

**PERFORMANCE PLAN**

**SENIOR MANAGER INFRASTRUCTURE SERVICES**

**CAPRICORN DISTRICT MUNICIPALITY**

This plan defines the Council's expectations of the Manager in accordance with the Manager'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 set out from time to time in the Municipality's Integrated Development Plan.

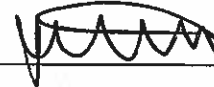
There are 8 parts to this plan:

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. Performance review procedure
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**

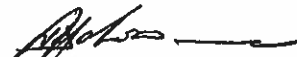
Signed and accepted by the

**SENIOR MANAGER INFRASTRUCTURE SERVICES**



Signed by the Municipal Manager on behalf of Council:

*N. D. Madokwame*



*2011/09/21*

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**1. POSITION PURPOSE**

TO PROVIDE LEADERSHIP IN THE ERADICATION OF SERVICES BACKLOG & INFRASTRUCTURE DEVELOPMENT FOR THE DEPARTMENT.

**2. SCORECARD**

Key Performance Area	Key Objectives	Weighting	Target Date	Key performance indicators	Baseline	Annual Target	Score								Reasons for deviation
							1 <sup>st</sup> Quarter Planned	1 <sup>st</sup> Quarter Actual	2 <sup>nd</sup> Quarter Planned	2 <sup>nd</sup> Quarter Actual	3 <sup>rd</sup> Quarter Planned	3 <sup>rd</sup> Quarter Actual	4 <sup>th</sup> Quarter Planned	4 <sup>th</sup> Quarter Actual	
1.0 Roads	1. Provide sound guidance in project identification feasibility process	2	June 2012	• Construct 4km of surfaced road on Road D4070 Mamaolo to Seleteng	1km	4km surfaced road completed	Planning		Construction		Construction		Construction & completion		
		1	June 2012	• Construct 1km under EPWP programme	New target	1km surfaced road completed	Planning		Construction		Construction		Construction & completion		
		1	June 2012	• Construct 1 Malatane bridge	New target	1 bridge completed	Planning		Construction		Construction		Construction & completion		
		1	June 2012	• Road Maintenance via term contracting	New target	Routine maintenance to identified roads	Planning		Construction		Construction		Construction & completion		
2.0 Water	2. Affordable, clean and potable water according to RDP standards to 100% of the population by 2014.	15	June 2012	• Plan & construct and commissioning of 42 water projects for the financial year 2011.12 benefiting 4,500 households.	42 projects completed	42 projects completed	Planning		Construction		Construction		Construction & completion		
3.0 Sanitation	3. To provide sanitation service to 100% of the population by 2010	5	June 2012	• Plan, construct and commission 600 VIP sanitation toilets in Molemole & Aganang.	3613 VIP Units	600 VIP sanitation toilets completed	Planning		Construction		Construction		Construction & completion		
		3	June 2012	• Plan, construct and commission 2 WWTW in Lebowakgomo & Mogwadi	4 WWTW		Planning		Construction		Construction		Construction & completion		

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Key Performance Area	Key Objectives	Weighting	Target Date	Key performance indicators	Baseline	Annual Target	Score								Reasons for deviation
							1 <sup>st</sup> Quarter Planned	1 <sup>st</sup> Quarter Actual	2 <sup>nd</sup> Quarter Planned	2 <sup>nd</sup> Quarter Actual	3 <sup>rd</sup> Quarter Planned	3 <sup>rd</sup> Quarter Actual	4 <sup>th</sup> Quarter Planned	4 <sup>th</sup> Quarter Actual	
3.0 Operations & Maintenance	4. Provide 100% of operations & maintenance in Molemole and assist Blouberg, Aganang & Lepelle Nkumpi and provide operations and maintenance services.	2	Monthly	<ul style="list-style-type: none"> <li>Provide 427,652 indigent people with Free Basic Water in terms of 1<sup>st</sup> Order Strategy.</li> </ul>	Provide 427,652 people with Free Basic Water in terms of 1 <sup>st</sup> Order Strategy.	Provide 427,652 people with Free Basic Water in terms of 1 <sup>st</sup> Order Strategy.	4 processing reports		4 processing reports		4 processing reports		4 processing reports		
		2	Monthly	<ul style="list-style-type: none"> <li>Provide 11,273 indigent people with Free Basic Water in terms of 2<sup>nd</sup> Order Strategy.</li> </ul>	11,273 indigent people with Free Basic Water in terms of 2 <sup>nd</sup> Order Strategy	11,273 indigent people with Free Basic Water in terms of 2 <sup>nd</sup> Order Strategy	4 processing reports		4 processing reports		4 processing reports		4 processing reports		

