

Annexure A

Performance Plan

Greater Tubatse Municipality



The *main parts* to this Performance Plan are:

1. Performance Plan Overview
2. Strategy Map
3. A statement about the *Purpose* of the Position;
4. A performance scorecard per Key Performance Areas (KPA's, DPLG), dealing with Key Performance Indicators (KPI's)
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

Name: HB Mohlaba

Position: Director Technical Department

Accountable to: Municipal Manager

Plan Period: 01.07.08 – 30.06.09

Annexure A

PERFORMANCE PLAN

1. Purpose

The performance plan defines the Council's expectations of the Director Technical Services'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 Technical Services'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

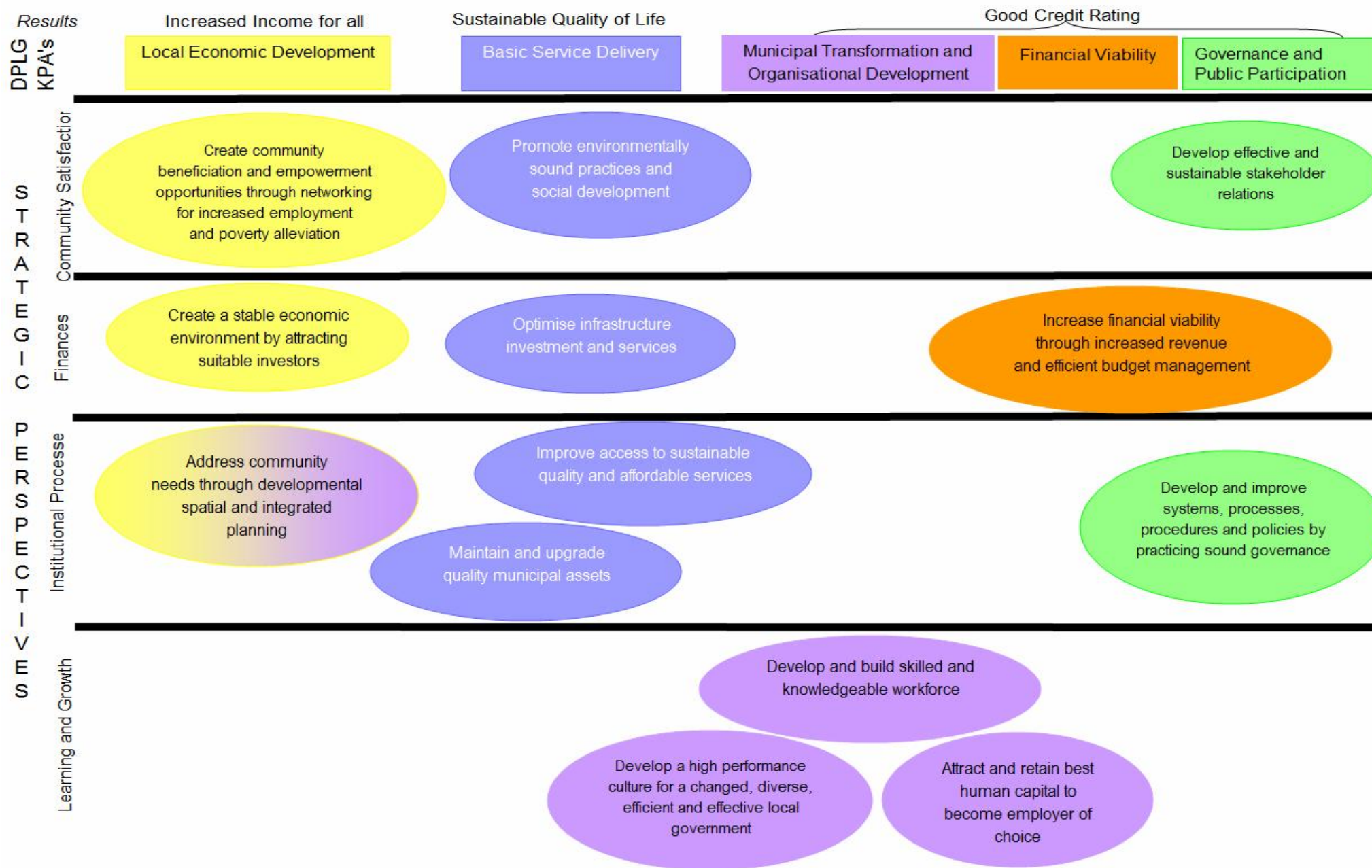
4. Balanced Scorecard Perspectives

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

The provision of strategic leadership in interpreting and articulating policy towards the provision of basic services

