

# Msunduzi Internal Newsletter

FEBRUARY 2025 | ISSUE



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# IN CONVERSATION WITH THE MUNICIPAL MANAGER



**MUNICIPAL MANAGER (ACTING) MS. NELISIWE NGCOBO**

## *Advancing Service Excellence Through Performance and Collaboration*

As we continue our journey through 2025, I want to reiterate our collective commitment to serving the people of Msunduzi Municipality with dedication, professionalism, and integrity. Our success hinges on each of us fulfilling our roles effectively, ensuring that we meet our constitutional and legislative mandates.

## **Understanding Our Mandate**

Our purpose as a local government is clearly defined in **Chapter 7 of the Constitution of the Republic of South Africa**, which outlines our duty to:

- Provide democratic and accountable governance.
- Ensure sustainable service delivery.
- Promote social and economic development.
- Encourage community participation.

To achieve these objectives, we must operate efficiently, and Performance Management is a critical tool in this endeavour.

Performance Management enables us to set clear goals, monitor progress, and enhance accountability. As stipulated in **Chapter 6 of the Municipal Systems Act**, this system is designed to support both management and staff in achieving our strategic objectives. It fosters continuous dialogue between supervisors and employees, ensuring that performance expectations are clear and that we collectively strive for excellence.

The **Performance Management Cycle** comprises four phases:

1. **Planning:** Setting goals and performance indicators aligned with our municipal strategy.
2. **Implementation:** Executing plans to meet service delivery targets.
3. **Monitoring:** Continuously assessing progress and addressing performance gaps.
4. **Evaluation:** Reviewing outcomes to learn and improve future efforts.

Central to our service delivery approach are the **Batho Pele** principles, which remind us to put people first. Upholding these principles means:

- Being accountable for our actions.
- Maintaining transparency in our operations.
- Striving for continuous improvement.

Each of us has a responsibility to embody these values, ensuring that our community receives the highest standard of service.

We acknowledge the active participation of our residents in recent public meetings regarding the proposed **increase in utility and other tariffs**. This process, amongst others, embodies the Batho Pele principles of transparency and consultation. The feedback and submissions raised will be considered as part of the consultative process towards the Municipality finalizing the tariff register for the new financial year. Our goal is to balance the financial sustainability of the municipality with the affordability of services for our community.

As part of our drive for massive service delivery, the Mayor has launched the ILIMA initiative—a collaborative effort aimed at revitalizing our municipality and restoring its former glory. This initiative calls for:

- Collective Action - Every staff member's active participation is crucial.
- Enhanced Collaboration - Working together across departments to achieve common goals.
- Renewed Commitment - Upholding the highest standards of service in all our endeavours.

Management is committed to creating a supportive environment that empowers each member of staff to excel. However, success requires mutual dedication. I urge each and every one of us to:

- Embrace performance management as a tool for personal and professional growth.
- Uphold the Batho Pele principles in our daily tasks.
- Engage actively in initiatives like ILIMA to drive transformative change.

Together, we can make 2025 a year of remarkable progress and service excellence for Msunduzi Municipality.

**Thank you for your unwavering dedication and hard work. Let us continue to rise to the occasion and elevate our municipality to new heights.**



## CONGRATULATIONS COMMUNICATIONS TEAM!

Msunduzi Municipality is honored to announce that, for the second consecutive year, the Municipality has been recognized for excellence in governance and revenue enhancement. In the 8th National Communicator's Forum, Msunduzi Municipality proudly received the awards for Most Proactive and Responsive Local Municipality and Most Active Team in Revenue Enhancement for 2024.

This achievement follows our success in 2023, where we were honored with three awards at the South African Local Government Association's (SALGA) seventh national communicators forum, including recognition as the most active communications team on revenue collection.

These consecutive accolades are a testament to our unwavering commitment to serving the Msunduzi community with excellence, innovation, and accountability. They reflect the hard work and dedication of our teams, who have tirelessly implemented forward-thinking strategies to enhance revenue, improve service delivery, and foster trust with our citizens.

We extend our heartfelt gratitude to all staff, stakeholders, and community members who contribute daily to making Msunduzi a beacon of progress and leadership in local governance. Together, we continue to strive for excellence in all that we do.



## DRAFT RATES AND TARIFFS 2025/2026 PUBLIC CONSULTATION

Msunduzi Municipality's Mayor, Cllr Mzimkhulu Thebolla, and Acting Municipal Manager Nelisiwe Ngcobo participated in the Draft Rates and Tariffs 2025/2026 Public Consultation, which is scheduled to take place over three a day period. This consultation brings government representatives, business stakeholders, and residential associations to discuss the proposed increases in municipal service tariffs, including those for water and electricity.

'Such public consultation meetings are essential for promoting transparency, gathering community feedback, and addressing public concerns before finalizing any tariff changes' added Mayor.

During the presentations, an overview of the municipality's government debt was provided, which currently totals R202 million in outstanding property rates for the year to date.

The tariff assessments are conducted in accordance with Section 74 of the Municipal Systems Act, which requires the public consultation process beginning today.

