

PERFORMANCE PLAN

SENIOR MANAGER: EXECUTIVE MANAGEMENT

CAPRICORN DISTRICT MUNICIPALITY

This plan defines the Council's expectations of the employee in accordance with the departmental business plan. This document provides the performance objectives and targets that must be based on the key performance indicators set out from time to time in the Municipality's Integrated Development Plan.

There are 8 parts to this plan:

1. A statement about the purpose of the position
2. Score card detailing key objectives and their related performance indicators, weightings and target dates
3. Information about the knowledge, skills and behaviours required to perform the job
4. Job description of the employee
5. Consolidated score sheet
6. Link to reward
7. Individual learning plan
8. Control sheet

The period of this plan is from 01 July 2011 to 30 June 2012

Signed and accepted by the

Signed by the Municipal Manager on behalf of Council:

S. J. JEBARCE
N.P. Motokomme
20/09/21

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1. Position Purpose

To provide sound management support to the Executive Management Department

2. Scorecard

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
COMMITTEES										
Office support	To ensure that the office of the Executive Mayor is well-managed	2	Number of executive committee meetings coordinated and supported	36 Meetings Coordinated	36 Meetings	9 Meetings	9 Meetings	9 Meetings	9 Meetings	
	To ensure that the office of the Executive Mayor is well-managed	2	Number of well researched and written speeches submitted in time	100 speeches written	100 written speeches	25 written speeches	25 written speeches	25 written speeches	25 written speeches	
	To ensure that the office of the Executive Mayor is well-managed	2	Number of well sourced media statements distributed	12 media statement distributed	12 media statements distributed	3 media statements distributed	3 media statements distributed	3 media statements distributed	3 media statements distributed	

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KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
Council support	To ensure that the office of the executive Mayor, Speaker and Chief whip is well managed	1	Number of functional governance structures	4 structures in place	4 Functional governance structures	1 Functional governance structures	1 Functional governance structures	1 Functional governance structures	1 Functional governance structures	
	To ensure that the office of the executive Mayor, Speaker and Chief whip is well managed	1	No. of portfolios meetings & clusters Held	80 portfolio and 12 cluster meetings were held	80 portfolio and 12 cluster meetings to be held	20 portfolio and 3 cluster meetings	20 portfolio and 3 cluster meetings	20 portfolio and 3 cluster meetings	20 portfolio and 3 cluster meetings	
	To ensure that the office of the executive Mayor, Speaker and Chief whip is well managed	2	Number of functional Cooperative Governance and Intergovernmental Relations structures	4 structures in place	4 Functional Structures	1 Functional Structures	1 Functional Structures	1 Functional Structures	1 Functional Structures	
	To ensure that the office of the executive Mayor, Speaker and Chief whip is well managed	1	No. of Oversight programmes	4 oversight programme	4 oversight programme	1 oversight programme	1 oversight programme	1 oversight programme	1 oversight programme	
	To ensure that the office of the executive Mayor, Speaker and Chief whip is well managed	1	No. of outreaches held	2 outreaches held	2 outreaches to be held	1 outreach		1 outreach		

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
Council support	To ensure that the office of the executive Mayor, Speaker and Chief whip is well managed	2	No of projects visits held	12 projects visits held	12 projects visits to be held	3 projects visits	3 projects visits	3 projects visits	3 projects visits	
	To ensure that the office of the executive Mayor, Speaker and Chief whip is well managed	2	No. of responses to Community Social Support issues	100% response to community social support issues	100% response to community social support issues	100% response to community social support issues	100% response to community social support issues	100% response to community social support issues	100% response to community social support issues	
	To ensure that the office of the executive Mayor, Speaker and Chief whip is well managed	2	Record of support given to Councilors	100% support given to councilors	100% support given to councilors	100% support given to councilors	100% support given to councilors	100% support given to councilors	100% support given to councilors	
Mayors Forums	To ensure that the office of the executive Mayor, Speaker and Chief whip is well managed	2	Number of stakeholder participation programmes held	1 district lekgotla held	1 district lekgotla to be held				1 district lekgotla	
	To ensure that effective governance is implemented and supported to improve and sustain service delivery	1	No. of Mayors forums coordinated	4 forums coordinated	4 forums coordinated	1 forum coordinated	1 forum coordinated	1 forum coordinated	1 forum coordinated	

