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FOR THE FINANCIAL YEAR:  
1 JULY 2016 - 31 OCTOBER 2016

**BHEKUYISE MAKEDAMA**  
**DIRECTOR: PLANNING AND INFRASTRUCTURE**  
**SERVICES**  
(HEREIN REFERRED TO AS THE 'EMPLOYEE')

**AND**

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

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



MADE AND ENTERED INTO BY AND BETWEEN:

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**PERFORMANCE AGREEMENT**

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, refer to "subject to a separate performance agreement concluded annually", 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) of the Systems Act refer to "performance objectives and targets that must be met, and the time frames within which those performance objectives and targets must be met" and 57(5) which states that "the performance objectives and targets referred to in subsection (4)(a) must be practical, measurable and based on the key performance indicators set out from time to time in the municipality's integrated development plan.
- 1.5 That in terms of the MFMA Regulations and Government Gazette Vol. 585, No. 37432 dated 14 March 2014, the Employee will obtain the minimum competency requirements to execute his/her function is achieved by 30 September 2015.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilitys in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilitys as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-oriented relationship with its employee in attaining equitable and improved service delivery.

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**3 COMMENCEMENT AND DURATION**

- 3.1 This Agreement will commence on the 1<sup>st</sup> July 2016 and will remain in force until 30<sup>th</sup> October 2016 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 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 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 Employer agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		✓	CORE MANAGERIAL COMPETENCIES (CMC)
			WEIGHT

5.8 The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job should be selected (✓) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers.

5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.

Total		100%
Good Governance and Public Participation		12.7%
Municipal Financial Viability and Management		15.7%
Local Economic Development (LED)		4.9%
Basic Service Delivery		56.9%
Municipal Institutional Development and Transformation		9.8%
Key Performance Areas (KPA's)	Weighting	

5.6 The Employee's assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

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

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

5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCR) respectively.

5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

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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Level	Terminology	Description	Rating
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.	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.	

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

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

6.5.3 Overall rating

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.2 Assessment of the CCRs

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.1 Assessment of the achievement of results as outlined in the performance plan:

6.5 The annual performance appraisal will involve:

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- 6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).
- 6.8.1 Municipal Manager; 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;
- 6.8.2 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- 6.8.3 Municipal manager from another municipality.
- 6.8.4
- 6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -
  - 6.7.1 Executive Mayor; 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;
  - 6.7.2 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
  - 6.7.3 Mayor and/or municipal manager from another municipality; and
  - 6.7.4 Member of a ward committee as nominated by the Executive Mayor.
  - 6.7.5
- 6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

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

**10. CONSULTATION**

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

**9. OBLIGATIONS OF THE EMPLOYER**

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

**8. DEVELOPMENTAL REQUIREMENTS**

- 7.1 The performance of each Employee in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	July – September	Before end October 2016
Second quarter	October – December	Before end January 2017
Third quarter	January – March	Before end April 2017
Fourth quarter	April – June	Before end January 2018

- 7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

**7. SCHEDULE FOR PERFORMANCE REVIEWS**



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

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

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

That the evaluation period be no less than 6 months  
That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

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

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

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

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

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

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

**11. MANAGEMENT OF EVALUATION OUTCOMES**

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

10.1.3 a substantial financial effect on the Employer.

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

**12. DISPUTE RESOLUTION**

12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4) (e) of the Municipal Performance Regulations, 2006, which states that "for purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel must be constituted", 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 Fort Elizabeth on this the 29th day of May 2016

AS WITNESSES:

1. [Signature]

2. [Signature]

