submission
048	Sustainable Financial Institution		Supply Chain	12.5	Appointment of SCM committees.	100%	100%	100%	100%	100%	Appointment letters
048	Sustainable Financial Institution		Supply Chain	12.5	% tenders appointed within time frame as per the SDBIP	100%	100%	100%	100%	100%	Appointment letters
048	Sustainable Financial Institution		Revenue Management	12.5	% Revenue collection (R-value revenue collected / R-value billed revenue)	73%	25%	40%	55%	76%	Financial statements
048	Sustainable Financial Institution		Expenditure Management	12.5	% Capital budget spent as per the SDBIP	10%	10%	10%	10%	10%	Financial statements
048	Sustainable Financial Institution		Expenditure Management	12.5	% MIG spent as per the SDBIP	10%	10%	10%	10%	10%	Financial statements
<b>KPA 5: Good Governance and Public Participation - (25% Weighting)</b> <b>OUTCOME 9 (OUTPUT 5: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL, OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY)</b>											
048	Improved Governance and Organisational Excellence	100	Forums	5.9	% implementation of IDP/Budget /PMS Rep Forum Resolutions	100%	100%	100%	100%	100%	Reports on implementation
048	Improved Governance and Organisational Excellence		IGR	5.9	% attendance of District IGR Forum	100%	100%	100%	100%	100%	Attendance register, minutes

**MM'S KPI**

Vote No	IDP Objective	%Obj Weighting	Programme	%Program me Weighting	Institutional KPI	Status 2013 / 2014	Quarterly Targets - End Sept	Quarterly Targets - End Dec	Quarterly Targets - End Mar	Quarterly Targets - End June	Evidence Required
048	Improved Governance and Organisational Excellence		IGR	5.9	% IGR Resolutions Implemented	100%	100%	100%	100%	100%	Reports on implementation
048	Improved Governance and Organisational Excellence		IGR	5.9	% District management forum resolutions implemented	100%	100%	100%	100%	100%	Reports on implementation
048	Improved Governance and Organisational Excellence		Izimbizo	5.9	% of issues raised during the Local Izimbizo resolved	100%	100%	100%	100%	100%	Register, reports
048	Improved Governance and Organisational Excellence		Izimbizo	5.9	% of issues raised during the Provincial Izimbizo resolved	100%	100%	100%	100%	100%	Register, reports
048	Improved Governance and Organisational Excellence		Izimbizo	5.9	% of issues raised during the Presidential Izimbizo resolved	100%	100%	100%	100%	100%	Register, reports
048	Improved Governance and Organisational Excellence		Customer Relations Management	5.9	# complaints acknowledged to within 7 working days of receipt / # complaints received as %	100%	100%	100%	100%	100%	Register, reports
048	Improved Governance and Organisational Excellence		Customer Relations Management	5.9	% complaints relevant to office addressed	100%	100%	100%	100%	100%	Register, reports
028	Improved Governance and Organisational Excellence		Auditing	5.9	% Implementation of internal audit recommendations	100%	100%	100%	100%	100%	Report
028	Improved Governance and Organisational Excellence		Auditing	5.9	Functionality of Audit Committee	100%	100%	100%	100%	100%	Report
048	Improved Governance and Organisational Excellence		Auditing	5.9	% issues raised and addressed during the last AG report according to audit action plan	100%	n/a	n/a	80%	100%	Audit report
048	Improved Governance and Organisational Excellence		Auditing	5.9	% internal audit programme implemented i.t.o. internal audit plan	100%	100%	100%	100%	100%	Internal audit programme
048	Improved Governance and Organisational Excellence		Auditing	5.9	Obtain a Clean audit	Adverse	n/a	Clean Audit	n/a	n/a	Audit report
048	Improved Governance and Organisational Excellence		Auditing	5.9	% quarterly institutional performance reports audited	100%	100%	100%	100%	100%	Audited performance reports

