



CITY OF  
**TSHWANE**  
IGNITING EXCELLENCE

***PERFORMANCE AGREEMENT***

MADE AND ENTERED INTO BY AND BETWEEN:

**THE CITY OF TSHWANE  
AS REPRESENTED BY THE  
CITY MANAGER**

**MR. JOHANN METTLER**

AND

**MR. MUSA KHUMALO**

**ACTING GOVERNANCE AND SUPPORT OFFICER**

FOR THE

**FINANCIAL YEAR: 1 JULY 2023  
- 30 JUNE 2024**

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## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The City of Tshwane (CoT) herein represented by Mr. Johann Mettler in his capacity as **City Manager** (hereinafter referred to as the **Employer** or Supervisor)

And

**Mr. Musa Khumalo**, Acting Governance and Support Officer Employee of the Municipality (hereinafter referred to as the **Employee**).

### WHEREBY IT IS AGREED AS FOLLOWS:


#### 1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 56 of the Local Government: Municipal Systems Act 32 of 2000, as amended, ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 56 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 the relevant Sections of the Systems Act.

#### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of the Systems Act as well as the employment contract entered into between the parties.
- 2.2 specify national and municipal key performance areas (KPA's), key performance indicators (KPI's) 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, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 specify and plan for competency gaps as set out in a personal development plan (PDP), which forms an annexure to the performance agreement (a PDP for addressing developmental gaps which have been identified during the previous financial year must form part of the annual revised performance agreement);
- 2.5 monitor and measure performance against set targeted outputs;
- 2.6 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.7 In the event of outstanding performance, to appropriately reward the employee; and



Mettler

- 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 **1 July 2023** and will remain in force until **30 June 2024**. 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 to July each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year not later than 31 July of each successive financial year for the next financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon. The **Employee** will be fully consulted before any such change is made.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 KEY PERFORMANCE AREAS (KPA's)

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 the KPA's, KPI's and targets that must be met by the **Employee**; and
  - 4.1.2 the time frames within which those KPA's, KPI's and targets must be met.
- 4.2 The KPA's, KPI's 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 KPA's, KPI's and targets, target dates and weightings.
- 4.2.1 The KPA's describe the main tasks that need to be done.
  - 4.2.2 The KPI's provide the details of the evidence that must be provided to show that a KPA has been achieved.
  - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
  - 4.2.4 The weightings show the relative importance of the KPA's to each other.

### 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**.
- 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**.

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- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPA's (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** must be assessed against both components, with a weighting of 80:20 allocated to the KPA's and the Core Managerial Competencies (CMCs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPA's covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per the attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**.
- 5.7 The CCR's will make up the other 20% of the **Employee's** assessment score. The CMCs of the Acting Governance and Support Officer are in Annexure A to this agreement.

CORE MANAGERIAL COMPETENCIES (CMC)	WEIGHT
Financial Management (compulsory)	4
Service Delivery Orientation	4
Governance Leadership	4
Client Orientation and Customer focus (compulsory)	4
Human Capital Management (Compulsory)	4
Total weight	20

## 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal will involve:
- 6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**
- (a) Each KPA and its indicator(s) will 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 will be used for each KPA and indicator (see paragraph 6.6).

**6.5.2 Assessment of the CCR's**

- (a) Each applicable CCR and its indicator(s) will be assessed according to the extent to which the performance indicators and standards have been met.
- (b) An indicative rating on the five-point scale will be provided for each CCR and indicator (see paragraph 6.6).
- (c) This rating will be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

**6.5.3 Overall rating**

An overall rating will be calculated. Such overall rating represents the outcome of the performance appraisal.

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

Description		Rating	5-Point Rating
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.	5	150% and above
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.	4	130% -149%
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.	3	100% - 129%
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.	2	60% - 99%
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.	1	0% - 59%

6.7 Each KPI (outputs and CCR's) will be rated according to the abovementioned five-point scale. The score of each KPI is calculated as follows:

$$\text{Weight per indicator} \times \frac{\text{rate}}{3}$$

The sum of respectively all the output KPI scores and all the CC KPI scores is converted to 80% and 20%. The sum of these two scores is used for calculating performance bonuses (see paragraph 11.2)

6.8 For purposes of evaluating the annual performance of the Acting Governance and Support Officer an evaluation panel constituted of the following persons must be established -

- 6.8.1 City Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- 6.8.4 City Manager from another municipality.

