



**PERFORMANCE AGREEMENT
AND PERFORMANCE PLAN**

MADE AND ENTERED INTO BY AND BETWEEN

THE EHLANZENI DISTRICT MUNICIPALITY

AS REPRESENTED BY
THE MUNICIPAL MANAGER
FRANCE SGANANDA SIBOZA

AND

THE GENERAL MANAGER: CORPORATE SERVICES
OF EHLANZENI DISTRICT MUNICIPALITY
ROY STEVEN MAKWAKWA

FOR THE
FINANCIAL YEAR: 1 JULY 2021 – 30 JUNE 2022

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN

Ehlanzeni District Municipality duly represented by **France Sgananda Siboya** in his capacity as **Municipal Manager** (hereinafter referred to as the **Employer** or Supervisor)

and

Roy Steven Makwakwa an employee of Ehlanzeni District Municipality (hereinafter referred to as the **Employee**).

WHERE IT IS AGREED AS FOLLOWS:

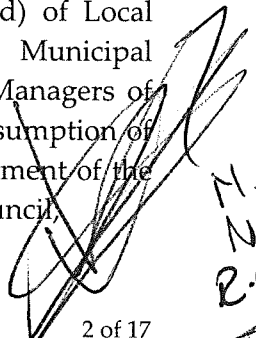
1. INTRODUCTION

- 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, 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(4A), 57(4C) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

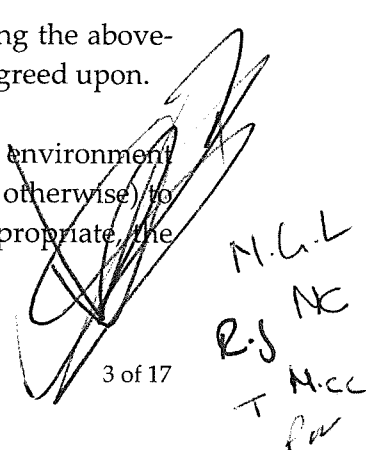
- 2.1 comply with the provisions of Section 57(1)(b), 57(4)(a), 57(4A), 57(4C) and 57(5) of the Systems Act as well as the employment contract entered into between the parties;
- 2.2 provide assurance of compliance in terms of section 4(4)(d) of Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers of 2006 in terms of disclosure of financial interest on date of assumption of duty and on annual basis within one month after commencement of the financial year, which had been lodged with the municipal council.


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- 2.3 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 accountabilities in alignment with the Integrated Development Plan, Municipality's Budget and Service Delivery and Budget Implementation Plan (SDBIP);
- 2.4 specify accountabilities as set out in a performance plan and which is attached herein as annexure (A) which forms part of this performance agreement;
- 2.5 monitor and measure performance against set targeted outputs;
- 2.6 use the performance agreement and performance plan as the basis for assessing whether the **Employee** has met the performance expectations applicable to his job;
- 2.7 in the event of outstanding performance, to appropriately reward the **Employee**; and
- 2.8 give effect to the employer's commitment to a performance-orientated relationship with its **Employee** in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 July 2021** and will remain in force until **30 June 2022**, 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 or in terms of clause 11.3.2 of this agreement.
- 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 accordingly revised.



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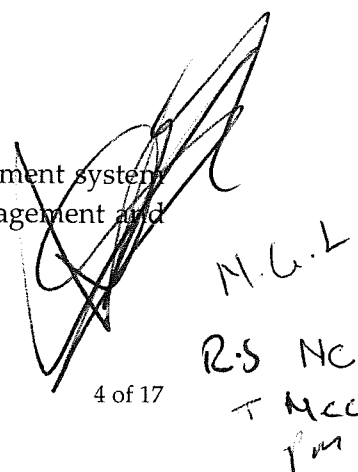
- 3.6 Any significant amendments/deviations referred to in 3.4 and 3.5 above must take cognisance of where relevant, the requirements of sections 34 and 42 of the Systems Act, and must be done in terms of regulation 4 (5) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, 2006 ("the Regulations").

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan contained in this Annexure A sets out-
- 4.1.1 the performance objectives and targets that shall be met by the **Employee**; and
 - 4.1.2 the time frames within which those performance objectives and targets shall be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.2.1. The key objectives describe the main tasks that shall be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that shall be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work shall be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance shall also be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.



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A person appointed as a senior manager must have competencies as set out in the Local Government: Competency framework for senior managers. All competencies are therefore considered as measurable and critical in assessing the level of a senior manager's performance.



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- 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.
- 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**.
- 5.4 The **Employee** undertakes to actively focus on the promotion and implementation of the KPAs (including special projects relevant to the **Employee's** responsibilities) within the local government framework.
- 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.
- 5.5.1. The **Employee** shall be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2. Each area of assessment shall be weighted and should contribute a specific part to the total score.
- 5.5.3. KPAs covering the main areas of work shall account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment shall be based on his performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPA's, and shall constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

General Manager: Corporate Services	
Key Performance Areas (KPA's) – 80%	Weighting
Basic Service Delivery	20%
Local Economic Development (LED)	-
Municipal Financial Viability and Management	20%
Good Governance and Public Participation	30%
Municipal Institutional Development and Transformation	30%
Total	100%

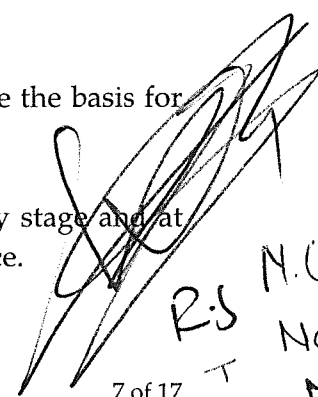
- 5.7 The CCRs shall make up the other 20% of the **Employee's** assessment score. CCRs that are deemed the most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**.