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
MM's Forums	To ensure that effective governance is implemented and supported to improve and sustain service delivery	1	No. of MM's forums coordinated	4 MM's forums coordinated	4 MM's forums coordinated	1 MM's forum coordinated	1 MM's forum coordinated	1 MM's forum coordinated	1 MM's forum coordinated	
Other Forums	To ensure that effective governance is implemented and supported to improve and sustain service delivery	2	No. of other forums coordinated	28 forums coordinated	28 forums coordinated	7 forums coordinated	7 forums coordinated	7 forums coordinated	7 forums coordinated	
SPECIAL FOCUS										
Children	To ensure that partnership is maintained in executing special focus programme within the district	2	No. of children development programmes coordinated.	100% achievement of targets to date	36 children development programmes coordinated	8 children development programmes coordinated	9 children development programmes coordinated	9 children development programmes coordinated	10 children development programmes coordinated	
Disability	To ensure that partnership is maintained in executing special focus programme within the district	2	No. of disability development programmes coordinated	100% achievement of targets to date	22 disability development programmes coordinated	6 disability development programmes coordinated	6 disability development programmes coordinated	4 disability development programmes coordinated	6 disability development programmes coordinated	

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
Gender	To ensure that partnership is maintained in executing special focus programme within the district	2	No. of gender development programmes coordinated	100% achievement of targets to date	19 gender development programmes coordinated	5 gender development programmes coordinated	3 gender development programmes coordinated	3 gender development programmes coordinated	8 gender development programmes coordinated	
Older Persons	To ensure that partnership is maintained in executing special focus programme within the district	2	No. of Older persons development programmes coordinated	100% achievement of targets to date	13 Older persons development programmes coordinated	2 Older persons development programmes coordinated	5 Older persons development programmes coordinated	2 Older persons development programmes coordinated	4 Older persons development programmes coordinated	
Youth	To ensure that partnership is maintained in executing special focus programme within the district	2	No. of Youth development programmes coordinated	100% achievement of targets to date	11 Youth development programmes coordinated	2 Youth development programmes coordinated	3 Youth development programmes coordinated	2 Youth development programmes coordinated	4 Youth development programmes coordinated	
CBO/NGO Summit	To ensure that partnership is maintained in executing special focus programme within the district	1	No of summits held successfully	New indicator	1 Summit to be held	-	-	Progress report of the summit planning	1 Summit held.	

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
HIV/AIDS										
Prevention programmes	To ensure that HIV/AIDS programmes are well coordinated and implemented within the district	2	No. Of new HIV/AIDS Prevention programmes held.	21 Prevention programme coordinated	21 Prevention programme coordinated	5 Prevention programme coordinated	11 Prevention programme coordinated	4 Prevention programme coordinated	3 Prevention programme coordinated	
Coordination programmes	To ensure that HIV/AIDS programmes are well coordinated and implemented within the district	2	No. of HIV and AIDS programmes Coordinated	60 programmes coordinated	54 programmes coordinated	13 programmes coordinated	14 programmes coordinated	14 programmes coordinated	13 programmes coordinated	
Planning	To ensure that HIV/AIDS programmes are well coordinated and implemented within the district	2	No. of Planning sessions for HIV/AIDS held	71 sessions held to date.	41 planning sessions to be held by June 2012	10 planning sessions	10 planning sessions	11 planning sessions	10 planning sessions	

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KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
Care and support	To ensure that HIV/AIDS programmes are well coordinated and implemented within the district	2	No. of Care and Support given for people living and working with HIV and AIDS	50 people given support	164 people living with HIV/AIDS supported	38 people living with HIV/AIDS supported	40 people living with HIV/AIDS supported	42 people living with HIV/AIDS supported	44 people living with HIV/AIDS supported	
Capacity building	To ensure that HIV/AIDS programmes are well coordinated and implemented within the district	2	No. of Capacity Building given for people in the HIV and AIDS sector	176 people capacitated	301 people in the HIV/AIDS sector to be capacitated	-	50 people in the HIV/AIDS sector to be capacitated	150 people in the HIV/AIDS sector to be capacitated	101 people in the HIV/AIDS sector to be capacitated	

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
AUDIT										
Internal Audit	To ensure that the municipality gets a clean audit as well as protection from risks	2	Reviewed audit plan (2012 - 2014)	2011-2013 Audit plan approved	Approved Audit plan	Approved Audit plan	1 Report produced	-	-	
	To ensure that the municipality gets a clean audit as well as protection from risks	1	No. of Follow up audit reports	1 follow up audit report	2 follow up audit reports compiled	-	1 report compiled	-	1 report compiled	
		2	Number of quarterly reports produced	2011-2013 Audit plan approved	4 Reports produced	4 Reports produced	1 Report produced	1 Report produced	1 Report produced	

