

PERFORMANCE AGREEMENT



**MADE AND ENTERED INTO BY AND
BETWEEN:**

**GREATER GIYANI LOCAL MUNICIPALITY
AS REPRESENTED BY THE
MATHEBULA SASAVONA SALVA**

AND

**ACTING MUNICIPAL MANAGER:
MALULEKE RISIMATI HITLER**

**FINANCIAL YEAR:
1 July 2017- 30 June 2018**

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.

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 in terms of the key performance indicators 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.
- 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 **1 July 2017** and will remain in force until **30 October 2017** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next acting period thereof
- 3.2. The parties will review the provisions of this Agreement during extension of the acting period. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than one month after 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/ Or alternatively when the acting contract lapses.
- 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.
- 3.6. This Agreement will be subject to Performance Assessment if the Acting can be for more than three months.

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4. Performance Objectives

- 4.1. The Performance Plan (Annexure A) sets out-
- 4.2. Key Performance Areas that the employee should focus on.
- 4.3. Core competencies required from employees.
- 4.4. The performance objectives, key performance indicators and targets that must be met by the Employee.
- 4.5. The time frames within which those performance objectives and targets must be met.
- 4.6. The performance objectives, key performance indicators 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 strategic objectives; key performance indicators; targets; projects and activities that may include dates and weightings. A description of these elements follows:
 - 4.6.1. The strategic objectives describe the strategic intent of the organization that needs to be achieved.
 - 4.6.2. The strategic performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.6.3. The target dates describe the timeframe in which the work must be achieved.
 - 4.6.4. The weightings show the relative importance of the key performance areas, key objectives, and key performance indicators to each other.

5. Performance Management System

- 5.1. The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employee, 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.
- 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 KPA's (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, Key Performance Areas and core Competency Requirements, both of which shall be contained in the Performance Agreement.
- 5.6. The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCRs) respectively.
- 5.7. KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.8. Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.9. The Employee's assessment will be based on his / her performance in terms of the key performance indicator outputs / outcomes 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:

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Key Performance Areas (KPAs)	Weighting
Spatial Rational	4%
Institutional Development and Transformation	31%
Infrastructure Development and Basic Service Delivery	10%
Local Economic Development	4%
Financial Viability	21%
Good Governance and Public Participation	31%
Total	100%

- 5.10. Manager's responsibilities are also directed in terms of the abovementioned key performance areas. In the case of managers directly accountable to the Municipal Manager, other key performance areas related to the functional area of the relevant manager can be added subject to negotiation between the municipal manager and the relevant manager.
- 5.11. 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 MANAGERIAL COMPETENCIES (CMC)	INDICATE CHOICE (X)	WEIGHTING
Program and Project Management		20%
Financial Management	Compulsory	15%
Knowledge Management		15
People Management and empowerment	Compulsory	20%
Client Orientation and Customer focus	Compulsory	15%
Communication		15%
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.
 - 6.1.2. The intervals for the evaluation of the Employee's performance.
 - 6.1.3. 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.
- 6.2. 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

The performance contract does not supersede the employment contract

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must take place within set time frames 6.4 The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP.

6.3. The Annual performance appraisal will involve:

6.3.1. Assessment of the achievement of results as outlined in the Performance Plan:

- (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) Values are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale automatically. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement.
- (c) The applicable assessment ratings and scores will calculate a final KPA score.

6.3.2. 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.

6.4. Overall rating:

An overall rating is calculated by using the applicable assessment rating calculator. Such overall rating represents the outcomes of the various weighted ratings contained in the performance Plan which represents the outcome of the performance appraisal.

6.5. The assessment of the performance of the Employee will be based on the rating scale for KPA's and CCRs as outlined in 5.10 and 5.11

6.6. For the purpose of evaluating the performance of the section 57 manager reporting to the municipal manager, an evaluation panel constituted of the following persons must be established-

6.6.1. Municipal Manager

6.6.2. Chairperson of the performance audit committee

6.6.3. Member of the mayoral committee

6.6.4. Municipal manager from another municipality

6.6.5. The manager responsible for human resources or performance management system of the municipality must provide secretariat services to the evaluation panels referred to in sub regulations (d) and (e).

