

Annexure A

Performance Plan

Greater Tubatse Municipality



Name: MD Magabe

Position: Director Executive Support

Accountable to: Municipal Manager

Plan Period: 01.07.08 – 30.06.09

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 Key Performance Indicators (KPIs)
5. A performance scorecard per Key Performance Areas (KPA's, DPLG), dealing with Projects and main activities
6. Competencies
7. Approval of Personal Performance Plan
8. Summary Scorecard
9. Assessment Process

Annexure A

PERFORMANCE PLAN

1. Purpose

The performance plan defines the Council's expectations of the Director Executive Support'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 Director Executive Support'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. Balanced Scorecard Perspectives

The BSC Methodology was used for the development of the Performance Management System and the perspectives used were:

- 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



3. Purpose of the Position

STRATEGIC VISION

To develop Tubatse as a Platinum City in an integrated manner to improve the quality of life for all

STRATEGIC MISSION

To promote:

- local accountable democracy through active community participation;
- economic advancement to fight poverty and unemployment;
- needs satisfying service rendering in a sustainable affordable manner;
- municipal transformation and institutional development;
- environmental management to ensure a balance between human settlements and the economic base of the city

Position Vision 2011

To support for democratic leadership in an excellent and integrated manner to achieve the vision of the platinum city.

Position Mission

To provide professional support to the council, assist and guide council to perform its work in serving the community and to encourage and empower communities in deepening democracy.

Municipal Transformation and Organisational Design Key Performance Indicators (10 % Weighting)										
BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
L1	Develop and build skilled and knowledgeable workforce	% Councillors undergone training workshops		100%	25%	50%	75%	100%	Training for councillors	Attendance register

Municipal Transformation and Organisational Design Project Activities

BSC	Strategic Objective	KPI	Project Initiative	Budget 2007/8	Target Date	2008/09 Quarterly Activities			
						1st Q	2nd Q	3rd Q	4th Q
L1	Develop and build skilled and knowledgeable workforce	% Councillors undergone training workshops	Councillors training workshops			Ensure that a schedule for councillor training is developed before the start of financial year and monitor it implementation	Monitor the implimentation of the schedule	Monitor the implimentation of the schedule	Monitor the implimentation of the schedule

Basic Service Delivery Key Performance Indicators (10% Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
C2	Promote environmentally sound practices and social development	# of free basic service campaigns	0%	4	1	2	3	4	Free basic campaign	Posters and Attendance register

Basic Service Delivery Key Project Activities

BSC	Strategic Objective	KPI	Project Initiative	Budget 2007/8	Target Date	2008/09 Quarterly Activities			
						1st Q	2nd Q	3rd Q	4th Q
C2	Promote environmentally sound practices and social development	# of free basic service campaigns	Basic service campaign			Ensure that the schedule for campaign is developed and then monitor is implementation	monitor the implementation of the schedule	monitor the implementation of the schedule	monitor the implementation of the schedule

Governance and Public Participation Key Performance Indicators (80% Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
C3	Develop effective and sustainable stakeholder relations	% adherence to public participation plan and program		100%	100%	100%	100%	100%		Reports
		# of quarterly wards meetings		116	29	58	87	116	Quarterly wards meetings	Reports
		# of functional ward committee		29	29	29	29	29		Ward committee monthly and quarterly reports
		# of district mayors forum attend /number planned		4	1	2	3	4	District mayor forums	Reports
		# of quarterly reports from District Council representatives		4	1	2	3	4		Reports
		# of ExCo outreach program (local imbizo) held		12	3	6	9	12		Minutes
		R-value allocated for local imbizo		R 60,000	R 15,000	R 30,000	R 45,000	R 60,000		Copy of invoice
		# of team building activity for ward councillors		1	1					Attendance register
		R-value allocated for Team building(Ward Councillors and CDW)		R 18,000	R 18,000					Copy of invoice
		# of Team building exercise for Executive support		1	1					Attendance register
		R-value allocated for Team building (Executive Support)		R 24,000	R 24,000					Copy of invoice
		% of issues served or issues raised during local imbizo submitted to relevant department or other spheres within 7 days	100%		100%	100%	100%	100%		Copy of issues

Governance and Public Participation Key Performance Indicators (80% Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
C3	Develop effective and sustainable stakeholder relations	# of provincial imbizo held		4	1	2	3	4		schedule of meetings
		% of issues served or issues raised during provincial imbizo submitted to relevant department or other spheres within 7 days	100%		100%	100%	100%	100%		Copy of issues
		# of District imbizo held		4	1	2	3	4		schedule of meetings
		% of issues served or issues raised during district imbizo submitted to relevant department or other spheres within 7 days			100%	100%	100%	100%		Copy of issues
		# of presidential imbizo held		4	1	2	3	4		schedule of meetings
		% of issues served or issues raised during presidential imbizo submitted to relevant department or other spheres within 7 days			100%	100%	100%	100%		Copy of issues
		# of public participation forums planned		4	1	2	3	4		schedule of meetings
		R-value allocated for public participation		R 60,000	R 15,000	R 30,000	R 45,000	R 60,000		Copy of invoice
		% of community members reached through public participation programmes (Cumulative # of attendants per public participation session/# of people in GTM)		70%	18%	0%	0%	0%		Reporting indicator
		# of public marches attended	8	4	1	2	3	4		Reporting indicator