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KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
Internal Audit	To ensure that the municipality gets a clean audit as well as protection from risks	1	Quality Review report	1 Quality Assurance report at partially compliance	1 quality review report compiled	-	-	1 quality review report compiled	-	
	To ensure that the municipality gets a clean audit as well as protection from risks	1	No. of Audit Committee meeting conducted	5 audit committee meetings conducted	4 audit committee meetings conducted	1 audit committee meeting conducted	1 audit committee meeting conducted	1 audit committee meeting conducted	1 audit committee meeting conducted	
	To ensure that the municipality gets a clean audit as well as protection from risks	2	No. of Audit Committee reports presented to council	1 report presented to council	1 report presented to council	-	1 report presented to council	-	-	
External Audit	To ensure that the municipality gets a clean audit as well as protection from risks	2	Number of AGSA exceptions addressed	(82) 100% AGSA exceptions addressed	100% AGSA exceptions addressed	100% AGSA exceptions addressed	100% AGSA exceptions addressed	100% AGSA exceptions addressed	100% AGSA exceptions addressed	
Risk Management	To ensure that the municipality gets a clean audit as well as protection from risks	2	Availability of the risk profile	Approved risk profile 2010-2011	Approved risk profile 2011-2012	Risk profile complete	-	-	-	

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KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
Risk Management	To ensure that the municipality gets a clean audit as well as protection from risks	2	No. of RMC Coordinated	04 meetings coordinated	4 meetings	1 meeting	1 meeting	1 meeting	1 meeting	
	To ensure that the municipality gets a clean audit as well as protection from risks	1	No. of Hotline reports compiled	12 Monthly reports compiled	12 reports Compiled	3 reports Compiled	3 reports Compiled	3 reports Compiled	3 reports Compiled	
	To ensure that the municipality gets a clean audit as well as protection from risks	1	No. of awareness campaigns conducted	1 Awareness campaign	1 Awareness campaign conducted	-	-	1 Awareness campaign conducted	-	
	To ensure that the municipality gets a clean audit as well as protection from risks	2	Number of forensic Investigation reports compiled	04 Investigation reports compiled	04 Investigation reports compiled	1 Investigation report compiled	1 Investigation report compiled	1 Investigation report compiled	1 Investigation report compiled	

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
COMMUNICATIONS										
Advertising	To provide strategic leadership and coordination of the District's communication public Liaison	2	No. of municipal activities advertised on print and electronic media	90% Advertising of municipal activities on print and electronic media	100% Advertising of municipal activities on print and electronic media	100% Advertising of municipal activities on print and electronic media	100% Advertising of municipal activities on print and electronic media	100% Advertising of municipal activities on print and electronic media	100% Advertising of municipal activities on print and electronic media	
	To provide strategic leadership and coordination of the District's communication public Liaison	2	Updated Website	90 % update of website	100 % updated website	100 % updated website	100 % updated website	100 % updated website	100 % updated website	
Publications	To provide strategic leadership and coordination of the District's communication public Liaison	1	Mogarafase publication	4 Mogarafase publicised	1 Mogarafase publicised	1 Mogarafase publicised	1 Mogarafase publicised	1 Mogarafase publicised	1 Mogarafase publicised	
	To provide strategic leadership and coordination of the District's communication public Liaison	2	Mgobozi publication	10 Mgobozi produced,	12 Mgobozi produced,	3 Mgobozi produced	3 Mgobozi produced,	3 Mgobozi produced	3 Mgobozi produced	

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
Publications	To provide strategic leadership and coordination of the District's communication public Liaison	2	Printed IDP Documents	300 annual IDP produced,	350 IDP documents produced,	-	-	-	350 IDP documents produced,	
	To provide strategic leadership and coordination of the District's communication public Liaison	2	Availability of annual report	150 Annual report, produced	100 Annual report, produced	-	-	-	100 Annual report, produced	
Corporate Image	To provide strategic leadership and coordination of the District's communication public Liaison	2	No. of Diaries and Calendars developed and distributed	700 Diaries and Calendars developed and distributed (still short)	700 Diaries and Calendars developed and distributed	-	700 Diaries and Calendars developed and distributed	-	-	
Stakeholder engagement	To provide strategic leadership and coordination of the District's communication public Liaison	2	No. of Interviews to be broadcasted	4 interviews broadcasted	4 interviews broadcasted	1 interview broadcasted	1 interview broadcasted	1 interview broadcasted	1 interview broadcasted	
Events Management	To provide strategic leadership and coordination of the District's communication public Liaison	2	No of events coordinated	11 events organised	11 events to be organised	3 (Council Outreach ,Womens month, Arbour week)	3 (World Aids day, Batho Pele, World water monitoring)	3 (Council outreach, Human Rights celebration, Water week)	2 (IDP/Budget Speech, Freedom day celebration, on,	

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
Events Management	To provide strategic leadership and coordination of the District's communication public Liaison	2	No. of videos produced	12 videos produced	12 videos to be produced	3 videos produced	3 videos produced	3 videos produced	3 videos produced	
	To provide strategic leadership and coordination of the District's communication public Liaison	1	Availability of Satisfaction survey plan	New indicator	Annual Satisfaction survey plan	Preparation of the Annual Satisfaction Survey plan	1st draft plan	2nd draft plan	final plan available and approved	
Customer Care	To provide strategic leadership and coordination of the District's communication public Liaison	1	Availability of citizen's report	New indicator	Citizen's report available	Compiled citizen's report presented during batho pelele day	-	-	-	
	To provide strategic leadership and coordination of the District's communication public Liaison	2	No. of build-ups events hosted during local municipalities Batho Pele Day celebrations	5 build up events hosted	5 build up events hosted	1 build up event hosted	-	-	-	