The scheduled dates for public participation regarding tariffs are as follows:

- 11 February 2025 - Government
- 12 February 2025 - Business
- 13 February 2025 - Residential and Civic Organisations

The municipality encourages the public to review the draft assessment rates and submit comments via email to [public.consultation@msunduzi.gov.za](mailto:public.consultation@msunduzi.gov.za) by 28 February 2025.

The proposed Tariffs and Charges draft register of 2025/2026, is available on the municipal website: [www.msunduzi.gov.za](http://www.msunduzi.gov.za) and hard copies will be placed on the following municipal facilities:

- City hall
- All municipal libraries
- ABM offices: Northern Area, Civic Centre, Imbali Offices, Edendale, Taylor's Halt.





# DRAFT RATES AND TARIFFS 2025/2026 PUBLIC CONSULTATION

Day 2 of Review of Municipal Rates And Tariffs For The 2025/2026 Financial Year

Msunduzi Municipality's Mayor, Cllr Mzimkhulu Thebolla, Deputy Mayor Mxolisi Mkhize alongside the Acting Municipal Manager Nelisiwe Ngcobo participated in the Draft Rates and Tariffs 2025/2026 Public Consultation.

These officials engaged in a more in depth discussion with local businesses concerning the proposed increases in municipal rates and tariffs, where business people were given a platform to raise concerns and allow municipal officials to note and respond to questions.

The Municipality promotes public participation and engagement including transparency in all its operations, and these engagements seek to ensure that businesses and residents are involved in the decision making processes of rates and tariffs increase.

"As we continue with this engagement, we plead with businesses as they are an important part of the city, to work with us for the benefit of our City and our people", said Thebolla. He emphasised that the municipality is committed to playing its part in ensuring that residents and businesses are prioritised.

Different variables are considered when finalising the rates and tariffs increase decision , hence the Municipality invites the public to share their opinions on platforms made available.





# DRAFT RATES AND TARIFFS 2025/2026 PUBLIC CONSULTATION

Day 3 of Review of Municipal Rates And Tariffs For The 2025/2026 Financial Year

The assessment rates and tariffs charges public hearing session took place at City Hall. The residential and civic society turnout has been unprecedented seeing a fully occupied city hall. Residents are sharing their views and engaging with Msunduzi officials over the proposed tariffs increase.

This process reflects the Municipality's commitment to the Bato Pele principle of consultation, ensuring the community's voice is heard and fostering fairness and transparency in decision-making to improve the lives of the people.

"I am glad I have seen democracy at work in Msunduzi. As the leadership and management of Msunduzi, we have made ourselves available for the tariffs consultations, and tonight's public hearing is a testament to that commitment. The assessment rates and tariff charges public hearing at City Hall ended late into the night, with residents and civic society turning out in their numbers to engage with us, filling the hall to capacity. This process reflects the Municipality's commitment to being a caring Municipality, ensuring the community's voice is heard and fostering fairness and transparency in decision-making to improve the lives of the people." Msunduzi Mayor, Cllr. Mzimkhulu Thebolla.





## NATIONAL TREASURY FOR THE 2024/25 MID-YEAR BUDGET AND PERFORMANCE ASSESSMENT

His Worship the Mayor, Cllr. Mzimkhulu Thebolla joined by the Deputy Mayor Cllr. Mxolisi Mkhize, Speaker Cllr. Eunice Majola, Chairperson of the Municipal Public Accounts Committee Cllr Henry Magubane, Acting Municipal Manager Mrs. Nelisiwe Ngcobo, and Senior Management have welcomed the delegation from National Treasury for the 2024/25 Mid-Year Budget and Performance Assessment Visit to Msunduzi Municipality which is one of the Secondary Cities.

The purpose of this visit is for the Department of National Treasury to assess various aspects of the Municipality, including institutional arrangements, political challenges, service delivery, financial governance and the overall financial health of the Municipality, while also offering support where necessary.

In his remarks, the Mayor emphasized the significance of these engagements, noting that they provide a valuable platform to discuss the municipality's infrastructure and financial needs, particularly in addressing ongoing challenges such as electricity supply constraints, waste management, and water and sanitation services. He highlighted the importance of this visit in allowing National Treasury to witness firsthand the realities of service delivery on the ground and to collaboratively explore solutions to move the municipality forward. The Mayor also reaffirmed the municipality's commitment to overcoming challenges and strengthening partnerships to enhance service delivery.





## NATIONAL TREASURY FOR THE 2024/25 MID-YEAR BUDGET AND PERFORMANCE ASSESSMENT

National Treasury Delegation visits Darvill Sewer Project as Part of Mid-Year Budget and Performance Assessment While operations are ongoing to restore the city, Msunduzi Municipality's leadership is also leading the delegation from National Treasury to assess critical service delivery projects aimed at improving infrastructure and transforming the lives of the community. As part of the 2024/25 Mid-Year Budget and Performance Assessment Visit, the delegation visited: The Darvill Sewer Project, which enhances wastewater treatment and reduces environmental pollution.



The National Treasury delegation then proceeded to Ezenketheni Electrification Project, a pivotal initiative aimed at providing electricity to previously unconnected households, marking a significant step towards improving service delivery and enhancing the quality of life for local residents.



