

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:




**THE SARAH BAARTMAN DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER**

**JAYALAN MURUVEN PILLAY
(HEREIN REFERRED TO AS THE 'EMPLOYER')**

AND

**UNATI DANIELS
DIRECTOR: PLANING AND ECONOMIC DEVELOPMENT
(HEREIN REFERED TO AS THE 'EMPLOYEE')**

**FOR THE FINANCIAL YEAR:
1 JANUARY 2018 – 30 JUNE 2018**



WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties"
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.
- 1.2 That in terms of the MPMVA Regulations and Government Gazette Vol. 585, No. 37432 dated 14 March 2014, the **Employee** will obtain the minimum competency requirements to execute his/her function is achieved by - (**Not applicable**).

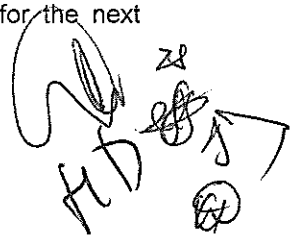
2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employees to maintain equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st January 2018** and will remain in force until **30th June 2018** 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.

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- 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**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required

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- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	3.64%
Basic Service Delivery	0
Local Economic Development (LED)	52.74%
Municipal Financial Viability and Management	18.18
Good Governance and Public Participation	25.46%
Total	100%

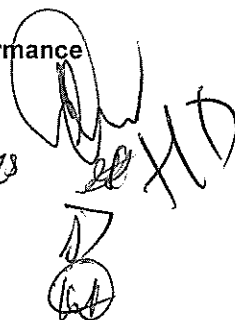
- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership	✓	25
Programme and Project Management	✓	25
Financial Management	✓	15
Change Management		

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	√	5
Client Orientation and Customer Focus	√	10
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks	√	5
Knowledge of Performance Management and Reporting	√	5
Knowledge of global and South African specific political, social and economic contexts	√	5
Competence in policy conceptualisation, analysis and implementation	√	5
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
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.
- 6.5 The annual performance appraisal will involve:
- 6.5.1 Assessment of the achievement of results as outlined in the performance plan:

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- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding 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.					
4	Performance significantly above expectations	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.					

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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 secretarial services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

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7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each Employee in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	July – September	NA
Second quarter	October – December	NA
Third quarter	January – March	Before end April 2018
Fourth quarter	April – June	Before end January 2019

7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

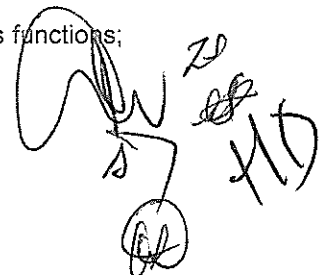
9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

- 10.1.1 a direct effect on the performance of any of the Employee's functions;



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 139% 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 - 159	10
160 - 169	11
170 - 179	12
180 - 189	13
190 - 199	14

11.2.3 A pro rate 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: -

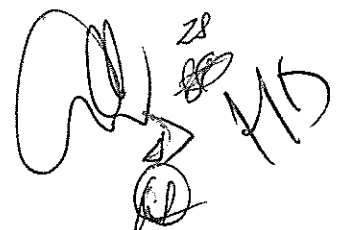
That the evaluation period be no less than 6 months

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.



12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Port Elizabeth on this the 22nd day of August 2018

AS WITNESSES:

1. _____

2. _____


AS WITNESSES:

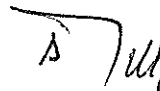
1. _____

2. _____



EMPLOYEE

Received & signed on 22-08-2018 



MUNICIPAL MANAGER

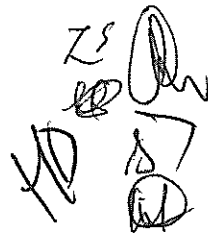
Sarah Baartman
DISTRICT MUNICIPALITY
Province of the Eastern Cape
Previously: Cecilia District Municipality

