

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 2014 - 30 JUNE 2015

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T20 P.M.S.K.

- 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

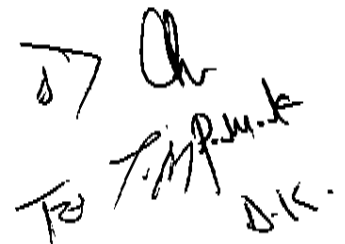
- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide 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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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	✓	5
Client Orientation and Customer Focus	✓	10
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative an national policy frameworks	✓	5
Knowledge of Performance Management and Reporting	✓	5
Knowledge of global and South African specific political, social and economic contexts	✓	5
Competence in policy conceptualisation, analysis and implementation	✓	5
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

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:**



 To T.M.P.M.K.

 D.K.

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.					
	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicator that the employee has achieved					

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 Paul Erasmus on this the 16th day of July 2014

AS WITNESSES:

1. Ableson

2. [Signature]

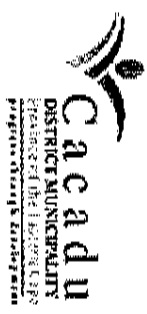
[Signature]
EMPLOYEE

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
MUNICIPAL MANAGER



CACADU DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Pumelelo Kate

2014/2015

Director: Economic Development

Economic Development


 P.K.
 Pumelelo Kate
 2014/07/29

PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

2014/2015

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets		
						September 2014/2015	December 2014/2015	June 2014/2015
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 according to the needs identified in the performance reviews	Record of training in accordance with performance reviews	2.5%	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	2.5%	25% of unit standards achieved	50% of unit standards achieved	75% of unit standards achieved
	To ensure implementation of decisions	100% implementation of decisions for Department taken at Strategic Planning Sessions	100% Strategic decisions implemented for the Department	Report	3.7%	NA	NA	50% Strategic decisions implemented
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	Business Plans reviewed and Commercial Farmers mobilised (DEV00104)	NA	Report	3.7%	Business Plan reviewed. Key Stakeholders mobilised for buy-in	Pre-Est Phase report completed, submitted to Council to resolve the future of the Pellet Factory project	NA
	Support local and regional food systems that keep wealth in rural communities	Membership implemented for Emerging Farmers and evaluated in 7 LMS (DEV00116)	4 sites Completed. 2 new sites evaluated.	Report	5%	8 sites are active and operational. Additional 2 new sites are identified	8 sites implemented and monitored. 2 new sites approved and SLA are signed	4 sites evaluated. Recommend outcomes of evaluation to Mayco
	Promote social economy investments	5 SMME and Cooperatives and Business supported. CDM hosting one SMME Fair (DEV00105)	Submit closing reports to Mayco and Council.	Report	5%	Invite proposals from LMS for Coop support. Select SMME programmes/projects from LED sector plans of LMS. Submit to Mayco for approval	SLAs signed with LMS. Implementation commence	Host CDM SMME Fair. M&E of SMME and Co-operatives
Broaden economic participation and inclusion by increasing the number and support to small enterprises by 10%.	Trade and Investment Web-based system developed and continually updated	Functional Website	Website	4.3%	Develop content	Trade and Investment portal finalised	Launch Website	Functional Website in place

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PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)
2014/2015

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2014/2015	December 2014/2015	March 2014/2015	
Facilitate community and worker participation in share ownership	Building government to partnerships	Honeybush Tea Project in Koukamma LM is formalised and implemented. (DEV00106)	Closing report submitted to Council	Report	3.7%	September 2014/2015 Business Plan Developed. PSC established	December 2014/2015 Implementation agreements approved	March 2014/2015 M&E conducted and report progress to Mayor and Council	June 2014/2015 Closing report submitted to Council
Building local and regional networks and collaboration through the creation of partnerships with (a) government, (b) the private sector and (c) education / research.		LED Capacity Building for LMs is undertaken. 4 DST meetings held. LED capacity building programme implemented (DEV00107)	1 DST meeting held. Report progress to Mayor	Report	.6%	1 meeting of DST held. 1 PSC meeting of LED Cap Bddg. held. Report progress to Mayor	LED capacity building programme adopted. 1 DST meeting held and Progress report submitted to Mayor	1 meeting of DST held. Report progress to Mayor	1 DST meeting held. Report progress to Mayor
Invest in natural capital to contribute to government's target of creating 20,000 'green' jobs by 2020.	Grow rural tourism economy	To support at least 1 tourism infrastructure project by installing signage for the Greater Addo Tourism Route (DEV00108)	Greater Addo Route signs erected	Report	5%	TOR completed and Service Provider appointed	Approval of identified and confirmed sites by regulating bodies	Design and manufacturing of signs completed	Greater Addo Route signs erected
Regenerating at least four core towns as service and economic hubs	Promote rural tourism and niche services and manufacturing	To conduct review and implementation of tourism marketing strategy (DEV00109)	Participate at Tourism Indaba, Winter Campaign roll out; Placements of adverts in at least 2 media channels	Report	5%	Review marketing strategy and formulate implementation plan of the Tourism Marketing Strategy. Printing of Coffee table Book	Implement Tourism marketing Strategy through Participation at the Getaway show; The implementation of Monthly Getaway for Locals; Placements of Advertisements in at least 2 media channels and conduct summer campaign	Additional Placements in at least 2 media channels; Complete concept for Winter Campaign; and print 7 wonders area brochures	Participate at Tourism Indaba, Winter Campaign roll out; Placements of adverts in at least 2 media channels
		To support at least 3 LTOs in the District (DEV00110)	Close-out Report submitted to Mayor and Council	Report	5%	Proposals reviewed, evaluated and submitted to Mayoral Committee for approval	Service level Agreements signed with LTOs/Beneficiaries	3 LTO projects implemented and monitored	Close-out Report submitted to Mayor and Council
		Destination and Sub-branding (DEV00111)		Report	.6%				

