



PERFORMANCE PLAN
Entered into by and between
eThekwini Municipality

And

Krish Kumar
Deputy City Manager

Finance

Period: 1 July 2019 To 30 June 2020

52-75

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 [Signature]
Job title: City Manager
Date: 11/06/2019

Signed by: The City Manager on behalf of the eThekweni Municipality
Date: 28 June 2019

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
KPA 1: Municipal Institutional Development and Transformation										
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	1%				
	Human Capital Management Organisational				30-Jun-20					
	Development and Change Management				30-Jun-20					
	Safe and Productive Employees				30-Jun-20					
KPA 2: Basic Service Delivery										
Develop and Sustain our Spatial, Natural and Built Environment	Develop, manage and regulate the Built and Natural Environment				30-Jun-20					
	Climate protection planning				30-Jun-20					
Creating a Quality Living Environment	Meet infrastructure and household service needs and backlogs				30-Jun-20					
	Address community service backlogs				30-Jun-20					
Good Governance and Responsive Local Government	Enabling Sustainable and innovative solutions towards effective local governance through Area Based management				30-Jun-20					
	F.A.S.M.A. Promoting the safety of citizens				30-Jun-20					
Fostering a Socially Equitable Environment	Promoting the health of citizens				30-Jun-20					
					30-Jun-20					
Weighting=%										
Weighting=%										

SLTS

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				30-Jun-20									
	Durban Investment Promotion, and FDI Facilitation plus Retention				30-Jun-20									
	Leverage, Influence and Facilitate Key Infrastructure Development and Maximise the Local Benefit	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	30-Jun-20	1%								
	Facilitating Development in Priority Nodes and Corridors				30-Jun-20									
	Enterprise and Sector Development				30-Jun-20									
	Developing a Competitive Tourism Sector				30-Jun-20									
	Facilitating Sustainable Livelihoods				30-Jun-20									
	Access and Inclusivity				30-Jun-20									
	To develop fundamental social infrastructure for economic participation & socio-cultural empowerment				30-Jun-20									
	Sustainable management of stadia for socio-economic empowerment				30-Jun-20									
KPA 4: Municipal Financial Viability and Management														
Financially Accountable and Sustainable City	Strategic and sustainable budgeting	BA.1.	The percentage of the Treasury Clusters capital budget actually spent on capital projects	90% of capital budget spent by 30 June 2020	30-Jun-20	2%								
		BA.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	1%								
		BA.3.	Cost Coverage Ratio (No. of Days)	Cost coverage of 30-60 days for the 19/20 financial year	30-Jun-20	3%								
		BA.4.	Gearing Ratio (Debt to Total income including grant income)	Gearing ratio of 45 by 30 June 2020	30-Jun-20	5%								
		BA.5.	Obtain an unqualified audit opinion	Obtain an unqualified audit opinion for the prior financial year - 2018/20	30-Jun-20	10%								
		BA.6.	Issue 1 Supplementary Roll per year	Issue 1 Supplementary Roll in May 2020	30-Jun-20	5%								
		BA.7.	Maintain an overall payment rate of Cash over Monthly billing at 95%	95% overall collection by 30 June 2020	30-Jun-20	10%								
		BA.8.	Outstanding Service Debtors to Revenue	38% of outstanding service debtors to revenue by 30 June 2020	30-Jun-20	1%								
		BA.9.	% of Revenue Clearance Certificates issued within 15 working days after date of payment	90% of Revenue Clearance Certificates issued within 15 working days after date of payment by 30 June 2020	30-Jun-20	1%								

