

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:



**THE CACADU DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER**

DAYALAN MURUVEN PILLAY
(HEREIN REFERED TO AS THE 'EMPLOYER')

AND

BHEKUYISE MAKEDAMA
**DIRECTOR: PLANNING AND INFRASTRUCTURE
SERVICES**
(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR:
1 JULY 2014 - 30 JUNE 2015

Handwritten signatures and initials:
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3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st July 2014** and will remain in force until **30th June 2015** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Financial Management		
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	✓	25
Client Orientation and Customer Focus	✓	15
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation and Negotiation		
Skills in Governance		
Competence as required by other national line sector departments		
Display and guidance of Programme and Project and Fund Management	✓	35
Application of Strategic Capability and Leadership	✓	25
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.

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Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	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.					
2	Not fully effective	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.					
1	Unacceptable performance	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.					

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- 6.7.4 Mayor and/or municipal manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- 6.8.4 Municipal manager from another municipality.

6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

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10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.2.3 A pro rata bonus will be payable to the **Employee** based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -.

That the evaluation period be no less than 6 months

That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

11.3 In the case of unacceptable performance, the **Employer** shall –

11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

2014/2015

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2014/2015	December 2014/2015	March 2014/2015	June 2014/2015
KPA 1. BASIC SERVICE DELIVERY									
To provide costed infrastructure plans	Appointment of experienced professional team	District-Wide Infrastructure Plan developed (INF00097)	100% complete	Report	5.6%	Terms of reference complete	Consultant appointed	Status Quo Report Complete	100% complete
To reduce the effects of stormwater in prone areas by building 10 km of drainage per year	Stormwater management plan	Stormwater Masterplans for Kou-kamma and Ndlambe LMs Complete (INF00102)	N/A	Report	.6%	Draft Masterplan complete for Ndlambe (Bushman's)	Draft Masterplan complete for Kou-kamma (Louterwater)	Masterplan for Ndlambe and Kou-kamma Complete	N/A
To provide effective fire fighting to all LMs in the district by 2017	Provide fire fighting capacity	Restoration and standardisation of Fire Hydrants in Koukamma, Camdeboo; Blue Crane Route; Sundays River Valley; Ikwezi; and Baviaans (INF00118)	408 fire hydrants complete	Report	3.9%	Construction commences	200 fire hydrants complete	350 fire hydrants complete	408 fire hydrants complete
		Agreements entered into for LMs for the provision of Fire Services	Agreements of all LMs in place	Agreements	5.6%	NA	3 Agreements	3 Agreements	3 Agreements
	Provide resources	Integrated Emergency Response Centre completed in Ndlambe (INF00119)	Construction commences	Report	4.5%	Lobby For funding	Re-tendering process complete (Subject to availability of funding)	Contractor appointed	Construction commences
		Construction of Disaster Centre in Paterson (INF00120)	20% of Construction completed	Report	5.6%	Appointment of Consultant	Finalisation of Designs Complete	Contractor appointed	20% of Construction completed
		Construction of Hankey Fire Station (INF00121)	N/A	Report	.6%	100% complete	N/A	N/A	N/A
		Construction of Blue Crane Route Fire Station (INF00122)	NA	Report	1.1%	100% complete	NA	NA	NA
		Construction of Koukamma Fire	100% of Construction	Report	5.6%	Tendering Process Complete	Construction commences	40% of Construction completed	100% of Construction completed

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)
2014/2015

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2014/2015	December 2014/2015	March 2014/2015	June 2014/2015
To promote and co-ordinate integrated spatial planning in the District	Co-ordinate the implementation of Spatial Planning and Land Use Management Act (SPLUMA)	Station (INF00123) Reviewed Camdeboo Zoning Scheme (INF00098)	N/A	Report	1.1% Draft regulations complete	Regulations Finalised	N/A	N/A	
To provide support to LMs on planning and implementation of bulk water supply projects, contributing to the reduction of the backlog to 5% by 2017	Implementation of water projects as mandated by LMs	Installation of 18 Water Meters in Jansenville (INF00095)	100% Complete	Report	1.1% 25% complete	50%	75% Complete	100% Complete	
To promote integration between spatial planning and transportation planning to achieve sustainable human settlements	Implementation of transportation projects	Installation of 270 Water Tanks in Paterson (INF00096)	N/A	Report	.6% 100% complete	N/A	N/A	N/A	
To provide roads infrastructure from basic service to a higher level in key strategic areas for at least 10 kms per annum over 5 years	Implementation of roads projects as mandated by LMs	Construction of Inter-City Bus Terminal in Graaff Reinet (INF00099)	Construction commences	Report	5.6% Lobby For funding	Re-tendering process complete (Subject to availability of funding)	Contractor appointed	Construction commences	
Improving connectivity infrastructure in all nine local municipalities	Rural connectivity infrastructure particularly broadband and mobile phones access	Rural Roads Asset Management System set up for CDM (INF00100)	Report on RRAMS to MC and Council	Report	.6% 50% information plotted on GIS	75% information plotted on GIS	100% information plotted on GIS	Report on RRAMS to MC and Council	
		Construction of access road in Langbos SRV (INF00101)	100% of Construction completed	Report	4.5% Tendering Process Complete	Construction commences	40% of Construction completed	100% of Construction completed	
		Provision of a New Community Library in Alexandria (INF00117)	N/A	Report	2.2% Construction commences	60% construction of library completed	100% construction of library completed	N/A	
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Training	To ensure training	100% of the	Record of	1.7% Training needs	Training needs	Training needs	Training needs	