Governance and Public Participation Key Performance Indicators (80% Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
C3	Develop effective and sustainable stakeholder relations	# of pilot ward Scorecards		100%	100%	100%	100%	100%		Steering Committees established
		IDP/PUBLIC Participation Co-ordination		100%				100%		Attendance register
		Public Participation on by laws		100%	100%	25%	25%	25%		Attendance register
		Baseline reserach on ward committees in all the wards		100%	25%	50%	75%	100%		Survey
		# Councillors meet the people campaigns		12	3	6	9	12		Develop Imbizo calender
		# of portfolio meetings per departments				50%	75%	100%		Attendance register
		# of council meetings		4	1	2	3	4		Resolutions
		# of Portfolio committee meetings: Executive Support		12	3	6	9	12		Minutes
		# of Portfolio committee meetings: Strategic Services	12		3	6	9	12		Minutes
		# of Portfolio committee meetings: Financial services	12		3	6	9	12		Minutes
		# of Portfolio committee meetings: Technical Services	12		3	6	9	12		Minutes
		# of Portfolio committee meetings: ELD	12		3	6	9	12		Minutes
		# of Portfolio committee meetings: Community Services	12		3	6	9	12		Minutes
		# of Portfolio committee meetings: Corporate Services	12		3	6	9	12		Minutes

Governance and Public Participation Key Performance Indicators (80% Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
						1st Q	2nd Q	3rd Q		
C3	Develop effective and sustainable stakeholder relations	Establishment of oversight committee by 31 January 2009	n/a		75%	75%	100%	100%		
		% Councillors undergone training workshops	25%	100%	25%	50%	75%	100%		Attendance register
		% of customer complaints forwarded to relevant departments within 2 days	Batho Pele / Customer Care	100%	25%					Register of complaints
		% of customer complaints resolved and communicated to complainant within one month				50%	75%	100%		Register of complaints solved
		Annual Customer Care Satisfaction Survey			25%	50%	75%	100%		Survey
		Accessibility of GTM by stakeholders		100%	25%	50%	75%	100%		Report
		% of frontline staff trained in customer care		100%	25%	50%	75%	100%		Attendance register
		Improve level of openness and transparency		100%	25%	50%	75%	100%		Attendance register
		Implementation of Communication Policies and Strategies		100%	25%	50%	75%	100%		Finalise communication strategy for 2008/9 financial year
		# of interviews both electronic and print		12	3	6	9	12		Copies of interviews
		R-value of adverts for both print and electronic		R350 000	R30 000	R60 000	R120 000	R160 000		Copies of adverts
		R-value allocated Strategic Planning (Executive Support)		R 18,000	R 18,000					Copy of invoice

Governance and Public Participation Key Performance Indicators (80% Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
C3	Develop effective and sustainable stakeholder relations	# of events co-ordinated (local, district, province and national events)		12	3	6	9	12		Attendance register
		Media monitoring(both electronic and print)		positive	positive	100%	100%	100%		Media Reports
		Annual review of Communication Strategy		100%	100%	50%	75%	100%		Adoption of communication strategy.
		# of advocacy programmes established and functional		7	8	7	14	21		List of advocacy programmes established and functional
		# Awareness campaign on Special Programmes		16	4	8	12	16		Attendance register
		# of Monthly Forum meetings (Geographical namechange, elderly, youth, etc)		96	24	48	72	96		Attendance register
		R-value allocated for Geographic naming Committee		R 60,000	R 15,000	R 30,000	R 45,000	R 60,000		Copy of invoice
		R-value allocated for Heritage celebrations		R 30,000	R 7,500	R 15,000	R 22,500	R 30,000		Copy of invoice
		# of Summits on Special Programs (advocacy programs)		4	1	2	3	4		Attendance register
		# of Special Days facilitated and attended		100%	100%	100%	100%	100%		Attendance register
		Mainstreaming of advocacy programmes(Youth Desk)		100%	25%	50%	75%	100%		Policy Developed

