

APPENDIX A  
(TO THE PERFORMANCE AGREEMENT)

**PERFORMANCE PLAN**  
Entered into by and between  
**eThekwini Municipality**

And

**Philemon Mashoko**  
**Deputy City Manager**

**TRADING SERVICES**

**Period: 1 July 2019 To 30 June 2020**



TSSC

# PERFORMANCE PLAN

Financial Year 2019 - 2020

## 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: 4 July 2019

Signed by: The City Manager on behalf of the eThekweni Municipality

Date: \_\_\_\_\_

5575



**Key Performance Areas (KPA's) [80% 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
<b>KPA 1: Municipal Institutional Development and Transformation</b>										
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%				
	Human Capital Management		Training of 60% as per the skills	% training	30-Jun-20	2%				
	Organisational Development and Change Management		Vision articulation meetings with all staff	once per year	30-Jun-20	2%				
	Healthy Human Capital/ Safe and Productive Employees		Hold Cluster OHSACT Meetings	Bi-annual Cluster OHSACT	30-Jun-20	2%				
<b>KPA 2: Basic Service Delivery</b>										
Develop and Sustain our Spatial, Natural and Built Environment	Develop, manage and regulate the Built and Natural Environment		Discharge permit inspected	20	30-Jun-20	2%				
	Climate protection planning		Implementation of projects	Plan	30-Jun-20	2%				
Creating a Quality Living Environment	Meet infrastructure and household service needs and backlogs	3.16. (WS2.11)	Number of new water connections meeting minimum standards (WS2.11)	7500 consumer units provided with access to AT LEAST a FREE basic level of potable WATER	30-Jun-20	2%				
		3.17. (WS1.11)	Number of new sewer connections meeting minimum standards (WS1.11)	7500 consumer units provided with access to AT LEAST a FREE basic level of SANITATION	30-Jun-20	2%				
		3.18.	The percentage of non-revenue water loss	36% non-revenue water loss	30-Jun-20	2%				
		3.19.	The percentage of households with access to AT LEAST a basic level of Water	84.79% of households with access to AT LEAST a basic level of Water	30-Jun-20	2%				
		3.20. (WS3.11)	Percentage of Complaints/Callouts responded to within 24 hours (sanitation/ wastewater)	54% of Complaints/Callouts responded to within 24 hours (sanitation/ wastewater) for the 2019/20 financial year.	30-Jun-20	2%				
		3.21. (WS3.21)	Percentage of Complaints/Callouts responded to within 24 hours (water)	74% of Complaints/Callouts responded to within 24 hours (water) for the 2019/20 financial year	30-Jun-20	2%				
3.22. (WS5.31)	Water connections metered as a percentage of total connections	90% of all connections are metered for the 2019/20 financial year	30-Jun-20	1%						
3.24.	The percentage of households with access to AT LEAST a basic level of Sanitation	75.51% of households with access to AT LEAST a basic level of Sanitation	30-Jun-20	2%						
	The percentage of estimated indigent households with access to a free basic services: Water	78.77% of estimated indigent households with access to a free basic services: Water	30-Jun-20	2%						
						<b>Weighting = 59%</b>				
						<b>Weighting = 8%</b>				







IDP Eight Point Plan	Strategic Focus Area (SFA) Key Objectives	KPI Type or Key Performance Indicators No.	Annual Targets	Date	Weighting	Quarter Actual	Indicator (Smiley)	Reason For Variance	Score 1-5	Quarter Actual	Indicator (Smiley)	Reason For Variance	Score 1-5		
<b>KPA 5: Good Governance and Public Participation</b>															
Good Governance and Responsive Local Government	Create an efficient, effective and accountable administration	CI	Driving clean and sound administration	No material audit findings in matters that affect the audit opinion	30-Jun-20	2%									
			No findings for compliance issues	No findings for performance issues	30-Jun-20	2%									
			Timeous response to all audit findings	Within 7 days of the draft report being issued to management	30-Jun-20	2%									
			Implementation of all agreed audit recommendations within the Cluster, as per audit report and/or as recorded in the Continuous Audit Log	As per agreed action date or within 120 days	30-Jun-20	1%									
			Undertake Risk Analysis through risk assessment process and monitoring emerging and materialised risks as well as opportunities	Strategic and Cluster's updated risk registers	30-Jun-20	1%									
			Implement Treatment Plans for all identified risks	100% implementation	30-Jun-20	1%									
			Participate in Sukuma Sakhe war rooms and timously resolve issues raised	100% of issues raised have been followed up	30-Jun-20	1%									
			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%									
			Ensure accessibility and promote governance	Standard Operating procedures to manage customer service matters developed and implemented	30-Jun-20	2%									
			ADD	1 Education and Awareness Campaign in the Cluster Units	30-Jun-20	1%									
<b>KPA 6: Cross Cutting</b>															
Develop and Sustain our Spatial, Natural and Built Environment	Develop, manage and regulate the Built and Natural Environment		Number of Industries/Businesses inspected for discharge permits compliance	20	30-Jun-20	2%									
			<b>Weighting = 2%</b>												
<b>Total percentage for all KPI's</b>															
											<b>100%</b>				

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	5%				
	Diversity Management					
	Employee Relations Management					
	Negotiation and Dispute Management					
Program and Project Management	Program and Project Planning and Implementation	10%				
	Service Delivery Management					
	Program and Project Monitoring and Evaluation					
	Budget Planning and Execution					
Financial Management	Financial Strategy and Delivery	5%				
	Financial Reporting and Delivery					
	Change Vision and Strategy					
	Process Design and Improvement					
Change Leadership	Change Impact Monitoring and Evaluation	5%				
	Policy Formulation					
	Risk and Compliance Management					
	Cooperative Governance					
Governance Leadership		5%				
<b>CORE COMPETENCIES</b>		<b>WEIGHTING</b>				
	Moral Competency	10%				
	Planning and Organising	10%				
	Analysis and Innovation	10%				
	Knowledge and Information Management	10%				
	Communication	10%				
	Results and Quality Focus	10%				
<b>TOTAL PERCENTAGE</b>		<b>100%</b>				



**APPENDIX B**  
**(TO THE PERFORMANCE AGREEMENT)**

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

**The eThekweni Municipality**

**and**

**Philemon Mashoko**

**Deputy City Manager**

**Trading Services**

**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.

- 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
- 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 workplace).
- 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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**2019 - 2020**

Personal Development Plan of: .....

Compiled on (Date): .....

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