## 7. SCHEDULE FOR PERFORMANCE COACHING

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

First quarter (July to September)	:	November 2023
Second quarter (October to December)	:	February 2024
Third quarter (January to March)	:	May 2024
Fourth quarter (April to June)	:	August 2024

- 7.2 The responsibility for rescheduling a canceled coaching session will be with the individual who requested the rescheduling.
- 7.3 The fourth quarter coaching is followed up by a review which may be conducted concurrently with the coaching session.
- 7.4 The **Employer** shall keep a record of the mid-year coaching and annual assessment meetings.
- 7.5 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.
- 7.6 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 7.7 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is included 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 him / her to meet the performance objectives and targets established in terms of this Agreement; and



9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

## 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;

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 will form the basis for rewarding outstanding performance or correcting unacceptable performance.

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

Score	Performance Rating		Bonus Amount
5	Score Above 150%	Outstanding Performance	10%-14% of Total Package
4	Score of 130% - 149%	Significantly above Expectation	5% - 9% of Total Package
3	Score of 100% - 129%	Fully effective	0%
2	Below 100%	Not fully Effective and Unacceptable Performance	No Bonus but Remedial Action is required

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

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

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

## 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 salary increment in the agreement, must be mediated by -

(a) In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and

(b) In case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) within thirty (30) days of receipt of a formal dispute from the employee

12.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by-

(a) In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and  
(b) In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27 (4)(e), within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.

12.3 In the event that the mediation processes contemplated above fails, clause 22 of the Contract of Employment shall apply.

**13. GENERAL**

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

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results must be submitted to the Mayoral Committee of the CoT within thirty (30) days after conclusion of the assessment.

Thus done and signed at .....Tshwane.....on this the.....<sup>28</sup> day of July 2023

AS WITNESSES:

1. \_\_\_\_\_



\_\_\_\_\_  
EMPLOYEE

2. \_\_\_\_\_

AS WITNESSES:

1. \_\_\_\_\_



\_\_\_\_\_  
EMPLOYER

2. \_\_\_\_\_





CITY OF  
**TSHWANE**  
IGNITING EXCELLENCE

# **ANNEXURE A PERFORMANCE PLAN**

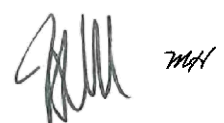
**FOR**

**MR. MUSA KHUMALO  
ACTING GOVERNANCE AND SUPPORT  
OFFICER**

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**Contents**

<b>1. PURPOSE .....</b>	<b>3</b>
<b>2. OBJECTIVES OF LOCAL GOVERNMENT .....</b>	<b>3</b>
<b>3. SCORECARD OF THE ACTING GOVERNANCE AND SUPPORT OFFICER .....</b>	<b>3</b>
3.2 CORE MANAGERIAL COMPETENCIES OF THE ACTING GOVERNANCE AND SUPPORT OFFICER.....	4
3.3 DETAILED SCORECARD OF THE ACTING GOVERNANCE AND SUPPORT OFFICER .....	6
<b>4 ACCEPTANCE OF PLAN .....</b>	<b>15</b>

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**1. PURPOSE**

The performance plan defines the Council's expectations of the Acting Governance and Support Officer'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 SDBIP, as reviewed annually.

**2. OBJECTIVES OF LOCAL GOVERNMENT**

The following objectives of local government informed the IDP of the CoT and will inform the Acting Governance and Support Officer's performance against set performance indicators:

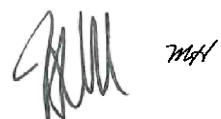
- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community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

**3. SCORECARD OF THE ACTING GOVERNANCE AND SUPPORT OFFICER**

- 3.1 The City of Tshwane developed the 2022/23 SDBIP responding to the 2022/26 IDP development, which anchored on the 10 strategic priorities. The targets to achieve the strategic priorities are defined in the EM approved SDBIP of FY (22/23). The Acting Governance and Support Officer is to ensure that commitments made by the City Manager are achieved.