Governance and Public Participation Key Performance Indicators (80% Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
C3	Develop effective and sustainable stakeholder relations	R-value for Moral Regeneration		R 30,000	R 7,500	R 15,000	R 22,500	R 30,000		Copy of invoice
		R-value for Disability Desk		R 52,000	R 13,000	R 26,000	R 39,000	R 52,000		Copy of invoice
		R-value allocated for local HIV/AIDS Council		R 50,000	R 12,500	R 25,000	R 37,500	R 50,000		Copy of invoice
		R-value allocated Local youth Council		R 90,000	R 22,500	R 45,000	R 67,500	R 90,000		Copy of invoice
		R-value allocated for Elderly projects		R 30,000	R 7,500	R 15,000	R 22,500	R 30,000		Copy of invoice
		R-value for Gender forum		R 30,000	R 7,500	R 15,000	R 22,500	R 30,000		Copy of invoice
		R-value for Children Advocacy		R 30,000	R 7,500	R 15,000	R 22,500	R 30,000		Copy of invoice
		# of policies developed (youth, disability, children)		12	3	6	9	12		Copy of policies
		# of meeting between Mayor and best customers/ rate payers organised		4	1	2	3	4		invitation letters
		Mayor meeting traditional leaders (4)		100%	25%	50%	75%	100%		invitation letters
		% of traditional leaders trained (23)		100%	100%	100%	100%	100%		Attendance register
		R-value allocated for Magoshi affairs		R 18,000	R 4,500	R 9,000	R 13,500	R 18,000		Copy of invoice
		% of traditional leaders participating in council (11)		100%	100%	100%	100%	100%		Copy of invoice
		Mayor meeting potential stakeholder	Reporting	100%	100%	12	18	24		invitation letters
		# of monthly political office bearer meetings		12	3	6	9	12		minutes
C3	Develop effective and sustainable stakeholder relations	# of full time councillors meetings organised (12)		12	3	6	9	12		minutes

Governance and Public Participation Key Performance Indicators (80% Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
		# of CDW reports circulated to all departments (12)		12	3	6	9	12		Reports
		# of CDW's deployed(34)	reporting	34	34	34	34	34		Reports
		# Special programme Committee		8	2	4	6	8		Attendance register
		# of busaries allocated for youth	5	5	5					Bursary list
		R-value allocated for bursaries	R 100,000.00	R 100,000.00	R 100,000.00	R 100,000.00	R 100,000.00	R 100,000.00		Copy of invoice
I4	Develop and improve systems, processes, procedures and policies by practicing sound governance	# of strategic planning workshops	1	1	1					Attendance register
		# of team building exercise		2	2					Attendance register
		Number of interviews for radio, TV and newspapers	6	12	3	6	9	12		Articles and Copies
		R-value allocated for quarterly newsletter		R240 000	R60 000	R120 000	R180 000	R240 000		Newsletter (internal and external)
		Number of events managed on a quarterly basis	1	8	2	4	6	8		Attendance register

Governance and Public Participation Project Activities

BSC	Strategic Objective	KPI	Project Initiative	Budget 2007/8	Target Date	2008/09 Quarterly Activities			
						1st Q	2nd Q	3rd Q	4th Q
C3	Develop effective and sustainable stakeholder relations	% adherence to public participation plan and program				Develop and submit public participation plan by 30 July. Monitor and report adherence to the public participation plan	Monitor and report adherence to the public participation plan	Monitor and report adherence to the public participation plan	Monitor and report adherence to the public participation plan
		# of quarterly wards meetings	Quarterly wards meetings			Ensure that there is a programme for quarterly wards meetings and that there is adherence to the programme by the ward committees.	Monitor and report adherence to the public participation plan	Monitor and report adherence to the public participation plan	Monitor and report adherence to the public participation plan
		# of functional ward committee	Ward committee monthly and quarterly reports			Ensure that all ward committees submit quarterly and monthly reports within ten days after month/ quarter ending. Ensure that issues raised in those reports reach those suppose to reach within two weeks for monthly reports and within a month for quarterly reports	Ensure that all ward committees submit quarterly and monthly reports within ten days after month/ quarter ending. Ensure that issues raised in those reports reach those suppose to reach within two weeks for monthly reports and within a month for quarterly reports	Ensure that all ward committees submit quarterly and monthly reports within ten days after month/ quarter ending. Ensure that issues raised in those reports reach those suppose to reach within two weeks for monthly reports and within a month for quarterly reports	Ensure that all ward committees submit quarterly and monthly reports within ten days after month/ quarter ending. Ensure that issues raised in those reports reach those suppose to reach within two weeks for monthly reports and within a month for quarterly reports
		# of district mayors forum attend /number planned	District mayor forums			Access the District mayor forum programme and remind the mayor within two weeks about the meetings. Advice the mayor on issues that need attention in those meetings.	Remind the mayor within two weeks about the meetings. Advice the mayor on issues that need attention in those meetings.	Remind the mayor within two weeks about the meetings. Advice the mayor on issues that need attention in those meetings.	Remind the mayor within two weeks about the meetings. Advice the mayor on issues that need attention in those meetings.

Governance and Public Participation Project Activities

BSC	Strategic Objective	KPI	Project Initiative	Budget 2007/8	Target Date	2008/09 Quarterly Activities			
						1st Q	2nd Q	3rd Q	4th Q
C3	Develop effective and sustainable stakeholder relations	# of quarterly reports from District Council representatives				Ensure that suitable fora are established to enable the District councillors to report to the local council	Monitor and report adherence to the programme of District councillors	Monitor and report adherence to the programme of District councillors	Monitor and report adherence to the programme of District councillors
		# of ExCo outreach program (local imbizo) held	Local Imbizo			Ensure that there is schedule in place local imbizo before the beginning of the financial year and monitor the adherence to the schedule	Approves and monitor the logistical arrangements for each Out reach	Approves and monitor the logistical arrangements for each monthly Outreach	Approves and monitor the logistical arrangements for each Outreach
		# of team building activity for ward councillors				Ensure that the team building is organised In the first quarter			
		# of Team building exercise for Executive support				Ensure that the team building is organised In the first quarter			
		% of issues served or issues raised during local imbizo submitted to relevant department or other spheres within 7 days				Ensure that issues raised in the local imbizo are taken to relevant department and that responds are given to relevant people within two months after the issues have been raised.	Ensure that issues raised in the local imbizo are taken to relevant department and that responds are given to relevant people within two months after the issues have been raised.	Ensure that issues raised in the local imbizo are taken to relevant department and that responds are given to relevant people within two months after the issues have been raised.	Ensure that issues raised in the local imbizo are taken to relevant department and that responds are given to relevant people within two months after the issues have been raised.
		# of provincial imbizo held				Ensure that schedule for imbizo to held is available	Monitor the logistical arrangements for the scheduled		