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES – 20%		
LEADING COMPETENCIES		
		WEIGHT
Strategic Direction and Leadership	<ul style="list-style-type: none"> Impact and Influence Institutional Performance Management Strategic planning and management Organisational awareness 	15
People Management	<ul style="list-style-type: none"> Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and Dispute Management 	15
Program and Project Management	<ul style="list-style-type: none"> Program and Project Planning and Implementation Service Delivery Management Program and Project Monitoring and Evaluation 	10
Financial Management	<ul style="list-style-type: none"> Budget planning and Execution Financial Strategy and Delivery Financial reporting and Monitoring 	5
Change Leadership	<ul style="list-style-type: none"> Change Vision and Strategy Process Design and Improvement Change Impact Monitoring and Evaluation 	10
Governance Leadership	<ul style="list-style-type: none"> Policy Formulation Risk and Compliance Management Cooperative Governance 	15
CORE COMPETENCIES		
Moral Competence		5
Planning and Organising		5
Analysis and Innovation		5
Knowledge and Information Management		5
Communication		5
Results and Quality Focus		5

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan as stated in paragraph 4.1 above shall be the basis for evaluating performance.
- 6.2 The **Employer** may review the **Employee's** performance at any stage and at any frequency while the contract of employment remains in force.


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- 6.3 Personal growth and development needs identified during any performance review shall be documented in the **Employee's Personal Development Plan** as well as the actions agreed to and implementation shall take place within set periods.
- 6.4 The **Employee's** performance shall be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal shall involve:

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

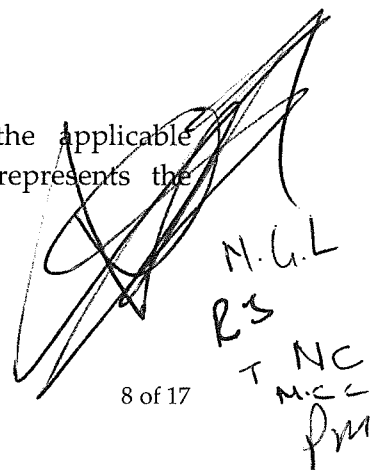
- (a) Each KPA shall be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale is provided for each KPA.
- (c) The applicable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

6.5.2 Assessment of the CCRs

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

6.5.3 Overall rating

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



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- 6.6 The assessment of the performance of the **Employee** shall be based on the following rating scale for KPA's and CCRs:

Key Performance Areas Rating Scale

Level	Class Interval	Description	Rating				
			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.					
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.					
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 almost 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.					

Core Competency Rating Scale

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Score on Core Competency Assessment	Description	Rating				
		1	2	3	4	5
1. (Not yet Competent)	Demonstrates none of the guideline's components of the core competency					
2. (Basic Competence)	Applies basic concepts and methods but requires supervision and coaching					
3. (Competent)	Independently develops and applies more advanced concepts and methods.					
4. (Advanced)	Understands and applies more complex concepts and methods. Leads and direct people or groups of recognised specialists. Able to perform in-depth analysis.					
5. (Superior)	Sought out for deep, specialised expertise. Leads the direction of the entire organisation. Defines models/theories of best practice.					

6.7 For purposes of evaluating the annual performance of the **Employee** an evaluation panel shall be constituted of the following persons:

- 6.7.1 Municipal Manager;
- 6.7.2 Chairperson of the performance audit committee;
- 6.7.3 Member of the mayoral committee; who is relevant to the specific department; and
- 6.7.4 Municipal Manager from another municipality.

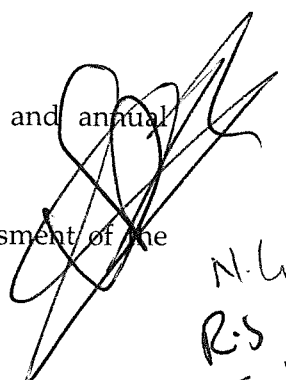
7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the **Employee** in relation to this performance agreement shall further be reviewed at the end of each quarter for the following periods with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter : July – September 2021
Second quarter : October – December 2021
Third quarter : January – March 2022
Fourth quarter : April – June 2022

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.


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- 7.4 The **Employer** shall be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** shall 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. The **Employee** shall be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

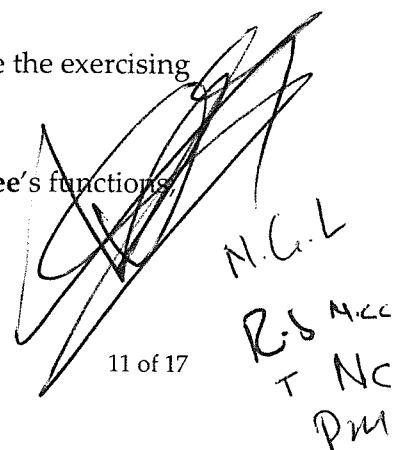
The Personal Development Plan (PDP) for addressing the **Employee's** developmental gaps is to be attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The **Employer** shall –
- 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 his 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 his to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

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



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

10.1.3 a substantial financial effect on the **Employer**.