The delegation's final stop was at Ward 1, where they visited ongoing road and infrastructure improvement projects. The upgrades in the area focus on enhancing road safety, accessibility, and overall connectivity for residents. Municipal officials explained the vital role these projects play in fostering economic growth and improving the quality of life for the community.

The visit to Ward 1 highlighted the municipality's efforts to address local challenges, including traffic congestion and inadequate infrastructure, while ensuring sustainable urban development.

National Treasury officials commended the progress and emphasized the importance of continued collaboration between the municipality and national government to meet the growing needs of the city's residents.



## NATIONAL TREASURY FOR THE 2024/25 MID-YEAR BUDGET AND PERFORMANCE ASSESSMENT

On the final day of the National Treasury's visit to Msunduzi Municipality, the focus was on assessing the implementation and compliance of the Municipal Standard Chart of Accounts (mSCOA) system, which has been in place since July 2017. The municipality showcased a live demonstration of the mSCOA system, highlighting its ability to manage a minimum of 15 key business processes, including procurement cycles and financial accounting. The presentation also provided insights into the Roadmap for Implementation, outlining progress since 2017, key challenges, and future objectives.

During the session, officials demonstrated critical system functionalities such as budget workflow processes for planning and expenditure management, as well as the Integrated Development Plan (IDP) SAP Development Module, which provides demographic insights in the city and aids in project identification across different wards. Looking ahead, the municipality aims to reduce reliance on service providers by managing the system internally and integrating a Disaster Management Module to ensure effective budgeting for disaster relief programs.

One of the main challenges identified is the need for staff training, which is currently facilitated through the National School of Government. The National Treasury delegation emphasized the importance of fully integrating the sub-systems, improving outstanding areas, and automating manual processes to enhance efficiency. Treasury also reaffirmed its commitment to supporting the municipality, particularly in staff training, to ensure seamless implementation of mSCOA.





# ILIMA, AN OPERATION KHUCULULA CAMPAIGN INTENDED TO TURN THE CITY AROUND

Tuesday, 25 February 2025, marked a turning point for Msunduzi as we officially launched Ilima, an operation Khukulula campaign intended to restore order, cleanliness, and dignity to our city. The days of lawlessness, filth, and disorder are over—Msunduzi is taking action!

We have declared the year 2025 as The Year of Massive Service Delivery, and we mean business! We will be implementing immediate and lasting changes:

- Illegal electricity connections will be removed once and for all. No more dangerous and unlawful connections that put lives at risk and drain municipal resources.
- Roads will be upgraded and marked—we will not tolerate potholes in our city.
- Illegal structures will be demolished to reclaim public spaces and restore order. We cannot allow lawlessness to spread unchecked.
- Cleanliness will be prioritized—waste will be cleared, and our parks and open spaces will be maintained. A clean city is a thriving city!
- Law enforcement will intensify efforts to restore safety and compliance with municipal bylaws.
- Team Qoqimali will be recovering outstanding municipal debt on the spot—everyone must pay for services!

However, this fight is not the Municipality's alone! We call on every resident and business to play their part by complying with municipal bylaws. We need your cooperation to keep our city clean, safe, and orderly. We cannot win this battle without you!

Every municipal employee must serve with commitment and urgency, because the people of Msunduzi deserve better. This is the beginning of a new era—one where service delivery is fast, effective, and responsive.





## TEAM QOQAMAMILLION

New year, same system!!

Team Qoqamamillion has resumed its disconnection drive, focusing primarily on government departments. The team began at the Townhill Hospital, serving a notice with the intention to disconnect the hospital's electricity and water services due to unpaid bills.



The Municipality is committed to its collaborative efforts to combat electricity and water tampering in Pietermaritzburg, on stores in the downtown area. This move is intended to reduce the illegal manipulation of water and electricity meters, which has resulted in large financial losses to the municipality.

We are dedicated to eliminating electricity and water tampering in the city. By taking an active and collaborative approach, we can maintain the rights of law-abiding residents and businesses while simultaneously promoting a culture of accountability and transparency.





## LOCAL TASK TEAM (LTT) MEETING

A Local Task Team (LTT) meeting sat at the Ashdown Community Hall, in attendance was Msunduzi Speaker Cllr. E. Majola, Snr Manager Political Office Mr. S. Zondi, Ward 23 Cllr. D. Phungula, government departments, non-governmental organizations, officials from the municipality's human settlements unit and other relevant stakeholders.

These meetings which take place monthly, invite all stakeholders who work closely with the municipality to address social ills affecting communities.

"I am impressed with this engagement as it shows that the LTT structure is active, and that our war-rooms are addressing challenges affecting our communities", said Speaker Majola.

The speaker encouraged the local task team to go beyond having discussions, instead work towards implementing recommendations and ensure that the Municipality is able to deliver services to change people's lives.





## AEROBICS MARATHON RELAUNCH

Msunduzi Municipality Youth Office led the aerobics marathon relaunch which is a great initiative to promote a healthy lifestyle and encourage people to exercise regularly. By partnering with stakeholders like LA Health, Herbalife Nutrition, Planet Fitness, and Virgin Active, they provide a comprehensive approach to wellness held at City Hall.