**MM'S KPI**

Vote No	IDP Objective	%Obj Weighting	Programme	%Program me Weighting	Institutional KPI	Status 2013 / 2014	Quarterly Targets - End Sept	Quarterly Targets - End Dec	Quarterly Targets - End Mar	Quarterly Targets - End June	Evidence Required
048	Improved Governance and Organisational		Auditing	5.9	# of assets audit conducted (Risk Management issue)	4	1	2	3	4	Quarterly Audit report
048	Improved Governance and Organisational Excellence		Risk Management	5.9	# risks addressed / # risks identified during risk assessment as %	100%	100%	n/a	n/a	100%	Register
048	Improved Governance and Organisational		Fraud and anti-corruption	5.9	# of cases reported / cases successfully dealt with as %	100%	100%	100%	100%	100%	Reports
048	Improved Governance and Organisational Excellence		Council Management	5.9	% Council resolutions implemented	100%	100%	100%	100%	100%	Council resolutions register



MM'S PROJECTS													
Vote Nr	Strategic Objective	% Obj Weighting	Programme	% Programme Weighting	Project Name	Total Budget 2013/2014	Planned start date	Planned completion date	Quarterly milestones - End Sept	Quarterly milestones - End Dec	Quarterly milestones - End Mar	Quarterly milestones - End June	Portfolio of Evidence
<b>KPA 1 : Municipal Transformation and Organisational Development - (25% Weighting)</b>													
<b>OUTCOME NINE (OUTPUT 1: IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT, OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES)</b>													
54	Integrated Sustainable Development	30	IDP	100	IDP Review	Operational	01/07/2012	30/06/2013	Adoption of IDP/Budget PMS process plan Conduct strategic planning session	Complete project phase	Draft IDP approved by Council	Final IDP approved by Council.	Adherence to IDP process plan
54	Improved Governance and Organisational Excellence	70	SDBIP	25	SDBIP Review	Operational	01/07/2012	30/06/2013	n/a	n/a	n/a	SDBIP approved by the Mayor 28 days after adoption of IDP/Budget PMS	Adherence to IDP process plan
54	Improved Governance and Organisational Excellence		Bursary Scheme	25	Bursary Scheme	1 056 570.00	01/07/2013	30/06/2014	Adjudication of all applications	Payment of costs	Payment of costs	Advertise for application for the academic year 2014	Advert and proof of payments, appointment letters
54	Improved Governance and Organisational Excellence		Risk Management	25	Risk Committee Training	118 272.00	01/07/2013	31/12/2013	Preparation for the workshop	Workshop conducted and report compiled	n/a	n/a	Minutes, Invitation and Reports
	Improved Governance and Organisational Excellence		Risk Management	25	Development of Risk Assessment Strategy	59 136.00	01/07/2013	31/12/2013	Preparation for the workshop	workshop conducted and strategy compiled	n/a	n/a	Risk strategy, minutes and attendance register

<b>Competencies</b>		
	<b>Definitions</b>	<b>Weighting</b>
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	20%
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	10%
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	20%
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	10%
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	5%
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	10%
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	5%
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	5%
<b>Section Total:</b>		100%
<i>* These Competencies are dependent on final promulgation of the Guidelines in terms of the Regulations</i>		

## 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

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.

Signed and accepted by the Supervisor on behalf of Council:

**DATE:**

### Undertaking of the employee

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 Employee:

**DATE:**

## Summary Scorecard

Position Outcomes/Outputs	Assess	Weighting	1st Assessment	2nd Assessment	Total Score	Comment
<b>Key Performance Areas</b>	<b>100</b>					
Municipal Transformation and Organisational Development	25					
Basic Service Delivery	25					
Local Economic Development (LED)	0					
Municipal Financial Viability and Management	25					
Good Governance and Public Participation	25					
<b>Competencies</b>	<b>100</b>					
Strategic Capability and Leadership	20%					
Programme and Project Management	10%					
Financial Management	20%					
Change Management	10%					
Knowledge Management	5%					
Service Delivery Innovation	5%					
Problem Solving and Analysis	5%					
People and Diversity Management	10%					
Client Orientation and Customer Focus	5%					
Communication	5%					
Accountability and Ethical Conduct	5%					
<b>Overall Rating =</b>						

**The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:**

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>Outstanding Performance</b>	<b>Performance Significantly Above Expectations</b>	<b>Fully Effective</b>	<b>Not Fully Effective</b>	<b>Unacceptable Performance</b>
<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>

## 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 a 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 at 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 at 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.