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

11. MANAGEMENT OF EVALUATION OUTCOMES

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

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

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

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

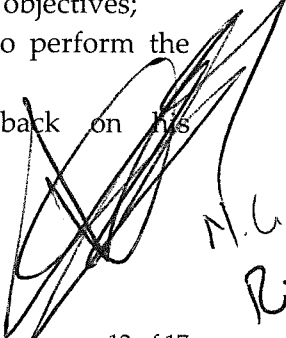
11.3 Process to manage poor performance

In the event that the employee consistently fails to meet his performance targets, over a minimum of two consecutive face-to-face quarterly performance appraisals, Schedule 8, Section 9 – of the Labour Relations Act: Code of Good Practice: Dismissal – shall be followed, together with the following guidelines:

11.3.1 Prerequisites to Starting the Poor Performance and Incapacity Process

- i. The onus lies with the Municipal Manager in the case of Section 56 Managers to ensure that the sub-ordinate knows what is required;
- ii. Objectives/targets, Key Performance Indicators and deadlines should be agreed with the Employer;
- iii. The employee should be given appropriate training, coaching and instructions in order to be able to meet the required objectives;
- iv. The employee must have the means/equipment to perform the required objectives; and
- v. The employee must be given regular feedback on his performance.

11.3.2 Formal Counselling Session


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The employee's direct Manager/Senior is responsible for conducting any formal counselling sessions on poor performance. The counselling session is an opportunity to formally plan and agree on corrective action, to:

- a) Identify why the employee is failing to meet the required performance standards/objectives
- b) Agree on a plan to assist the employee in achieving the required standards/objectives and give the employee a fair opportunity to improve his performance
- c) Make the employee aware of the potential consequences of not complying with performance requirements and.
- d) Ensure that these meetings are documented (and co-signed off by both parties) so that procedural fairness can be proven in the event of any future disputes and/or additional disciplinary action being taken.

11.3.3 Formal Disciplinary Process/Corrective Action

- i. Should the employee, after a reasonable period for improvement, which shall not be less than three months nor more than six months, continue to perform unsatisfactorily, notwithstanding appropriate evaluation, instruction, guidance and/or counselling – formal disciplinary steps shall be implemented.
- ii. A formal disciplinary committee hearing shall be held in accordance with the provisions in the Labour Relations Act, Number 42 of 1996 (as amended) – the outcome of which may include a final written warning and finally dismissal as a last resort.

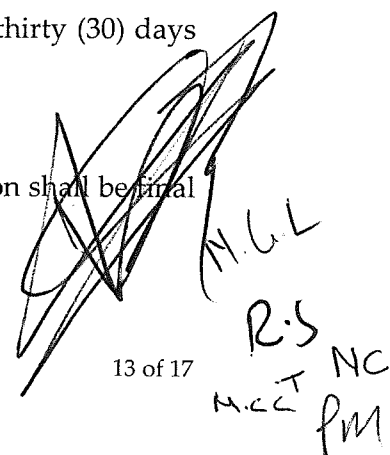
11.3.4 After appropriate performance counselling and having provided the necessary guidance and/ or support, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his duties.

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, whose decision shall be final and binding on both parties.



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12.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

13. GENERAL

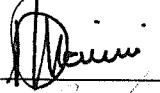
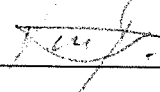
13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his 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 **Employee** shall be submitted to the MEC responsible for local government in the province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.


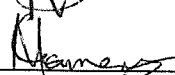
Thus **done** and **signed** at Mbombela on this the 20th day of July 2021.

AS WITNESSES:

1. 
2. 


EMPLOYEE

AS WITNESSES:

1. 
2. 


MUNICIPAL MANAGER

ANNEXURE A

PERFORMANCE PLAN

1. PURPOSE

The Performance Plan defines the Council's expectations of the Performance Agreement of the **Employee** and Section 57(5) of the Municipal Systems Act, which provides that performance objectives and targets shall be based on the Key Performance Areas and Indicators as set in the Ehlanzeni District Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. KEY RESPONSIBILITIES

The following objectives of local government will inform the **Employee's** performance against set performance indicators

- a. Provide democratic and accountable government for local communities
- b. Ensure the provision of services to communities in a sustainable manner
- c. Promote social and economic development
- d. Promote a safe and healthy environment
- e. Encourage the involvement of communities and community-based organisations in 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 in the table below:

Basic Service Delivery

Municipal Institutional Development and Transformation

Local Economic Development

Municipal Financial Viability and Management

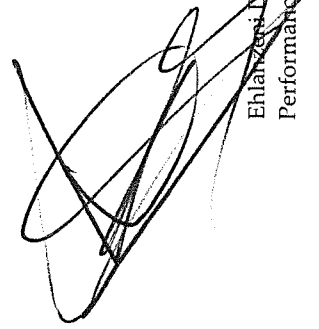
Good Governance and Public Participation



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ANNEXURE A PERFORMANCE PLAN



Ehlangeni District Municipality: FY 2021/2022
Performance Agreement: Mr. RS Makwakwa

