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FOR THE FINANCIAL YEAR:
1 JULY 2016 - 30 SEPTEMBER 2016

PUMELELO KATE
DIRECTOR: ECONOMIC DEVELOPMENT
(HEREIN REFERRED TO AS THE 'EMPLOYEE')

AND

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

THE SARAH BARTMAN DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER



MADE AND ENTERED INTO BY AND BETWEEN:

PERFORMANCE AGREEMENT

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 MFMA 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 30 September 2015.

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-oriented relationship with its employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the 1st July 2015 and will remain in force until 30th June 2016 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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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.

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 PERFORMANCE MANAGEMENT SYSTEM

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.

4.2.4 The weightings show the relative importance of the key objectives to each other.

4.2.3 The target dates describe the timeframe in which the work must be achieved.

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.

4.2.1 The key objectives describe the main tasks that need to be done.

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 Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.

4.1.2 the time frames within which those performance objectives and targets must be met.

4.1.1 the performance objectives and targets that must be met by the **Employee**; and

4.1 The Performance Plan (Annexure A) sets out-

4 PERFORMANCE OBJECTIVES

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.

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.

3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.

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.

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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		

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:

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.

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%

5.6 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:

5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

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 (CCR) respectively.

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.

5.4 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.

5.3 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.

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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:

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 an 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%

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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.					

6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPAs and CCRs:

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

6.5.3 Overall rating

- (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.

6.5.2 Assessment of the CCRs

- (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.

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- 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).
- 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.
- 6.8 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 -
- 6.7.1 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.
- 6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

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.					

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10.1.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others – a direct effect on the performance of any of the Employee's functions;

10. CONSULTATION

- 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.

9. OBLIGATIONS OF THE EMPLOYER

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

8. DEVELOPMENTAL REQUIREMENTS

- 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:
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.

7. SCHEDULE FOR PERFORMANCE REVIEWS

Table with 4 columns: Quarter, Review Period, Review Date, and Next Review Date. Rows include First quarter (July-September), Second quarter (October-December), Third quarter (January-March), and Fourth quarter (April-June).

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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.

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

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

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.

11.2.3 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: -

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

11.2.1 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%.

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:

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

11. MANAGEMENT OF EVALUATION OUTCOMES

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.

10.1.3 a substantial financial effect on the Employer.

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

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, 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 JOHANNESBURG on this the 27th day of July 2016

AS WITNESSES:

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AS WITNESSES:

1. _____
2. _____

EMPLOYEE

MUNICIPAL MANAGER

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

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Pumelelo Kate

2016/2017

Director: Economic Development

Economic Development

PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

2016/2017

Targets

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
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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 Performance reviews	Record of training in accordance with Performance reviews	2.3%	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	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
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	Compliance to National Treasury Competency Requirements	To ensure 100% compliance to National Treasury Competency Requirements	100% compliance standards achieved	Reports on unit standards achieved	2.3%	Remaining unit standards achieved	All unit standards fully completed	NA	NA
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	To ensure implementation of decisions	100% Strategic decisions implemented for the Department at Strategic Planning Sessions	100% Strategic decisions implemented for the Department	Report	5.9%	NA	NA	50% Strategic decisions implemented	100% Strategic decisions implemented
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	Co-ordinate recruitment and selection processes	Ensure compliance, implementation and monitoring of SBDM's EE plan and EE Act as per SBDM's EE plan 2015/16	100% Implementation and monitoring of SBDM's EE plan and EE Act as per the targets for 2015/16	SBDM EE Plan	2.3%	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act
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KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)

Broaden economic participation and inclusion by increasing the number and support to small enterprises by 10%.	Promote social economy investments	8 SMME and Cooperatives and Business supported. SBDM facilitating an Agri-expo (DEV00162)	4 SMME from LMs Report supported. 4 Cooperatives supported. SBDM facilitating an Agri-expo.	Report	4.6%	Invite proposals from LMs for Coop/SMME support. Select and submit to MAYCO for approval.	SLA's signed with LMs. Implementation commence. Confirm commitments from Agri Industry on the Agri Expo	Implementation, monitoring and evaluation of the SMME/Coops projects. Development of a business case for the Agri expo	All SMMEs/Coops funded projects are 100% implemented. Mobilisation of resources to host Agri expo
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	Trade and Investment Web-based system developed and continually updated	Functional Website in place	Website	2.3%	Develop content	Trade and investment portal finalised	Launch Website	Functional Website in place
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	Building local and regional networks government and collaboration through the creation of partnerships with	4 DST meetings and business outreaches are held. LED capacity building	DST plans are implemented.	Report	3.4%	1 DST meeting held. LED Capacity Building Programme Implemented.	1 DST meeting held . LED Capacity Building Programme Implemented.	1 DST meeting held and Progress report submitted to Mayco. LED Capacity Building Implemented and progress report submitted to Mayco.	1 DST meeting held and 2017/18 Action Plan developed and submitted to Mayco. LED Capacity
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PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