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

2014/2015

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets				
						September 2014/2015	December 2014/2015	March 2014/2015	June 2014/2015	
		and development takes place in accordance of the requirements of the department	department's T&D needs identified through reviews sent to SDO	training in accordance with the needs of the department through reviews	4.5%	Identified at the previous performance review and trig information sent to SDO for further action	Identified at the previous performance review and trig information sent to SDO for further action	Identified at the previous performance review and trig information sent to SDO for further action	Identified at the previous performance review and trig information sent to SDO for further action	
	Ensure that capacity support to LMs is given priority	Review and Implementation of the CDM Capacity building strategy - Infrastructure Services	Evidence of reviewed strategy and support to LM's	Report on capacity building to LM's		Reviewed Capacity Building Strategy for Infrastructure Services Developed	Implementation of Capacity Building Strategy	Implementation of Capacity Building Strategy	Implementation of Capacity Building Strategy	
	Compliance to National Treasury Competency Requirements	To ensure 100% compliance to National Treasury Competency Requirements	100% compliance of unit standards achieved	Reports on unit standards achieved	1.1%	15% of unit standards achieved	45% of unit standards achieved	50% of unit standards achieved	50% of unit standards achieved	
	To ensure implementation of decisions	100% implementation of decisions for Department taken at Strategic Planning Sessions	100% Strategic decisions implemented for the Department	Report	3-4%	NA	50% Strategic decisions implemented	100% Strategic decisions implemented	100% Strategic decisions implemented	
To establish an CDM institution to its area of jurisdiction by 2013	Relocation CDM offices to Kirkwood	Securing of a building and the development of plans for the construction for the relocation to Kirkwood	Securing of a office block in Kirkwood for CDM relocation	Report	5.6%	Progress report on securing of building and submitted to Council	Progress report on securing of building and submitted to Council	Progress report on securing of building and submitted to Council	Building for CDM secured in Kirkwood	
KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)										
General	Lobby for funding	4 Successful submissions to sector departments / possible funders for Planning and Infrastructure projects	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions	5.6%	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT										
General	Exercise financial control over CDM	Department operating budget within 10%	Within 10% of budget	Annual financial statements	1.1%	Within 10% of budget	Within 10% of budget	Within 10% of budget	Within 10% of budget	
		At least 90% of project budget implemented	90% of project budget implemented	Annual financial statements	11.2%	NA	NA	NA	90% of project budget implemented	