Position Mission

To manage the department through sound and efficient systems, policies and optimal utilisation of resources

Basic Service Delivery Key Performance Indicators (90% 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 households served with waste removal against total number of households (Service Authority Area)		4531/4531		22661/4531		4531/4531		List of households served with waste removal
		Total volume general waste collected (m³)		34321	8580	17161	25741	34321	Maintenance & Operation	Report on volume of waste collected
		# of ROD obtained for all infrastructure projects		3840	960	1920	2880	3840		ROD
		# of RDP beneficiaries benefited per year against the beneficiary list		300/5500	0	50	150	300		List of RDP beneficiaries benefited
		# of households added on the beneficiary list for FBE	7631	3500	2000	2680	3100	3500		List of households added beneficiary list
F2	Optimise infrastructure investment and services	Total km of new road tarred against km of new road planned for tar		4	0	1	1	4	Infrastructure	Photos and visit
		Total km of road gravelled against the total km of gravel roads		70	0	20	50	70	O&M	Photos and visit
		Total km of road graded against total km of gravel roads		200	40	90	140	200	O&M	Photos and visit
		Total sm³ of pothole patch against total sm³ of potholes		840	350	200	170	120	Pothole Patching	Photos and visit
		% progress with the Extension of Praktiseer road		100%	5	20	80	100	Extension of Praktiseer road	Photos and visit
		# of people employed in the Extension of Praktiseer road		30		30		30		Copy of pay roll
		# of women employed against people employed in the Extension of Praktiseer road		11		11		11		Copy of pay roll
		# of youth employed against the total people employed in the Extension of Praktiseer		23		23		23		Copy of pay roll

Basic Service Delivery Key Performance Indicators (90% 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		
F2	Optimise infrastructure investment and services	# of disables employed against total people employed in the Extension of Praktiseer road		1		1		1		Copy of pay roll
		# of BEE enterprise appointed		1		1		1		Name & Address of appointed BEE
		% progress in Burgersfort Internal streets		100%	5%	20%	80%	100%	Burgersfort Internal streets	Photos and visit
		# of people employed in Burgersfort Internal streets		33	15	25	33	33		Copy of pay roll
		# of youth employed against the total # of people employed		13	4	9	13	13		Copy of pay roll
		# of women employed against the total # of people employed		23	9	15	23	23		Copy of pay roll
		# of disables employed against the total # of people employed in Burgersfort Internal streets		2	2	2	2	2		Copy of pay roll
		# of BEE enterprise appointed		1	1	1	1	1		Name & Address of appointed BEE
		% progress on Praktiseer internal roads		100%	5%	20%	80%	100%	Praktiseer internal roads	Photos and visit
		# of people employed in Praktiseer internal roads project		28	10	18	28	28		Copy of pay roll
		# of youth employed against total # of people employed in Praktiseer internal roads		14	4	10	14	14		Copy of pay roll
		# of women employed against # of people employed in Praktiseer internal roads		13	13	13	13	13		Copy of pay roll

Basic Service Delivery Key Performance Indicators (90% 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		
F2	Optimise infrastructure investment and services	Number of disables employed against # of people employed in Praktiseer internal roads		1	1	1	1	1		Copy of pay roll
		# of BEE enterprise appointed		1	1	1	1	1		Name & Address of appointed BEE
		% progress in building community halls		100%	5%	30%	70%	100%	Community halls (ward 7 &16)	Photos and visit
		# of people employed in building ward 7 & 16 community hall		45	10	18	45	45		Copy of pay roll
		# of women employed against # of people employed in building community hall (ward 7 &16)		13	4	9	13	13		Copy of pay roll
		# of youth employed against # of people employed against # of people employed in building community halls (ward 7 &16)		25	4	9	25	25		Copy of pay roll
		# of disable employed against # of people employed in building community halls (ward 7 &16)		1	1	1	1	1		Copy of pay roll
		# of BEE enterprise enterprise appointed		1	1	1	1	1		Name & Address of appointed BEE
		% progress in Small Access bridges		100%	0%	20%	80	100	Small Access bridges	Photos and visit
		# of people employed in Small Access bridges		100	0	20	80	140		Copy of pay roll
		# of youth employed against # of people employed in Small Access bridges		40	0	15	40	40		Copy of pay roll