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PERFORMANCE PLAN : Pumelo Kate (Director: Economic Development)

2014/2015

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets				
						September 2014/2015	December 2014/2015	March 2014/2015	June 2014/2015	
Developing skills and education base by increasing the number of semi-skilled and skilled by 10%.	Create further education opportunities	Conduct Tourism Visitor Survey and collect district tourism statistics in 5 LMS (DEV00114)	Close-out Report submitted to Mayco and Council	Report	2.5%	Service Provider appointed	Approval of the titled and confirmed steadily regulating bodies	Tourism Visitor Survey conducted in Siy, BCR and Makana. Tourism Stats collected in the LMS	Tourism Visitor Survey conducted in Ikwezi and Mdlangbe. Tourism Stats collected in the LMS. Progress Report submitted to Mayco	Close-out Report submitted to Mayco and Council
						6 participants from the District selected and training commenced	Tourism Level 2 agreements signed with LM / Beneficiaries	Tourism Visitor Survey conducted in Ikwezi and Mdlangbe. Tourism Stats collected in the LMS. Progress Report submitted to Mayco	Half year progress report submitted	Training programme completed and close-out report to MC
General	Lobby for funding	3 submissions to sector departments / possible funders for Economic Development projects	Increased funding of investment as result of submissions and presentations	Report	3.7%	Request for proposals from LMS as per Tourism Sector Plans. Proposals reviewed, evaluated and submitted to MC for approval	1 submission to sector departments/funders	1 submission to sector departments/funders	1 submission to sector departments/funders	NA
						Request for proposals from LMS as per Tourism Sector Plans. Proposals reviewed, evaluated and submitted to MC for approval	1 submission to sector departments/funders	1 submission to sector departments/funders	1 submission to sector departments/funders	NA
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT										
General	Exercise financial control over CDM	At least 90% of project budget implemented	90% of project budget implemented	Annual financial statements	7.5%	NA	Projected expenditure within 10%	NA	90% of project budget implemented	
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
General	Ensure that capacity support to LMs is given priority	Implementation of the CDM Capacity building strategy - Economic Development	Evidence of assistance to 9 LMs	Plan and reports	6.2%	Draft capacity building and support program developed	Report tabled and confirmed with LMs	Report to Capacity Building Manager	Evidence of assistance to 9 LMs	
		Implementation of 2 projects from		Reports	3.7%	Quarterly Report	Quarterly Report	Quarterly Report	Quarterly Report on Implementation	

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PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

2014/2015

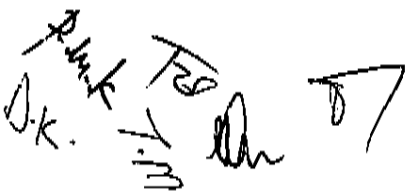
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2014/2015	December 2014/2015	March 2014/2015	June 2014/2015
To ensure that the Department complies with legislation applicable to it	Risk Management	Completion of the OHASA quarterly safety checklist and Safety Standards adhered to	4 x checklists and 4 quarterly meetings	4 x checklists and minutes of meetings	1.2%	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
Exercises budget control in order to prevent over/ unauthorized expenditure. This includes	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	2.5%	NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	NA
Exercise financial control over CDM	Ensuring the Department contribute towards the Receipt of a Clean Audit Report	100% Council Resolutions implemented	100% Council Resolutions implemented pertaining to the Department	Clean Audit Report from AG	3.7%	NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	NA
To ensure effective Council Meetings administration	100% Implementation of Council Resolutions	100% Council Resolutions implemented pertaining to the Department	Report on Implementation of Council Resolutions	2.5%	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented	

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CORE COMPETENCY REQUIREMENTS (CCRS) : Pumelelo Kate (Director: Economic Development)

2014/2015

Core Competency Requirement	Annual Target	Proof	Weighting	Targets			
				September 2014/2015	December 2014/2015	March 2014/2015	June 2014/2015
CCR 1. MANAGERIAL							
Strategic Capability and Leadership	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Programme and Project Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
CCR 2. OCCUPATIONAL							
Financial Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	15% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Client orientation and Customer Focus	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	10% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Competence in policy conceptualisation, analysis and implementation	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	5% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
People Management and Empowerment	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	10% Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
Interpretation of and implementation within the legislative and national policy frameworks	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	10% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly



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 D.K.