The aim of this program is to relaunch, the marathon aerobics as we know a healthy body and mind are closely linked. Regular exercise can help reduce stress, improve mood, and even boost our immune system. It's fantastic that this initiative is open to people of all ages, promoting a culture of wellness and self-care.





## FINANCIAL REHABILITATION AND DEBT MANAGEMENT PROGRAMME

Msunduzi Municipality's Employee Assistance Program (EAP) hosted a Financial Rehabilitation and Debt Management Programme at the Electricity Unit boardroom. This program invited different external stakeholders including LA Health, Old Mutual, ChooseLife, PAM Partners & Lawyers, Natal Joints and employees from different units within the municipality.

EAP was established in 2019, and has a number of initiatives that speak to the wellbeing of employees. The program conducts surveys, of which findings point out the issues that need to be dealt with in relation to employee wellness. Today's program focused on financial rehabilitation and debt management, educating employees about healthy and unhealthy debts, offering debt counselling, sharing more information on pension services and benefits. The issue of alcohol and substance abuse was also presented as one of the issues affecting employees, as an outcome of workplace stressors.

The overall goal of EAP is to assist employees with their mental health so that they can become more productive in the workplace.





## MEN'S DIALOGUE FORUM

Employee Wellness Program Hosts Men's Dialogue Therapy Session at City Hall: Addressing Critical Mental Health Issues

Today, City Hall became a powerful platform for open dialogue and healing as the Employee Wellness Program hosted the Men's Dialogue Therapy Session Forum. With the goal of stepping outside the traditional boardroom and home environments, this event was designed to address a topic that is often overlooked but of profound importance—men's mental health.

In an inspiring gathering, the forum brought together men from various backgrounds to engage in an open conversation about mental health, offering a safe space to discuss issues that are rarely brought into the light. The aim was clear: to promote open conversation, encourage men to seek help, and support them in finding a better work-life balance amidst long-standing mental health struggles.

Throughout the session, discussions revolved around critical and often taboo topics, including childhood trauma, suppressed emotions, and the emotional challenges men face in their personal and professional lives. The event also highlighted the importance of addressing the issues of male suicide, debt, and intimate partner violence, all of which are often unspoken yet deeply impactful.

Participants were encouraged to confront these challenges head-on and seek healing, as the program underscored the significance of optimizing men's health, building resilience, and developing mental strength to combat inner battles. By dismantling the stigma surrounding men's mental health, the forum provided a transformative space for men to share their experiences and take the first steps toward recovery.

This event is a significant step forward in breaking down barriers and encouraging men to prioritize their mental health, showing that seeking help and opening up is not a sign of weakness, but rather a sign of strength. With events like today's forum, the hope is to continue creating spaces where men can speak up, seek support, and ultimately, heal.





## TEAM-BUILDING ACTIVITIES

Msunduzi Municipality's Department of Human Settlements took the initiative to foster healthier internal relations and a conducive work environment through team-building activities at the Athletics Sports Ground.

The goal of the day was to improve communication among colleagues, encourage healthy work relationships, reduce mental stress, and boost team spirit through both mental and physical games. Participants not only competed but also supported and encouraged each other throughout these activities.

The municipality continues to create platforms for engagement, be it within its walls or externally to the greater public.





# AREA-BASED MANAGEMENT LAUNCHES TRIPPLE-THREAT INITIATIVE IN VULINDLELA

**BY LUCKY MBATHA**

Following a successful Back to School Campaign in which best-performing Grade 12 learners received awards, Area-Based Management embarked on the three more projects: the School Shoes Drive, Environmental Cleaning, and Anti-bullying initiatives. The issue of environmental cleanliness was mentioned at the Local Task Team (LTT) meeting on January 21, 2025, at Mafunze Traditional House, while the necessity for school shoes and bullying prevention programs were discussed in other zonal war rooms.

The Shoes Donation Drive benefited learners at thirteen primary schools in the Vulindlela area. Ndeleshane, Dlokwakhe, Mnyandu, Nyanda, Maria Memorial, Mqhathi, Siwelile, Mbubu, eMaSwazini, Mdtshini, Tetelegu, iNadi, Henley, and KwaShange Primary Schools are among the recipients. Wendy Cele, the project champion stated, "The aim was to support needy learners who walk long distances to school barefoot". Lubricon Investments was the sponsor of the School Shoes Drive. Fikile Mshengu, the Company representative, joyously stated, "Lubricon Investments joined forces to address the express community need as one of the corporate social responsibility programs". 150 students were given a pair of school shoes to help them start the school year on a positive note and boost their confidence.

Another intriguing initiative was the cleaning blitz launched from the Ward 7 War Room. The Ward Task Team (WTT) discovered an unlawful dumping ground in the Mafunze neighbourhood. At the LTT meeting, it was decided to clean up the area. Area-Based Management and Msunduzi Waste Management worked together to clean up the area, and a skip bin was placed for residents to dispose off waste. Other organizations that joined forces to clean the neighbourhood and dedicated themselves to looking after the area are: Siyaphambili, South African Police (SAPS), and the AIDS Foundation.