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Unati Daniels

2017/2018

Director: Planning and Economic Development
Planning and Economic Development

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PERFORMANCE PLAN : Unati Daniels (Director: Planning and Economic Development)							
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets	
						September 2017/2018	December 2017/2018
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION							
General	Training	Training takes place in accordance with the needs identified through the performance reviews	100% T&D addressed according to the needs identified in the performance reviews	Record of training in accordance with Performance reviews	2.1%	100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews
	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	5.3%	Remaining unit standards achieved	All unit standards fully completed
	To ensure implementation of decisions	100% implementation of decisions for Strategic Planning Sessions	100% Strategic decisions implemented for the Department	Report	6.3%	NA	100% Strategic decisions implemented
	Co ordinate recruitment and selection processes	Ensure compliance, implementation and monitoring of the EE Act and SBDM's EE plan	100% implementation and monitoring of SBDM's EE plan and EE Act as per the targets for 2015/16	SBDM EE Plan	2.1%	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act
KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)							
Broaden economic participation and inclusion by increasing the number and support to small enterprises	Promote social economy investments	Combination of 2 SME's and Cooperatives (financially and non-financially) supported in the District (DEV00183)	2 SME's and Cooperatives in the District supported financially	Report	5.3%	Establish partnerships with SEDA and ECDC on enterprise development (agri-processing and service sector)	50% of programme implementation of the Enterprise Development programme
Building local and regional networks and collaboration through the creation of partnerships with (a) government, (b) the private sector and (c)	Building government partnerships	Trade and Investment Web-based system developed and continually updated	Functional Website in place	Website	2.1%	Develop content	Trade and investment portal finalised
	4 DST meetings held within the District in all 7 LM's. 2 LED capacity building programmes implemented (DEV00184)	4 DST meetings held within the District in all 7 LM's. 2 LED capacity building programmes implemented (DEV00184)	4 DST meetings are held within the District in all 7 LM's. 2 LED capacity building programmes implemented	Report	4.2%	1st DST meeting held. 1st LED Capacity Building Programme Implemented.	2nd DST meeting held. 2nd LED Capacity Building Programme Implemented.

PERFORMANCE PLAN : Unati Daniels (Director: Planning and Economic Development)

2017/2018

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets		
						September 2017/2018	December 2017/2018	June 2017/2018
Invest in natural capital to contribute to government's target by 2020.	Create new generation green and blue economy (GEB) jobs rooted in renewable energy.	Facilitating 2 IPP forum meetings. Participate in 2 Nuclear and Shale Gas meetings. Participate in 3 Oceans Economy meetings. (DEV00185)	Facilitating 2 IPP forum meetings. Participate in 2 Nuclear and Shale Gas meetings. Participate in 3 Oceans Economy meetings.	Report	3.2%	Engage MMU Maritime School and TVET Colleges for the development of Apprenticeship programme for Nuclear and Ocean Economy. 1 Independent Power Producers (IPP) meeting held for the inland. Nuclear site visits held.	Conduct Skills Audit for Maritime and Energy sectors. 1 IPP meeting for the Coast held. Host a SA Youth in the Energy and Oceans Economy. meeting.	1 Shale Gas consultation session held
To position the District as a nationally recognised tourism brand	To showcase the District as a nationally recognised and communicate these two markets	"To conduct review and implementation of the tourism marketing strategy for the District through participation in 2 Exhibitions, 2 Placement of media of 2 media adverts, producing marketing materials (2 cycles), and conduct 1 seasonal campaign. (DEV00186)	"Tourism marketing strategy reviewed and implemented for the District through Exhibitions, 2 Placement of media adverts, producing marketing materials (2 cycles), and conducting 1 seasonal campaign.	Report	3.0%	Review and formulate implementation plan of the Tourism Marketing strategy.	Implement Tourism marketing Strategy through participation at the Odean show in Johannesburg; Placements of 1 Advertisement in 1 medium and conduct summer campaign and print 7 wonders area brochures.	1 Additional Placements in 1 medium, and conduct summer campaign
To grow tourism sector's absolute contribution to the District Economy	To increase public sector investment in Tourism Infrastructure Investment	Review of the Tourism Masterplan (DEV00187)	Tourism Masterplan reviewed	Report	3.2%	Terms of references completed and Bid advertised	SLA signed and review of the Tourism Master plan commence.	Draft Tourism Masterplan presented to Steering Committee
Developing skills and education base by increasing the number of semi-skilled and skilled	To promote creative arts and talent development	To finalise Creative Industries strategy for the District Municipality (DEV00188)	Strategy completed	Report	3.2%	Draft strategy completed	Strategy presented to Steering Committee	Strategy completed
Increase agricultural income to achieve a year on year growth in the agriculture and agro-processing sectors.	Facilitate investment in local and regional plant to increase product demands and improve prices	1 Meeting with stakeholders in the District for Agriparks held. Mentorship implemented for Emerging Farmers. Monitoring and Evaluation conducted in 1 LM's.	1 Meeting with stakeholders in the District for Agriparks held. 2 mentorship sites active. Mentorship programme is evaluated.	Report	5.3%	1 Meeting held for Agriparks. 1 site in Koodovale active and 1 Youth in Agriculture is identified.	1 new site for Youth in Agriculture is active. Stakeholders Workshop on mentorship is held.	Koodovale site monitored and evaluated.