Governance and Public Participation Project Activities

BSC	Strategic Objective	KPI	Project Initiative	Budget 2007/8	Target Date	2008/09 Quarterly Activities			
						1st Q	2nd Q	3rd Q	4th Q
C3	Develop effective and sustainable stakeholder relations	% of issues served or issues raised during provincial imbizo submitted to relevant department or other spheres within 7 days				Ensure that issues raised in the Provincial imbizo that relevant to the municipality are taken to relevant departments and that responds are given to relevant people within two months after the issues have been raised.	Ensure that issues raised in the Provincial imbizo that relevant to the municipality are taken to relevant departments and that responds are given to relevant people within two months after the issues have been raised.	Ensure that issues raised in the Provincial imbizo that relevant to the municipality are taken to relevant departments and that responds are given to relevant people within two months after the issues have been raised.	Ensure that issues raised in the Provincial imbizo that relevant to the municipality are taken to relevant departments and that responds are given to relevant people within two months after the issues have been raised.
		# of District imbizo held				Ensure that schedule for imbizo to held is available	Monitor the logistical arrangements for the scheduled and give support to arranging team	Monitor the logistical arrangements for the scheduled and give support to arranging team	Monitor the logistical arrangements for the scheduled and give support to arranging team
		% of issues served or issues raised during district imbizo submitted to relevant department or other spheres within 7 days					Monitor the logistical arrangements for the scheduled and give support to arranging team	Monitor the logistical arrangements for the scheduled and give support to arranging team	Monitor the logistical arrangements for the scheduled and give support to arranging team
		# of presidential imbizo held				Ensure that schedule for imbizo to held is available	Monitor the logistical arrangements for the scheduled and give support to arranging team	Monitor the logistical arrangements for the scheduled and give support to arranging team	Monitor the logistical arrangements for the scheduled and give support to arranging team
		% of issues served or issues raised during presidential imbizo submitted to relevant department or other spheres within 7 days				Ensure that issues raised in the Presidential imbizo are taken to relevant department and that responds are given to relevant people within two months after the issues have been raised.	Ensure that issues raised in the Presidential imbizo are taken to relevant department and that responds are given to relevant people within two months after the issues have been raised.	Ensure that issues raised in the Presidential imbizo are taken to relevant department and that responds are given to relevant people within two months after the issues have been raised.	Ensure that issues raised in the Presidential imbizo are taken to relevant department and that responds are given to relevant people within two months after the issues have been raised.

Governance and Public Participation Project Activities

BSC	Strategic Objective	KPI	Project Initiative	Budget 2007/8	Target Date	2008/09 Quarterly Activities			
						1st Q	2nd Q	3rd Q	4th Q
C3	Develop effective and sustainable stakeholder relations	# of public participation forums planned				Ensure that public participation schedule is developed prior the implementation	Monitor the implementation of the schedule and report to management monthly	Monitor the implementation of the schedule and report to management monthly	Monitor the implementation of the schedule and report to management monthly
		% of community members reached through public participation programmes (Cumulative # of attendants per public participation session/# of people in GTM)				Assist in the development of the strategy to attract more people to the community meetings and monitor the implementation of the strategy	Assist in the development of the strategy to attract more people to the community meetings and monitor the implementation of the strategy	Assist in the development of the strategy to attract more people to the community meetings and monitor the implementation of the strategy	Assist in the development of the strategy to attract more people to the community meetings and monitor the implementation of the strategy
		# of public marches attended				Develop a strategy to reduce the number of marches and report progress to management monthly	Monitor the implementation of the strategy and report progress to management monthly	Monitor the implementation of the strategy and report progress to management monthly	Monitor the implementation of the strategy and report progress to management monthly
		# of pilot ward Scorecards				Identify wards on which the pilot score card is going to done. Ensure that the score card is developed	Monitor the development of the score cards and update the management	Monitor the development of the score cards and update the management	Monitor the development of the score cards and update the management
		IDP/PUBLIC Participation Co-ordination				Ensure that a schedule is developed and that the meeting sit as planned	monitor the implementation of the schedule	monitor the implementation of the schedule	monitor the implementation of the schedule
		Public Participation on by laws				Identify by-laws that need to be taken to the public in the particular year and ensure that are developed and taken to the public	Ensure that the developed by-laws are taken to the public as per the schedule	Ensure that the developed by-laws are taken to the public as per the schedule	Ensure that the developed by-laws are taken to the public as per the schedule