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Key Performance Area	Key Objectives	Weighting	Target Date	Key performance indicators	Baseline	Annual Target	Score								Reasons for deviation
							1 <sup>st</sup> Quarter Planned	1 <sup>st</sup> Quarter Actual	2 <sup>nd</sup> Quarter Planned	2 <sup>nd</sup> Quarter Actual	3 <sup>rd</sup> Quarter Planned	3 <sup>rd</sup> Quarter Actual	4 <sup>th</sup> Quarter Planned	4 <sup>th</sup> Quarter Actual	
5.0 Operations & Maintenance	5. Provide 100% of operations & maintenance in Molemole and assist Blouberg, Aganang & Lepelle Nkumpi and provide operations and maintenance services.	5	Monthly	<ul style="list-style-type: none"> <li>Assist in the provision of operations &amp; maintenance in Blouberg, Aganang &amp; Lepelle Nkumpi and provide operations and maintenance services in Molemole</li> </ul>	52 weekly meeting reports and resolutions	52 weekly meeting reports and resolutions	12 reports		12 reports		12 reports		12 reports		
		2	June 2012	<ul style="list-style-type: none"> <li>Construction of 30 concrete pumphouses houses</li> </ul>	25 concrete pumphouses	Completed 30 concrete pumphouses	Planning		Construction		Construction		Construction & completion		
		4	June 2012	<ul style="list-style-type: none"> <li>Renewal of WSP Agreements</li> </ul>	4 LMs signed	4 signed WSP agreements	4 signed WSP agreements		4 signed WSP agreements		4 signed WSP agreements		4 signed WSP agreements		
		2	June 2012	<ul style="list-style-type: none"> <li>Electrify 6 boreholes in Aganang</li> </ul>	23 boreholes electrified	Electrify 6 boreholes	Planning		Construction		Construction		Completion		
		2	June 2012	<ul style="list-style-type: none"> <li>Update WSDP</li> </ul>	Updated WSDP	Updated WSDP	Updated WSDP		Updated WSDP		Updated WSDP		Updated WSDP		
		6.0 Water Quality Monitoring		2	June 2010	<ul style="list-style-type: none"> <li>Construct water quality laboratory</li> </ul>	New indicator	Complete water quality laboratory	Planning		Construction		Construction		Completion
2	June 2012			<ul style="list-style-type: none"> <li>Conduct quality sampling every month</li> </ul>	12 water quality sampling reports	12 water quality sampling reports	3 water quality sampling reports		3 water quality sampling reports		3 water quality sampling reports		3 water quality sampling reports		
2	June 2012			<ul style="list-style-type: none"> <li>World Water Quality Monitoring Day participation</li> </ul>	World Water Quality Monitoring Day participation	World Water Quality Monitoring Day participation	Planning		WWQ Monitoring Day participation		WWQ Monitoring Day participation		WWQ Monitoring Day participation		
2	June 2012			<ul style="list-style-type: none"> <li>Implementation of water safety security plan</li> </ul>	New indicator	Implementation of water safety security plan	Planning		Implementation		Implementation		Implementation		