The scorecard of the Acting Governance and Support Officer is made up of the following:

- Core managerial competencies of the Acting Governance and Support Officer (3.2 below)
- Core service delivery targets of the Acting Governance and Support Officer (3.3 below)

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### 3.2 CORE MANAGERIAL COMPETENCIES OF THE ACTING GOVERNANCE AND SUPPORT OFFICER (AGSO)

The core managerial competencies form 20% of the Acting Governance and Support Officer's total score. The core managerial competencies consist of the following and are scored as follows:

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PRIORITY	INTENTION OF STRATEGIC PRIORITY	Weight
Financial Management (Compulsory)	2  Provide stringent financial management and oversight	<ul style="list-style-type: none"> <li>Ensuring financial synergy (balance between where to invest, where to harvest, how to balance risk and how to ensure customers pay)</li> <li>Ensure financial liquidity (ability to be in a positive cash flow position, to be able to pay our short term financial obligations)</li> <li>Effective and efficient revenue, debtor and credit rating system. The system must ensure financial synergies that will ensure the optimum receipt of payment for services provided.</li> <li>Re-evaluation of the financial management system.</li> <li>Ensuring that contracts or service level agreements are signed within the stipulated timeframe.</li> <li>An improved credit rating to, negotiate better terms with regards external funding and loans, increase the level of public private partnership interventions and funding from both Provincial and National Government.</li> <li>Ensuring that creditors invoices are processed and submitted to within 15 days of receipt.</li> <li>Ensuring that purchase orders are created before any work is performed.</li> <li>Ensuring compliance with requirements of the asset management policy, MFMA and Standards of GRAP</li> </ul>	4%
Service Delivery Orientation	9  A professional public service that drives accountability and transparency	<ul style="list-style-type: none"> <li>The ability to explore and implement new ways of delivering services that contribute to the improvement of municipal processes to achieve municipal goals.</li> <li>Internal control system encompassing legislation, policies, procedures and people.</li> <li>Directing and control management activities with good systems and processes.</li> <li>Focus on the integration of systems and processes.</li> <li>Managing our processes to achieve economies of scale or value chain integration.</li> <li>Establishment of entities in line with Section 93(F) of the Local Government Municipal Systems Act</li> <li>Ensuring achievement of business plans targets</li> </ul>	4%
People Management and Empowerment (Compulsory)	9  A professional public service that drives accountability and transparency	<ul style="list-style-type: none"> <li>Capacitate people on business processes to be effective leaders.</li> <li>Putting in place processes and steps to create entrepreneurship, ownership and instill a sense of pride in achieving the vision and mission of CoT.</li> <li>Effective decision-making through empowered leaders.</li> <li>Building continuity and sustainability of institutional arrangements.</li> <li>Leadership taking ownership of decision and results.</li> </ul>	4%

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PRIORITY	INTENTION OF STRATEGIC PRIORITY	Weight
		<ul style="list-style-type: none"> <li>• Building a centre of excellence through research and development.</li> <li>• Ensuring that employees are trained in line with the WSP</li> <li>• Ensuring that performance agreements with plan of subordinates are signed by 31 July</li> <li>• Ensuring that performance reviews for subordinates are conducted.</li> <li>• Ensuring that skills audits for employees are conducted.</li> <li>• To implement effective Change Management initiatives in department or region</li> </ul>	
Governance Leadership	<p>9</p> <p>A professional public service that drives accountability and transparency</p>	<ul style="list-style-type: none"> <li>• Able to promote, direct and apply professionalism in managing risk and compliance requirements of the Department/Division/Section and apply a thorough understanding of governance practices and obligations.</li> <li>• Ensuring implementation of MAYCO, EXCO and Council resolution</li> <li>• Ensuring that repeat findings are reduced for both internal and external audit</li> </ul>	4%
Client Orientation and Customer Focus (Compulsory)	<p>9</p> <p>A professional public service that drives accountability and transparency</p>	<ul style="list-style-type: none"> <li>• Understands the service needs of a client / customer (internal or external) and actively focuses on anticipating's meeting and exceeding the needs in a timely and appropriate manner.</li> <li>• Having satisfied customers.</li> <li>• Positive customer relationships.</li> <li>• Implement Batho Pele to ensure an accessible and accountable service.</li> </ul>	4%
<b>Total</b>		20	

