

**PERFORMANCE PLAN**

**MADE AND ENTERED INTO BY AND BETWEEN:**

**XHARIEP DISTRICT MUNICIPALITY AS REPRESENTED BY THE  
ACTING MUNICIPAL MANAGER**

**MAZONDI MARTIENS KUBEKA**

**AND**

**MAKHOTSO MARJORIE SEEKOEI  
THE DIRECTOR PLANNING AND SOCIAL DEVELOPMENT**

**FOR THE**

**FINANCIAL YEAR: 1 JULY 2012 TO 30 JUNE 2013**

**PERFORMANCE PLAN**  
(Period: 1 July 2012 to 30 June 2013)

**1. Purpose**

The performance plan defines the Council's expectations of the Employee'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. Key Responsibilities**

The following objects of local government will inform the employee's performance:

- 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 Area's (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed below:

- Municipal Institutional Development and Transformation.
- Basic Service Delivery.
- Local Economic Development.
- Municipal Financial Viability and Management.
- Good Governance and Public Participation.

**4. Rating**

The assessment of the performance of the employee will be based on the ratingscale for KPA's and CCR's as set out in the performance agreement.



## 5. SCORECARD

No	KPA	Weighting	Objective	KPI (Indicator & Target)	Baseline Information	Target Date (Timeframe, Quality & Quantity)	Progress on Review
I	<b>Municipal Transformation and Organizational Development</b>	20	Performance Management system reviewed and aligned to the IDP	Mid-year performance report submitted to the Municipal Manager	30 June 2012	31 Jan 2013	
				Annual performance report for 2011/12 submitted to the Municipal Manager	30 June 2012	31 Aug 2012	
				Departmental level scorecards developed and targets set for the 2012/13 financial year	30 June 2012	31 Aug 2012	
				Ensure auditing of performance measures in terms of section 14 of the PMS regulations and submission of quarterly performance reports to the performance audit committee (PMAC)	30 June 2012	4 Reports submitted	
				Formal performance evaluations conducted with all direct reports during January 2013 and July 2013	30 June 2012	31 Jul 2013	
				Detailed project plans for all municipal projects with KPI's as reflected in the SDBIP for the 2012/13 financial year	30 June 2012	30 Sept 2012	
				Quarterly performance reports submitted to the MM regarding the achievement of the SDBIP	30 June 2012	Four Reports per year	

No	KPA	Weighting	Objective	KPI (Indicator & Target)	Baseline Information	Target Date (Timeframe, Quality & Quantity)	Progress on Review
				performance indicators			
				Departmental SDBIP is finalised within 14 days after the approval of the 2012/2013 budget	30 June 2012	14 days after approval of budget	
2.	Basic Service Delivery	20	Ensure the effective and efficient delivery of Social Security Services to the community	Consider and approve pauper burial requests in terms of approved guidelines	30 June 2012	30/06/13	
				Submit quarterly reports to the MM regarding pauper burials	30 June 2012	Quarterly	
			Lead and direct the strategic planning processes of Emergency Management Services (EMS)/Disaster Management and Environmental Health	<ul style="list-style-type: none"> <li>➤ EMS/Disaster Management and Environmental Health strategies developed and approved by Council,</li> <li>➤ Implementation Plans developed within budgetary constraints detailing resources requirements,</li> <li>➤ Measures developed and used to evaluate</li> </ul>	30 June 2012	30 June 2013	

No	KPA	Weighting	Objective	KPI (Indicator & Target)	Baseline Information	Target Date (Timeframe, Quality & Quantity)	Progress on Review
				<p>the implementation of the EMS/Disaster Management and Environmental Health,</p> <ul style="list-style-type: none"> <li>➤ Evidence to be provided on efforts to monitor and evaluate implementation of plans,</li> </ul>			
			Development of Environmental Management Framework plan	Develop Environmental Management Framework plan and submit to council for approval	30 June 2012	30/06/13	
			Network with other districts; provincial and national associations and service providers so that best practice in EMS/Disaster Management is understood and applied in the district.	<ul style="list-style-type: none"> <li>➤ Benchmarking developed and used to evaluate the EMS/Disaster Management against other districts, provincial and national best practice,</li> <li>➤ Targets set for EMS to meet the district, provincial and</li> </ul>	30 June 2012	30 June 2013	