Governance and Public Participation Project Activities

BSC	Strategic Objective	KPI	Project Initiative	Budget 2007/8	Target Date	2008/09 Quarterly Activities			
						1st Q	2nd Q	3rd Q	4th Q
C3	Develop effective and sustainable stakeholder relations	Baseline reserach on ward committees in all the wards	Customer satisfaction survey			Determine the scope of the survey and ensure that the survey is conducted	monitor the implimentation of the research and update the management on monthly bases	monitor the implimentation of the research and update the management on monthly bases	monitor the implimentation of the research and update the management on monthly bases
		# Councillors meet the people campaigns	Public participation calendar			Ensure that council programme is developed and adhere to	Prepare Council Agenda, Write minutes, Distribute agendas seven days before the council.Distribute resolutions to relevent department seven days after the council sitting.	Prepare Council Agenda, Write minutes, Distribute agendas seven days before the council.Distribute resolutions to relevent department seven days after the council sitting.	Prepare Council Agenda, Write minutes, Distribute agendas seven days before the council.Distribute resolutions to relevent department seven days after the council sitting.
		# of council meetings				Ensuer that council programme is developed and that council meet as planned	Monitor the implimentation of council programme.Ensure that minutes of previous meetings are available when needed	Monitor the implimentation of council programme.Ensure that minutes of previous meetings are available when needed	Monitor the implimentation of council programme.Ensure that minutes of previous meetings are available when needed
						Distribute approved resolutions to relevent department within seven days after approval and follow up their implimentation	Distribute approved resolutions to relevent department within seven days after approval and follow up their implimentation	Distribute approved resolutions to relevent department within seven days after approval and follow up their implimentation	Distribute approved resolutions to relevent department within seven days after approval and follow up their implimentation
		# of Portfolio committee meetings				Ensure that portfolio committee programme is developed and adhere to	Monitor adherence of the portfolio committee meetings	Monitor adherence of the portfolio committee meetings	Monitor adherence of the portfolio committee meetings
		Establishment of oversight committee by 31 January 2009				Assist Speaker to establish the oversight committee and that it complete work as required by legislation	Assist Speaker to establish the oversight committee and that it complete work as required by legislation		

Governance and Public Participation Project Activities

BSC	Strategic Objective	KPI	Project Initiative	Budget 2007/8	Target Date	2008/09 Quarterly Activities			
						1st Q	2nd Q	3rd Q	4th Q
C3	Develop effective and sustainable stakeholder relations	Annual Customer Care Satisfaction Survey				Ensure that the survey template is available and is distributed the client to complete	Ensure that the template are collected and submitted to the District Municipality on time	Ensure that the municipality get the report of the survey	Analyse the report and report to management and ExCo
		Accessibility of GTM by stakeholders	Customer Care line			Ensure that GTM is accesable to all stakeholders	Give support to the manager in the implimentation of her/his proposal	Give support to the manager in the implimentation of her/his proposal	Give support to the manager in the implimentation of her/his proposal
		% of frontline staff trained in customer care				Ensure that frontline staff are trained on customer care	Monitor the implimentation of the programme and support the manager where necessary	Monitor the implimentation of the programme and support the manager where necessary	Monitor the implimentation of the programme and support the manager where necessary
		Improve level of openness and transparency	Awareness campaigns / imbizos			Ensure that the manager develop awareness campaign schedule and impliment it	Monitor the implimentation of the schedule and support the manager where necessary	Monitor the implimentation of the schedule and support the manager where necessary	Monitor the implimentation of the schedule and support the manager where necessary
		Implementation of Communication Policies and Strategies	Communication strategy			Monitor the implementation of communication strategy	Ensure that the strategy brings positive coverage	Ensure that the strategy brings positive coverage	Ensure that the strategy brings positive coverage
		# of interviews both electronic and print				Ensure that communication unit becomes proactive than reactive	Encourage pro-active communication than re-active	Encourage pro-active communication than re-active	Encourage pro-active communication than re-active
		# of adverts for both print and electronic				Ensure that advertisements forms part of corporate branding	Ensure that advertisements forms part of corporate branding	Ensure that advertisements forms part of corporate branding	Ensure that advertisements forms part of corporate branding