### 3.3 DETAILED SCORECARD OF THE ACTING GOVERNANCE AND SUPPORT OFFICER

The following KPAs totalling a minimum of 80 points of the Acting Governance and Support Officer's scorecard apply.

The following dependencies apply:

- 1 Timely approvals of relevant authorities
- 2 Cooperation to all communicated requirements by relevant stakeholders
- 3 Provision of required resources (human and financial) as requested
- 4 Timely resolution of escalated risks by relevant decision makers

KPA	Performance Indicator	Weight	Cumulative Program Baseline (with effect from 01.04.2022)	Year-end Target	5-Year Target (2021/2026)	Quarterly Roll Out of year-end target				5-Point Rating Scale	Evidence Reference
						Q1	Q2	Q3	Q4		
Information, Communication and Technology (ICT)	% of mSCOA implementation as per implementation plan	7	45%	70%	100%	70%	70%	70%	70%	% achievement will be converted into the 5-point rating (i.e. % achieved/ % target * 100 = % 0% - 59% = 1 60% - 99% = 2 100% - 129% = 3 130% - 149% = 4 150% + = 5	Approved mSCOA project plan Quarterly status report on the implementation of mSCOA
To ensure the delivery of the corporate service delivery programmes on the SDBIP for the cluster: * Economic Development and Spatial Planning ();	% of quarterly planned Corporate Service Delivery Targets reached for programmes on the approved Corporate 2023/24 SDBIP	7	71%	96%	100%	96%	96%	96%	96%	% achievement will be converted into the 5-point rating (i.e. % achieved/ % target * 100 = % 0% - 59% = 1 60% - 99% = 2 100% - 129% = 3	Quarterly CoT performance report

KPA	Performance Indicator	Weight	Cumulative Program from 01.04.2022	Year-end Target	5-Year Target (2021/2026)	Quarterly Roll Out of year-end target				5-Point Rating Scale	Evidence Reference
						Q1	Q2	Q3	Q4		
Office of Chief Whip ( ), Group Human Capital Management ( ), Office of the Speaker ( )											
Economic Development and Spatial Planning	Number of job opportunities facilitated through the City's Economic Development Programmes	7	500	1000	5000	0	0	0	1000	#'s will be converted into % for rating purposes (i.e. # achieved/ # target * 100 = %) 0% - 59% = 1 60% - 99% = 2 100% - 129% = 3 130% - 149% = 4 150% + = 5	Letters from Investors confirming actual jobs created
Good Governance	% of litigations matters handled within the courts prescribed timeframe (merit of the case)	7	95%	95%	100%	95%	95%	95%	95%	% achievement will be converted into the 5-point rating (i.e. % achieved/ % target * 100 = %) 0% - 59% = 1 60% - 99% = 2 100% - 129% = 3 130% - 149% = 4 150% + = 5	Quarterly status report on litigation
Human Resource Management	# of HR Policies reviewed	7	5	3	5	N/A	N/A	N/A	3	#'s will be converted into % for rating purposes (i.e. #	3 approved and reviewed HR policies by MAYCO