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To contribute to employee wellness by the implementation of the EAP

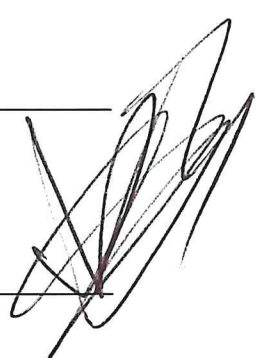
SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FY2021/22
CORPORATE SERVICES AND ADMINISTRATION
STRATEGIC DEPARTMENTAL LAYER

STRATEGIC OBJECTIVE	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL PROGRAMME	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PROJECTS	BUDGET		IMPLEMENTING BUSINESS UNITS	KEY PERFORMANCE AREA	NATIONAL PRIORITY
							OPERATIONAL	FY2021/22 CAPITAL			
DELIVER SERVICES AND IMPLEMENT PROJECTS IN LINE WITH THE MANDATE OF EDM	To award bursaries to qualifying students	Mayoral Bursary Programme	Finalisation of awarding bursaries for 2021 to students by the Bursary Committee	Bursaries to students for 2019 was finalised & awarded on 28 February 2019 by the Bursary Committee	Bursaries to students for 2021 finalised & awarded by the Bursary Committee by 28 February 2022	Mayor's Bursary Programme (Students)	400 000		Human Resource Management	Service Delivery and Infrastructure Development	All priorities
TO SUPPORT LOCAL MUNICIPALITIES IN SPECIFIC AREAS OF NEED	To provide support to LMs on institutional matters	LM Support	% of requests from LMs attended/responded to for LM Support	New KPI	100% of requests from LMs attended/responded for LM Support by 30 June 2022	LM Support	Opex		All Units	Service Delivery and Infrastructure Development	All priorities
STRENGTHEN IGR AND STAKEHOLDER RELATIONS	To coordinate the Corporate Services Fora	Corporate Services Forum	Number of District Communication Forum (DCF) Meetings held	4 District Communication Forum meetings were held during the 2018/19 FY	4 District Communication Forum meetings held by 30 June 2022	District Communicator's Forum	Opex		Communication	Public Participation and Good Governance	All priorities
			Number of Human Resources Forum meetings held	3 HR & Skills Development Forum meetings during 2019/20 FY	3 Human Resources Forum meetings held by 30 June 2022	Human Resource and Skills Development Forum	Opex		Human Resource Management	Public Participation and Good Governance	All priorities
			Number of Occupational Health & Safety Forum meetings held	2 Occupational Health & Safety Forum Meetings during the 2019/20 FY	3 Occupational Health & Safety Forum Meetings by 30 June 2022	Human Resource and Skills Development Forum	Opex		Human Resource Management	Public Participation and Good Governance	All priorities



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STRATEGIC OBJECTIVE	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL PROGRAMME	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PROJECTS	BUDGET		IMPLEMENTING BUSINESS UNITS	KEY PERFOR- MANCE AREA	NATIONAL PRIORITY
							OPERATIONAL	CAPITAL			
IMPROVE STAFF SKILLS AND DEVELOPMENT	To improve skills and development of staff	Capacity Building and staff development	Number of meetings held by the Good Governance and Administration Cluster	3 Good Governance Cluster meetings held during the 2019/20 FY	3 Good Governance and Administration Cluster meetings held by 30 June 2022	Good Governance Cluster	Opex		Human Resource Management	Public Participation and Good Governance	All priorities
			Number of Legal Advisory Forum meetings held	1 Legal Advisory Forum meeting held during 2019/20 FY	1 Legal Advisory Forum meeting held by 30 June 2022	Legal Advisory Forum	Opex		Legal Service	Public Participation and Good Governance	All priorities
			Number of Executive Mayors Forum meetings held	1 Executive Mayor's Forum meetings were held during the 2019/20 FY	3 Executive Mayors Forum meetings held by 30 June 2022	Executive Mayors Forum	36 012		IGR	Public Participation and Good Governance	All priorities
			Number of Municipal Manager's Forum meetings held	1 Municipal Manager's Forum meetings were held during the 2019/20 FY	3 Municipal Manager's Forum meetings held by 30 June 2022	Municipal Manager's Forum					
			Number of Skills Development Programmes implemented in terms of PDPs	26 Skills Development Programmes were implemented in 2019/20 FY	24 Skills Development Programmes implemented in terms of PDPs by 30 June 2022	Skills Development Programme	530 265		Human Resource Development	Institutional Development and Transformation	All priorities
			Submission of WSP & ATR to LGSETA	2020/21 WSP & ATR was submitted to LGSETA 31 May 2020	2021/22 WSP & ATR submitted to LGSETA by 30 April 2022	Submission of the WSP & ATR to LGSETA	Opex		Human Resource Development	Institutional Development and Transformation	All priorities