PERFORMANCE PLAN : Unati Daniels (Director: Planning and Economic Development) 2017/2018

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting 2017/2018	Targets		
						September 2017/2018	December 2017/2018	June 2017/2018
General	Lobby for funding	3 submissions to sector departments / possible funders for Economic Development projects	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions	6.3%	1 submission to sector departments/funders	1 submission to sector departments/funders	NA
General	Exercise financial control over SBDM project budget	At least 90% of project budget implemented	90% of project budget implemented	Annual financial statements	6.3%	Projected expenditure within 10%	NA	90% of project budget implemented
General	Ensure that the Department complies with legislation applicable to it	Implementation of the Evidence of Compliance Building assistance to 9 LMs strategy - Economic Development	Implementation of 2 projects from partnership with other city municipalities	Plan and reports	7.4%	Draft capacity building and support program developed	Report to Capacity Building Manager	Evidence of assistance to 9 LMs
General	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	4.2%	1st checklist completed and quarterly meeting held	3rd checklist completed and quarterly meeting held	Quarterly Report on Implementation of project arising out of partnership 4th checklist completed and quarterly meeting held
General	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	3.2%	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks
General	Exercises budget control in order to prevent over/ unauthorized expenditure.	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure policy	100% compliance	Internal and External Reports	5.3%	100% compliance to policy	100% compliance to policy	100% compliance to policy
General	A legally compliant municipality	No repeat findings raised in Internal and External Audit Reports	100% compliance to internal controls	Internal Audit reports and AG Reports	2.1%	NA	Receipt of a Clean Audit report and inclusion of same in annual report	NA
General	Exercise financial control over SBDM	Ensuring the Department contribute towards the Receipt of a Clean Audit Report	Clean Audit Report	Clean Audit Report from AG	4.2%	NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report

PERFORMANCE PLAN : Unati Daniels (Director: Planning and Economic Development) 2017/2018

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
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	3.2%	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented
To ensure effective and efficient service delivery		100% Implementation of the Back 2 Basics Plan of ED	100% Implementation Report of the Back 2 Basics Plan issues pertaining to ED	Performance Report for 4Qs	4.2%	100% implementation of Back 2 Basics Plan for ED	100% implementation of Back 2 Basics Plan for ED	100% implementation of Back 2 Basics Plan for ED	100% implementation of Back 2 Basics Plan for ED
To ensure that the PMS is implemented and maintained in accordance with Legislation		100% of indicators achieved	100% of indicators achieved	Performance review reports for 4Qs	2.1%	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

CORE COMPETENCY REQUIREMENTS (CCR's) : Unati Daniels (Director: Planning and Economic Development) 2017/2018

Core Competency Requirement	Annual Target	Proof	Weighting	Targets		
				September 2017/2018	December 2017/2018	June 2017/2018
CCR 1. MANAGERIAL Strategic Capability and Leadership	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Programme and Project Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	20%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
CCR 2. OCCUPATIONAL Financial Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	20%	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	10%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Competence in policy conceptualisation, analysis and implementation	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	5%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
People Management and	Displays standard aligned to	Evidence of standard	10%	Evidence of	Evidence of	Displays standard aligned to

CORE COMPETENCY REQUIREMENTS (CCR's) : Unati Daniels (Director: Planning and Economic Development)

Core Competency Requirement	Annual Target	Proof	Weighting	Targets		
				September 2017/2018	December 2017/2018	June 2017/2018
Empowerment Interpretation of and implementation within the legislative and national policy frameworks	that recommended in the MSA competency guidelines Demonstrated evidence accordingly	achieved as documented in a written report Evidence of standard achieved as documented in a written report	10%	achievement / working towards the standard Demonstrated evidence accordingly	achievement / working towards the standard Demonstrated evidence accordingly	that recommended in the MSA competency guidelines Demonstrated evidence accordingly