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]  
EMPLOYEE

[Signature]  
MUNICIPAL MANAGER

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

## **SARAH BAARTMAN DISTRICT MUNICIPALITY**

### **PERFORMANCE PLAN : Bhekuyise Makedama**

**2016/2017**

**Director: Infrastructure and Planning  
Planning and Infrastructure Services**

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

2016/2017

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
<b>KPA 1. BASIC SERVICE DELIVERY</b>									
To provide costed infrastructure plans	Appointment of experienced professional team	District-Wide Infrastructure Plan Developed (INF00153)	Five year Infrastructure Plan Developed for SBDM	Report	3.5%	Draft Infrastructure Plan completed	Project 100% Completed	NA	NA
To promote and co-ordinate integrated spatial planning in the District	Co-ordinate the implementation of Spatial Planning and Land Use Management Act (SPLUMA)	Reviewed Makana Zoning Scheme (INF00154)	Draft Regulations and Status Quo Maps Completed	Report	1.8%	Draft Makana Zoning scheme	Adopted Makana Zoning scheme	NA	NA
To promote integration between spatial planning and transportation planning to achieve sustainable human settlements	Implementation of transportation projects	Construction of Inter-City Bus Terminal in Graaff Reinet complete (INF00155)	Construction of a Bus Terminus and Taxi Rank completed	Report	2.6%	Practical Completion of the works	Project 100% Completed	NA	NA
To provide roads infrastructure from basic service to a higher level in key strategic areas for at least 10 kms per annum over 5 years	Implementation of roads projects as mandated by LMs	Rural Roads Asset Management System set up for SBDM (INF00156)	Rural Roads Asset Management System Installed for SBDM and its LMs	Report	1.8%	50% Roads information on GIS data base	75% of roads information on GIS data base	90% of Roads information on GIS data base	100% of roads information on GIS data base
To promote the prevention of air pollution and degradation air quality throughout the district	Implementation of Air Quality Management Plan	Development of Air Quality Management Plan (INF00159)	Air Quality Management Plan Complete	Report	1.8%	Project 100% Completed	NA	NA	NA
To provide support on cleanliness of the towns and to mitigate health risks posed by	Implementation of the waste management plan	Review of Integrated Waste Management Plan in Makana, Koukamma; Ndlambe; Blue	Review of Integrated Waste Management Plan for Makana, Koukamma; Blue Crane; Ndlambe,	Report	1.8%	Project 100% Completed	NA	NA	NA

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)  
2016/2017

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets				
						September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017	
each landfill site in all the 9 LMs by 2017		Crane; Kouga and SRV (INF00160)	Kouga and SRV Complete							
To provide effective fire fighting to all LMs in the district by 2017	Provide fire fighting capacity	Restoration and standardisation of Fire Hydrants in Ndlambe; Kouga and Makana (INF00169)	Restoration and standardisation of 150 Fire Hydrants in Kouga, Makana and Ndlambe	Report	3.5%	Appointment of Service Provider	50 Fire Hydrants standardised	50 Fire hydrants standardized	50 Fire hydrants standardized	
		Agreements entered into for LM's for the provision of Fire Services	Agreements of all LM's in place	Agreements	2.6%	All Agreements signed	NA	NA	NA	
	Provide resources	Integrated Emergency Response Centre completed in Ndlambe complete (INF00170)	Construction of Ndlambe Integrated Emergency centre complete	Report	1.8%	Construction 75% completed	Construction 100% completed	NA	NA	
		Paterson Emergency Disaster Centre (INF00171)	Construction of Disaster Centre in Paterson	Report	6.1%	Tender document and drawings ready for tender	Contractor appointed	25% progress in construction	50% construction in progress	
Mitigate disaster risk	Disaster Risk Assessment	Establishment of a trained team of artisans (INF00173)	Training of 15 young people as artisans	Report	.9%	100% training completed	NA	NA	NA	
		Undertake a disaster risk and hazard analysis of the SBDM area. (INF00174)	Risk Assessment of the 9 municipalities	Report	2.6%	Assessment Undertaken at 5 Municipalities	Assessment Undertaken at 7 Municipalities	Assessment Undertaken at 9 Municipalities	NA	
<b>KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>										
General	Training	To ensure training and development takes place in accordance of the requirements of the department	100% of the department's T&D needs identified through reviews sent to SDO	Record of training in accordance with the needs of the department through reviews	1.8%	Training needs identified at the previous performance review and trig information sent to SDO for further action	Training needs identified at the previous performance review and trig information sent to SDO for further action	Training needs identified at the previous performance review and trig information sent to SDO for further action	Training needs identified at the previous performance review and trig information sent to SDO for further action	
	Ensure that capacity support to LMs is given priority	Review and Implementation of the CDM Capacity building strategy - Infrastructure Services	Evidence of reviewed strategy and support to LM's	Report on capacity building to LM's	7%	Reviewed Capacity Building Strategy for Infrastructure Services Developed	Implementation of Capacity Building Strategy	Implementation of Capacity Building Strategy	Implementation of Capacity Building Strategy	
					.9%					