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Key Performance Area	Key Objectives	Weighting	Target Date	Key performance indicators	Baseline	Annual Target	Score								Reasons for deviation
							1 <sup>st</sup> Quarter Planned	1 <sup>st</sup> Quarter Actual	2 <sup>nd</sup> Quarter Planned	2 <sup>nd</sup> Quarter Actual	3 <sup>rd</sup> Quarter Planned	3 <sup>rd</sup> Quarter Actual	4 <sup>th</sup> Quarter Planned	4 <sup>th</sup> Quarter Actual	
7.0 Transport	6.0 Ensure that 50% of the District population has access to safe reliable transport by 2012	2	June 2012	• Plan for capacity building in the taxi industry			Planning		Implementation		Implementation		Implementation		•
		2	June 2012	• Plan revitalisation of bicycle Projects			Planning		Implementation		Implementation		Implementation		•

Key Performance Area	Key Objectives	Weighting	Target Date	Key performance indicators	Baseline	Annual Target	Score								Reasons for deviation
							1st Quarter Planned	1st Quarter Actual	2nd Quarter Planned	2nd Quarter Actual	3rd Quarter Planned	3rd Quarter Actual	4th Quarter Planned	4th Quarter Actual	
8.0 Energy	7.0 To provide electricity according to set standards to 100% of the existing population by the end of 2012	10	June 2012	<ul style="list-style-type: none"> <li>Energization of 1,500 households in Molemole, Lepelle Nkumpi</li> </ul>	2,500 households electrified	Electrification of 2,500 households	Planning		Construction		Construction		Construction & completion	Planning	
9.0 Financial Management	8.0 Ensure adequate financial management	2	June 2012	<ul style="list-style-type: none"> <li>Formulate a Departmental Annual Budget and mid term adjustment budget</li> </ul>	Departmental Annual Budget and mid term adjustment budget	Departmental Annual Budget and mid term adjustment budget	Compilation & approval		Implementation		Implementation		Implementation		
10.0 Risk Management	9.0 Ensure risk management in the Department	2	Dec 2011	<ul style="list-style-type: none"> <li>Formulate a risk profile and management plan</li> </ul>	Annual risk profile and management plan	Annual risk profile and management plan	Compilation & approval		Implementation		Implementation		Implementation		
11.0 IGR	10.0 Ensure adequate IGR participation	2	Quarterly	<ul style="list-style-type: none"> <li>Attend quarterly IGR Meetings</li> <li>1. IDP Hearings</li> <li>2. IGR Meetings</li> </ul>	Attendance to 19 IDP & IGR meetings		4 meetings attendance		4 meetings attendance		4 meetings attendance		5 meetings attendance		

Key Performance Area	Key Objectives	Weighting	Target Date	Key performance indicators	Baseline	Annual Target	Score								Reasons for deviation
							1st Quarter Planned	1st Quarter Actual	2nd Quarter Planned	2nd Quarter Actual	3rd Quarter Planned	3rd Quarter Actual	4th Quarter Planned	4th Quarter Actual	
12.0 Communication	11.0 Ensure adequate communication with all key stakeholders	2	Monthly	<ul style="list-style-type: none"> <li>Maintain a complaints/inquiries and follow up register</li> </ul>	Updated 12 months complaints/inquires register	Updated 12 months complaints/inquires register	Updated 4 months complaints/inquires register		Updated 4 months complaints/inquires register		Updated 4 months complaints/inquires register		Updated 4 months complaints/inquires register		
		2	Monthly	<ul style="list-style-type: none"> <li>Convene monthly consultancy &amp; contractors</li> </ul>	12 consultancy & contractors meetings	12 consultancy & contractors meetings	3 consultancy & contractors meetings		3 consultancy & contractors meetings		3 consultancy & contractors meetings		3 consultancy & contractors meetings		
		2	Monthly	<ul style="list-style-type: none"> <li>Conduct monthly departmental meetings.</li> </ul>	12 Departmental meetings	12 Departmental meetings	3 Departmental meetings		3 Departmental meetings		3 Departmental meetings		3 Departmental meetings		
		2	Monthly	<ul style="list-style-type: none"> <li>Attend quarterly communication Meetings               <ol style="list-style-type: none"> <li>MM Forum</li> <li>Technical Managers Forum</li> <li>Water Sector Forum</li> <li>Transport Forum</li> <li>Energy Forum</li> </ol> </li> </ul>	Attendance 2 MM's Forum, 1 Technical Manager's Forum, 6 Water Sector Forums, 6 Energy Forums & 3 Transport Forum	Attendance 2 MM's Forum, 1 Technical Manager's Forum, 6 Water Sector Forums, 6 Energy Forums & 3 Transport Forum	4 meetings attendance		5 meetings attendance		4 meetings attendance		5 meetings attendance		