The environmental cleaning campaign's goal is to recycle the spotted area for the benefit of the community and establish a vegetable garden near the illegal dump site. Sibusile Kubheka, a development practitioner, stated that "educating the community on environmental cleanliness and recycling can help to achieve the preceding goal." So far, the community has begun to recycle waste correctly. In a separate conversation about the issue at hand, the Operation Sukuma Sakhe Champion for ABM at the LTT level, Xolile Hulane stated "Thumbs up to the implementation of the resolution, however there is a need to monitor the project constantly and sustain it". Plans are underway to establish in-school and out-of-school environmental groups and law enforcement measures."

In some war rooms, it was discovered that some learners are bullied by their school peers. The following sorts of bullying were detected at Shange, Henley and Mbanjwa primary schools: verbal, physical, and sexual. If bullying in schools is not addressed, the learner's performance suffers, culminating in failing or, in the worst-case scenario, depression takes over and learners drop out of school.

ABM ward facilitators in partnership with HIV-AIDS sub-unit within ABM, in collaboration with the HIV-AIDS sub-unit within ABM, organized awareness campaigns to discourage and eliminate bullying in schools. During all these school visits, a multistakeholder approach was used to address the bullying issue. SAPS, the Department of Social Development, and local non-governmental organizations such as Incema, Inkunzi Isematholeni, and many more that support children's rights all took part in these awareness campaigns. The common message spread to the audience was to create a safe and supportive learning zones for all learners where bullying is not tolerated. The learners were encouraged to report any acts of bullying to their parents, teachers immediately and to dial a toll-free hotline 0800 45 46 47 for assistance and support.



**Area-Based Management adopted a multistakeholder approach to support education, fight bullying, and promote environmental cleanliness in Vulindlela**

## SERVICE DELIVERY ENGAGEMENT

As part of ongoing efforts for engagements and transparency to the public, Mayor Cllr Thebolla accompanied by municipal officials from various departments attended a service delivery engagement with the Northern Areas Ratepayers Association (NARA) at Truro Hall, Northdale.

Basic service delivery issues were discussed, with NARA Chairperson Mr. J Naidoo acknowledging the Municipality's stance on the issues affecting northern areas residents.

The engagement highlighted that there has been improvement in some of the issues discussed in previous meetings with NARA, with one of them being the operation of the crematorium.

Management also stressed the importance of applying for indigent status, adding that the city will continue to process all applications so that residents receive uninterrupted basic service delivery.

"I appreciate this engagement with NARA as it is a body that represents residents from all wards. I invited the management so that we can account and be able to answer questions regarding service delivery", said the mayor.

The Municipality is committed to ensuring that such engagements are carried forward, reinforcing its dedication to transparency and continued collaboration with residents.





## SERVICE DELIVERY EFFORTS



Giving Peace Park in Imbali Sutherland Road, Ward 19, some much-needed TLC.



Keeping our city clean is a top priority! The dedicated Waste Management team is working tirelessly to collect waste and maintain a pristine environment for all residents.





## SERVICE DELIVERY EFFORTS

Transforming green spaces with care and creativity! The beautiful landscaping at our Gevdi office in Imbali, thanks to the hard work of our Parks Department, brings a breath of fresh air to the environment.



Taking action against illegal dumping! The Municipality is committed to keeping our community clean and safe by tackling illegal dumping sites head-on.





# IT'S YOUR BIRTHDAY!

**HAPPY BIRTHDAY TO ALL WHO HAVE CELEBRATED THIS MONTH.**

*May you be rewarded with endless happiness and joy, and may you live with peace and serenity.*

