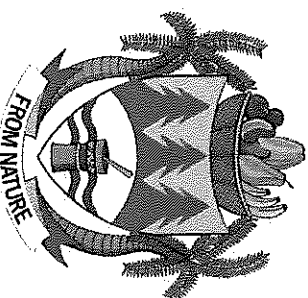


GREATER TZANEEN MUNICIPALITY

Annexure A

Adjusted Performance Plan 2018/19 DIRECTOR



Employee Details

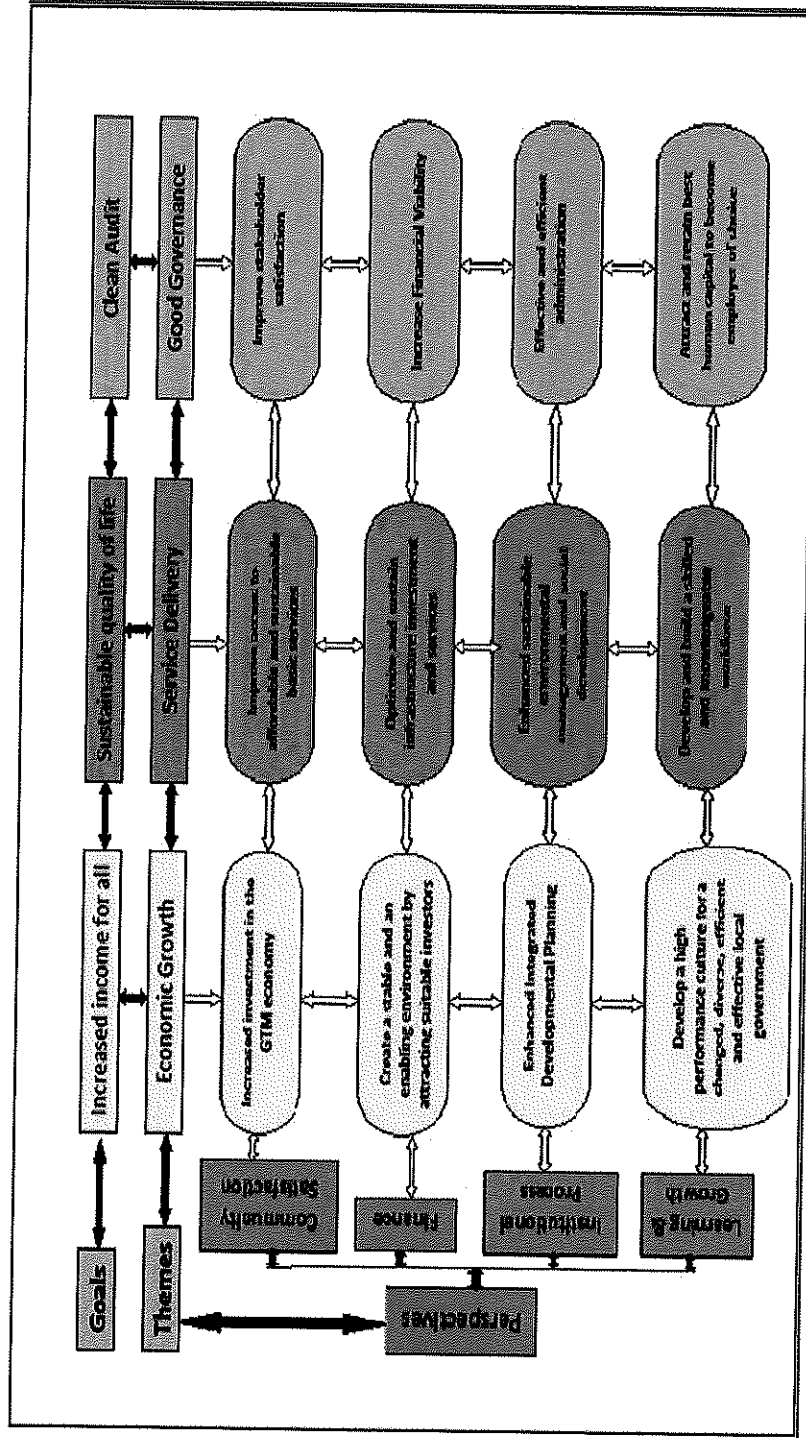
Name: Mr. B Mathebula
Position: Director: Planning and Economic Devel
Accountable to: Municipal Manager
Period: 1 July '18 - 30 June '19

Content:

1. Strategy Map
2. Position Vision & Mission
3. Key Performance Areas: Position Weighting
4. Key deliverables (KPIs and Projects)
5. Competencies
6. Performance Assessment Process
7. Rating Scale
8. Approval of Personal Performance Plan