Key Performance Area	Key Objectives	Weighting	Target Date	Key performance indicators	Baseline	Annual Target	Score								Reasons for deviation
							1 <sup>st</sup> Quarter Planned	1 <sup>st</sup> Quarter Actual	2 <sup>nd</sup> Quarter Planned	2 <sup>nd</sup> Quarter Actual	3 <sup>rd</sup> Quarter Planned	3 <sup>rd</sup> Quarter Actual	4 <sup>th</sup> Quarter Planned	4 <sup>th</sup> Quarter Actual	
13.0 Special Focus	12.0 Ensure adequate special focus participation	2	June 2012	<ul style="list-style-type: none"> <li>Inclusion of special focus interests in all contract documents</li> </ul>	Alignment of all tender documents towards Special Focus interests.	Alignment of all tender documents towards Special Focus interests.	Alignment of 40 tender documents towards Special Focus interests.		Alignment of 40 tender documents towards Special Focus interests.		Alignment of 40 tender documents towards Special Focus interests.		Alignment of 40 tender documents towards Special Focus interests.		
13.0	14.0	2	Monthly	<ul style="list-style-type: none"> <li>Produce monthly SDBIP</li> </ul>	Approved Annual SDBIP	Approved Annual SDBIP	Approved Annual SDBIP		Approved Annual SDBIP		Approved Annual SDBIP		Approved Annual SDBIP		
		2	Quarterly	<ul style="list-style-type: none"> <li>Conduct quarterly performance assessment of all staff</li> </ul>	4 quarterly performance assessments	4 quarterly performance assessments	1 quarterly performance assessments		1 quarterly performance assessments		1 quarterly performance assessments		1 quarterly performance assessments		
		2	June 2012	<ul style="list-style-type: none"> <li>Formulate annual skills and training development plan for the Department</li> </ul>	Approved Skills & training development plan	Approved Skills & training development plan	Approved Skills & training development plan		Approved Skills & training development plan		Approved Skills & training development plan		Approved Skills & training development plan		
		2	Monthly	<ul style="list-style-type: none"> <li>Maintain a staff attendance register</li> </ul>	Captured daily staff attendance register	Captured daily staff attendance register	staff attendance register		staff attendance register		staff attendance register		staff attendance register		



	Key Objectives	Weighting	Target Date	Key Performance Indicators	Baseline	Annual Target								Reasons for deviation
						1st Quarter Planned	1st Quarter Actual	2nd Quarter Planned	2nd Quarter Actual	3rd Quarter Planned	3rd Quarter Actual	4th Quarter Planned	4th Quarter Actual	
15.0 Generic Crosscutting	14.													

15.0Generic	Key Objectives	Weigh ting	Target Date	Key Performance Indicators	Baseline	Annual Target					Reasons for deviation	
						100% departmental score	25% departmental score	50% departmental score	75% departmental score	100% departmental score		
	15. Lead, direct and manage staff within the department so that they are able to meet their objectives	2	June 2012	Department achieving 100% performance score	75%							