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Generic / Cross-cutting Issues

Key Objectives	Weighting	Target Date	Weight	Key Performance Indicators	Performance status on date of review	Reason for deviation (if applicable)	Score
1. Lead, direct and manage staff within the department so that they are able to meet their objectives		July 2011	4	Availability of job description per employee			
		July 2011		Availability of signed performance plans per employee			
		Quarterly		Quarterly assessments			
		Monthly		Departmental meetings held			
		Daily		Adherence to policies			
		Daily		Coaching and Mentoring			

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Key Objectives	Weighting	Target Date	Weight	Key Performance Indicators	Performance status on date of review	Reason for deviation (if applicable)	Score
2. Monitor and control the department at budget so that expenditure is in line with Council's requirements (Financial Management)		Daily Daily	2	Compliance to MFMA % under/over-spend by department reduced			
3. To promote cooperative governance and coordination in service delivery (IGR)		Quarterly Quarterly	2	Functional IGR Structures Strengthened working relation with sector departments, parastatals and other state owned enterprises			
4. Prepare and submit reports to the Municipal Manager and relevant political structures so that they are informed of the issues related to Executive Management Department		Monthly	1	Timeous submission of departmental reports to the relevant forums			

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Key Objectives	Weighting	Target Date	Weight	Key Performance Indicators	Performance status on date of review	Reason for deviation (if applicable)	Score
Risk management		Monthly	2	% compliance to risk action plan			
		Monthly		% reduction in departmental losses as a result of improved risk management			
Audit Queries		Within 7 days of receiving queries	2	Turn around time in responding to internal audit queries			

Knowledge, Skills and Behaviours	Description / Definition	Comments / Observations	Rating				
			1	2	3	4	5
Teamwork	<p>In order to be successful and to meet our service delivery requirements it is essential that all employees co-operate and communicate with each other. This is measured by the extent to which an employee does his/her share of the work; helps out in times of crisis, supports decisions taken by the municipality, makes an effort to communicate with team members so that he/she knows what is going on in other areas besides his/her own and provides information to others on what he/she is doing. At a management level employees are required to facilitate a friendly working environment where co-operation is encouraged, where conflicts are resolved quickly and amicably and where information is communicated so that there is a common knowledge and understanding of municipality activities.</p> <p>All employees are required to set goals and to achieve these goals so that the overall objectives of the municipality can be met. They are also required to look for new and better ways of doing things in order to improve speed, efficiency, quality, service and/or cost effectiveness. This involves setting goals, preparing plans to achieve these goals, implementing the plans and monitoring progress against these plans.</p>						
Service Delivery							

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Knowledge, Skills and Behaviours	Description / Definition	Comments / Observations	Rating				
			1	2	3	4	5
Ethics	This is about being open, transparent and honest in all dealings. It is about keeping promises that you make and about working within the policies, procedures and authorised delegations of Council.						
Leading Team							

4. JOB DESCRIPTIONS

The employee and the Manager will use the job description as a source document to determine the indicators of performance required by the incumbent in line with the IDP.

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5. Consolidated Score Sheet

Key Objective	Weighting	Municipal Manager's Rating	Manager's Rating	Final / Consolidated Score	Reason for Final Score
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Total:						100			Final Score

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6. Link to Reward

The employee performance will be rewarded according to the Remuneration Policy of the Municipality.

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7. INDIVIDUAL LEARNING PLAN (ILP)

Employee's Name: S. T. IREBATE Employee Number: _____
 Job Title: SR. MANAGER Department: Executive Manager
 Department Manager's Name: [Signature] Date: 20/08/2011

Skills / Performance Gap	Outcomes Expected	Suggested training and / or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practise skill / development area	Support Person

Employee Signature: [Signature] Department Manager's Signature: _____

8. PERFORMANCE PLAN CONTROL SHEET - TO BE UPDATED BY MANAGER

PLANNING PHASE

Date of 1st planning meeting: _____ Date of 2nd Planning meeting: (if applicable) _____

Date copy of performance plan handed to employee _____ Department Manager's name: _____

COACHING PHASE

Keep a record of meetings held to give feedback to the employee on performance related issues.
Performance Issue Discussed And Corrective Action To Be Taken

Date Of Feedback Meeting	

Date of formal half year review: _____

REVIEWING PHASE

Date employee notified of formal review meeting: _____ Date of 1st review meeting: _____

Date of 2nd Review meeting: (if applicable) _____ Department Manager's name: _____

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