Governance and Public Participation Project Activities

BSC	Strategic Objective	KPI	Project Initiative	Budget 2007/8	Target Date	2008/09 Quarterly Activities			
						1st Q	2nd Q	3rd Q	4th Q
C3	Develop effective and sustainable stakeholder relations	# of events co-ordinated (local, district, province and national events)				Ensure that Communication Unit becomes part of the events organised by the province, district and other local municipalities	Ensure that Communication Unit becomes part of the events organised by the province, district and other local municipalities	Ensure that Communication Unit becomes part of the events organised by the province, district and other local municipalities	Ensure that Communication Unit becomes part of the events organised by the province, district and other local municipalities
						Ensure that communication strategy is implemented to bring positive media coverage	Ensure that communication strategy is implemented to bring positive media coverage	Ensure that communication strategy is implemented to bring positive media coverage	Ensure that communication strategy is implemented to bring positive media coverage
		Annual review of Communication Strategy				Ensure that the strategy is reviewed and monitor the implementation of the strategy	Ensure that the strategy is reviewed and monitor the implementation of the strategy	Ensure that the strategy is reviewed and monitor the implementation of the strategy	Ensure that the strategy is reviewed and monitor the implementation of the strategy
		# of advocacy programmes established and functional	Advocacy programmes			Ensure that all identified advocacy programs'committees are established and functional by 30/08/2008	Monitor the functionality of each committee established (minutes and monthly reports as baseline indicators)	Monitor adherence to the operations plans by each advocacy programme	Ensure that there is a reviewed annual programme of each advocacy programme
		# Awareness campaign on Special Programmes	Awareness campaigns			Ensure that there is an awareness campaigns programme per identified advocacy programs'committees	Monitor that campaigns are conducted as per schedule	Monitor adherence to the awareness campaign programmes	Ensure that report is submitted for evaluation on performance of each advocacy programme(29/05/09)
		# of Monthly Forum meetings (Geographical namechange, elderly, youth, etc)	Forum programmes			Ensure that each special programme's committee has schedule of its monthly meetings(by 15/07/08)	Monitor the functionality of each committee established (minutes and monthly reports as baseline indicators)		

Governance and Public Participation Project Activities

BSC	Strategic Objective	KPI	Project Initiative	Budget 2007/8	Target Date	2008/09 Quarterly Activities			
						1st Q	2nd Q	3rd Q	4th Q
C3	Develop effective and sustainable stakeholder relations	# of Summits on Special Programs (advocacy programs)				Ensure that a schedule of summit to be conducted is submitted(30/07/08)	Monitor the logistical		
		# of Special Days facilitated and attended	Special days			Ensure that a schedule of special days to be facilitated for celebration is submitted(30/07/08)	Monitor and approves the logistical arrangements of each celebration	M	
		Establishment of a youth desk by 30 June 2009	Youth desk			Ensure tat youth desk is established by 30 June 2009			
		# of policies developed (youth, disability, children)	Policies			Identified outstanding policies and ensure that are developed. Monitor their development	Monitor their development of the outstanding policies	Monitor their development of the outstanding policies	Monitor their development of the outstanding policies
		# of meeting between Mayor and best customers/ rate payers organised	Rate payers			identify customers yhat the mayor must meet and ensure that they are informed in advance. Ensure that a schedule to guide the meeting s is developed	Monitor the implimentation of the developed schedule	Monitor the implimentation of the developed schedule	Monitor the implimentation of the developed schedule
		# of meetings with traditional leaders organised	Traditional leaders			Ensure that all meetings arranged with traditional leader sit	Ensure that all meetings arranged with traditional leader sit	Ensure that all meetings arranged with traditional leader sit	Ensure that all meetings arranged with traditional leader sit
		# of tradional leaders trained				Ensure that the training programme for traditional leaders is in place by 29/08/08	Monitor the implimentation of the training programme for the traditional leaders and report to the management	Monitor the implimentation of the training programme for the traditional leaders and report to the management	Monitor the implimentation of the training programme for the traditional leaders and report to the management
		# of traditional leaders participating in council				Ensure that traditional leaders participat in council meeting	Ensure that traditional leaders participat in council meeting	Ensure that traditional leaders participat in council meeting	Ensure that traditional leaders participat in council meeting

Governance and Public Participation Project Activities

BSC	Strategic Objective	KPI	Project Initiative	Budget 2007/8	Target Date	2008/09 Quarterly Activities			
						1st Q	2nd Q	3rd Q	4th Q
C3	Develop effective and sustainable stakeholder relations	Mayor meeting potential stakeholder				Identify potential stakeholder that the mayor will meet and develop a schedule with them to meet the mayor	Monitor the implementation of the schedule	Monitor the implementation of the schedule	Monitor the implementation of the schedule
		# of monthly political office bearer meetings				Ensure that meeting programme is in place and implemented by 30/07/08	Monitor the implementation of the schedule	Monitor the implementation of the schedule	Monitor the implementation of the schedule
		# of special projects facilitated				Ensure that there is a programme for the establishment of special projects	Monitor the implementation of the programme	Monitor the implementation of the programme	Monitor the implementation of the programme
		# of full time councillors meetings organised (12)				Ensure that meeting programme is in place and implemented by 30/07/8	Monitor the implementation of full-time councillors' meetings	Monitor the implementation of full-time councillors' meetings	Monitor the implementation of full-time councillors' meetings
		# of CDW/reports circulated to all departments	CDW's			Ensure that meeting programme is in place and implemented by 30/07/8	Monitor the implementation of the programme	Monitor the implementation of the programme	Monitor the implementation of the programme
		# of CDW's deployed				Update the maangement on any new deployed CDWs	Update the maangement on any new deployed CDWs	Update the maangement on any new deployed CDWs	Update the maangement on any new deployed CDWs
		# of capacity building workshops				Ensure that workshops programme is in place and implemented by 30/07/8	Monitor the implementation of the workshop programme and report monthly to management	Monitor the implementation of the workshop programme and report monthly to management	Monitor the implementation of the workshop programme and report monthly to management