15.0Generic	Key Objectives	Weighting	Target Date	Key Performance Indicators	Baseline	Annual Target									Reasons for deviation
							1st Quarter Planned	1st Quarter Actual	2nd Quarter Planned	2nd Quarter Actual	3rd Quarter Planned	3rd Quarter Actual	4th Quarter Planned	4th Quarter Actual	
	16. Monitor and control the departmental budget so that expenditure is in line with Council's requirements (Financial Management)	2	June 2012	<ul style="list-style-type: none"> <li>Ensure CAPEX expenditure of 90% &amp; 10% savings on OPEX</li> </ul>	63% of expenditure	90% capital expenditure	25% capital expenditure		50% capital expenditure		75% capital expenditure		90% capital expenditure		
	17. To promote cooperative governance and coordination in service delivery (IGR)	2	Quarterly	<ul style="list-style-type: none"> <li>Attend quarterly IGR Meetings</li> <li>1. Mayoral Imbizo</li> <li>2. Council Outreach</li> </ul>	Attendance to 4 Mayoral Imbizos & Council Outreach meetings	Attendance to 4 Mayoral Imbizos & Council Outreach meetings	Attendance to 1 Mayoral Imbizos & Council Outreach meetings		Attendance to 1 Mayoral Imbizos & Council Outreach meetings		Attendance to 1 Mayoral Imbizos & Council Outreach meetings		Attendance to 1 Mayoral Imbizos & Council Outreach meetings		
	18. Prepare and submit reports to the Municipal Manager and relevant political structures so that they are informed of the issues related to Community Services	2	Monthly	<ul style="list-style-type: none"> <li>Produce monthly reports, cashflow statement and projection.</li> </ul>	Updated 12 month cashflow projection		Updated 32 month cashflow projection		Updated 32 month cashflow projection		Updated 32 month cashflow projection		Updated 32 month cashflow projection		

### 3. KNOWLEDGE, SKILLS AND BEHAVIOURS

The ratings attached to this section will not impact on the final performance score but will assist in identifying areas of development for inclusion in the individual learning plan.

1	2	3	4	5
Performance clearly below acceptable level.	Performance is competent in some aspects, but shows need for improvement in other aspects.	<b>Fully competent performance.</b>	Noticeably better than competent performance.	Distinguished performance, obvious to all.

Knowledge, Skills and Behaviours	Description / Definition	Comments / Observations	Rating				
			1	2	3	4	5
<b>KNOWLEDGE</b>							
Local Government environment and legal requirements	Knowledge of Council Regulations, By Laws and Policies, National, Provincial and Local Government Structures and applicable legislation including the Finance Management Act, Municipal Structures Act and Municipal Systems Act, Administrative Justice Act and Access to Information Act.						
<b>SKILLS</b>							
Computer Literacy	Word processing, developing and working with spreadsheets to develop reports.						
Report Writing	Collecting and presenting relevant information and tailoring the report to the requirements of the reader.						
Budgeting	Managing projects within the constraints of a budget.						
Negotiation Skills	Impartiality, honesty, and empathy.						
Planning & Organising	Setting priorities and allocating time and resources. Identifying interrelations among activities in a project and planning tasks and resource allocation accordingly						
<b>BEHAVIOURS</b>							
Customer Service	providing the service to both internal and external customers by knowing their need and meeting these needs, by being responsive, keeping promises, giving appropriate information, consultation, being curious.						
Teamwork	the extent to which a member of the team does his/her share of the work; helps out in times of crisis, supports decisions taken by the team leader, 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, facilitate a friendly working environment where co-operation is encouraged, conflicts are resolved quickly and amicably and information is communicated for common knowledge and understanding of municipality activities.						
Service Delivery	Setting goals to achieve overall objectives of the municipality. Looking for new and better ways of doing things in order to improve speed, efficiency, quality, service and/or cost effectiveness.						

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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 Teams	This is about how a manager leads a group of people so that they work well together as a team. This means holding regular meetings (that have set agendas and objectives) with his/her team so that information can be shared and so that the team is aware of decisions that may affect them. It involves sharing out the workload so that team members' skills are used appropriately and so that the work is evenly spread amongst team members. It involves making sure that the team has the necessary tools and resources in order to do their work. It involves motivating the team so that they are committed to achieving the goals of the department and ultimately the municipality.							