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)  
2016/2017

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017	Targets
	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		15% of unit standards achieved	30% of unit standards achieved	45% of unit standards achieved	50% 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	2.6% NA	NA	NA	50% Strategic decisions implemented	100% Strategic decisions implemented	
	Co-ordinate recruitment and selection processes	Ensure compliance, implementation and monitoring of the EE and SBDM's EE Act and SBDM's EE plan	100% Implementation of the EE and monitoring of SBDM's EE plan and EE Act as per the targets for 2015/16	SBDM EE Plan	1.8%	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	
To establish an SBDM institution to its area of jurisdiction by 2013	Relocation SBDM offices to Kirkwood	Securing of a building and the development of plans for the construction for the relocation to Kirkwood	Securing of a office block in Kirkwood for CDM relocation	Report	6.1%	Progress report on securing of building submitted to Council	Progress report on securing of building and submitted to Council	Progress report on securing of building and submitted to Council	Building for CDM secured in Kirkwood	
<b>KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)</b>										
General	Lobby for funding	4 Successful submissions to sector departments / possible funders for Planning and Infrastructure projects	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions	5.3%	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	
<b>KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>										
General	Exercise financial control over SBDM	Department operating budget within 10%	Within 10% of budget	Annual financial statements	.9%	Within 10% of budget	Within 10% of budget	Within 10% of budget	Within 10% of budget	
		At least 90% of project budget implemented	90% of project budget implemented	Annual financial statements	7%	NA	Projected expenditure within 10%	NA	90% of project budget implemented	
<b>KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>										
To ensure that the IDPs of the LMs are in place and	Support LMs on the development of IDPs	An approved IDP	IDP approved by 31st May annually	Council minutes	7%	Analysis phase commenced	Consultation completed	Draft IDP submitted to Council	IDP Adopted	

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)									
Objective are annually reviewed	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
General	To ensure that the PMS is implemented and maintained in accordance with Legislation	100% reviews done and performance challenges addressed in Performance Plans	100% of indicators achieved	Performance review reports for 4Q's	2.6%	100% of performance plans signed off on the PMS System and 100% performance challenges addressed through 1Q reviews	100% 2Q reviews done and performance challenges addressed to targets in Performance Plans	100% 3Q reviews done and performance challenges addressed to targets in Performance Plans	100% 4Q reviews done and performance challenges addressed to targets in Performance Plans
	To ensure that the Department complies with legislation applicable to it	Completion of the OHASA quarterly safety checklist and Safety Standards adhered to	4 x checklists and 4 quarterly meetings minutes of meetings		1.8%	1st checklist completed and quarterly meeting held	2nd checklist completed and quarterly meeting held	3rd checklist completed and quarterly meeting held	4th checklist completed and quarterly meeting held
	Risk Management	Ensure that sufficient and effective controls are in place to management risks in the institution	100% controls in place to manage risks	Internal Audit reports	1.8%	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks
	Exercises budget control in order to prevent over/ unauthorized expenditure.	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	3.5%	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	1.8%	NA	Response provided to Draft Management letter report and inclusion of same in annual report	Receipt of a Clean Audit	NA
	Exercise financial control over SBDM	Ensuring the Department contribute towards the Receipt of a Clean Audit Report	Clean Audit Report	Clean Audit Report from AG	4.4%	NA	Response provided to Draft Management letter report and inclusion of same in annual report	Receipt of a Clean Audit	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	1.8%	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented	100% Council Resolutions implemented
	To ensure effective and efficient service delivery	100% implementation of the Back 2 Basics Plan of I&P	100% implementation of the Back 2 Basics Plan issues for I&P	Report	4.4%	100% implementation of Back 2 Basics Plan for I&P	100% implementation of Back 2 Basics Plan for I&P	100% implementation of Back 2 Basics Plan for I&P	100% implementation of Back 2 Basics Plan for I&P
		Assist local municipalities in		Council resolutions of	2.6%		Draft documents go through various	8 local Municipality disaster plans developed	

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning) 2016/2017														
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets								
To mitigate disaster events in all LMs by 2017	Provide capacity to LMs on Disaster Management	developing their disaster plans	Disaster Management Plans developed	Various local Municipalities wrt their Disaster Plans		<table border="1"> <tr> <td>September 2016/2017</td> <td>December 2016/2017</td> <td>March 2016/2017</td> <td>June 2016/2017</td> </tr> <tr> <td>First draft tabled to the forums of 4 Municipalities</td> <td>First Draft of the other 4 Municipalities tabled in respective forums</td> <td>structures of various Municipalities</td> <td></td> </tr> </table>	September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017	First draft tabled to the forums of 4 Municipalities	First Draft of the other 4 Municipalities tabled in respective forums	structures of various Municipalities	
September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017											
First draft tabled to the forums of 4 Municipalities	First Draft of the other 4 Municipalities tabled in respective forums	structures of various Municipalities												

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CORE COMPETENCY REQUIREMENTS (CCR's) : Bhekuyise Makedama (Director: Infrastructure and Planning) 2016/2017						
Core Competency Requirement	Annual Target	Proof	Weighting	Targets		
				September 2016/2017	December 2016/2017	March 2016/2017
<b>CCR 1. MANAGERIAL</b>						
Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	16.7%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard
Programme and Project Management	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	16.7%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard
Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	16.7%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard
<b>CCR 2. OCCUPATIONAL</b>						
People Management and Empowerment	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	16.7%	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	12.5%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Financial Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	12.5%	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	8.3%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

*Handwritten signature and date:*  
 29 Nov 16  
 B. Makedama