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STRATEGIC OBJECTIVE	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL PROGRAMME	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PROJECTS	BUDGET			IMPLEMENTING BUSINESS UNITS	KEY PERFORMANCE AREA	NATIONAL PRIORITY
							OPERATIONAL	CAPITAL				
								FY2021/22				
IMPROVE INTERNAL AND EXTERNAL COMMUNICATIONS	Improve communications with all stakeholders and internal relations	Implementation of the Communication Strategy	% of qualifying applicants (officials) awarded bursaries in terms of the Bursary Policy for 2021	100% of qualifying applicants were awarded bursaries during 2019/20 FY	100% of qualifying applicants (officials) awarded bursaries for 2022 by 28 February 2022	Awarded bursaries to officials	439 221		Human Resource Management	Institutional Development and Transformation	All priorities	
			Number of Internal news letters circulated	8 Internal newsletters were circulated during the 2019/20 FY	8 Internal Newsletters circulated by 30 June 2022	Internal Newsletter	Opex		Communication	Institutional Development and Transformation	All priorities	
			Final & Approved Annual Report printed & sent to relevant offices (2019/20 FY Annual Report)	2018/19 FY Annual Report was approved in 27 March 2019 & distributed by 30 April 2019	Final & Approved Annual Report printed & distributed by 30 April 2022 (2019/20 FY Annual Report)	Annual Report	873 749					
			Number of articles featuring EDM publicised	5 articles featuring EDM for FY2019/20	8 Articles featuring EDM publicised by 30 June 2022	Marketing of EDM						
IMPROVE INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT	To ensure the implementation of the HR Strategy, as well as the adherence to policies and procedures	HR Programmes	Number of Media Awareness Campaigns held	3 events/ programmes publicised through radio slots during the 2019/20FY	12 Media Awareness Campaigns held through any media platform by 30 June 2022	Media Awareness Campaigns						
			% of Website compliant to the MFMA & other legislative framework	100% Website compliant to the MFMA during the 2019/20 FY	100% Website compliant to the MFMA & other legislative framework by 30 June 2022	Updating of website	Opex					

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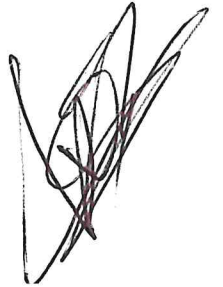


STRATEGIC OBJECTIVE	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL PROGRAMME	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PROJECTS	BUDGET		IMPLEMENTING BUSINESS UNITS	KEY PERFORMANCE AREA	NATIONAL PRIORITY
							OPERATIONAL	CAPITAL			
			Number of workshops conducted for Officials on HR Policies	No departments were workshoped on HR Policies (exemption due to covid-19) during 2019/20 FY	1 Workshop conducted for Officials on HR Policies by 30 June 2022	HR Policies	Opex		Human Resource Management	Institutional Development and Transformation	All priorities
			Number of projects implemented as part of the Employee Wellness Programme	2 Projects implemented as part of the Employee Wellness Programme during 2019/20 FY	4 Projects implemented as part of the Employee Wellness Programme by 30 June 2022	Employee Wellness Programme	83 752		Human Resource Management	Institutional Development and Transformation	
		Formalised agreements (SLAs/MOUs)	Submission of the EE report to the Department of Labour	EE Report was submitted to Department of Labour on 20 December 2019	EE Report submitted to the Department of Labour by 31 January 2022	Employment Equity Plan	Opex		Human Resource Management	Institutional Development and Transformation	
		Legal matters	% of requests responded to in terms of Agreements	100% of request responded to during the 2019/20FY	100% of requests responded to in terms of Agreements by 30 June 2022	Formalised agreements (SLAs/MOUs)	Opex		Legal Service	Institutional Transformation and Development	All priorities
		Portfolio Committee meetings	% of legal and labour related matters attended to	100% of legal and labour related matter attended during the 2019/20 FY	100% of legal and labour matter attended by 30 June 2022	Legal matters	Opex		Legal Service	Institutional Transformation and Development	All priorities



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STRATEGIC OBJECTIVE	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL PROGRAMME	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PROJECTS	BUDGET		IMPLEMENTING BUSINESS UNITS	KEY PERFORMANCE AREA	NATIONAL PRIORITY
							OPERATIONAL	CAPITAL			
		Attendance of Council meetings	Number of Portfolio Committee meetings held	New KPI	28 Portfolio Committee meetings held by 30 June 2022	Portfolio Committee meetings	Opex		Human Resource Management	Institutional Transformation and Development	All priorities
ENSURE PRUDENT FINANCIAL MANAGEMENT	To manage the use and cost of the telephone system and cellular phones	Telephone management system	Number of consolidated reports submitted to the Speaker on the attendance of council structure(Section 79 & 80 committees and Council meetings)	New KPI	4 Consolidated reports submitted to the Speaker on the attendance of council structure by 30 June 2022	Attendance of Council meetings	Opex		Human Resource Management	Institutional Transformation and Development	All priorities
MANAGE PERFORMANCE	Management of Performance Through the Individual Performance Management Systems	To implement and maintain the IPMS	Number of Monthly reconciliation reports done	12 Monthly reconciliation reports were done (Cellphones & Telephone bills) during the 2019/20 FY	12 Monthly reconciliation reports (Cellphones & Telephone bills) done by 30 June 2022	Telephone system management	1 802 619		Human Resource Management	Financial Viability and Management	All priorities
			% of IPM Contracts to be signed by all Employees	97% of IPM Contracts were signed during the 2019/20 FY	100% of IPM Contracts to be signed by all Employees before 31 July 2021 (New employees - within 60 days)	Individual Performance Contract	Opex		IPMS	Institutional Development and Transformation	All priorities