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#### 4. PERFORMANCE REVIEW PROCEDURE

1. A formal performance review occurs once a year in June, before the end of the financial year.
2. Municipal Manager to request input from "customers" on the Manager's performance throughout the review period. This may be done through discussion or by asking "customers" to complete a rating form to submit to the Municipal Manager for consideration. Customers are people who are able to comment on the Manager's performance since they have worked closely with him/her on some or all aspects of his/her job.
3. Municipal Manager to prepare ratings of Manager's performance against objectives as a result of his/her evidence and "customer" input.
4. Municipal Manager to ask Manager to prepare for formal appraisal by rating him/herself against the agreed objectives.
5. Municipal Manager and Manager to meet to conduct formal performance rating and agree final scores. It may be necessary to have two meetings i.e. give Manager scores and allow him/her time to consider them before final agreement. In the event of a disagreement, the Municipal Manager has the final say with regard to the final score that is given.
6. Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet.
7. Deadline dates that have been met should be marked as correct.
8. Deadline dates that have not been met should be marked as wrong.
9. Performance Indicators that have been supplied as evidence of achieving an objective should be marked as correct.
10. Performance Indicators that have not been supplied as evidence of achieving an objective should be marked as wrong.
11. Any reasons for non-compliance should be recorded during the review session in the column marked "reason for deviation".
12. The Municipal Manager should make his/her own notes during the formal review meeting and should assign a score in relation to the weighting assigned to a specific objective. E.g. should a specific objective have been assigned a weighting of 20 points and the objective was achieved then the score allocated would be 20. However, should the objective not have been achieved at all or no satisfactory evidence is provided then a score of 0 would be allocated. Should only a portion of the evidence have been provided, or only a portion of the objective have been achieved, with no valid reason for non-achievement, then a part score would be allocated e.g. 12 out of 20. It should be noted that many performance indicators do not allow for a partial score i.e. it either has or has not been achieved.
13. Only those items relevant for the review period in question should be scored.
14. Municipal Manager and Manager to prepare and agree individual learning plan and to set new objectives, targets, performance indicators, weightings and dates etc for the following financial year.
15. Poor work performance will be dealt with in terms of the incapacity procedure as outlined in the applicable Labour Legislation.

**5. CONSOLIDATED SCORE SHEET**

Key Objective	Weighting	Municipal Manager's Rating	Manager's Rating	Final / Consolidated Score	Reason for Final Score
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
<b>Total:</b>	100	Final Score			

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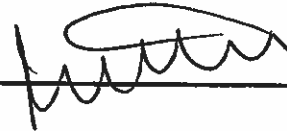
**6. LINK TO REWARD**

The Manager's performance will be rewarded according to the Remuneration Policy of the Municipality. **7. INDIVIDUAL LEARNING PLAN (ILP)**

Employee Name: CHIHOTA K. Employee Number: 000000178  
 Job Title: SENIOR MANAGER Department: INFRASTRUCTURE SERVICES  
INFRASTRUCTURE SERVICES  
 Municipal Manager: MOLOKOMME NGOAKO Date: \_\_\_\_\_

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
1.						
2.						
3.						
4.						
5.						

Manager's Signature:



Municipal Manager's Signature:





7. PERFORMANCE PLAN

CONTROL SHEET - TO BE UPDATED BY MUNICIPAL MANAGER

**PLANNING PHASE**

Date of 1<sup>st</sup> planning meeting: \_\_\_\_\_ Date of 2<sup>nd</sup> Planning meeting: (if applicable) \_\_\_\_\_  
Date copy of performance plan handed to Municipal Manager: \_\_\_\_\_ Municipal Manager's name: \_\_\_\_\_

**COACHING PHASE**

Keep a record of meetings held to give feedback to the Manager on performance related issues.

**Date Of Feedback Meeting**

**Performance Issue Discussed And Corrective Action To Be Taken**

Date Of Feedback Meeting	Performance Issue Discussed And Corrective Action To Be Taken
Date of formal half year review:	

**REVIEWING PHASE**

Date Manager notified of formal review meeting: \_\_\_\_\_ Date of 1<sup>st</sup> review meeting: \_\_\_\_\_  
Date of 2<sup>nd</sup> Review meeting: (if applicable) \_\_\_\_\_ Municipal Manager's name: \_\_\_\_\_

*Handwritten initials/signature*