Basic Service Delivery Key Performance Indicators (90% 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		
F2	Optimise infrastructure investment and services	# of women employed against # of people employed in Small Access bridges		70	0	30	70	70		Copy of pay roll
		# of disabled employed against # people employed in Small Access bridges		1	0	1	1	1		Copy of pay roll
		# of BEE enterprise appointed		5	0	5	5	5		Name & Address of appointed BEE
		% progress with implementation of EPWP projects		100%	20%	100%	100%	100%	Infrastructure	Reports
		# of projects under EPWP		7	2	7	7	7		Reports
		# of jobs created through EPWP		145	10	80	145	145		Copy of pay roll
		% budget allocated for infrastructure projects spent		100%	5%	20%	70%	100%		Financial report
		R-Value MIG spent/R-Value MIG received		100	20	40	80	100		Copy of invoices
		100% Financial expenditure for all capital projects		100%	100%	100%	100%	100%		Financial report
I1	Improve access to sustainable quality and affordable services	# new water connections against the total # of household without water in urban areas		180	45	90	135	180	Maintenance & Operation	Reports
		Total amount of water and abstracted/purchased by the municipality		2135412	533853	1067706	1601559	2135412		Reports
		Total water which is supplied and metered (KI)		1624168	406082	812084	1218126	1624168		Reports

Basic Service Delivery Key Performance Indicators (90% 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		
I1	Improve access to sustainable quality and affordable services	# of network bursts and leaks per 100 km of water pipe		650	162	324	486	650		Reports
		# of new sanitation connections against the total # of household without sanitation in urban areas		180	45	90	135	180	Maintenance & Operation	Reports
I3	Maintain and upgrade quality municipal assets	% progress with the development of water, sanitation, roads and storm water maintenance plan	50%	100%	100%	100%	100%	100%	Development of ROM program	Water, sanitation, roads and storm water maintenance plan
		# of quarterly reports on water and sanitation maintenance	4	4	1	2	3	4		Reports
		% progress with development of Burgersfort roads master plan	0%	100%	10	40	70	100	Road master plan	Road master plan

Basic Service Delivery Key Project Activities

BSC	Strategic Objective	Project Initiative	OPEX Budget 2008/09	CAPEX Budget 2008/09	Target Date	2008/09 Quarterly Activities			
						1st Q	2nd Q	3rd Q	4th Q
C2	Promote environmentally sound practices and social development	Waste Management				Monitor implementation of waste removal services within the service areas	Monitor implementation of waste removal services within the service areas	Monitor implementation of waste removal services within the service areas	Monitor implementation of waste removal services within the service areas
			84,800	3,968,000		Monitoring, manage and report expenditure on waste management to management	Monitoring, manage and report expenditure on waste management to management	Monitoring, manage and report expenditure on waste management to management	Monitoring, manage and report expenditure on waste management to management
		RDP beneficiary list				Continuous monitoring and reporting of RDP housing beneficiary list administration to management monthly	Continuous monitoring and reporting of RDP housing beneficiary list administration to management monthly	Continuous monitoring and reporting of RDP housing beneficiary list administration to management monthly	Continuous monitoring and reporting of RDP housing beneficiary list administration to management monthly
F2	Optimise infrastructure investment and services	Infrastructure Master plan		15,665,000		Monitoring Progress on the development of the development of Infrastructure Master plan Provide advices on implementation methods	Monitoring Progress on the development of the development of Infrastructure Master plan Provide advices on implementation methods	Monitoring Progress on the development of the development of Infrastructure Master plan Provide advices on implementation methods	Monitoring Progress on the development of the development of Infrastructure Master plan Provide advices on implementation methods
		Praktiseer road		3,700,000		Monitoring Progress on the extension of Praktiseer road Provide advices on implementation methods	Monitoring Progress on the extension of Praktiseer road Provide advices on implementation methods	Monitoring Progress on the extension of Praktiseer road Provide advices on implementation methods	Monitoring Progress on the extension of Praktiseer road Provide advices on implementation methods
		Burgersfort internal streets				Monitoring Progress on Burgersfort internal streets Provide advices on implementation methods	Monitoring Progress on Burgersfort internal streets Provide advices on implementation methods	Monitoring Progress on Burgersfort internal streets Provide advices on implementation methods	Monitoring Progress on Burgersfort internal streets Provide advices on implementation methods
		Praktiseer internal roads		6,565,000		Monitoring Progress Provide advices on implementation methods	Monitoring Progress Provide advices on implementation methods	Monitoring Progress Provide advices on implementation methods	Monitoring Progress Provide advices on implementation methods