## FEBRUARY BIRTHDAYS

Pretty Ngongo	Community Services	1 February	Njabulo Veli Shabalala	Community Services	4 February
Xolani Dladla	Community Services	1 February	Sibusiso Christopher Nene	Community Services	4 February
Bongikile Olive Thabethe	Infrastructure Services	1 February	Sibusiso Zuma	Community Services	4 February
Bongumusa James Mbanjwa	Infrastructure Services	1 February	Sihle Cele	Community Services	4 February
Cyril Thami Ngubane	Infrastructure Services	1 February	Thandokwakhe Mlamuli Dlamini	Community Services	4 February
Ntethelelo Dlamini	Infrastructure Services	1 February	Thulani Innocent Nzimande	Community Services	4 February
Mxoli Msomi	Budget & Treasury	2 February	Thulile Mili Myaka	Community Services	4 February
Sanele Buthelezi	Budget & Treasury	2 February	Mkhanyiseni Christopher Ngubo	Infrastructure Services	4 February
Aron Bheki Mtungwa	Community Services	2 February	Sthokozile Luthuli	Infrastructure Services	4 February
Bernadine Ranjeeth	Community Services	2 February	Rashida Dawood	SD & CE	4 February
Bongani Petros Nxele	Community Services	2 February	Mondli Patrick Ndlovu	Budget & Treasury	5 February
Buyisile Linnete Dlamini	Community Services	2 February	Madeleine Chantal Jackson	City Manager's Office	5 February
Lemena John Mokoena	Community Services	2 February	Andreas Mandla Zuma	Community Services	5 February
Linda Hamilton Zondi	Community Services	2 February	Japhet Nkosenhle Madlala	Community Services	5 February
Mthandeni Ndlovu	Community Services	2 February	Noluthando Precious Hadebe	Community Services	5 February
Mzothule Welcome Gwamanda	Community Services	2 February	Nompumelelo Dladla	Community Services	5 February
Nazeera Hoosen	Community Services	2 February	Mduduzi Sphiwe Ntshangase	Infrastructure Services	5 February
Nozi Thomas Gwala	Community Services	2 February	Michael Ngidi	Infrastructure Services	5 February
Nozipho Mkhungo	Community Services	2 February	Sithembile Ritta Gwala	SD & CE	5 February
Primrose Sithole	Community Services	2 February	Bhekokwakhe Allison Ngcobo	Budget & Treasury	6 February
Primrose Zama Ndlela	Community Services	2 February	Mbalenhle Gumede	Budget & Treasury	6 February
Thembeke Molupe	Community Services	2 February	Samukelisiwe Makhathini	Budget & Treasury	6 February
Phila Gabigabi Mdlangathi	Corporate Services	2 February	Thuthukile Mkhize	Budget & Treasury	6 February
Balungile Yvonne Xaba	Infrastructure Services	2 February	Mbulelo Sithole	City Manager's Office	6 February
Nkosikhona Obert Zuma	Infrastructure Services	2 February	Andile Juqu	Community Services	6 February
Nkululeko Maxwell Makhanyele	SD & CE	2 February	Mfundo Ngubane	Community Services	6 February
Rethabile Happiness Sehlabo	Budget & Treasury	3 February	Petros Sthembiso Hlongwane	Community Services	6 February
Zandile Khumalo	Budget & Treasury	3 February	Phumlani Petros Mngadi	Community Services	6 February
Ntokozo Mncube	Community Services	3 February	Siboniso Bradley Shoji	Community Services	6 February
Sanelisiwe Shelembe	Community Services	3 February	Sipho Johnson Zuma	Community Services	6 February
Sibonile Bhukumuzi Shongwe	Community Services	3 February	Thembisile Ndawonde	Community Services	6 February
Thamsanqa Walter Makhathini	Community Services	3 February	Zamokwakhe Vincent Ngcobo	Community Services	6 February
Tutu Anthony Ngcobo	Community Services	3 February	Dumisani Goodman Masondo	Infrastructure Services	6 February
Willem Dumo Bhengu	Community Services	3 February	Nomfundo Innocencia Ngcobo	Infrastructure Services	6 February
Thobani Promise W. Ngcobo	Infrastructure Services	3 February	Mthokozisi Martin Mchunu	Budget & Treasury	7 February
Nozipho Cebekhulu	Budget & Treasury	4 February	Nomonde Portia Ndlovu	City Manager's Office	7 February
Soorsathie Jeebodh	Budget & Treasury	4 February	Patrick Nkosingathi Sithole	Community Services	7 February
Vuyani Msimang	Budget & Treasury	4 February	Petros Reta Mokoena	Community Services	7 February
Tania Manickum	City Manager's Office	4 February	Premnath Sookmungal Maharaj	Corporate Services	7 February
Mbukiseni Petros Ndimande	Community Services	4 February	Nokukhanya Mchunu	Infrastructure Services	7 February
Mergan Chetty	Community Services	4 February	Siphehile Solomon Makhaye	Infrastructure Services	7 February



# IT'S YOUR BIRTHDAY!

**HAPPY BIRTHDAY TO ALL WHO HAVE CELEBRATED THIS MONTH.**

*May you be rewarded with endless happiness and joy, and may you live with peace and serenity.*