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STRATEGIC OBJECTIVE	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL PROGRAMME	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PROJECTS	BUDGET		IMPLEMENTING BUSINESS UNITS	KEY PERFOR- MANCE AREA	NATIONAL PRIORITY
							OPERATIONAL	CAPITAL			
			Number of Performance Feedback Sessions held	4 Individual Performance Feedback Sessions were held during the 2019/20 FY	4 Individual Performance Feedback Sessions held by 30 June 2022	Individual Performance Feedback	Opex				
			Number of employees awarded with the Batho Pele Departmental Employee Certificates	No Employees were awarded with the Batho Pele Departmental Employee Certificates during the 2019/20 FY (due to pandemic)	8 Employees awarded with the Batho Pele Departmental Employee Certificates by 30 June 2022	Batho Pele Departmental Employee	20 000				
			Completion of the 2019/20 FY IPMS performance appraisal	2018/19 FY Performance Appraisal completed in 30 June 2020	IPMS Performance Appraisal for 2020/21 FY completed by 30 June 2022	Performance Appraisals	Opex				
Sub total							4 185 618	-			
Other Opex / Capex							44 879 814	600 000	DMC SCAN		
Total Expenditure							49 065 432	600 000			



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SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR FY 2021/22

LEGAL SERVICES
BUSINESS UNIT LAYER

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STRATEGIC OBJECTIVE	DEPARTMENTAL OBJECTIVE	PROJECT OBJECTIVE	PROJECT NAME	PROJECT LOCATION	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET FOR 2021/22 FY	BUDGET		PLANNED Q1				PLANNED Q2				PLANNED Q3				PLANNED Q4																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
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STRENGTHEN IGR AND STAKEHOLDER RELATIONS	To strengthen the District IGR and stakeholder relations	To share best practices on legal matters within the district stakeholders.	Legal Advisory Forum	EDM	Number of Legal Advisory Forum meetings held	New KPI	2 Legal Advisory Forum meeting held by 30 June 2022	Opex	No planned activity	1 Legal Advisory Forum Meeting held	Opex	1 Legal Advisory Forum Meeting held	Opex	No planned activity	Opex	1 Legal Advisory Forum Meeting held	Opex																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						

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SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR FY2021/22
INDIVIDUAL PERFORMANCE MANAGEMENT

BUSINESS UNIT LAYER																					
STRATEGIC OBJECTIVE	DEPARTMENTAL OBJECTIVE	PROJECT OBJECTIVE	PROJECT NAME	PROJECT LOCATION	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET FOR 2021/22 FY	BUDGET		PLANNED Q1		PLANNED Q2		PLANNED Q3		PLANNED Q4					
								OPERATIONAL	CAPITAL	ACTIVITIES	EXPENDITURE		ACTIVITIES	EXPENDITURE		ACTIVITIES	EXPENDITURE		ACTIVITIES	EXPENDITURE	
											OPEX	CAPEX		OPEX	CAPEX		OPEX	CAPEX		OPEX	CAPEX
MANAGE PERFORMANCE	Management of Performance Through the Organisational and Individual Performance Management Systems	To implement and maintain the IPMS	Individual Performance Management System	EDM	% of IPM Contracts to be signed by all Employees	97% of IPM Contracts were signed during the 2019/20 FY	100% of IPM Contracts to be signed by all Employees before 31 August 2021 (New employees - within 60 days)	Opex		Prepare IPMS contracts to be signed by 31 August 2021 (New employees - within 60 days) & submit a report to the MM		Prepare IPMS contracts for new appointments		Prepare IPMS contracts for new appointments		Prepare IPMS contracts for new appointments					
		To implement and maintain the IPMS	Performance Feedback Sessions	EDM	Number of Performance Feedback Sessions held	4 Individual Performance Feedback Sessions were held during the 2019/20 FY	4 Individual Performance Feedback Sessions held by 30 June 2022	Opex		1 Feedback session (all departments)		1 Feedback session (all departments)		1 Feedback session (all departments)		1 Feedback session (all departments)					
		To motivate employees to perform and maintain the EDM WorkplaceStandards	Balho Pele Departmental Employee	EDM	Number of employees awarded with the Balho Pele Departmental Employee Certificates	No Employees were awarded with the Balho Pele Departmental Employee Certificates during the 2019/20 FY	8 Employees awarded with the Balho Pele Departmental Employee Certificates by 30 June 2022	20 000		3 x Award the Balho Pele Departmental Employee certificate	3 000	2 x Award the Balho Pele Departmental Employee certificate	2 000	3x Award the Balho Pele Organisational Employee certificate	5 000	Awarding the Balho Pele Organisational Employee of the Year	20 000				
		To implement and maintain the IPMS	Performance Appraisals	EDM	Completion of the 2020/21 FY IPMS performance appraisal	2018/19 FY Performance Appraisal completed in 30 June 2020	IPMS Performance Appraisal for 2020/21 FY completed by 30 June 2022	Opex		Progress Status - Employee Assessments		Coordinate Technical PRRC Meeting		Coordinate PRRC Meeting		Submission of Report Council					
								20 000			3 000		2 000		5 000		20 000				

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SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR FY2021/22
INTER GOVERNMENTAL RELATIONS (IGR)
BUSINESS UNIT LAYER