2016/2017

Targets

September 2016/2017 December 2016/2017 March 2016/2017 June 2016/2017

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
(a) government, (b) the private sector and (c) education / research.		programme implemented. (DEV00163)							Building Programme 100% implemented.
Regenerating at least four core towns as service and economic hubs	Promote rural tourism and niche services and manufacturing	To conduct review and implementation of tourism marketing strategy (DEV00164)	Tourism marketing strategy reviewed and implemented	Report	4.6% Review and formulate implementation plan of the Tourism Marketing strategy. Tourism statistics system updated. Tourism packaging.	Implement Tourism marketing Strategy through Participation at the Getaway show; The implementation of Monthly Getaway for Locals; Placements of Advertisements in at least 2 media channels and conduct summer campaign. Invite a proposal from National Arts Festival and Wild fees. Tourism packaging	Additional Placements in at least 2 media channels; Complete concept for Winter Campaign; and print 7 wonders area brochures. The implementation of Monthly Getaway for Locals. Invite proposals from National Arts Festival and Wild fees.	Participate at Tourism Indaba. Winter Campaign roll out; Placements of adverts in at least 2 media channels. SLAs signed with the festivals. Developmental programmes in the festivals implemented.	
Developing skills and education base by increasing the number of semi-skilled and skilled by 10%.	Create further education opportunities	Tourism Sector Development: 3 Tourism Infrastructure Development projects supported (DEV00165)	3 Tourism Infrastructure Development projects supported	Report	3.4% Request for proposals from LMs as identified in the Tourism Sector Plans . Proposals reviewed, evaluated and submitted to Mayoral Committee for approval	Service Level Agreements signed with LMs	3 LM projects implemented and monitored	All funded Tourism Infrastructure Development Projects are 100% implemented.	
		To support at least 5 LTO's in the District (DEV00165)	5 LTO's supported in the District	Report	5.7% Invite Proposals from LTO's reviewed, evaluated and submitted to Mayoral Committee for approval	Service level Agreements signed wit LTOs/Beneficiaries	5 LTO projects implemented and monitored	All LTO funded projects are 100% implemented.	
		To formulate Creative Industries strategy for the District Municipality. To support at least 5 Creative Industries' projects in LMs. (DEV00167)	3 creative Industries projects supported in the District	Report	5.7% Request for proposals from LMs as identified in the Tourism Sector Plans . Proposals reviewed, evaluated and submitted to Mayoral Committee for approval	Service Level Agreements signed with LMs	3 LM projects implemented and monitored	All funded Creative Industries' Projects are 100% implemented.	
Increase Agricultural Income	Develop skills through mentorship in the Agricultural Sector by increasing the number of semi-	Mentorship implemented for Emerging Farmers and evaluated in 5 LMs (DEV00168)	3 new mentorship sites active and 5 existing mentorship sites monitored and	Report	2.3% 2 sites are active, operational and monitored . 1 DAMC meeting held	Mentorship implemented for emerging farmers. Progress Reports submitted to Mayco. 1 DAMC meeting held	1 Site evaluated. 1 site monitored. 1 DAMC meeting held	Mentorship site evaluated and reports submitted to Mayco. DAMAC progress report submitted to Mayco	

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PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

2016/2017

Targets

September 2016/2017 December 2016/2017 March 2016/2017 June 2016/2017

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
General	Lobby for funding skilled emerging farmers by 10%								
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	8% 1 submission to sector departments/funders	1 submission to sector departments/funders	1 submission to sector departments/funders	1 submission to sector departments/funders	NA

KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

General	Exercise financial control over SBDM	At least 90% of project budget implemented	90% of project budget implemented	Annual financial statements	9.2% NA	Projected expenditure within 10%	NA	NA	90% of project budget implemented
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KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

General	Ensure that capacity support to LMs is given priority	Implementation of the CDM Capacity building strategy - Economic Development	Evidence of assistance to 9 LMs	Plan and reports	8% Draft capacity building and support program developed	Report tabled and confirmed with LMs	Report to Capacity Building Manager	Evidence of assistance to 9 LMs
		Implementation of 2 projects from partnership with other city municipalities	Implementation of project arising out of partnership.	Reports	4.6% Quarterly Report	Quarterly Report	Quarterly Report	Quarterly Report on project arising out of partnership
	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	1.1% 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	2.3% 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.	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	4.6% 100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
	A legally compliant municipality	No repeat findings raised in Internal	100% compliance to internal controls	Internal Audit reports and AG Reports	2.3% NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and Inclusion of same in annual report.	NA

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PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

Objective	Strategy	Key Performance Indicator (Project) and External Audit Reports	Annual Target	Proof	Weighting	Targets			
						September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
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	4.6% 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 pertaining to the Department	Report on implementation of Council Resolutions	2.3% 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 of the Back 2 Basics Plan issues pertaining to ED	Report	4.6% 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% reviews done and performance challenges addressed to targets in Performance Plans	100% of indicators achieved	Performance review reports for 4Qs	2.3% 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	



 P.K.

 B.B.

 2016/09/30

CORE COMPETENCY REQUIREMENTS (CCR's) : Pumelelo Kate (Director: Economic Development)

2016/2017

Core Competency Requirement	Annual Target	Proof	Weighting	Targets				
				September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017	
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	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.	25% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	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.	15% Demonstrated evidence accordingly	Demonstrated evidence accordingly	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.	10% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	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	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
People Management and Empowerment	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report.	10% Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	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
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	Demonstrated evidence accordingly	Demonstrated evidence accordingly

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On 9/30