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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	
	Value for money expenditure	BA.10.	Debt Coverage Ratio (No. of times)	6-8%	30-Jun-20	3%									
		CI	Approved budget in place for the City and spending in line with the budget for the cluster	Produce timeously approved budget / MITREF for the City	30-Jun-20	10%									
					Produce adjustments budget for the City timeously	29-Feb-20	5%								
					Produce monthly , quarterly and annual budget comparative statements for the City	30-Jun-20	5%								
					Spending within approved budget for Operational expenditure for the Cluster	30-Jun-20	2%								
					Timeously produce annual financial statements in compliance with the accounting standards	30-Jun-20	10%								
					Effective cash flow and liquidity management	30-Jun-20	5%								
					Optimisation of investment returns	30-Jun-20	2%								
			8C.1.	Optimal availability of fleet vehicles (excluding buses)	90% availability of fleet vehicles during the 19/20 financial year	30-Jun-20	2%								
			8C.2.	Optimal availability of bus fleet	80% availability of bus fleet during the 19/20 financial year	30-Jun-20	2%								
	Sound financial management & reporting	CI	Decrease in irregular spending from previous year	0% Irregular Expenditure	30-Jun-20	1%									
		CI	Timeous compilation and adherence to procurement plan for the cluster	Procurement plans in place by April	30-Jun-20	1%									
		CI	Accurate fixed asset register for the cluster/s	100% accuracy	30-Jun-20	1%									
		8B.1	0% irregular expenditure on SCM managed contracts unless due to circumstances beyond the control of SCM	0% irregular expenditure on SCM managed contracts for the 2019/20 financial year	30-Jun-20	1%									

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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 5: Good Governance and Public Participation														
Good Governance and Responsive Local Government	Ensure accessibility and promote governance	CI	Develop or implement measures to improve customer service in line with Customer Relations Management Strategy and Customer Care Policy	Unit's approved Customer Service Charter and Standards are in place and are being monitored	30-Jun-20	1%								
				Standard Operating procedures to manage customer service matters developed and implemented	30-Jun-20	1%								
				No material audit findings in matters that affect the audit opinion	30-Jun-20	1%								
				No findings for compliance issues	30-Jun-20	1%								
				No findings for performance management	30-Jun-20	1%								
				Timeous response to all audit findings	30-Jun-20	1%								
				Implementation of all agreed audit recommendations within the Cluster, as per audit report and/or as recorded in the Continuous Audit Log	30-Jun-20	1%								
				Undertake Risk Analysis through risk assessment process and monitoring emerging and materialised risks as well as opportunities:	30-Jun-20	1%								
				Cluster's updated risk register	30-Jun-20	1%								
				Implement Treatment plans for all identified risks	30-Jun-20	1%								
Participate in Sukuma Sakhe war rooms and timeously resolve issues raised	30-Jun-20	1%												
KPA 6: Cross Cutting														
Develop and Sustain our Spatial, Natural and Built Environment	Develop, manage and regulate the Built and Natural Environment				vg									
Total percentage for all KPI's						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					
	Human capital Planning and development					
People management	Diversity Management	4%				
	Employee Relations Management					
	Negotiation and Dispute Management					
	Program and Project Planning and Implementation					
Program and Project Management	Service Delivery Management	2%				
	Program and Project Monitoring and Evaluation					
	Budget Planning and Execution					
Financial Management	Financial Strategy and Delivery	60%				
	Financial Reporting and Delivery					
	Change Vision and Strategy					
	Process Design and Improvement					
Change Leadership	Change Impact Monitoring and Evaluation	2%				
	Policy Formulation					
Governance Leadership	Risk and Compliance Management	4%				
	Cooperative Governance					
CORE COMPETENCIES		WEIGHTING				
	Moral Competency	3%				
	Planning and Organising	3%				
	Analysis and Innovation	3%				
	Knowledge and Information Management	3%				
	Communication	3%				
	Results and Quality Focus	3%				
TOTAL PERCENTAGE		100%				

APPENDIX B
(TO THE PERFORMANCE AGREEMENT)

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PERSONAL DEVELOPMENT PLAN (PDP)
Made and entered into by and between:

The eThekweni Municipality

and

Krish Kumar

Deputy City Manager

Finance

Period: 1 July 2019 To 30 June 2020

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.

APPENDIX B
(TO THE PERFORMANCE AGREEMENT)
2019 - 2020

Personal Development Plan of: Krish Kumar

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	None					
2						
3						
4						
5						