KPA	Performance Indicator	Weight	Cumulative Program Baseline (with effect from 01.04.2022)	Year-end Target	5-Year Target (2021/2026)	Quarterly Roll Out of year-end target				5-Point Rating Scale	Evidence Reference
						Q1	Q2	Q3	Q4		
										achieved/ # target * 100 = % 0% - 59% = 1 60% - 99% = 2 100% - 129% = 3 130% - 149% = 4 150% + = 5	
	% of staff sent for training courses in line with the WSP	7	New KPI	70%	100%	N/A	70%	N/A	70%	% achievement will be converted into the 5-point rating (i.e. % achieved/ % target * 100 = %) 0% - 59% = 1 60% - 99% = 2 100% - 129% = 3 130% - 149% = 4 150% + = 5	*Approved work skills plan and training report or training Centres against approved work skills plan and proof of attendance from TLIMA
	% of citywide skills audits conducted against the plans	7	New KPI	70%	100%	N/A	70%	N/A	70%	% achievement will be converted into the 5-point rating (i.e. % achieved/ % target * 100 = %) 0% - 59% = 1 60% - 99% = 2 100% - 129% = 3 130% - 149% = 4 150% + = 5	*Status report on skills audits conducted from Group Human Capital Management.



KPA	Performance Indicator	Weight	Cumulative Program Baseline (with effect from 01.04.2022)	Year-end Target	5-Year Target (2021/2026)	Quarterly Roll Out of year-end target				5-Point Rating Scale	Evidence Reference
						Q1	Q2	Q3	Q4		
Good Governance	% monitoring of petitions resolutions	7	0%	50%	100%	50%	50%	50%	50%	% achievement will be converted into the 5-point rating (i.e. % achieved/ % target * 100 = %) 0% - 59% = 1 60% - 99% = 2 100% - 129% = 3 130% - 149% = 4 150% + = 5	Resolutions Tracking Register Quarterly status report on petitions resolutions monitored
						90%	90%	90%	90%		
Financial Management	% revenue collected based on YTD projections	4	90%	90%	100%	90%	90%	90%	90%	% achievement will be converted into the 5-point rating (i.e. % achieved/ % target * 100 = %) 0% - 59% = 1 60% - 99% = 2 100% - 129% = 3 130% - 149% = 4 150% + = 5	Quarterly Mayco report of GFS on revenue and SAP extract report
						98%	98%	98%	98%		
	% of overall opex budget vs opex targets achieved for the departments within the GSO Cluster.	2	82%	98%	98%	98%	98%	98%	% achievement will be converted into the 5-point rating (i.e. % achieved/ % target * 100 = %) 0% - 59% = 1 60% - 99% = 2	Quarterly Mayco report / Section 71 on Opex from finance department or SAP Extract report	

KPA	Performance Indicator	Weight	Cumulative Program Baseline (with effect from 01.04.2022)	Year-end Target	5-Year Target (2021/2026)	Quarterly Roll Out of year-end target				5-Point Rating Scale	Evidence Reference
						Q1	Q2	Q3	Q4		
Financial Management	Value of unauthorised, irregular, fruitless and wasteful expenditure incurred	2	R 78 164 681	0	0	0	0	0	0	<p>100% = 3 Over expenditure less than 5% = 2 Over expenditure above 5% = 1</p> <p>Achievement of 0 = rating of 3 Any value or number = rating of 1 5-point rating translation is: 0% - 59% = 1 100% - 129% = 3</p> <p>Section 71 report from GFS, SCM Performance report (GFS evidence to all departments)</p>	
Financial Management	% of overall capital budget spent for the department against YTD projections.	2	87%	100%	100%	98%	98%	98%	98%	<p>% achievement will be converted into the 5-point rating (i.e. % achieved/ % target * 100 = %) 0% - 59% = 1 60% - 99% = 2 100% = 3 Over expenditure less than 5% = 2</p> <p>Quarterly Mayco report on capital budget spent against expenditure / SAP extract report</p>	