No	KPA	Weighting	Objective	KPI (Indicator & Target)	Baseline Information	Target Date (Timeframe, Quality & Quantity)	Progress on Review
				<p>national best practice benchmarks,</p> <p>➤ Progress report of best practice implemented providing what has and has not been implemented within each town against set targets.</p>			
			Disaster Management: Development of District Disaster Management Plan	Develop Disaster Management Plan and submit to Council for approval	30 June 2012	30/06/13	
				Conduct 2 awareness workshops for ward councillors and the community	30 June 2012	30/06/13	
3.	Local Economic Development (LED)	30	Develop an Economic Development Plan that is linked to the IDP of the Municipality and of local municipalities in the District	The Plan must be informed by a public participation process	30 June 2012	30/10/12	
				The Plan developed and approved by Council,	30 June 2012	30/11/2012	
				The Plan has attached performance indicators and targets.	30 June 2012	30/11/2012	

No	KPA	Weighting	Objective	KPI (Indicator & Target)	Baseline Information	Target Date (Timeframe, Quality & Quantity)	Progress on Review
			Communicate the Economic Development Plan so that all stakeholders are aware of the Economic Development Initiatives with the District.	Evidence of mechanisms of Communicating the Plan	30 June 2012	31/12/12	
			Develop policies and by-laws that will govern the economic development within the District.	Policies approved by Council,	30 June 2012	01/02/13	
			Monitor, evaluate and report back to the Municipal Manager on the implementation of the Economic Development Plan so that any deviation and/or unintended consequences can be dealt with as they arise and relevant changes can be made in the following year's plan.	Mechanisms put in place to measure the extent to which the plan is implemented,	30 June 2012	On-going	
				Action Plan developed to monitor progress against those measurements	30 June 2012	On-going	
			Support development of a well-established and sound SMME's by 5%.	At least 5% of new established SMME's created,	30 June 2012	30/06/13	
				10 PDI SMME's assisted with	30 June	30/06/13	



No	KPA	Weighting	Objective	KPI (Indicator & Target)	Baseline Information	Target Date (Timeframe, Quality & Quantity)	Progress on Review
			Facilitate improved access to finance for local SMME's.	financing by local financial institutions.	2012		
			Support emerging farmers to become commercial in their operations.	5 emerging farmers trained	30 June 2012	30/06/13	
4.	<b>Municipal Financial Viability &amp; Management</b>	10	Suppliers engaged by the Department meet performance standards in terms of quality, budgets and timelines	Set input, output and outcome indicators for each service-provider appointed for the Department	30 June 2012	As and when required	
				Measure performance of service-providers against agreed indicators	30 June 2012	Monthly	
			No irregular, unauthorised or fruitless and wasteful expenditure is committed, made, authorised or incurred	No expenses incurred by/on behalf of the Department are disallowed for being irregular, unauthorised or fruitless and wasteful	30 June 2012	30/06/13	
			Expediently respond to internal and external audit enquiries relating to the department	Written response to audit queries and variance reports are submitted within 5 working days after receipt	30 June 2012	As and when required	
			The Department's draft budget for 2013/14 is based on its annual plan	Report indicating how the department's draft budget for 2013/14 gives effect to its budget	30 June 2012	30 March 2013	

No	KPA	Weighting	Objective	KPI (Indicator & Target)	Baseline Information	Target Date (Timeframe, Quality & Quantity)	Progress on Review
5.	<b>Good Governance &amp; Public Participation</b>	20	Review the Spatial Development Framework	Conduct at least 2 stakeholder workshops regarding the review	30 June 2012	31/03/13	
				Reviewed SDF approved by Council	30 June 2012	30/06/13	
			Conduct research and development to find innovative solutions to future delivery of Environmental Health services.	➤ Innovation and new method implemented,	30 June 2012	30 June 2013	
			Control the quality of foodstuffs and products sold in district formal and informal premises to protect the health of citizens	<ul style="list-style-type: none"> <li>➤ Monitor 100% of food selling and handling points,</li> <li>➤ Monitor 100% of water control points,</li> <li>➤ Monitor 100% of environmental high risk premises</li> </ul>	30 June 2012	30 June 2013	