7. Schedule for Performance Reviews

7.1. the performance of each Employee in relation to his / her Performance Agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

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First quarter	:	July 2017- September 2017
Second quarter	:	October 2017 – December 2017
Third quarter	:	January 2018 – March 2018
Fourth quarter	:	April 2018 – June 2018

- 7.3. The Employer shall keep a record of the mid-year review and annual Assessment meetings.
- 7.4. Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 7.5. 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.
- 7.6. 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:

- (a) Create an enabling environment to facilitate effective performance by the employee.
- (b) Provide access to skills development and capacity building opportunities.
- (c) Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.
- (d) 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.
- (e) Make available to the Employee such resources as the Employee may reasonably require from time to time assisting 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 –
- (a) A direct effect on the performance of any of the Employee's functions.
 - (b) Commit the Employee to implement or to give effect to a decision made by the Employer.
 - (c) A substantial financial effect on the Employer.
 - (d) The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated 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:

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% Rating Over Performance % Bonus	%
130 - 133.8	5%
133.9 - 137.6	6%
137.7 - 141.4	7%
141.5 - 145.2	8%
145.3 - 149	9%
150 - 153.4	10%
153.5 - 156.8	11%
156.9 - 160.2	12%
160.2 - 163.6	13%
163.7 - 167	14%

- 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.
 - 11.3.2. After appropriate performance counseling 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 -
- (a) 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.


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.

Thus done and signed aton this the..... day of 2017

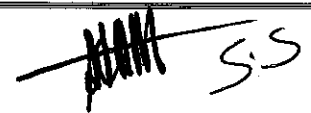


 EMPLOYEE

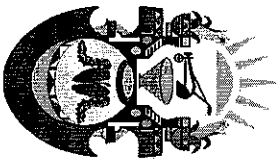


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The performance contract does not supersede the employment contract



GREATER GIYANI MUNICIPALITY



PERFORMANCE PLAN

ACTING DIRECTOR PLANNING & ECONOMIC DEVELOPMENT: NKUNA NJ 2017/18

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1. LEGISLATION

The following legislation governs the development of the SDBIP and Performance management plan and functions within Strategic Planning and LED department.

- a. **Legislation Governing the Development of the SDBIP and Performance management plan and functions within Strategic Planning and**
 - **Municipal Finance Management Act 56 of 2003 (MFMA)**, requires municipalities to develop Service Delivery and Budget Implementation Plan (SDBIP) and must be signed by the Mayor within 28 days after the budget has been approved.
 - **Municipal Systems Act 32 of 2000**, requires municipalities to develop Performance management plan that must be aligned to the IDP and indicate measurable and realistic targets for each Key Performance Indicator.
 - **Performance Regulations, 2006**, for managers reporting to the municipal manager and the municipal manager, outlines the process of the development of Performance agreements. The MFMA, 56 of 2003, further requires that Section 56 manager and municipal manager must be linked to the SDBIP, IDP and Budget.
- b. **Legislation Governing the departmental Functions:**
 - The Constitution
 - The Municipal System Act, 32 of 2000
 - Municipal Finance Management Act 56 of 2003
 - Performance regulations of 2006

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2. STRATEGIC OBJECTIVES

Chapter two of the IDP indicates Municipal Strategic Objectives which further indicates what the municipality needs to achieve. These strategic objectives were developed to ensure that all National Key Performance Areas are addressed.