KPA	Performance Indicator	Weight	Cumulative Program Baseline (with effect from 01.04.2022)	Year-end Target	5-Year Target (2021/2026)	Quarterly Roll Out of year-end target				5-Point Rating Scale	Evidence Reference
						Q1	Q2	Q3	Q4		
										Over expenditure above 5% = 1	
To ensure the delivery of the corporate service delivery programmes	% of quarterly planned capital projects milestones reached on the approved corporate 2023/24 SDBIP	2	33%	58%	100%	58%	58%	58%	58%	% achievement will be converted into the 5-point rating (i.e. % achieved/ % target * 100 = %) 0% - 59% = 1 60% - 99% = 2 100% - 129% = 3 130% - 149% = 4 150% + = 5	Quarterly report on planned capital project milestones / deliverables or Quarterly performance report from CSOP
Revenue enhancement	% of departmental financial recovery plan targets achieved against approved plan	2	16%	41%	100%	41% (Q4 22/23FY)	41% (Q1 23/24 FY)	41% (Q2 23/24 FY)	41% (Q3 23/24 FY)	% achievement will be converted into the 5-point rating (i.e. % achieved/ % target * 100 = %) 0% - 59% = 1 60% - 99% = 2 100% - 129% = 3 130% - 149% = 4 150% + = 5	*Approved citywide implementation plan and quarterly status report from GFS for 2021/22 FY and 2022/23 FY
Good governance	Unqualified Audit opinion achieved	2	Adverse Audit Opinion	Unqualified Audit opinion		N/A	N/A			Disclaimer = 1 Adverse audit opinion = 2 Unqualified audit opinion = 3	*AG report

KPA	Performance Indicator	Weight	Cumulative Program Baseline (with effect from 01.04.2022)	Year-end Target	5-Year Target (2021/2026)	Quarterly Roll Out of year-end target				5-Point Rating Scale	Evidence Reference
						Q1	Q2	Q3	Q4		
					Clean Audit opinion					Unqualified audit opinion with no findings for the department = 4 Clean audit = 5	
	% of AG and internal audit issues related to the department resolved	4	24%	49%	100%		49%	49%	49%	% achievement will be converted into the 5-point rating (i.e. % achieved/ % target * 100 = %) 0% - 59% = 1 60% - 99% = 2 100% - 129% = 3 130% - 149% = 4 150% + = 5	*MCAM/MLOG progress report from Internal audit indicating % of AG and internal audit findings resolved
Job inclusive economic growth	Nr of Jobs created through internship programmes	2	96	100	500		N/A	N/A	100	#s will be converted into % for rating purposes (i.e. # achieved/ # target * 100 = %) 0% - 59% = 1 60% - 99% = 2 100% - 129% = 3 130% - 149% = 4 150% + = 5	Report from Group Human Capital

KPA	Performance Indicator	Weight	Cumulative Program Baseline (with effect from 01.04.2022)	Year-end Target	5-Year Target (2021/2026)	Quarterly Roll Out of year-end target				5-Point Rating Scale	Evidence Reference
						Q1	Q2	Q3	Q4		
Job inclusive economic growth	Nr of new income earning opportunities facilitated by the City	2	1730	611	4 285	0	200	211	200	#'s will be converted into % for rating purposes (i.e. # achieved/ # target * 100 = %) 0% - 59% = 1 60% - 99% = 2 100% - 129% = 3 130% - 149% = 4 150% + = 5	Quarterly EPWP status report from Community and Social Development Services Department
<b>SUB-TOTAL FOR CORE DELIVERY PROGRAMMES</b>						80					
<b>SUB-TOTAL FOR CORE MANAGEMENT COMPETENCIES</b>						20					
<b>TOTAL</b>						100					

## ANNEXURE B PERSONAL DEVELOPMENT PLAN

Learning and Development Need <i>Provide a specific description of the desired change(e.g. skills to be gained, knowledge acquired, topics themes/content covered</i>	Type of Development <i>E.g. Course, workshop, conference, self-development (researcher, reading, etc.)</i>	Time-frame <i>E.g. Within a specific performance cycle. (July – June)</i>	Who is responsible <i>E.g. Incumbent or his/her Manager. Also specify the accredited Service Provider</i>	Further comments <i>E.g. Resource requirements, additional notes.</i>
Danish Digital Programme	Course	July 2023 - January 2024	Danish Embassy	Scholarship



**4 ACCEPTANCE OF THE PLAN**

**PERFORMANCE PLAN FOR MR MUSA KHUMALO for the Period: 01 July 2023 to 30 June 2024**

Signed and accepted by the incumbent:  
Mr. Musa Khumalo



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28 July 2023

Date:

Signed by the incumbent's immediate supervisor:  
Mr. Johann Mettler



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31 July 2023

Date: