

APPENDIX A
(TO THE PERFORMANCE AGREEMENT)



INDIVIDUAL PERFORMANCE PLAN
Entered into by and between
eThekweni Municipality

And

Mr. Sipho Nzuza

CITY MANAGER (ACCOUNTING OFFICER)

Period: 1 July 2019 To 30 June 2020

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PERFORMANCE PLAN

1 Purpose

The performance plan defines the Council's expectations of the Municipal Manager's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2 Key responsibilities

The following objects of local government will inform the Municipal Manager's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3 Key Performance Areas

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006), inform the strategic objectives listed in the table below:

- 3.1 Basic Service Delivery.
- 3.2 Municipal Institutional Development and Transformation.
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

4 Key Performance Objectives and Indicators, for the Municipal Manager

The provisions and statutory time frames contained in the following legislation are required to be reported on and measured:

- 4.1 Section 157 of the Constitution of the Republic of South Africa, 1996
- 4.2 Local Government: Municipal performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Manager, 2006 (Regulation No. R805, dated 1 August 2006)
- 4.3 Regulation No. 796 (Local Government: Municipal Planning and Performance Management Regulations, 2001) dated 24 August 2001
- 4.4 Municipal Finance Management Act, 2003, in particular, but not limited to, Chapter 8. (Must include, *inter alia*, tariff policy, rates policy, credit control and debt collection policy, supply chain management policy and an unqualified Auditor General's report.)
- 4.5 Property Rates Act, 2004.
- 4.6 Municipal Structures Act, 1998, in particular, but not limited to, Chapter 5 (Powers and functions as determined by legislation or agreement)
- 4.7 Municipal Systems Act, 2000, in particular, but not limited to, sections 55 to 57
- 4.8 Any other applicable legislation specific to the Municipal Manager.

The period of this plan is from 1st July 2019 to 30 June 2020

Signed and accepted by

Job title: City Manager

Date: 27/06/2019

Signed by: The Acting Mayor on behalf of the eThekweni Municipality

Date: 01/07/2019

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Key Performance Areas (KPA's) 180% of the final score

IDP Eight Point Plan	Strategic Focus Area (SFA) - Key Objectives	KPI Type or No.	Key Performance Indicators	Annual Targets	Date	Weighting	2nd Quarter			4th Quarter		
							Quarter Actual	Indicator (Smiley)	Reason For Variance	Score 1-5	Quarter Actual	Indicator (Smiley)
<p>KPA 1: Municipal Institutional Development and Transformation</p> <p style="text-align: right;">Weighting = 12%</p>												
Supporting organisation design, human capital development and management	Human Capital Learning and Development	CI	All vacancies to be filled in accordance with the 2018/22 Employment Equity targets.	Appointments in line with the municipality's employment equity plan	30-Jun-20	2%						
		5A.3	The percentage of a Municipality's budget actual spent on implementing its workplace skills plan	1% of payroll spent on implementing the workplace skills plan by 30 June 2020	30-Jun-20	2%						
		5B.7	The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan: People With Disabilities	20 people with disabilities employed by 30 June 2020	30-Jun-20	2%						
		5B.8	The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan: FEMALE TOP	41 females employed in the top level of management by 30 June 2020	30-Jun-20	2%						
		5B.9	The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan: FEMALE SENIOR	146 females employed in the senior level of management by 30 June 2020	30-Jun-20	2%						
		5B.10	The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan: FEMALE MIDDLE	390 females employed in the middle level of management by 30 June 2020	30-Jun-20	2%						

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IDP Eight Point Plan	Strategic Focus Area (SFA) - Key Objectives	KPI Type or No.	Key Performance Indicators	Annual Targets	Date	Weighting	Quarter Actual	Indicator (Smiley)	Reason For Variance	Score 1-5	Quarter Actual	Indicator (Smiley)	Reason For Variance	Score 1-5	
KPA 2: Basic Service Delivery															
Creating a Quality Living Environment	Meet infrastructure and household service needs and backlogs	3A. 19	The percentage of households with access to AT LEAST a basic level of Water	89.57% of households with access to AT LEAST a basic level of Water by 30 June 2020	30-Jun-20	2%									
		3A. 23.	The percentage of households with access to AT LEAST a basic level of Sanitation	80.03% of households with access to AT LEAST a basic level of Sanitation by 30 June 2020	30-Jun-20	2%									
		3A. 24.	The percentage of estimated indigent households with access to a free basic services: Water	82.56% of estimated indigent households with access to a free basic services: Water for the 19/20 financial year	30-Jun-20	2%									
Creating a Quality Living Environment	Meet infrastructure and household service needs and backlogs	3A. 25.	The percentage of estimated indigent households provided with free basic services: Sanitation	62.49% of estimated indigent households provided with free basic services: Sanitation by 30 June 2020	30-Jun-20	2%									
		3A. 29.	The percentage of households with access to a basic level of electricity	66.27% households with access to a basic level of electricity by 30 June 2020.	30-Jun-20	2%									
		3A. 37.	The percentage of households with access to a basic level of Solid Waste Removal.	100% of households with access to a basic level of Solid Waste Removal for the 19/20 financial year	30-Jun-20	2%									
		3A. 38.	100% of estimated indigent households with access to a refuse removal service once a week	100% of estimated indigent households with access to a refuse removal service once a week for the 19/20 financial year	30-Jun-20	2%									

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IDP Eight Point Plan	Strategic Focus Area (SFA) - Key Objectives	KPI Type or No.	Key Performance Indicators	Annual Targets	Date	Weighting	Quarter Actual	Indicator (Smiley)	Reason For Variance	Score 1-5	Quarter Actual	Indicator (Smiley)	Reason For Variance	Score 1-5
Good Governance and Responsive Local Government	Enabling Sustainable and Innovative solutions towards effective local governance through Area Based management (ABM)	7C.1	Implement a well coordinated urban and regional management service delivery	100% ABM initiatives undertaken by 30 June 2020	30-Jun-20	2%								

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IDP Eight Point Plan	Strategic Focus Area (SFA) - Key Objectives	KPI Type or No.	Key Performance Indicators	Annual Targets	Date	Weighting	Quarter Actual	Indicator (Smiley)	Reason For Variance	Score 1-5	Quarter Actual	Indicator (Smiley)	Reason For Variance	Score 1-5	
KPA 3: Local Economic Development (LED)															
Developing a Prosperous, Diverse Economy and Employment Creation	Providing Economic Leadership and Intelligence	2A.2	The number of jobs created through the municipality's local economic development initiatives including capital projects	Achievement of 19,786 jobs through the City's local economic development initiatives and capital projects by 30 June 2020.	30-Jun-20	3%									
	Leverage, Influence and Facilitate Key Infrastructure Development and Maximise the Local Benefit	2C.1	Implement a set of key Catalytic Projects in the eThekweni Municipal region	Implement a set of key Catalytic Projects in the eThekweni Municipal region by 30 June 2020	30-Jun-20	5%									
		CI	RET: Implement the eThekweni Municipality Framework for accelerated economic empowerment and transformation	30% of every project with a contract value above R30 million to be set aside for Community Participation Groups	30-Jun-20	4%									
	Facilitating Development in Priority Nodes and Corridors	2F.1	Facilitating Nodal Development through the implementation of specific capital projects in the eThekweni Municipal region	Facilitating Nodal Development through the implementation of specific capital projects in the eThekweni Municipal region by 30 June 2020	30-Jun-20	4%									

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Financially Accountable and Sustainable City	Strategic and sustainable budgeting	KPA 4: Municipal Financial Viability and Management													
		8A.1. CI	The percentage of the Treasury Cluster's capital budget actually spent on capital projects	90% of capital budget spent by 30 June 2020	30-Jun-20	4%									
		8A.2	Percentage of the municipality's operating budget spent on free basic services to indigent households (GG 6.11)	Spend on services to indigent households to be in line with budgeted amounts during the 2019/20 financial year	30-Jun-20	2%									
		8A.3.	Cost Coverage Ratio (No. of Days)	Cost coverage of 30-60 days for the 19/20 financial year	30-Jun-20	2%									
		8A.5.	Obtain an unqualified audit opinion	Obtain an unqualified audit opinion for the prior financial year 2018/19	30-Jun-20	2%									
		8A. 8.	Outstanding Service Debtors to Revenue	38% of outstanding service debtors to revenue by 30 June 2020	30-Jun-20	2%									
		8A.10.	Debt Coverage Ratio (No. of times)	6-8%	30-Jun-20	2%									
		CI	Decrease in irregular spending from previous year	0% irregular expenditure	30-Jun-20	2%									
		CI	Timeous compilation and adherence to all procurement plans	Procurement plans in place by April prior to the new financial year.	30-Jun-20	2%									
		CI	Accurate fixed asset register in place for the city	100% accurate	30-Jun-20	2%									
			Spending within approved budget for Operational budget	30-Jun-20	2%										

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KPA 5: Good Governance and Public Participation																	
Good Governance and Responsive Local Government	Driving clean and sound administration	CI	Driving clean and sound administration Timeous response to all audit findings Implementation of all agreed audit recommendations within the City, as per audit report and/or as recorded in the Continuous Audit Log Risk Management process in place, implemented and monitored monthly by the Municipality, Exercise effective risk governance through RMC meetings Participate in Sukuma Sakhe war rooms and timeously resolve issues raised Develop measures to improve customer service in line with Customer Relations Management Strategy and Customer Care Policy	No material audit findings in matters that affect the audit opinion	30-Jun-20	3%											
				No findings for compliance issues	30-Jun-20	2%											
				No findings for performance management	30-Jun-20	2%											
				Within 7 days of the draft report being issued to management	30-Jun-20	2%											
				As per agreed action date or within 120 days	30-Jun-20	2%											
				Risk registers in place and implementation of risk treatment plans according to due dates provided by Management.	30-Jun-20	2%											
				Quarterly	30-Jun-20	2%											
				100% of issues raised have been followed up	30-Jun-20	3%											
				Municipal Customer Service Charter and Standards in place and monitored	30-Jun-20	2%											
	Standard operating procedures to manage customer service matters developed and implemented.	30-Jun-20	2%														
	Percentage implementation of the anti-corruption and human rights programme during 2019/20 financial year	7B.9	93.33% implementation of the anti-corruption and human rights programme during 2019/20 financial year	30-Jun-20	4%												
	Ensure accessibility and promote governance																

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IDP Eight Point Plan	Strategic Focus Area (SFA) - Key Objectives	KPI Type or No.	Key Performance Indicators	Annual Targets	Date	Weighting	Quarter Actual	Indicator (Smiley)	Reason For Variance	Score 1-5	Quarter Actual	Indicator (Smiley)	Reason For Variance	Score 1-5
		7B.10	Percentage of audit projects undertaken as per plan approved by the Audit Committee to determine the adequacy of internal controls designed to mitigate against identified risks	90% of audits per approved plan completed by 30 June 2020	30-Jun-20	2%								
		7B.11	Implementation of IT initiatives to improve efficiencies, effectiveness and accountability and eliminate wastage of resources	Completion of all linked projects by 30 June 2020	30-Jun-20	2%								
		7B.12	Develop & facilitate implementation of Enterprise Risk Management (ERM) programs in the municipality.	100% implementation of ERM programs within the municipality during 2019/20	30-Jun-20	2%								

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KPA 6: Cross Cutting														
Develop and Sustain our Spatial, Natural and Built Environment	Develop, manage and regulate the Built and Natural Environment	1A.1	Facilitate Spatial Transformation and Integration.	Review the Spatial Development Framework for the 20/21 Financial Year by 30 June 2020 in compliance with SPLUMA, for adoption by Council.	30-Jun-20	2%								
Total percentage for						100%								

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COMPETENCY FRAMEWORK STRUCTURE						
LEADING COMPETENCIES		WEIGHTING	SELF-ASSESSMENT		PANEL ASSESSMENT	
			SCORE OUT OF 5	WEIGHTED SCORE	SCORE OUT OF 5	WEIGHTED SCORE
Strategic direction and leadership	Impact and Influence	10				
	Institutional Performance Management					
	Strategic Planning and management					
	Organisational Awareness					
People management	Human capital Planning and development	10				
	Diversity Management					
	Employee Relations Management					
	Negotiation and Dispute Management					
Program and Project Management	Program and Project Planning and Implementation	5				
	Service Delivery Management					
	Program and Project Monitoring and Evaluation					
Financial Management	Budget Planning and Execution	5				
	Financial Strategy and Delivery					
	Financial Reporting and Delivery					
Change Leadership	Change Vision and Strategy	20 ^{sc}				
	Process Design and Improvement					
	Change Impact Monitoring and Evaluation					
Governance Leadership	Policy Formulation	20				
	Risk and Compliance Management					
	Cooperative Governance					
CORE COMPETENCIES		WEIGHTING				
	Moral Competency	10				
	Planning and Organising	5				
	Analysis and Innovation	5				
	Knowledge and Information Management	5				
	Communication	5				
	Results and Quality Focus	5				
TOTAL PERCENTAGE		100%				

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APPENDIX B
(TO THE PERFORMANCE AGREEMENT)

PERSONAL DEVELOPMENT PLAN (PDP)

Entered into by and between:

The eThekweni Municipality

and

Mr. Siphon Nzuza

CITY MANAGER (ACCOUNTING OFFICER)

Period: 1 July 2019 To 30 June 2020

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1. A municipality should be committed to –
 - 1.1. The continuous training and development of its employees to achieve its vision, and mission and strategic objectives and empower employees; and
 - 1.2. Managing training and development within the ambit of relevant national policies an legislation
2. A Municipality should follow an integrated approach to Human Resources Management, that is:
 - 2.1. Human Resource development forms an integral part of human resource planning and management.
 - 2.2. In order for training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of a regular performance appraisals and career pathing.
 - 2.3. To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.
 - 2.4. Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions.
 - 2.5. Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority.
3. The aim of the compilation of Personal Development Plan is to identify, prioritise and implement training needs.
4. Compiling the Personal Development Plan should be as follows:
 - 4.1. Competency assessment instruments should be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.
 - 4.2. The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his/her employer, to compile a Personal Development Plan. The identified training needs should be entered into column 1 of the plan, entitled Skills / Performance Gap. The following should be carefully determined during such a process:
 - 4.2.1. Organisational needs, which include the following:
 - Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
 - The competency requirements of individual jobs. The relevant job requirements (job competency) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
 - Specific competency gaps as identified during the probation period and performance appraisal of the employee.
 - 4.2.2. Individual training needs that are job / career related.
 - 4.3. Next, the prioritisation of the training needs should be listed since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritised for purposes of accommodating critical/strategic training and development needs in the Personal Development Plans and the Workplace Skills Plan.
 - 4.4. Consideration must then be given to the expected outcomes, to be listed in column 2 of the plan so that once the intervention is completed, the impact it had can be measured against relevant output indicators.
 - 4.5. An appropriate intervention should be identified to address training needs/skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in column 3 of the plan entitled: Suggested training and/or development activity in line with the National Qualifications Framework, which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training/Human Resource Development/Skills Development Unit within the municipality whether unit standards have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency
 - 4.6. Guidelines regarding the number of training days per employee and the nominations of employees should be considered.
 - 4.7. Column 4 of the plan: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training/development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him/her to read e.g. legislation]; internal or external training provision; coaching and/or mentoring and exchange programmes, etc.
 - 4.8. The suggested time frames (column 5 of the plan) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
 - 4.9. Work opportunity created to practice skill/development areas, in column 6 of the plan, further ensures internationalisation of information gained as well as return on investment (not just a nice to have skills but a necessary to have skills that is used in the workspace).
 - 4.10 The final column, column 7 of the plan, provides the employee with a support person that could act as coach or mentor with regard to the area of learning.

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APPENDIX B
(TO THE PERFORMANCE AGREEMENT)
2019 - 2020

Personal Development Plan of:

Compiled on (Date):

PERSONAL DEVELOPMENT PLAN

No.	Skills/competency gap/needs	Actions/Training interventions	Expected Outcomes/Impacts	Time Frames	Mode of Development Delivery	Remarks/Status
1						
2						
3						
4						
5						

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