Basic Service Delivery Key Project Activities

BSC	Strategic Objective	Project Initiative	OPEX Budget 2008/09	CAPEX Budget 2008/09	Target Date	2008/09 Quarterly Activities			
						1st Q	2nd Q	3rd Q	4th Q
I1	Improve access to sustainable quality and affordable services	Community halls		4,500,000		Monitoring Progress on the establishment of community halls. Provide advices on implementation methods	Monitoring Progress on the establishment of community halls. Provide advices on implementation methods	Monitoring Progress on the establishment of community halls. Provide advices on implementation methods	Monitoring Progress on the establishment of community halls. Provide advices on implementation methods
		Small bridges		5,722,002		Monitoring Progress on work done to small bridges. Provide advices on implementation methods	Monitoring Progress on work done to small bridges. Provide advices on implementation methods	Monitoring Progress on work done to small bridges. Provide advices on implementation methods	Monitoring Progress on work done to small bridges. Provide advices on implementation methods
I3	Maintain and upgrade quality municipal assets	ROM program				Monitoring Progress on the development of ROM program Provide advices on implementation methods Provide quarterly report to council	Monitoring Progress on implementation of ROM program Provide advices on implementation methods Provide quarterly report to council	Monitoring Progress on implementation of ROM program Provide advices on implementation methods Provide quarterly report to council	Monitoring Progress on implementation of ROM program Provide advices on implementation methods Provide quarterly report to council
		Road master plan				Monitoring Progress on the development of Roads Master plan Provide quarterly report to council	Monitoring Progress on the development of Roads Master plan Provide quarterly report to council	Monitoring Progress on the development of Roads Master plan Provide quarterly report to council	Monitoring Progress on the development of Roads Master plan Provide quarterly report to council
		Road maintenance	1,200,000	5,000,000		Monitor Road maintenance and manage budget effectively and report monthly to management	Monitor Road maintenance and manage budget effectively and report monthly to management	Monitor Road maintenance and manage budget effectively and report monthly to management	Monitor Road maintenance and manage budget effectively and report monthly to management

Governance and Public Participation 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		
I4	Develop and improve systems, processes, procedures and policies by practicing sound governance	# of Departmental meetings			12	3	6	9	12	minutes

Governance and Public Participation Project Activities

BSC	Strategic Objective	Project Initiative	Budget 2007/8	Target Date	2008/09 Quarterly Activities			
					1st Q	2nd Q	3rd Q	4th Q
C3	Develop and improve systems, processes, procedures and policies by practicing sound governance	Departmental meetings		12	Develop schedule for Departmental meeting and distribute it to the staff members. Ensure that the departmental meetings sit	Ensure that the departmental meetings sit and minutes are taken	Ensure that the departmental meetings sit and minutes are taken	Ensure that the departmental meetings sit and minutes are taken

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	30	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	10	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	5	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	5	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		1
Knowledge		5	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	0				
Basic Service Delivery	90				
Local Economic Development (LED)	0				
Municipal Financial Viability and Management	0				
Good Governance and Public Participation	10				
Competencies	100				
Overall Rating =	KPA x 0.8 + Competencies x 0.2	KPA x 0.8 + Competencies x 0.2	KPA x 0.8 + Competencies x 0.2	Average 1st assessment + 2nd assessment	

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

5	4	3	2	1
Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unacceptable Performance
Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.