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

2014/2015

| Objective | Strategy | Key Performance Indicator (Project) | Annual Target | Proof | Weighting | Targets | | | |
|---|--|---|---|---|-----------|---|---|---|---|
| | | | | | | September 2014/2015 | December 2014/2015 | March 2014/2015 | June 2014/2015 |
| KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | |
| To ensure that the Support LMs on the development of IDPs are annually reviewed | | An approved IDP | IDP approved by 31st May annually | Council minutes | 4.5% | Analysis phase commenced | Consultation completed | Draft IDP submitted to Council | IDP Adopted |
| General | To ensure that the PMS is implemented and maintained in accordance with Legislation | 100% reviews done and performance challenges addressed to targets in Performance Plans | 100% of indicators achieved | Performance review reports for 4Q's | 1.1% | 100% of performance plans signed off on the PMS System and 100% performance challenges addressed through 1Q reviews | 100% 2Q reviews done and performance challenges addressed to targets in Performance Plans | 100% 3Q reviews done and performance challenges addressed to targets in Performance Plans | 100% 4Q reviews done and performance challenges addressed to targets in Performance Plans |
| | To ensure that the Department complies with legislation applicable to it | Completion of the OHASA quarterly safety checklist and Safety Standards adhered to | 4 x checklists and 4 quarterly meetings | 4 x checklists and minutes of meetings | 0.6% | 1st checklist completed and quarterly meeting held | 2nd checklist completed and quarterly meeting held | 3rd checklist completed and quarterly meeting held | 4th checklist completed and quarterly meeting held |
| | Risk Management | Ensure that sufficient and effective controls are in place to manage risks in the institution | 100% controls in place to manage risks | Internal Audit reports | 1.1% | 100% controls in place to counter risks | 100% controls in place to counter risks | 100% controls in place to counter risks | 100% controls in place to counter risks |
| | Exercises budget control in order to prevent over/ unauthorized expenditure. This includes | 100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy | 100% compliance | Internal and External Audit Reports | 2.2% | 100% compliance to policy | 100% compliance to policy | 100% compliance to policy | 100% compliance to policy |
| | A legally compliant municipality | No Exceptions raised in Internal and External Audit Reports | 100% compliance to internal controls | Internal Audit reports and AG Reports | 2.2% | NA | Response provided to Draft Management letter | Receipt of a Clean Audit report and inclusion of same in annual report | NA |
| | Exercise financial control over CDM | Ensuring the Department contribute towards the Receipt of a Clean Audit Report | Clean Audit Report | Clean Audit Report from AG | 1.1% | NA | Response provided to Draft Management letter | Receipt of a Clean Audit report and inclusion of same in annual report | NA |
| | To ensure effective Council Meetings administration | 100% Implementation of Council Resolutions | 100% Council Resolutions implemented pertaining to the Department | Report on implementation of Council Resolutions | 2.2% | 100% Council Resolutions implemented | 100% Council Resolutions implemented | 100% Council Resolutions implemented | 100% Council Resolutions implemented |


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1. LINE ORGANIZATION 1. LINE 1. ORGANIZATION (GENERAL, FINANCIAL AND PERSONNEL)

PERFORMANCE PLAN : Bheluyise Makedama (Director: Infrastructure and Planning)

2014/2015

| Objective | Strategy | Key Performance Indicator (Project) | Annual Target | Proof | Weighting | Targets | | | |
|--|--|--|-------------------------------------|--|-----------|--|---|---|----------------|
| | | | | | | September 2014/2015 | December 2014/2015 | March 2014/2015 | |
| To mitigate disaster events in all LMs by 2017 | Provide capacity to LMs on Disaster Management | Assist local municipalities in developing their disaster plans | Disaster Management Plans developed | Council resolutions of Various local Municipalities wrt their Disaster Plans | 2.2% | First draft tabled to the forums of 4 Municipalities | First Draft of the other 4 Municipalities tabled in respective forums | Draft documents go through various structures of various Municipalities | June 2014/2015 |

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CORE COMPETENCY REQUIREMENTS (CCR's) : Bhekuyise Makedama (Director: Infrastructure and Planning)

2014/2015

| Core Competency Requirement | Annual Target | Proof | Weighting | Targets | | | |
|--|--|---|-----------|--|--|--|--|
| | | | | September 2014/2015 | December 2014/2015 | March 2014/2015 | June 2014/2015 |
| CCR 1. MANAGERIAL | | | | | | | |
| Strategic Capability and Leadership | Displays standard aligned to that recommended in the MSA competency guidelines | Evidence of standard achieved as documented in a written report | 20% | Evidence of achievement / working towards the standard | Evidence of achievement / working towards the standard | Evidence of achievement / working towards the standard | Displays standard aligned to that recommended in the MSA competency guidelines |
| Programme and Project Management | Displays standard aligned to that recommended in the MSA competency guidelines | Evidence of standard achieved as documented in a written report | 20% | Evidence of achievement / working towards the standard | Evidence of achievement / working towards the standard | Evidence of achievement / working towards the standard | Displays standard aligned to that recommended in the MSA competency guidelines |
| CCR 2. OCCUPATIONAL | | | | | | | |
| People Management and Empowerment | Demonstrated evidence accordingly | Evidence of standard achieved as documented in a written report | 20% | Demonstrated evidence accordingly | Demonstrated evidence accordingly | Demonstrated evidence accordingly | Demonstrated evidence accordingly |
| Client orientation and Customer Focus | Demonstrated evidence accordingly | Evidence of standard achieved as documented in a written report | 15% | Demonstrated evidence accordingly | Demonstrated evidence accordingly | Demonstrated evidence accordingly | Demonstrated evidence accordingly |
| Financial Management | Demonstrated evidence accordingly | Evidence of standard achieved as documented in a written report | 15% | Demonstrated evidence accordingly | Demonstrated evidence accordingly | Demonstrated evidence accordingly | Demonstrated evidence accordingly |
| Interpretation of and implementation within the legislative and national policy frameworks | Demonstrated evidence accordingly | Evidence of standard achieved as documented in a written report | 10% | Demonstrated evidence accordingly | Demonstrated evidence accordingly | Demonstrated evidence accordingly | Demonstrated evidence accordingly |



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