

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:



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

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

AND

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

FOR THE FINANCIAL YEAR:
1 JULY 2019 – 30 JUNE 2020

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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. 620, No. 40593 dated 03 February 2017, as amended, the Employee will obtain the minimum competency requirements by **(Not Applicable)**.

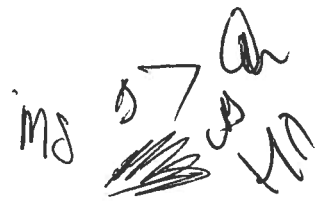
2. PURPOSE OF THIS AGREEMENT

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 employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st July 2019** and will remain in force until **30th June 2020** 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**.
- 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.

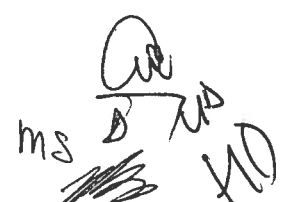
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- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards 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 | 9.35% |
| Basic Service Delivery | 0 |
| Local Economic Development (LED) | 50.29% |
| Municipal Financial Viability and Management | 4.67 |
| Good Governance and Public Participation | 35.69% |
| 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 | | |

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| 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 secretariat 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 | Before end October 2019 |
| Second quarter | : | October – December | Before end January 2020 |
| Third quarter | : | January – March | Before end April 2020 |
| Fourth quarter | : | April – June | Before end January 2021 |

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 **Employer** 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 **Employer** 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;

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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.



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...30... day of...JULY..... 2019

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
EMPLOYEE

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
MUNICIPAL MANAGER


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

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Unati Daniels

2019/2020

Director: Planning and Economic Development
Planning and Economic Development


2019/07/20 MD

PERFORMANCE PLAN : Unati Daniels (Director: Planning and Economic Development)
2019/2020

| Objective | Strategy | Key Performance Indicator (Project) | Annual Target | Proof | Weighting | Targets | | |
|--|---|---|--|---|---|---|--|--|
| | | | | | | September 2019/2020 | December 2019/2020 | June 2019/2020 |
| KPA 1. BASIC SERVICE DELIVERY | | | | | | | | |
| To promote and co-ordinate integrated spatial planning in the District | Co-ordinate the implementation of Spatial Planning and Land Use Management Act (SPLUMA) | Review of the approved Blue Crane Route Municipality Spatial Development Framework (SDF)- (DEV00232) To support Blue Crane Route Municipality with retification of layout of Vaalblock Township (DEV00233) | Draft Spatial Development Framework approved by BCMR Council Draft retification of layout submitted for comments to Interested and Affected Parties | Report Report | 4.3% Appointment of service provider to review spatial development frameworks 3.3% Appointment of service provider | Inception report finalised Draft report on current site and draft design | Draft Status Quo Report to Project Steering Committee Lodging of Vaalblock Township application to BCR Municipality | Draft BCMR SDF Report completed Draft retification layout submitted for comments to Interested and Affected Parties |
| 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 | 1.1% | 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 | 100% T&D in accordance to need of the department through performance reviews |
| | To ensure implementation of decisions | 100% implementation of decisions for Department taken at Strategic Planning Sessions | 100% Strategic decisions implemented for the Department | Report | 6.5% | NA | 50% Strategic decisions implemented | 100% Strategic decisions implemented |
| | Compliance to planning framework | An approved IDP | IDP approved by 31st May annually | Council minutes | 10.9% | Analysis phase commenced | Draft IDP submitted to Council and circulated for xcomment | IDP Adopted by Council and circulated |
| KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED) | | | | | | | | |
| Broaden economic participation and inclusion by increasing the number and support to small enterprises | Promote social economy investments | SMME's (financially and non-financially) supported in the 7 LM's in the District (DEV00248) | 7 SMME's one from each LM (financially and non-financially) supported in the District | Report | 7.6% | Consultation with LMs to finalise the SMME needs in order to compile a list of their needs for support. 1 SMME from Dr Beyers Naude supported (Development of SMME Policy adopted by Council) | 2 SMMEs from Kouga and Koukamma supported financially and non-financially | 2 SMME from Makana and Ndlambe supported financially and non-financially |
| To position the | To showcase the | Trade and Investment Web-based system developed and continually updated Ensure that the | Functional Website in place Exhibiting in 4 trade | Website Report | 2.2% | Develop content and update portal and SBDM website | Develop content and update portal and SBDM website | Develop content and update portal and SBDM website |
| | | | Exhibiting in 4 trade | Report | 6.5% | Exhibit in the Gateway | Exhibiting at the World | Exhibiting at |

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PERFORMANCE PLAN : Unati Daniels (Director: Planning and Economic Development)
2019/2020