BM

1. Strategy Map 2018/19



BM

2. Position Vision & Mission

Municipal Vision	
A Green, Prosperous and United Municipality that Provides Quality Services to All	
Municipal Mission	
<p>The Greater Tzaneen Municipality is committed to provide quality services to its economy by:</p> <p>"Promoting social and economic development; Providing and maintaining sustainable services; Ensuring efficient and effective utilization of all available resources; Ensuring Promoting Environmental sustainability; Promoting effective stakeholder and community participation."</p>	
Position Vision	
To create an environment for sustainable economic and social development in the GTM Jurisdiction	
Position Mission	
To ensure integrated development and economic growth by creating a stable economic and spatial environment conducive to property management, tourism and agricultural development	

3. Key Performance Areas: Position Weighting

Municipal KPA	% Weight
Service Delivery	0%
Economic Growth	60%
Good Governance	40%
Weighted Total	80%
Competencies (Weighted Total)	20%
Grand Total	100%

* As contained in the GTM Strategy Map

4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/ Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones				Portfolio of evidence required
								Target Sept '18	Target Dec '18	Target Mar '19	Target Jun '19	
GG	Effective and Efficient administration	Sound Governance	Average no of working days taken to respond to internal audit queries for the Department	10%	Number	New KPI	100%	100%	100%	100%	100%	Register of Audit queries
GG	Effective and Efficient administration	Sound Governance	% of Departmental AG queries responded to within 3 working days	15%	Percentage	New KPI	100%	100%	100%	100%	100%	Register of Audit queries
GG	Increase financial viability	Budget management	% of PED departmental budget spent	5%	Percentage	New KPI	100%	25%	50%	75%	100%	Monthly financial budget reports
GG	Increase financial viability	Budget management	% of Departmental overtime budget spent	5%	Percentage	New KPI	100%	25%	50%	75%	100%	Monthly financial budget reports
GG	Effective and Efficient administration	Sound Governance	# of Departmental monthly reports submitted on time for consideration by Exco (15 working days)	5%	Number	New KPI	12	3	3	3	3	Monthly report Email to Secretariat
GG	Effective and Efficient administration	Risk Management	% of Departmental Risks mitigated by year-end	10%	Percentage	New KPI	100	N/A	N/A	N/A	80%	Strategic Risk Assessment Report
GG	Effective and Efficient administration	Sound Governance	# of Departmental meetings held	5%	Number	New KPI	4	1	1	1	1	Minutes and Attendance Registers
GG	Effective and Efficient administration	Sound Governance	# of Departmental Management meetings	5%	Number	New KPI	12	3	3	3	3	Minutes and Attendance Registers
GG	Effective and Efficient administration	Sound Governance	% of MPAC recommendations implemented within the required timeframe (PED)	10%	Percentage	New KPI	100%	100%	100%	100%	100%	MPAC resolution register
GG	Effective and Efficient administration	Sound Governance	% of Audit Committee recommendations implemented within the required timeframe	5%	Percentage	New KPI	100%	100%	100%	100%	100%	Audit Committee resolution register
GG	Effective and Efficient administration	Sound Governance	% of Council Resolutions for PED implemented within the required timeframe	10%	Percentage	New KPI	100%	100%	100%	100%	100%	Council Resolution register

B.M

4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/ Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones				Portfolio of evidence required
GG	Effective and Efficient administration	Sound Governance	% of District technical committee meetings attended	5%	Percentage	New KPI	100%	100%	100%	100%	100%	Invitation and attendance register
GG	Attract and retain best human capital to become employer of choice	Human Resource Management	# of employees with spatial planning capacity	5%	Number	5	7	n/a	n/a	n/a	7	HR Monthly Reports Compliance Certificates
GG	Effective and Efficient administration	Office Administration	Purchase of office furniture and equipment for Planning and Economic Development Dpt	5%	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for PED offices and delivered (100%) Q4: Not applicable this quarter	New Project	100%	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for PED offices and delivered (100%) Q4: Not applicable this quarter	1	1	1	Quotations Invoices
LED	Enhanced Integrated developmental planning	Integrated Development Planning	# of SPLUMA tribunal sittings	15%	Number	6	4	1	1	1	1	1 Invitations Minutes & Attendance Register
LED	Enhanced Integrated developmental planning	Spatial Development	Formulation of land use scheme for GTM area	15%	Q1: Appointment of a service provider. (10%), Q2: Status quo report available (50%) Q3: Formulation of a land use scheme in progress (75%) Q4: Draft Land use scheme for GTM area available (100%)	Awaited appointment of Tribunal by MDW	100%	Q1: Prepare procurement specification for appointment of a service provider. (10%) Q2: Status quo report completed (50%) Q3: Formulation of a land use scheme at 50% (75%) Q4: Draft Land use scheme for GTM area available (100%)	1	1	1	Appointment Letter Status Quo Report Draft Land-use Scheme