## FEBRUARY BIRTHDAYS

Thakaselo Chiya	Budget & Treasury	8 February	Sandile Mathebula	Infrastructure Services	11 February
Brian Bongani Kanya	Community Services	8 February	Mavis Thandeka Mahalambo	SD & CE	11 February
Lungile Mthanti	Community Services	8 February	Siphiwe Leonard Mlotshwa	Budget & Treasury	12 February
Mbongeni Joseph Zwane	Community Services	8 February	Zipho Hadebe	Budget & Treasury	12 February
Nosipho Mngadi	Community Services	8 February	Cynthia Bonisiwe Phetha	Community Services	12 February
Sandile Norlan Mthembu	Community Services	8 February	Simangele Dlamini	Community Services	12 February
Sthabile Zwane	Community Services	8 February	Bernice Ronelle Bradley	Corporate Services	12 February
Swelamandla Phillip Mchunu	Community Services	8 February	Mduduzi Kweyama	Infrastructure Services	12 February
Bongane Sibusiso Duma	Infrastructure Services	8 February	Yaganathan Govender	Infrastructure Services	12 February
Nokulunga Penelope Khumalo	Infrastructure Services	8 February	Atkins Nyakane Khoali	SD & CE	12 February
Zanele Mchunu	Infrastructure Services	8 February	Sanelisiwe Msomi	Budget & Treasury	13 February
Bongiwe Thokozi Ndlovu	SD & CE	8 February	Krish Dhanpaul Naicker	Community Services	13 February
Patric Msizi Mboneni Ngcobo	Budget & Treasury	9 February	Lotsholiwe Petronica Magwaza	Community Services	13 February
Eric Sphiwe Zaca	Community Services	9 February	Mbali Mchunu	Community Services	13 February
Estelle Monica Hippolite	Community Services	9 February	Nkosinathi Dladla	Community Services	13 February
Glenda Mfeka	Community Services	9 February	Sinethemba Buthelezi	Community Services	13 February
Lungile Thembeke Ntuli	Community Services	9 February	Llewellyn Mmangalisso Mavundla	Corporate Services	13 February
Stanley Thulane Gabo Ngubane	Community Services	9 February	Jabulile Mbambo	Infrastructure Services	13 February
Thabane Khoza	Community Services	9 February	Bianca Sondra Valayutham	SD & CE	13 February
Thabo Alfred Majola	Community Services	9 February	Mbuso Mcpherson Mngadi	Budget & Treasury	14 February
Vusi Enock Ntombela	Community Services	9 February	Nhlanhla Enock Nmembe	Budget & Treasury	14 February
Zaina Dube	Community Services	9 February	Sengiphiwe Sanelisiwe Hlengwa	Budget & Treasury	14 February
Maganathan Naidoo	Corporate Services	9 February	Busisiwe Pretty Madiba	City Manager's Office	14 February
Nonke Victor Dlamini	SD & CE	9 February	Lindiwe Doreen Dhlamini	Community Services	14 February
Bongekile Zandile Mtshali	Community Services	10 February	Londeka Mkhonza	Community Services	14 February
Mbuyiselwa Goodman Mthembu	Community Services	10 February	Nomusa Prudence Isdore	Community Services	14 February
Nozipho Penelope Ngcobo	Community Services	10 February	Thamsanqa Quinton Mkhwanazi	Community Services	14 February
Songezo Ndawo	Community Services	10 February	Anele Ndlela	Infrastructure Services	14 February
Sonwabile Sikrweqe	Community Services	10 February	Ntokozo Benedicta Madondo	Infrastructure Services	14 February
Brenda Busi Jali	Corporate Services	10 February	Constance Sebenzile Maduna	Budget & Treasury	15 February
Jeremy Craig Anthony	Infrastructure Services	10 February	Duduzile Prisca Puisseletso Khumalo	Budget & Treasury	15 February
Ruveshen Pillay	Infrastructure Services	10 February	Philisiwe Welile Mkhize	City Manager's Office	15 February
Mrungisi Simon Ngubane	SD & CE	10 February	Amrithaben Dayalall	Community Services	15 February
Nokuzola Ngcobo	SD & CE	10 February	Innocent Nkosikhona Gwala	Community Services	15 February
Nomfundo Nonhlanhla Mhlono	City Manager's Office	11 February	Lindokuhle Mchunu	Community Services	15 February
Gloria Lindiwe Ngcobo	Community Services	11 February	Lucas Nkomo	Community Services	15 February
Gugu Precious Ngcobo	Community Services	11 February	Sibusiso Madonsela	Community Services	15 February
Monica Sibongile Ndlovu	Community Services	11 February	Goodhope Philani Zungu	Infrastructure Services	15 February
Thandeka Gwala	Community Services	11 February	Mrungisi Collin Mosala	Infrastructure Services	15 February
Cynthia Nokuthula Mlaba	Infrastructure Services	11 February	Wiseman Jubhera Moso	Infrastructure Services	15 February
Moses Muzikayise Phumgula	Infrastructure Services	11 February	Beverly Anne Dovey	SD & CE	15 February



# IT'S YOUR BIRTHDAY!

**HAPPY BIRTHDAY TO ALL WHO HAVE CELEBRATED THIS MONTH.**

*May you be rewarded with endless happiness and joy, and may you live with peace and serenity.*

