

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:



THE CACADU DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER

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

AND

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

FOR THE FINANCIAL YEAR:
1 JULY 2012 - 30 JUNE 2013

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To Pumelelo K.K.

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.
- 1.5 That the in terms of the MFMA Regulations and Government Gazette Vol. 504, No. 29967 dated 15 June 2007, the **Employee** will obtain the minimum competency requirements to execute his/her function is achieved by 2013.

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 2012** and will remain in force until **30th June 2013** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

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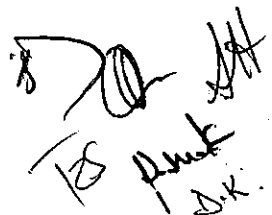
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will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

4 PERFORMANCE OBJECTIVES

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

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.



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

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	2
Basic Service Delivery	0
Local Economic Development (LED)	78
Municipal Financial Viability and Management	5
Good Governance and Public Participation	15
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 2012
Second quarter	:	October – December	Before end January 2013
Third quarter	:	January – March	Before end April 2013
Fourth quarter	:	April – June	Before end January 2014

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

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

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

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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

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

10. CONSULTATION

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

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

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

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

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

11. MANAGEMENT OF EVALUATION OUTCOMES

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

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

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

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

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

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

That the evaluation period be no less than 6 months

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

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

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

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

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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.

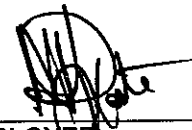
13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Port Elizabeth on this the..... day of 30th July 2012

AS WITNESSES:

1. Mosses

2. Steko


EMPLOYEE

AS WITNESSES:

1. Manninga

2. _____


MUNICIPAL MANAGER

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CACADU DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Pumelelo Kate

2012/2013

Director: Economic Development
Economic Development

PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)									
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013
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%	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
	Compliance to National Treasury Competency Requirements	To ensure 100% Compliance to National Treasury Competency Requirements	100% compliance of unit standards achieved	Reports on unit standards achieved	1%	25% of unit standards achieved	50% of unit standards achieved	75% of unit standards achieved	100% of unit standards achieved
KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)									
Increase agricultural income to achieve a 1% year on year growth in the agriculture and agro-processing sectors.	Facilitate investment in local and regional agro-processing plant to increase product demands and improve prices	Determine the feasibility of an exotic fruit and / or vegetable agri-incubator in BCRM (DEV00050)	Feasibility study complete R 150 000	Report	1%	Service provider appointed	MOA with BCDA signed	Market assessment complete	Feasibility study complete and submitted to dti / sEDA for funding consideration
Broaden economic participation and inclusion by increasing the number and support to small enterprises by 10%.	Facilitate community and worker participation in share ownership Land reform support Establish community-based beneficiation projects	Mobilise Funding Partners for the implementation of the Pellet Factory (DEV00076) Revise Existing Business plan (DEV00077) Implementation of the mohair micro-business development support (DEV00051)	To mobilise funding for the Pellet Factory R 350 000 Revised existing Business Plan in place R 500 000 5 micro-manufacturers trained in mohair textile production R 240 000	Successful submission or successful securing of funding partner Report Report	2%	Pellet Factory Champions (Mentor & PM) Appointed. CLO is appointed. 1 PSC meeting is held. 1% Engage with SRCC, Kaboutga Coop and SRV LM to revise the original proposal of the project	3 Applications for Funding are submitted. One PSC meeting held Draft TORs for new/revised developed and completed Selection of five trainees and training commenced	3 Additional Funding applications submitted. At least two follow up meeting held with prospective funders Service provider appointed Ongoing training, as per training plan	1 Funding commitment is secured Submit to DEDEAT and CDM council for approval 5 micro-manufacturers trained in mohair textile production
	Promote social	Baviaanskloof Tourism Development Plan complete (DEV00052) 5 SMME and	At least five tourism micro-enterprises identified R 350 000 2 SMME	Report	2.9%	2.9% Identification of micro-enterprises opportunities complete	Identification of community members to register co-operatives complete PSC established for	Testing feasibility of micro-enterprises opportunities complete Monitor Implementation	Transfer community enterprises to ECDC for co-operative registration and other support Progress reports for

PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)
2012/2013

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013
Invest in natural capital to contribute to government's target of creating 20,000 'green' jobs by 2020.	economy investments	Cooperatives development programmes implemented (DEV00078)	programmes from LMs supported. 3 Cooperatives development plans supported. R 1 000 000			from LMs. Review proposals and submit to Mayco for approval. Initiate engagements with SMME development agencies.	approved projects. SLAs signed with successful LMs on SMME programmes.	and submit progress report to Mayco.	projects funded is submitted to Council.
	Promote and incentivise natural resource restoration and conservation	Trade and Investment Web-based system developed and continually updated	Functional Website in place	Website	3.9%	Develop content	Trade and investment portal finalised	Launch Website	Functional Website in place
		Establishment of sustainable institutional arrangements to manage Fonteinbos NR (DEV00053)	Management plan adopted by Camdeboo Municipality Council R 5 000	Report	2.9%	Draft management plan complete	Final management plan complete	Camdeboo Municipality Council Resolution approving management plan	Funding report prepared and submitted to DEDEAT
		Council resolution on ownership and expression of interest solicited through open tender and consultation with LMs (DEV00054)	Nature Reserve ownership declared. PPP/ or LMs R100 000	Report	1%	NA	NA	NA	Transferred to CDA as per Council Resolution
Create new generation green jobs rooted in renewable energy		Determine the feasibility of an integrated waste to energy cluster (DEV00055)	Feasibility study complete R 600 000	Report	2.9%	Service provider appointed	Waste streams identified and related volumes determined	SME opportunities identified	Feasibility study complete
	Grow rural tourism economy	To support at least 1 tourism infrastructure projects by installing signage for the Greater Addo Tourism Route (DEV00056)	1 tourism infrastructure projects supported- Greater Addo Tourism Route R 600 000	Report	2.9%	Terms of reference and specifications completed and Service Provider appointed	Approval of identified and confirmed sites by regulating bodies	Design and construction of signs	Addo Route signs erected
		To conduct review and implementation of tourism marketing	Tourism marketing strategy reviewed and implemented R 1 500 000	Report	3.9%	Coffee Table Book printed, Review and implementation plan of the Tourism Marketing	Participation at the Getaway show; Preparations and confirmation for the	Placements in at least 2 media channels; Winter Campaign; Printing 7 wonders area brochures	Participate at Tourism Indaba, Winter Campaign roll out; Placements in at least 2 media channels;

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PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)
2012/2013

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets				
						September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013	
Regenerating at least four core towns as service and economic hubs Building local and regional networks and collaboration through the creation of partnerships with (a) government,	Service delivery improvement partnerships Building Higher Education Institutions, agriculture and business partnerships	strategy (DEV00057)				September 2012/2013 strategy completed.	Tourism Indaba; Monthly Getaway for Locals; Placements in at least 2 media channels, summer campaign	Support at least to 2 Festivals in the District		
		To support at least 3 LTO's (DEV00058)	Three LTO's supported R 200 000	Report	2.9%	Request for project proposals. Proposals reviewed, evaluated and submitted to Council for approval	3 LTO projects funded	Funded Projects implemented and funds spent according to project plan and Monitor	Monitor and Evaluate progress	
		Install billboard in Tsitsikamma (DEV00059)	Billboard installed R 160 000	Report	2.9%	Terms of reference and specifications completed	Service Provider appointed and Basic Assessment conducted for erection of billboard	Lease agreement signed with the land owner	Tsitsikamma billboard installed	
		To host one tourism month domestic awareness event/tour (DEV00060)	Domestic awareness event/tour hosted R 80 000	Report	2.9%	Tourism month theme announced	Participation in Tourism Month	NA	NA	
		Funding Support to Wilderness Foundation Programme (Umzi Wethu) for 6 district participants (DEV00061)	Umzi Wethu supported through transfer of funding for skills development and capacity building R 600 000	Report	2.9%	6 district participants selected	Training commenced	Half year progress report submitted	Training programme complete	
		To collect tourism stats in Ndlambe, Sundays River Valley, Blue Crane (DEV00062)	Visitor Information uploaded in tourism statistics system R 475 000	Report	2.9%	Terms of reference and specifications completed	Appoint Service Provider	Data collected	Project complete	
		Establish a local multi-stakeholder partnership in Kirkwood (DEV00063)	Local multi-stakeholder partnership SLA signed R 90 000	Report	3.9%	Stakeholders identified	First stakeholder workshop convened	Projects identified	Kirkwood local multi-stakeholder partnership SLA signed	
		Establish working relationship with NMMU and Rhodes University (DEV00064)	Signed MOA with two HEI R 5 000	Report	3.9%	First meetings with NMMU and Rhodes University convened	Draft SLA complete	Second meetings with NMMU and Rhodes University convened	Signed MOA with NMMU and Rhodes University	