B.M

4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/ Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones				Portfolio of evidence required
LED	Enhanced Integrated developmental planning	Spatial Development	Land audit for GTM area	15%	Q1: Specifications and advert for service provider (10%) Q2: Appointment of service provider finalised (20%) Q3: Data collection and status report available (60%) Q4: Draft Land Audit Report available (100%)	New Project	100%	Specifications and advert for service provider (10%)	Appointment of service provider finalised (20%)	Data collection and status report available (60%)	Draft Land Audit Report available (100%)	Specifications and advert, Appointment letter, Status Quo report, Draft Land Audit Report
LED	Increased investment in the GTM economy	Marketing and Investor Targeting	# of Agricultural Expos held	10%	Number	1	1	n/a	1	n/a	n/a	Agricultural EXPO Advert & Programme List of exhibitors
LED	Increased investment in the GTM economy	Marketing and Investor Targeting	# of jobs created through municipal LED initiatives including Capital Projects	5%	Number	tbd	2400	600	600	600	600	*Consolidated LED monthly job creation report *Project progress Reports -EPWP monthly reports Sustained & New jobs to be reflected
LED	Increased investment in the GTM economy	Marketing and Investor Targeting	# of LED forum meetings arranged	10%	Number	tbd	4	1	1	1	1	Invitations Minutes & Attendance Register
LED	Increased investment in the GTM economy	SMME support	# of meetings held with informal traders	10%	Number	tbd	4	1	1	1	1	Invitations Minutes & Attendance Register
LED	Increased investment in the GTM economy	SMME support	# of Local Tourism Association Meetings	10%	Number	4	4	1	1	1	1	Invitations Minutes & Attendance Register
LED	Increased investment in the GTM economy	Tourism	# of Tourism SMMEs exposed to the market	10%	Number	actual awaited	50	10	10	15	15	Attendance Register Events report Training Reports

B.M

5. COMPETENCY REQUIREMENTS

Competencies	Components	Competency Definition	Weighting %
Leading competencies			
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness 	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate	15%
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and dispute Management 	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	5%
Programme and Project Management	<ul style="list-style-type: none"> • Programme and Project Planning and Implementation • Service Delivery Management • Programme and Project Monitoring and Evaluation 	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives	5%
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring 	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	10%
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation 	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	10%
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance management • Cooperative Governance 	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	5%

B.M

5. COMPETENCY REQUIREMENTS

Competencies	Components	Competency Definition	Weighting %
Core Competencies			
Moral competence	<ul style="list-style-type: none"> • Integrity • Transparency • Accountability 	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	5%
Planning and Organising	<ul style="list-style-type: none"> • Time management • Forward planning • Project Management 	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	10%
Analysis and Innovation	<ul style="list-style-type: none"> • Objective problem analysis • Innovative thinking • Process optimisation 	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	5%
Knowledge and Information Management	<ul style="list-style-type: none"> • Gain and share knowledge • Data analysis • Employee Empowerment 	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	5%
Communication	<ul style="list-style-type: none"> • Balance diverse perspectives • Communication with stakeholders • Compile clear & concise reports 	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders	5%
Results and Quality Focus	<ul style="list-style-type: none"> • Setting high standards • Results orientation • Monitoring & Evaluating progress 	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage other to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	20%
Total			100%

B.M

6. Performance Assessment Process

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

1. Performance Assessment:
 - 1.1. Formal assessment between employee and employer will take place twice a year to measure the performance of the employee against the agreed
 - 1.2. Progress against the KPI's and Targets will be captured in preparation for the review.
 - 1.3. Scores of 1-5 will be calculated based upon the progress against targets.
 - 1.4. KPI's and activities are audited and copied to the Performance Plans before assessment date.
 - 1.5. The employee must keep a record of the mid-year review and annual assessment meetings.
 2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.
 3. The process for determining Employee ratings are as follows:
 - 3.1. The employee to motivate for higher ratings where applicable.
 - 3.2. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.
 - 3.3. The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
 - 3.4. The panel scores are averaged to derive at a total score per KPI / Activity /CCR. Overall scores are calculated by taking weightings into account where applicable.
 - 3.5. The final KPI's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.
 4. The five point rating scale referred to in regulation 805 correspond as follows:

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167
 5. The assessment rating calculator is used to calculate the overall % score for performance.
 6. The half-year review rating can be used in combination with the Annual Performance Assessment to derive at a final Annual rating score.
 7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in table below:

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

8. The Personal Development Plan (PDP) can be reviewed after the performance review had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.
9. The results of the performance and development review (PDR) will be submitted to the performance audit committee for final approval of the
10. The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.

B.M

7. Rating Scale				
Score				
5 (167%) Outstanding Performance (Above and beyond what was expected)	4 (133-166%) Performance Significantly Above Expectations	3 (100-132%) Fully Effective (Implemented what was planned)	2 (67-99%) Not Fully Effective (Planned targets not fully met)	1 (0-66 %) 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 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 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.

B.M

8. 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	Undertaking of the employee
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.	I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.
Signed and accepted by the Employee:	Signed and accepted by the Supervisor on behalf of Council:
Name: <i>MARTINICA BM</i>	Name: <i>MARTINICA BS</i>
Date: <i>2019/04/17</i>	Date: <i>2019/04/17</i>
Signature: <i>[Signature]</i>	Signature: <i>[Signature]</i>