STRATEGIC OBJECTIVE	DEPARTMENTAL OBJECTIVE	PROJECT OBJECTIVE	PROJECT NAME	PROJECT LOCATION	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2021/22 FY	BUDGET		PLANNED Q1		PLANNED Q2		PLANNED Q3		PLANNED Q4						
								OPERATIONAL	CAPITAL	ACTIVITIES	CUMULATIVE BUDGET		ACTIVITIES	CUMULATIVE BUDGET		ACTIVITIES	CUMULATIVE BUDGET		ACTIVITIES	CUMULATIVE BUDGET		
											OPEX	CAPEX		OPEX	CAPEX		OPEX	CAPEX		OPEX	CAPEX	OPEX
STRENGTHEN IGR AND STAKEHOLDER RELATIONS	To strengthen the District IGR and stakeholder relations	Coordinating of Executive Mayor's Forum	Executive Mayor Forum	EDM & LMs	Number of Executive Mayors Forum meetings held	1 Executive Mayor's Forum meetings were held during the 2019/20 FY	3 Executive Mayors Forum meetings held by 30 June 2022	36 012		No Planned Activities		12 004	1 Executive Mayor's Forum Meeting	12 004	1 Executive Mayor's Forum Meeting	36 012						
IMPROVE INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT	To coordinate the meetings of the Good Governance Cluster	Good Governance Cluster	EDM	Number of meetings held by the Good Governance and Administration Cluster	3 Good Governance Cluster meetings held during the 2019/20 FY	3 Good Governance and Administration Cluster meetings held by 30 June 2022	3 Municipal Manager's Forum meetings held by 30 June 2022			1 Good Governance & Administration Cluster meeting held			1 Good Governance & Administration Cluster meeting held		1 Municipal Manager's Forum Meeting							
TO SUPPORT LOCAL MUNICIPALITIES IN SPECIFIC AREAS OF NEED	To provide support to LMs on institutional matters	LM Support	EDM	% of request from LMs attended/responded to for LM Support	New KPI	100% of request from LMs attended/responded for LM Support by 30 June 2022	Organisational Benchmarking Plan developed by 30 June 2022	Opex		2 Awareness Session held	Opex		2 Awareness Session held	Opex	1 Awareness Session held							

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SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR FY2021/22

COMMUNICATION

BUSINESS UNIT LAYER

BUSINESS UNIT: LATER																		
STRATEGIC OBJECTIVE	DEPARTMENTAL OBJECTIVE	PROJECT OBJECTIVE	PROJECT NAME	PROJECT LOCATION	PERFOR- MANCE INDICATOR	BASELINE	ANNUAL TARGET FOR 2021/22 FY	BUDGET		PLANNED Q1		PLANNED Q2		PLANNED Q3		PLANNED Q4		
								OPERATIONAL	CAPITAL	ACTIVITIES	EXPENDITURE		ACTIVITIES	EXPENDITURE		ACTIVITIES	EXPENDITURE	
											OPEX	CAPEX		OPEX	CAPEX		OPEX	CAPEX
STRENGTHEN UGR AND STAKEHOLDER RELATIONS	To coordinate the Corporate Services Fora	Maintain a platform for sharing of information between stakeholders	District Communicators Forum	Rotational location to all 5 municipalities including EDM	Number of District Communication Forum (DCF) Meetings held	3 District Communication Forum meetings held during the 2019/20 FY	4 District Communication Forum meetings held by 30 June 2022	Opex		1 District Communication Forum to be held	Opex		1 District Communication Forum to be held	Opex		1 District Communication Forum to be held	Opex	
TO SUPPORT LOCAL MUNICIPALITIES IN SPECIFIC AREAS OF NEED	To provide support to LMs on institutional matters	To provide support to LMs on institutional matters through request from LMs	LM Support	EDM	% of requests from LMs attended/responded to for LM Support	New KPI	100% of requests from LMs attended/responded for LM Support by 30 June 2022	Opex		100% of request responded to	Opex		100% of request responded to	Opex		100% of request responded to	Opex	
IMPROVE INTERNAL AND EXTERNAL COMMUNICATIONS	Improve communications with all stakeholders and internal relations	To improve communication between departments	Internal newsletter	EDM	Number of Internal news letters circulated	8 Internal newsletters were circulated during the 2019/20 FY	8 Internal Newsletters circulated by 30 June 2022	Opex		2 Internal Newsletters circulated	Opex		2 Internal Newsletters circulated	Opex		2 Internal Newsletters circulated	Opex	
		To coordinate the departmental submissions for Annual Report	Coordination of the Annual Report	EDM	Final & Approved Annual Report printed & sent to relevant offices (2020/21 FY Annual Report)	2018/19 FY Annual Report was approved in 27 March 2019 & distributed by 30 April 2019	Final & Approved Annual Report printed & distributed by 30 April 2022 (2020/21 FY Annual Report)	873 749		Coordinate the departmental submissions for 2020/21 Annual Report development	218 437		Preparation of the draft Annual Report	436 875		Submission of Draft Annual Report to Council	655 312	873 749
		To market EDM in publications	Marketing of EDM	EDM	Number of articles featuring EDM published	5 articles featuring EDM for FY2019/20	8 Articles featuring EDM published by 30 June 2022			2 Article featuring EDM published			2 Article featuring EDM published			2 Article featuring EDM published		
		Media campaigns to create awareness on EDM Programmes and market EDM	Radio interviews Flyers/Pamphlets Loud Hailing	EDM	Number of Media Awareness Campaigns held	3 events/ programmes publicised through radio slots during the 2019/20FY	12 Media Awareness Campaigns held through any media platform by 30 June 2022			3 Media Awareness Campaigns held			3 Media Awareness Campaigns held			3 Media Awareness Campaigns held		
		To have an updated and MFMA compliant website.	Updating of website	EDM	% of Website compliant to the MFMA & other legislative framework	100% Website compliant to the MFMA during the 2019/20 FY	100% Website compliant to the MFMA & other legislative framework by 30 June 2022	Opex		* Section 56 & 57 Performance Agreements * 2021/22 FY SDBIP * Annual Performance Report (APR) for 2019/20 FY * 3 x Section 71 Reports * IDP & Budget Framework	Opex		* 1st Quarter Performance Report * 3 x Section 71 Reports	Opex		* Mid-Term Budget & Assessment Report * Annual Report * 3 x Section 71 Reports	Opex	