Governance and Public Participation Project Activities

BSC	Strategic Objective	KPI	Project Initiative	Budget 2007/8	Target Date	2008/09 Quarterly Activities			
						1st Q	2nd Q	3rd Q	4th Q
14	Develop and improve systems, processes, procedures and policies by practicing sound governance	Number of interviews for radio, TV and newspapers				Manage incoming and the outgoing information	Manage and edit contents of media alerts before being issued to the public	Manage and edit contents of media alerts before being issued to the public	Manage and edit contents of media alerts before being issued to the public
		Number of newsletters quarterly				Manage newsletter articles	Ensure that on internal events and news get coverage	Ensure that on internal events and news get coverage	Manage newsletter articles
		Newspaper production				Manage external newsletter articles	Manage external newsletter articles	Manage external newsletter articles	Manage external newsletter articles
		Number of events managed on a quarterly basis	Event Management			Monitor the success of events organised by the Unit	Monitor the number and the success of the events handled by GTM especially Communication Unit.	Monitor the number and the success of the events handled by GTM especially Communication Unit.	Monitor the number and the success of the events handled by GTM especially Communication Unit.
			Public participation plan			Develop and submit public participation plan by 30 July. Monitor and report adherence to the public participation plan	Monitor and report adherence to the public participation plan	Monitor and report adherence to the public participation plan	Monitor and report adherence to the public participation plan
		# of wards with wards committee structure		Ward committee		Ensure that all 29 wards establish sub-committees before the end of the first quarter.			
		Aggregate number of ward committee meetings held with quorum, across all wards (monthly)				Ensure that all 29 wards committees meet monthly.	Ensure that all 29 wards committees meet monthly.	Ensure that all 29 wards committees meet monthly.	Ensure that all 29 wards committees meet monthly.
		# of ExCo outreach program (local imbizo) held		6	12	Ensure that the ExCo outreach programme is adhered to.	Ensure that the ExCo outreach programme is adhered to.	Ensure that the ExCo outreach programme is adhered to.	Ensure that the ExCo outreach programme is adhered to.

Competencies			
Competencies *	Definitions	Weighting	Proficiency Level **
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	5	1
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	1
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	15	1
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		1
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		1
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		1
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	1
People Management and Empowerment	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals	5	1
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	15	1
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	15	1
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	1
Knowledge		10	1
Skills		5	1
Communication		5	1
Creativity		5	1
Section Total:		100%	

* As published and defined within the Draft Competency Guidelines; Government Gazette 23 March 2007

** Proficiency levels (1, 2 or 3) as stipulated in the Draft Competency Guidelines; Government Gazette 23 March 2007

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 herby 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
Key Performance Areas	100				
Municipal Institutional Development and Transformation	10				
Basic Service Delivery	10				
Local Economic Development (LED)	0				
Municipal Financial Viability and Management	0				
Good Governance and Public Participation	80				
Competencies	100				
Overall Rating =	$KPA \times 0.8 + \text{Competencies} \times 0.2$	$KPA \times 0.8 + \text{Competencies} \times 0.2$	$KPA \times 0.8 + \text{Competencies} \times 0.2$	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.

Performance Assessment Process

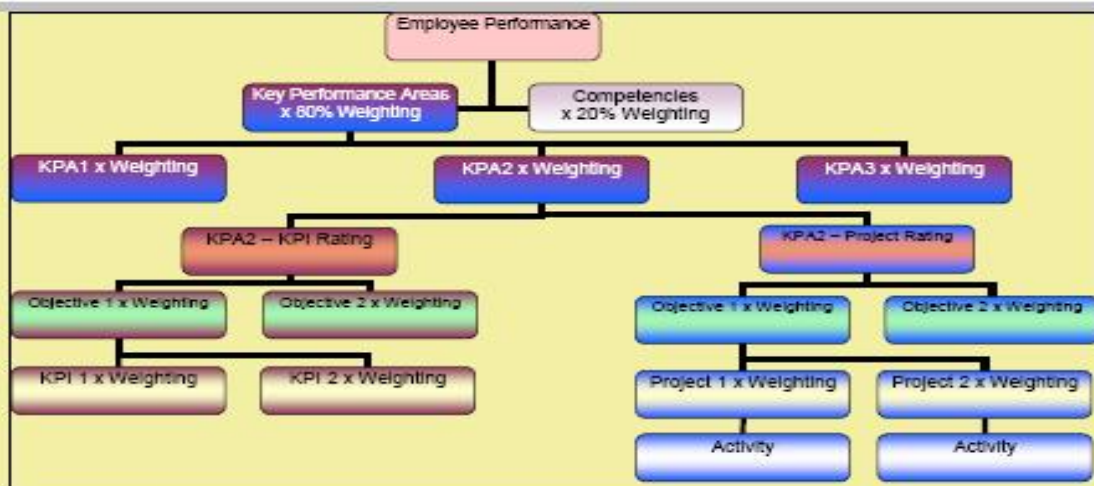
The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