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PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)
2012/2013

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013
(b) the private sector and (c) education / research.	Building emerging and established business partnerships Building investor and local business partnerships Building government to government partnerships	Establish a working relationship with the private sector in Cacadu (DEV00065) Host Investors Conference (DEV00066) 3 LATs are established. 2 Learning encounters including one study visits (DEV00083)	Establishment of district-wide business platform R 60 000 Successful Investors Conference hosted R 1 000 000 3 LATs are established. 1 Learning encounters including one study visit conducted. R 300 000	Report Report Report	3.9% 4.9% 3.9%	MOA with AHI signed. One local business meeting in three LMs convened Events management service provider appointed DST action plan is adopted. 3 LATs identified. One DST meeting is held.	MOA with NAFCOC. One local business meetings in three LMs convened Prospective participants identified and invited One learning encounter and one LAT launched	One local business meetings in three LMs convened Investors' Conference hosted 1 LAT launched	First district-wide business meeting convened Investors' Conference report complete Study tour as one learning encounter is undertake. 1 LATs launched.
Developing skills and education base by increasing the number of semi-skilled and skilled by 10%.	Develop skills transfer partnerships between established and emerging farmers	Mentorship programme institutionalized and evaluated in 6 LMs (DEV00067)	12 Emerging Farmers projects mentored in 7 LM and experiences documented R 2 200 000	Report	3.9%	5 pilot projects and 7 roll-out projects are implemented and monitored	first 12 month cycle for roll-out projects evaluated first 12 month cycle for 2 roll-out projects evaluated	first 12 month cycle for roll-out projects evaluated 2 roll-out projects evaluated	2nd cycle of 1 pilot project and 1st cycle of 1 roll-out project evaluated. Guidelines for the implementation of mentorship programme prepared and workshopped. CDA Registered and appointed Feasibility study completed
General	Establishment of District Development Agency Lobby for funding	CDA Registered and Board appointed Feasibility study for CDA 4 Successful submissions to sector departments / possible funders for Economic Development projects	CDA Registered and Board appointed Feasibility study completed Increased funding or investment as result of submissions and presentations	Report Report to Mayoral Committee Reports/copies of submissions	2% 1% 4.9%	CDA Registered NA 1 Successful submission to sector departments/funders	Advertisement for Board members publicised Investigations undertaken 1 Successful submission to sector departments/funders	Board members appointed Business case compiled 1 Successful submission to sector departments/funders	CDA Registered and appointed Feasibility study completed 1 Successful submission to sector departments/funders
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT									
General	Exercise financial control over CDM		90% of project budget implemented	Annual financial statements	4.9%	NA	Projected expenditure within 10%	NA	90% of project budget implemented
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION									

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PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)
2012/2013

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013
General	Ensure that capacity support to LMs is given priority	Implementation of the CDM Capacity building strategy - Economic Development	Evidence of assistance to 9 LM's	Plan and reports	2.9%	Draft capacity building and support program developed	Report tabled and confirmed with LM's	Report to Capacity Building Manager	Evidence of assistance to 9 LM's
	To ensure that the Department complies with legislation applicable to it	Implementation of 2 projects from other city municipalities	Implementation of project arising out of partnership	Reports	2.9%	Quarterly Report	Quarterly Report	Quarterly Report	Quarterly Report on Implementation of project arising out of partnership
	Risk Management	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%	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
		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%	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks
	Exercises budget control in order to prevent over/ unauthorized expenditure. This includes	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Reports	2.9%	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
	A legally compliant municipality	No Exceptions raised in Internal and External Audit Reports	100% compliance to internal controls	Internal Audit reports and AG Reports	2.9%	NA	Response provided to Draft Management letter	Receipt of a Clean Audit same in annual report	NA

CORE COMPETENCY REQUIREMENTS (CCR's) : Pumelelo Kate (Director: Economic Development)
2012/2013

Core Competency Requirement	Annual Target	Proof	Weighting	Targets			
				September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013
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

CORE COMPETENCY REQUIREMENTS (CCRs) : Pumelelo Kate (Director: Economic Development)
2012/2013

Core Competency Requirement	Annual Target	Proof	Weighting	Targets			
				September 2012/2013	December 2012/2013	March 2012/2013	June 2012/2013
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
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
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
Knowledge of performance management and reporting	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
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
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	5%	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
Knowledge of global and South African specific political, social and economic context	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
Interpretation of and implementation within the legislative and national policy frameworks	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