Table A: Strategic Objectives are as follows:

KPPAs	STRATEGIC OBJECTIVES 2017/18
1. Spatial Rational	To develop an effective spatial framework that promotes integrated and sustainable development
2. Institutional Development and Transformation	To develop and retain the best human capital, effective and efficient administrative and operational support systems
3. Infrastructure Development and Basic Service Delivery	To develop sustainable infrastructure networks which promotes economic growth and improve quality of life
4. Local Economic Development	To create an enabling environment for sustainable economic growth
5. Financial Viability	To improve financial management systems to enhance revenue base

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KPA 1: SPATIAL RATIONAL KPA WEIGHT = 45

OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES

Strategic Objective: To develop an effective spatial framework that promotes integrated and sustainable development

Priority Issue/Programme	Key Performance Indicators/Measurable Objective	Baseline	Annual Targets	Budget 16/17 R/000	Start Date	End Date	1st Q Targets	2nd Q Targets	3rd Q Targets	4th Q Targets	Portfolio Of Evidence	KPI WEIG HT
Spatial and Town Planning	To review and align the SDF in line with the SPLUMA by 30 June 2018	Approved SDF	Reviewing of the SDF by 30 June 2018	Operational	01/07/2017	30/06/2018	N/A	N/A	Submission of the Draft SDF to Council for noting and call for inputs	Submission of the SDF to Council for approval	SDF and Council Resolution	6.25
Spatial and Town Planning	% application for PTO attended to within 90 days after receipt by 30 June 2018	100%	100% of application for PTO attended by 30 June 2018 (# of application received/# of application)	Operational	01/07/2017	30/06/2018	100% (# of application received/# of application attended to within 90 days).	100% (# of application received/# of application attended to within 90 days).	100% (# of application received/# of application attended to within 90 days).	100% (# of application received/# of application attended to within 90 days).	Site inspection report, Register of applications	6.25

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Spatial and Town Planning		% of zoning certificates issued by 30 June 2018 (# of applications processed/# applications received)	100%	100% Zoning certificate issued by 30 June 2018 (# of application s processed/ # application s received)	Operatio nal	01/07/2 017	30/06/2 018	100% (# of building plans assessed/# of building plans received)	100% (# of building plans assessed/# of building plans received)	100% (# of building plans assessed/ # of building plans received)	100% (# of building plans assessed/ # of building plans received)	90 days). attended to within 90 days).	90 days).		Building plans register	6.25						
Spatial and Town Planning																						

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Spatial and Town Planning	% rezoning, subdivision, special consent and consolidation applications assessed by 30 June 2018 (# of applications processed/# applications received)	100% processed	100% rezoning, subdivision, special consent and consolidation applications assessed by 30 June 2018 (# of applications processed/# applications received)	Operational	1/7/2017	30/6/2018	100% (# of applications processed/# applications received)	100% (# of applications processed/# applications received)	100% (# of applications processed/# applications received)	100% (# of applications processed/# applications received)	EXCO resolution	6.25
Spatial and Town Planning	% application for land use rights inspection conducted within 14 days by 30 June 2018		100% application for land use rights inspection conducted within 14 days by 30 June 2018(# of application for land use rights inspection conducted within 14 days/# of application)	Operational	1/7/2017	30/6/2018	100% (# of applications for land use rights inspection conducted within 14 days/# of applications received)	100% (# of applications for land use rights inspection conducted within 14 days/# of applications received)	100% (# of applications for land use rights inspection conducted within 14 days/# of applications received)	100% (# of applications for land use rights inspection conducted within 14 days/# of applications received)	Site inspection report, Register of applications	6.25

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			received)																
Spatial and Town Planning	% application for pegging attended to within 15 days after receipt by 30 June 2017		100% (# of applications processed/ applications received)	Operational	1/7/2017	30/6/2018	100% (# of applications processed/ applications received)	100% (# of applications processed/ applications received)	100% (# of applications processed/ applications received)	100% (# of applications processed/ applications received)	100% (# of applications processed/ applications received)	100% (# of applications processed/ applications received)	Application Assessment Report, Register of applications	Application Assessment Report, Register of applications	6.25				
Spatial and Town Planning	% application for demarcation of new site attended to within 30 days after receipt by 30 June 2018		100% application for demarcation of new site attended to within 30 days after receipt by 30 June 2018 (# of applications processed/ # of	Operational	1/7/2017	30/6/2018	100% (# of applications processed/ applications received)	100% (# of applications processed/ applications received)	100% (# of applications processed/ applications received)	100% (# of applications processed/ applications received)	100% (# of applications processed/ applications received)	100% (# of applications processed/ applications received)	Application Assessment Report, Register of applications	Application Assessment Report, Register of applications	6.25				

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			applications received)																	
Spatial and Town Planning	% property application processed within 30 days of receipt by 30 June 2018		100% property application processed within 30 days of receipt by 30 June 2018 (# of applications processed/# of applications received)	Operational	1/7/2017	30/6/2018	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	Applications Assessment Report, Register of applications	6.25					
Spatial and Town Planning	% request for use municipal property processed within 5 days by 30 June 2018		100% request for use municipal property processed within 5 days by 30 June 2018 (# of applications processed/# of applications received)	Operational	1/7/2017	30/6/2018	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	Bookings register	6.25						

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		application s received)											Duplicate notices	
Spatial and Town Planning	% by law contraventions notices issued within 5 days after identification by 30 June 2018	100% by law contraven tions notices issued within 5 days after identificati on by 30 June 2018 (# of contravent ion notices issued within 5 days/# of contravent ion identified)	Operatio nal					100% (# of contraven tion notices issued within 5 days/# of contraven tion identified)	100% (# of contraven tion notices issued within 5 days/# of contraven tion identified)	100% (# of contraven tion notices issued within 5 days/# of contraven tion identified)	100% (# of contraven tion notices issued within 5 days/# of contraven tion identified)			6.25

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Spatial and Town Planning	# of routine inspection conducted by 30 June 2018	240	240	Operational					60	60	60	60	Inspection form, Register	6.25
Spatial and Town Planning	To develop the LUMS by 30 June 2018	New Indicat or	Development of Lums By 30 June 2018	R200 000	1/7/2017	30/6/2018	Appointment of service provider	Data collection	Conduct public participat ion for inputs	Submit to Council for approval	Appointment letter, Acceptanc e Letter, Council resolution	6.25		
Spatial and Town Planning	To formalize a new settlement at Xikukwani Village by 30 June 2018	New Indicat or	Formalizati on of new settlement at Xikukwani Village by 30 June 2018	700 000	1/7/2017	30/6/2018	Developm ent of Specificati ons and Submit to BTO for Appointm ent of service provider	Formaliza tion of new settlemen t at Xikukwani Village	N/A	N/A	Specificati ons, Appointm ent Letter of Service Provider and title deed	6.25		

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Spatial and Town Planning	To formalize a new settlement at Makosha and Risinga Village by 30 June 2018	New Indicat or	Formaliza tion of Makosha and Rsinga by 30 June 2018	200000	1/7/201	30/6/2018	Developm ent of Specificati ons and Submit to BTO for Appointm ent of service provider	Formaliza tion of Makosha and Rsinga Villages	N/A	N/A	Specificati ons, Appointm ent Letter of Service Provider and title deed	6.25
Spatial and Town Planning	To expand Ngove Village by 30 June 2017	New Indicat or	Expansion of Ngove Village by 30 June 2017	200000	1/7/2017	30/12/2018	Developm ent of Specificati ons and Submit to BTO for Appointm ent of service provider	Expansion of Ngove Village	N/A	N/A	Specificati ons, Appointm ent Letter of Service Provider and title deed	6.25

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KPA 2: Institutional Development And Transformation: KPA Weight: 6

Output 1: Implement A Differentiated Approach To Municipal Financing, Planning And Support, Output 4: Actions

Supportive Of The Human Settlement Outcomes

Strategic Planning: To Develop And Retain The Best Human Capital, Effective And Efficient Administrative And Operational Support Systems

Program	Measurable Objective s/ key performance indicator	Baseline	Annual Target	Budget	Start Date	Completion Date	1 st Q TARGET	2 nd Q TARGET	3 rd Q TARGET	4 th Q TARGET	Portfolio of evidence	Responsibility	KPI Weight
Performance Management	Number of Unit Managers with signed performance plans by 30 September 2017	3 Managers	3 Department Managers to sign Performance Agreements by 30 September	Operational	1/07/2017	30/09/2017	To sign Performance Agreements with departmental managers	N/A	N/A	N/A	N/A	Signed Performance Agreements	50

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8/KPA 4: LOCAL ECONOMIC DEVELOPMENT KPA WEIGHT=19

OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME

Strategic Objective: To create an enabling environment for sustainable economic growth

Priority/Programme	Key Performance Indicators/Masurable Objective	Baseline	Annual Targets	Budget 17/18 R'000	Start Date	End Date	1st Q Target	2nd Q Targets	3rd Q Targets	4th Q Targets	Portfolio Of Evidence
Support	# of jobs created through EPWP programme by 30 June 2018	147 EPWP and 1472 CWP	886 Jobs to be created through EPWP and 1499 through CWP by 30 June 2018	500,000.00	1/7/2017	30/6/2018	N/A	N/A	N/A	886 Jobs to be created through EPWP and 1499 through CWP	Database of all people appointed in the program and payment spread sheet

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Support	# of SMME's to be exposed to LED market by 30 June 2018	12	16 SMMEs exposed to led market b 30 June 2018	Operational	1/7/2017	30/6/2018	4 SMMEs exposed to led market	4 SMMEs exposed to led market	4 SMMEs exposed to markets	4 SMMEs exposed to led markets	Invoice and Reports
Support	# of SMME's to be trained by 30 June 2017	50	70 SMMEs trained to be trained by 30 June 2017	Operational	1/7/2017	30/6/2018	17 SMME to be trained	18 SMME to be trained	17 SMME to be trained	18 SMME to be trained	Minutes and attendance registers
than Indaba	# Of SMME to be exposed to Durban Indaba by 30 June 2018	1	1 SMME to be exposed Durban Indaba by 30 June 2018	R150 000	1/7/2017	30/6/2018	N/A	N/A	N/A	Organising and providing transport and accommodation to SMME to attend Durban Indaba	Invoice and Report

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male trepreneur of 3 year Awards	# of winners of the female entrepreneur of the year by 30 June 2018	New Indicator	3 female entrepreneur supported by 30 June 2018	R50 000	1/7/2017	30/6/2018	Support of female entrepreneur Award	N/A	N/A	Report and Attendance registers	Report and Attendance registers
port to IME's	# of SMME's to be exposed to LED market by 30 June 2017	4	8 SMMEs exposed to led market b 30 June 2017	operational	1/7/2017	30/6/2018	2 SMMEs exposed to led market	2 SMMEs exposed to led market	2 SMMEs exposed to markets	2 SMMEs exposed to led markets	Invoice and Reports
port to IME's	# of SMME's to be trained by 30 June 2017	5	10 SMMEs trained to be trained by 30 June 2017	operational	1/7/2017	30/6/2018	3 SMME to be trained	4 SMME to be trained	2 SMME to be trained	1 SMME to be trained	Minutes and attendance registers

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KPA 5: Financial Viability, KPA Weight=11

Outcome Nine (Output 6: Administrative And Financial Capability)

Strategic Objective: To Improve Financial Management Systems To Enhance Revenue Base

Program	Measurable Objectives / key performance indicator	Baseline	Annual Target	Budget	Start Date	Completion Date	1 st Q TARGET	2 nd Q TARGET	3 rd Q TARGET	4 th Q TARGET	Portfolio of evidence	KPI Weight
Revenue Enhancement strategy	% implementation of the Revenue Enhancement Strategy by 30 June 2018	Revenue Enhancement Strategy	100% Implementation of the departmental revenue strategy by 30 June 2018	Operational	1/7/2017	30/6/2018	100% Implementation of the departmental revenue strategy	100% Implementation of the departmental revenue strategy	100% Implementation of the departmental revenue strategy	100% Implementation of the departmental revenue strategy	Reports on implementation of departmental revenue sources	25

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Assets and Inventory Management	No of departmental assets verification conducted by 30 June 2018	Departmental Assets	2 departmental asset verifications to be conducted by 30 June 2018	Operational	1/7/2017	30/6/2018	N/A	1 asset verification to be conducted per quarter	N/A	1 asset verification to be conducted per quarter	Reports on assets in the custody of the department	25
SCM – Demand Management	No of departmental procurement plan developed and implemented by 30 June 2018	Allocated Budget	1 plan developed and implemented by 30 June 2018	Operational	1/7/2017	30/6/2018	N/A	N/A	N/A	1 Annual Procurement Plan developed	Approved annual departmental procurement plan	25
Expenditure management	% budget spending on departmental Capital budget by 30 June 2018	Allocated Budget	100% spending of the departmental projected Capital budget by 30 June 2018	Operational	1/7/2017	30/6/2018	25%	25%	25%	25%	Quarterly Financial Report	25

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KPA 6: Public Participation And Good Governance: KPA Weight= 19

Output 5: Deepen Democracy Through A Refined Ward Committee Model, Output 6: Administrative And Financial Capability)

Strategic Objective: To Develop Governance Structures And Systems That Will Ensure Effective Public Consultation And Organizational Discipline

Programme	Measurable Objectives / Key performance indicator	Baseline	Annual Target	Budget	Start Date	Completion Date	1 ST Q TARGET	2 ND Q TARGET	3 RD Q TARGET	4 TH Q TARGET	Portfolio of evidence	KPI Weight
Auditing	% of departmental audit queries raised by internal audit unit addressed by 30 June 2018	Internal Audit Action Plan	100% departmental audit queries raised by internal audit unit addressed by 30 June 2018	Operational	1/7/2017	30/6/2018	100% departmental audit queries raised by internal audit unit addressed	100% departmental audit queries raised by internal audit unit addressed	100% departmental audit queries raised by internal audit unit addressed	100% departmental audit queries raised by internal audit unit addressed	Report on departmental related external audit queries addressed	14.3
Auditing	% of departmental audit queries raised by external audit unit addressed	AG Action Plan	100% departmental audit queries raised by external audit unit addressed	Operational	1/7/2017	30/6/2018	100% departmental audit queries raised by external audit unit addressed	100% departmental audit queries raised by external audit unit addressed	100% departmental audit queries raised by external audit unit addressed	100% departmental audit queries raised by external audit unit addressed	Report on departmental related external audit queries addressed	14.3

	by 30 June 2018		by 30 June 2018															
Risk Management	No of departmental risk register developed and monitored by 30 June 2018	Risk Register	1 Departmental Risk register development and monitored by 30 June 2018	Operational	1/7/2017	30/6/2018	Review and update of risk register	Review and update of risk register	Review and update of risk register	Review and update of risk register	Review and update of risk register	Departmental Risk Register and Implementation Report	14.3					
IDP/Budget	To review IDP/Budget Process Plan by 30 August 2017	1 budget process plan approved in 2016/17	1 Approved Process plan by August 2017	Operational	1/7/2017	30/6/2018	Circulate IDP Process Plan to Management for inputs. Submit to Council for Approval	N/A	N/A	N/A	N/A	Council resolution	14.3					
IDP/Budget	Number of IDP REP forums organized by 30 June 2018	2 IDP REP forums	4 IDP rep forums organized by 30 June 2018	Operational	1/7/2017	30/6/2018	N/A	2 IDP REP forums	N/A	2 IDP REP forums	2 IDP REP forums	Minutes and Attendance Register	14.3					