1. Performance Reviews:
 - 1.1. Formal reviews between employee and employer will take place in January and July of every year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly reviews respectively.
 - 1.2. Data for the SDBIP will be captured before assessment date and scores will be calculated for the KPI's and Activities.
 - 1.3. KPI's are audited and the ratings are copied to the Performance Plans.
2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given review period and submit to the panel as described in his/her performance agreement, one calendar week prior to date of review. One independent person will be assigned to the panel by the council to act as an Observer.
3. The employee must also do a rating on him/herself and submit the rating to the panel together with the portfolio of evidence one calendar week prior to date of review.
4. The assessment rating calculator referred to in paragraph 6.5.1 of the performance agreement will be used to add the scores to arrive at an overall rating / score. The five point rating scale and the scores corresponds as follows:

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167
5. The panel will focus on the differences between the employees rating and score and that of the SDBIP rating to give a final Key Performance Indicator rating. The **process** for Employee ratings are as follows:
 - 5.1. Rate the achievement in scores for the KPI's and that of projects on a 5 point scale, indicating the level of over- or under performance in terms of decimal places shown in the example below: These are defined in the performance agreement (total weighting = 80%).
 - 5.2. Example of KPI Score:

Actual : R1,000
Target: R3,500

 Actual / Target
 $1000/3500 * 100 = 28.6\%$ of target was achieved, therefore
Score = 1.286
 - 5.3. Rate the employee's core competency requirements (CCR) on the 5 point scale indicating the level of over- or under performance in the decimal places (total weighting = 20%).
6. The Employee Scores are calculated as per the diagram below:



The above calculations are derived from the Performance Plans as follows:

Project Scores

KPA 4. Municipal Financial Viability and Management - Projects														
B S C	IDP Objec tive	Obje ctive Weiq hting	Proje ct / Initi ative	Proje ct Weiq hting	Bu dge t 200 7/0 8	2007/08 Quarterly Targets					Evid ence Req uire d	1st Asses sment (rated 1-5)	2nd Asses sment (rated 1-5)	Fi na l Sc ore
						Tar get date	Qua ntity - Outp ut	1st Q	2nd Q	3rd Q				
13	Devel op and impro ve syste ms, proce dures and policie s by practi cing sound gover nance	50%	Audi t Regi ster and plan		Ge ner al Exp	07/0 7/31	Men toring and coac hing of audit report ing	Draft ing of audit regist er and plan	Condu ct audits i.t.o. develo ped plan	Condu ct audit s i.t.o. develo ped plan	Condu ct audit s i.t.o. develo ped plan. Mon thly audit report ing	Regi ster and plan and mont hly report s		

Projects Score = Activity 1-5 score (decimal places shows % of target), Activity score imported from SDBIP rating

KPA Scores

KPA 4. Municipal Financial Viability and Management - KPI's

B S C	IDP Object ive	Obj ect ive We igh tin g	Strategic KPI	Ins titu tio nal KPI	KPI Weig hting	Baseli ne 2007/0 8	Annual 2007/08 target	2007/08 Quarterly Targets				Evide nce Requi red	1st Assess ment (rated 1-5)	2nd Assess ment (rated 1-5)	Fin al Sc ore
F 3	Increase financial viability through increased revenue and efficient budget management	60 %	% financial viability (applicab le i.t.o. MFMA)			11%	89%	1st Q	2nd Q	3rd Q	4th Q	Financial reports			
			R-value revenue sourced							497, 079, 000	497, 079, 000	Financial reports			

KPI Score = 1-5 (decimal places shows % of target), KPI score imported from SDSIP Rating

Objective Score = Weight x KPI Score

Core Competencies:

	Weightin g	2nd Quarter	4th Quarter	Total Score
Strategic Capability	10%			
Programme and Project Management	30%			
Financial Management	15%			
Change Management	15%			
Supply Chain Management	30%			
Weighting Total	100%			
Section Total:	20%			

A score from 1 – 5 is given and multiplied by the weight for the final score. i.e. 4 out of 5 * 30%

The various scores are all added, and then multiplied by 20% (0,2) to give the Competency score to be carried across to the Summary Scorecard

7. The performance bonus percentages described in paragraph 11 of the performance agreement will be calculated on a sliding scale as indicated in table below:

% Rating Over Performance	% Bonus
130 - 133.8	5%
133.9 - 137.6	6%
137.7 - 141.4	7%
141.5 - 145.2	8%
145.3 - 149	9%
150 - 153.4	10%
153.5 - 156.8	11%
156.9 - 160.2	12%
160.2 - 163.6	13%
163.7 - 167	14%

- Performance bonus percentage for the two performance reviews will be used to calculate the average of the two reviews scores and will determine the person's final percentage performance bonus.
- The Personal Development Plan (PDP) will be concluded at the panel discussion after the performance review had been finalised, and more clarity has been established on what the essential development needs for the relevant person will be.
- The results of the performance and development review (PDR) will be submitted to the performance audit committee for final approval of the assessment/s.
- The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.