| Objective | Strategy | Key Performance Indicator (Project) | Annual Target | Proof | Weighting | Targets | | | |
|---|--|--|--|-------------------------------|-----------|---|--|---|---|
| | | | | | | September 2019/2020 | December 2019/2020 | March 2019/2020 | June 2019/2020 |
| District as a nationally recognised tourism brand | District as a distinctive brand, and communicate these two markets | Sarah Baartman District Municipality exhibits in trade shows (World Travel Markets, Tourism Indaba, Getaway Expo and Shanghai Expo) (DEV00249) | shows (Gateway Show, Shanghai Expo, World Travel Markets and Tourism Indaba) | | | Show taking place in Johannesburg | Shanghai Expo taking place in Shanghai | Travel Market taking place in Cape Town | the Tourism Indaba taking place in Durban |
| To increase Domestic and Foreign visitors | To increase Domestic and Foreign visitors | SMME's in Tourism supported in the SBDM District (financially) (DEV00250) | 7 SMME's in Tourism- one from each LM supported (financially and non-financially) | Report | 7.6% | Consultation with LMs to finalise the SMME needs in order to compile a list of their needs for support. 1 SMME from Kouga supported (Policy developed and adopted by Council) | 2 SMME's in Tourism from Koukamma and Indlambé supported in the SBDM District (financially and non-financially) | 2 SMME's in Tourism from Dr Beyes Naude and Blue Crane Route supported in the SBDM District (financially and non-financially) | 2 SMME's in Tourism from Sundays River Valley and Makana supported in the SBDM District (financially and non-financially) |
| Building local and regional networks and collaboration through the creation of partnerships with (a) government, (b) the private sector and (c) education / research. | Building investor business partnerships | Ensure funding support in terms of budget allocation, host 4 top management meetings to support the Cacadu District Development Agency (CDDA) and attending 4 CDDA Board meetings (DEV00231) | 100% funding support transferred to the Cacadu Development in terms of budget allocation, Host 4 top management meetings to support the CDDA and attending 4 CDDA Board Meetings | Report | 3.3% | Hold 1 institutional (administrative) meeting and attend 1 CDDA Board meeting (SLA developed for funding) | 50% funding transferred, Hold 1 institutional (administrative) meeting and attend 1 CDDA Board meeting | 75% funding transferred, Hold 1 institutional (administrative) meeting and attend 1 CDDA Board meeting | 100% funding transferred, Hold 1 institutional (administrative) meeting and attend 1 CDDA Board meeting |
| Developing skills and education base by increasing the number of semi-skilled and skilled | To promote creative arts and talent development | Support Creative Industry activities in the Sarah Baartman District Municipality (DEV00251) | Support creative Industry activities in 5 LMs in the District | Report | 4.3% | Financially support 2 Heritage Festivals taking place in Kouga and Dr Beyers Naude Municipalities. (Support creative arts on application for creative industry) | Financial support 1 Summer Festival in Sundays River LM (Support creative arts on application for creative industry) | Financial support Amanzi Festival in Ndlambe LM (Support creative arts on application for creative industry) | Financial support to National Arts Festival in Makana (Support creative arts on application for creative industry) |
| General | Lobby for funding | 4 submissions to sector departments / possible funders for Economic Development projects | Increased funding or investment as result of submissions and presentations | Reports/copies of submissions | 6.5% | 1 submission to sector departments/funders | 1 submission to sector departments/funders | 1 submission to sector departments/funders | 1 submission to sector departments/funders |
| KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT | | | Annual financial | | 8.7% | Projected expenditure | Projected expenditure | Projected expenditure | Projected expenditure |
| General | | | At least 90% of 90% of project | | | | | | |

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PERFORMANCE PLAN : Unati Daniels (Director: Planning and Economic Development)
2019/2020

| Objective | Strategy | Key Performance Indicator (Project) | Annual Target | Proof | Weighting | Targets | | | |
|--|--|---|---|---|------------|--|---|--|--|
| | | | | | | September 2019/2020 | December 2019/2020 | June 2019/2020 | |
| control over SBDM | | project budget implemented | budget implemented | statements | within 10% | within 10% | within 10% | | |
| KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | |
| General | Ensure that capacity support to LMs is given priority | Implementation of 2 projects from partnership with other city municipalities (Increase inbound Tourism from China and Export programme of beef) | Implementation of project arising out of partnership (Participate in the Shangai Expo and Hosting of Jincheng Delegation) | Reports | 8.7% | Hosting of Jincheng delegation and submit a report with recommendations to Council | Agreement with CCTV to broadcast and market the District in China to increase Tourism | Support cultural group to participate in the Chinese New Year Festival | Host Chinese cultural group to participate in the National Arts Festival |
| | 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 | 2.2% | 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 | 3.3% | 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 and External Audit Reports | 100% compliance to internal controls | Internal Audit reports and AG Reports | 2.2% | No findings | No findings | No findings | No findings |
| | 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 | 2.2% | Ensure internal controls and SCM regulations implemented | Ensure internal controls and SCM regulations implemented | Ensure internal controls and SCM regulations implemented | Ensure internal controls and SCM regulations implemented |
| | 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 | 3.3% | 100% Council Resolutions implemented | 100% Council Resolutions implemented | 100% Council Resolutions implemented | 100% Council Resolutions implemented |
| | To ensure that the PMS is | 100% reviews done and performance | 100% of indicators achieved | Performance review reports | 4.3% | 100% of performance plans signed off on the | 100% 2Q reviews done and performance | 100% 3Q reviews done and performance | 100% 4Q reviews done and performance |

Handwritten signatures and initials:
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 2019/07/20

PERFORMANCE PLAN : Unati Daniels (Director: Planning and Economic Development)
2019/2020

| Objective | Strategy | Key Performance Indicator (Project) | Annual Target | Proof | Weighting | Targets | | | |
|-----------|---|--|---------------|----------|-----------|---|--|--|--|
| | | | | | | September 2019/2020 | December 2019/2020 | June 2019/2020 | |
| | implemented and maintained in accordance with Legislation | challenges addressed to targets in Performance Plans | | for 4Q's | | PMS System and 100% performance challenges addressed through 1Q reviews | challenges addressed to targets in Performance Plans | challenges addressed to targets in Performance Plans | challenges addressed to targets in Performance Plans |

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