No	KPA	Weighting	Objective	KPI (Indicator & Target)	Baseline Information	Target Date (Timeframe, Quality & Quantity)	Progress on Review
			Conduct inspections at premises to ensure compliance with legislation	<ul style="list-style-type: none"> <li>➤ Conduct regular inspections at pre-schools and primary schools to ensure that they comply with requirements for the accommodation of children and to check whether the areas for school feeding programmes are hygienic,</li> <li>➤ Inspecting new and existing business premises for compliance with all health and safety requirements</li> </ul>	30 June 2012	30 June 2013	
			Monitor air quality in the District and develop approaches to reduce contribution of climate change.	Develop air quality management plan	30 June 2012	30 June 2013	

## 6. CORE COMPETENCY REQUIREMENTS

Competencies	Weight	Description/Definition	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
Financial management	10	Compiles and manages budgets, controls cash flow, institutes risk management and administers supply chain management processes in accordance with legal prescripts and generally recognised accounting practices in order to ensure the achievement of the Municipality's strategic objectives.		
People management and empowerment	20	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve the Municipality's strategic objectives.		
Client orientation and customer focus	20	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.		
Strategic capability and leadership	10	Provides a vision, sets the direction for the administration and inspires others to deliver on the municipality's mandate		
Problem solving and analysis	10	Systematically identifies, analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.		
Programme and project management	10	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.		
Honesty and integrity	10	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.		
Competence in policy conceptualisation, analysis and implementation	10	The ability to draft and implement a policy due to the arriving at a concept or a generalisation as a result of seeing things, experiencing things, being informed of something as well as		

Competencies	Weight	Description/Definition	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
		the ability to analyse, comprehend and implement a policy drafted by somebody else.		
<b>TOTAL</b>				

## 7. Consolidated Score Sheet

### KEY PERFORMANCE AREAS

Key performance area	Weight	Rating	Score
Municipal institutional development and transformation	50		
Basic service delivery	15		
Local economic development	5		
Municipal financial viability and management	20		
Good governance and public participation	10		
Total score			
Total weight, key performance areas			<b>80%</b>
<b>Weighted score, Key performance areas</b>			

### CORE COMPETENCY REQUIREMENTS

	Core competency requirement	Weight	Rating	Score
1	Financial management	10		
2	People management and empowerment	20		
3	Client orientation and customer focus	20		
4	Strategic capability and leadership	10		
5	Problem solving and analysis	10		
6	Programme and project management	10		
7	Honesty and integrity	10		
8	Competence in policy conceptualisation, analysis and implementation	10		
Total score				
Total weight, core competency requirements				<b>20%</b>
<b>Weighted score, core competency requirements</b>				

**8. Performance Bonus**

The Employee's performance will be rewarded according to the performance reward scheme of the municipality as set out in the performance agreement.(Regulation 32(2) of the Performance Regulations gazetted in Notice No 805, published on 1 August 2006.)

**9. Amendments**

The Employer may review and make reasonable changes to the provisions of the performance plan from time to time for operational reasons on agreement by both parties.

Thus done and signed at **TROMPSBURG** on ... ..... **2012**

**AS WITNESSES:**

1. \_\_\_\_\_

\_\_\_\_\_  
**EMPLOYEE**

2. \_\_\_\_\_

Thus done and signed at **TROMPSBURG** on ... ..... **2012.**

**AS WITNESSES:**

1. \_\_\_\_\_

\_\_\_\_\_

**MUNICIPAL MANAGER**

2. \_\_\_\_\_





**10. CONTROL SHEET**

**TO BE UPDATED BY THE MUNICIPAL MANAGER**

<b>PLANNING PHASE</b>			
Date of 1 <sup>st</sup> planning meeting		Date of 2 <sup>nd</sup> planning meeting	
Date copy of performance plan handed to Employee		Municipal Manager	

<b>COACHING PHASE</b>	
(Keep a record of meetings held to give feedback to the Employee on performance related issues)	
Date of feedback meeting	Performance issues discussed and corrective action to be taken
Date of formal Half-year review	

<b>REVIEWING PHASE</b>			
Date Employee notified of formal review meeting			
Date of 1 <sup>st</sup> review meeting			
Date of 2 <sup>nd</sup> review meeting			
Date of 3 <sup>rd</sup> review meeting			
Date of 4 <sup>th</sup> review meeting			
Municipal Manager		Signature	