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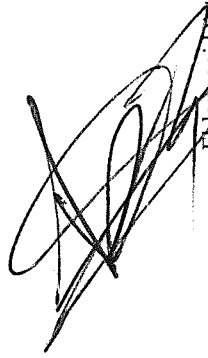
SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR FY2021/22
INDIVIDUAL PERFORMANCE MANAGEMENT
BUSINESS UNIT LAYER

BUSINESS UNIT LATER																					
STRATEGIC OBJECTIVE	DEPARTMENTAL OBJECTIVE	PROJECT OBJECTIVE	PROJECT NAME	PROJECT LOCATION	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET FOR 2021/22 FY	BUDGET		PLANNED Q1		PLANNED Q2		PLANNED Q3		PLANNED Q4					
								OPERATIONAL	CAPITAL	ACTIVITIES	EXPENDITURE		ACTIVITIES	EXPENDITURE		ACTIVITIES	EXPENDITURE		ACTIVITIES	EXPENDITURE	
											OPEX	CAPEX		OPEX	CAPEX		OPEX	CAPEX		OPEX	CAPEX
MANAGE PERFORMANCE	Management of Performance Through the Organisational and Individual Performance Management Systems	To implement and maintain the IPMS	Individual Performance Management System	EDM	% of IPM Contracts to be signed by all Employees	97% of IPM Contracts were signed during the 2019/20 FY	100% of IPM Contracts to be signed by all Employees before 31 August 2021 (New employees - within 60 days)	Opex		Prepare IPMS contracts to be signed by 31 August 2021 (New employees - within 60 days) & submit a report to the MM			Prepare IPMS contracts for new appointments			Prepare IPMS contracts for new appointments					
		To implement and maintain the IPMS	Performance Feedback Sessions	EDM	Number of Performance Feedback Sessions held	4 Individual Performance Feedback Sessions were held during the 2019/20 FY	4 Individual Performance Feedback Sessions held by 30 June 2022	Opex		1 Feedback session (all departments)			1 Feedback session (all departments)			1 Feedback session (all departments)					
		To motivate employees to perform and maintain the EDM WorkplaceStandards	BathoPele Departmental Employee	EDM	Number of employees awarded with the Batho Pele Departmental Employee Certificates	No Employees were awarded with the Batho Pele Departmental Employee Certificates during the 2019/20 FY	8 Employees awarded with the Batho Pele Departmental Employee Certificates by 30 June 2022	20 000		3 x Award the Batho Pele Departmental Employee certificate	3 000		2 x Award the Batho Pele Departmental Employee certificate	2 000		3x Award the Batho Pele Organisational Employee of the Year	20 000				
		To implement and maintain the IPMS	Performance Appraisals	EDM	Completion of the 2020/21 FY IPMS performance appraisal	2018/19 FY Performance Appraisal completed in 30 June 2020	IPMS Performance Appraisal for 2020/21 FY completed by 30 June 2022	Opex		Progress Status - Employee Assessments			Coordinate PRRC Meeting			Coordinate PRRC Meeting					
								20 000			3 000			2 000			5 000		20 000		



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ANNEXURE B PERSONAL DEVELOPMENT PLAN



Ehlanzeni District Municipality: FY 2021/2022
Performance Agreement: Mr. RS Makwakwa

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EHLANZENI
DISTRICT MUNICIPALITY

PERSONAL DEVELOPMENT PLAN (PDP) FY2021/22

DEPARTMENT	Corporate Services
SECTION	Corporate Services
JOB TITLE	General Manager: Corporate Services
INCUMBENT	Roy Steven Makwakwa

PURPOSE:	To enhance skills and competencies and to execute responsibilities in an effective manner
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AREA IDENTIFIED FOR DEVELOPMENT	OBJECTIVE OF DEVELOPMENT	TYPE OF INTERVENTION (SHORT COURSE, BURSARY)	QUARTER TARGETED (TIME FRAME)
Management	Enhance management skills	Bursary	Q4

You may attend a conference within the year that would be a substitute for any of the areas.

CONFERENCES TO BE ATTENDED	TYPE OF CONFERENCE
SALGA	Both Provincial & National Conferences
IMPSA	National Conference & Working Groups

Signatures:

Employee

Date

20/07/2021

Manager

Date

28/07/2021