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IDP/Budget	To review the IDP for 2017/18 for 2018/2019 financial year by 31 May 2018	Approved 2017/18 IDP by 31 May 2018	Operational	1/7/2017	30/6/2018	Complete the IDP analysis phase and conduct the IDP representative forum.	Conduct Strategic Planning session and compile the IDP strategic chapter	Draft IDP completed and submitted to Council for adoption by 31 March 2017	Final IDP submitted to council for adoption by 31 May 2017	Approved 2017/18 IDP	14.3
Council Services	# of portfolio committee meetings to be held by 30 June 2018	12 Portfolio Committee meetings held in 2015/16	Operational	1/7/2017	30/6/2018	3 portfolio committee (Economic development and spatial planning)	3 portfolio committee (Economic development and spatial planning)	3 portfolio committee (Economic development and spatial planning)	3 portfolio committee (Economic development and spatial planning)	Attendance Registers Minutes	14.3

1. PERFORMANCE WEIGHTINGS PER KEY PERFORMANCE AREAS

The criterion upon which the performance of the employee must be assessed consists of 2 components both of which must be contained in the performance agreement.

The employee will be assessed against both components, with a weight of 80:20 allocated to the Key Performance Areas (KPA) and the Core Competency Requirements (CCRs), respectively. Each area of assessment will be weighted and will contribute a specific part to the total score. KPAs covering the main areas of work will account for 80% and CCR will account for 20% of final assessment.


Table B: WEIGHTING ON KPAs

KEY PERFORMANCE AREAS	WEIGHT
Spatial Rational	45%
Institutional Development and Transformation	6%
Infrastructure Development and Basic Service Delivery	0
Local Economic Development	19%
Financial Viability	11%
Good Governance and Public Participation	19%
TOTAL WEIGHTING	100%

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CORE MANAGEMENT COMPETENCIES

CORE MANAGEMENT COMPETENCIES	INDICATE CHOICE (X)	WEIGHTING
Strategic Capacity & Leadership		10%
Programme and Project Management		15%
Financial Management	Compulsory	10%
People Management and empowerment	Compulsory	25%
Client Orientation and Customer focus	Compulsory	20%
Communication		20%
TOTAL WEIGHT		100%

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1. PERFORMANCE EVALUATION

Performance evaluation will be done in line with section 23(c) of the Performance Regulation of 2006: Performance Regulation of Managers Reporting to the Municipal Manager and the Municipal Manager.

2. PERFORMANCE ASSESSMENT

	Score	Definition
<p>Outstanding Performance</p>	<p>5</p>	<p>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.</p>
<p>Performance Significantly Above Expectations</p>	<p>4</p>	<p>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.</p>
<p>Fully Effective</p>	<p>3</p>	<p>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.</p>
<p>Not Fully Effective</p>	<p>2</p>	<p>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.</p>
<p>Unacceptable Performance</p>	<p>1</p>	<p>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. Performance does not meet the standard expected for the job. The review/assessment indicates that the</p>

		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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1. PERSONAL DEVELOPMENT PLANS (PDP)

Section 29 of the Performance Regulation of 2006, requires that managers must develop personal Development Plan that must address all gaps and this plan must be part of the performance agreement.

This performance is signed in line with the Municipal Finance Management Act 56 of 2003. All s57 Managers are required performance plan and sign performance agreements with the accounting officer.
This performance plan serves as an Annexure to the signed Performance Agreement.

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ACTING DIRECTOR PLANNING AND ECONOMIC DEVELOPMENT

MR NKHUNA NJ


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ACTING MUNICIPAL MANAGER
MR MALULEKE RH

DATE.....
27/07/2017
.....

DATE.....
.....



VISION AND MISSION

The SDBIP must ensure that all projects and programmes assist the municipality to realise its vision. The SDBIP gives effect to the IDP and budget, and is a plan to be monitored quarterly and annually as required by legislation.

Vision

"A Municipality where environmental sustainability, tourism and agriculture thrive for economic growth"

The Mission outlines how and when and what resources the municipality is to employ to realise the vision of the municipality.

Mission:

"A democratic and accountable municipality that ensures the provision of services through sound environmental management practices, local economic development and community participation"

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