## FEBRUARY BIRTHDAYS

Zamokuhle Mutikani	Budget & Treasury	16 February	Zebron Mzayifani Madlala	Community Services	20 February
Xolani Eric Bhengu	City Manager's Office	16 February	Andiswa Dlamini	Infrastructure Services	20 February
Felix Dumisani Ngubane	Community Services	16 February	Thokozile Cynthia Shange	Infrastructure Services	20 February
Lungile Janet Dube	Community Services	16 February	Jayshree Seethal	Budget & Treasury	21 February
Msawenkosi Jeffrey Zondi	Community Services	16 February	Thandazile Penelope Sibisi	City Manager's Office	21 February
Rejoice Ntombifuthi Mthembu	Community Services	16 February	Thandiwe Doreen Mthalande	City Manager's Office	21 February
Sixolile Pretty Mkhize	Community Services	16 February	Colvet Zodwa Seema	Community Services	21 February
Fikile Phillip Kekana	Infrastructure Services	16 February	Favourite Nzama	Community Services	21 February
Tracey Phumzile Kheswa	Infrastructure Services	16 February	Nomusa Rebecca Hlengwa	Community Services	21 February
Dennis Siphesihle Goge	Community Services	17 February	Sizani Linah Gumede	Infrastructure Services	21 February
Khayelihle Abraham Mshengu	Community Services	17 February	Mbuzeni Cyprian Mkhize	SD & CE	21 February
Mtnuwenkosi Cleopas Shabalala	Community Services	17 February	Mlondi Dominic Ndlovu	Budget & Treasury	22 February
Mxolisi Zuma	Community Services	17 February	Thulisile Gabisile Zondi	Budget & Treasury	22 February
Navin Binoath	Community Services	17 February	Bongiwe Nontokozi P. Nzimande	Community Services	22 February
Nomathemba Mthimkhulu	Community Services	17 February	Cynthia Mpume Makhathini	Community Services	22 February
Victor Mandla Sikhakhane	Community Services	17 February	Cynthia Zondo	Community Services	22 February
Nkosikhona Derrick Mthiyane	Infrastructure Services	17 February	Lerato Ngcobo	Community Services	22 February
Nonzwakazi Pride Zuma	Infrastructure Services	17 February	Richard Siyazi Nyembe	Community Services	22 February
Ceasar Crosby Madlala	SD & CE	17 February	Sbongakonke Zungu	Community Services	22 February
Nomthandazo Regina Khumalo	City Manager's Office	18 February	Thokozile Khanyisile Maphanga	Community Services	22 February
Allister Blake Lindsay Lyons	Community Services	18 February	Vuyani Sbongakonke Kheswa	Community Services	22 February
Ntombenhle Ruth Hlophe	Community Services	18 February	Samukelo Fortune Dlamini	Corporate Services	22 February
Luyanda Nosihle Dlamini	Infrastructure Services	18 February	Sechaba Joseph Kunene	Infrastructure Services	22 February
Mandlenkosi Makhoba	Infrastructure Services	18 February	Sithembiso Howard Ngcobo	Infrastructure Services	22 February
Sinothi Wiseman Dlamini	Infrastructure Services	18 February	Vuyiswa Ngwenya	SD & CE	22 February
Thandolwethu Hlela	SD & CE	18 February	Samukelisiwe Phindile P. Sotsaka	City Manager's Office	23 February
Sfiso Innocent Khanyile	Budget & Treasury	19 February	Fikile Dlamini	Community Services	23 February
Sindiwe Zuma	Budget & Treasury	19 February	Sibusiso Vitus Mbothwe	Community Services	23 February
Kauthar Mahomed	Community Services	19 February	Nhlanhla Phungula	Infrastructure Services	23 February
Mpikayise Ngako Cele	Community Services	19 February	Nondumiso Aurelia Mhlungu	Infrastructure Services	23 February
Sandile Wiseman Msomi	Community Services	19 February	Sithembiso Khena	Infrastructure Services	23 February
Santham Chetty	Community Services	19 February	American Mpumelelo Ndlovu	Budget & Treasury	24 February
Nonhlanhla Prudence Dlamini	Infrastructure Services	19 February	Londeka Ngcobo	Budget & Treasury	24 February
Snenhlanhla Pamela Makhaye	Infrastructure Services	19 February	Vasanthie Pillay	Budget & Treasury	24 February
Adeline Lorna Knipe	SD & CE	19 February	Anele Pinky Makhanya	City Manager's Office	24 February
Siphamandla Luthuli	Budget & Treasury	20 February	Nkululeko Cedric Luvuno	Community Services	24 February
Bonginkosi Christian Xaba	Community Services	20 February	Bonakele Cynthia Mbandlwa	Infrastructure Services	24 February
Dennis Nkosiyakhe Khumalo	Community Services	20 February	Erasmus Phelelani Zondi	Infrastructure Services	24 February
Philani Priscilla Moloi	Community Services	20 February	Jabulani Dennis Nkandi	Infrastructure Services	24 February
Thokozani Cynthia Miya	Community Services	20 February	Sfiso Godfrey Mhlongo	Infrastructure Services	24 February
Zanele Ngcobo	Community Services	20 February	Stella Sizakele Dlamini	Infrastructure Services	24 February



## IT'S YOUR BIRTHDAY!

**HAPPY BIRTHDAY TO ALL WHO HAVE CELEBRATED THIS MONTH.**

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### FEBRUARY BIRTHDAYS

Nonhlanhla Joyce Shelembe	SD & CE	24 February	Zimkhitha Sithole	Budget & Treasury	27 February
Joanne Sherenic Gooli	City Manager's Office	25 February	Craig Andre February	Community Services	27 February
Siyabonga Hlongwa	City Manager's Office	25 February	Phindile Joyce Zondi	Community Services	27 February
Jennife Nonhlanhla Zondi	Community Services	25 February	Sanele Prudence Mkhasibe	Community Services	27 February
Nomusa Mnchunu	Community Services	25 February	Simingaye Brian Mbuli	Community Services	27 February
Pretty Nokulunga Dhlamini	Community Services	25 February	Sithembiso Selby Luthuli	Community Services	27 February
Pretty Thobeka Msomi	Community Services	25 February	Thobekile Khumalo	Community Services	27 February
Simphiwe Gumede	Community Services	25 February	Thulani Vusi Zungu	Community Services	27 February
Johannes Thembehkose Selela	Corporate Services	25 February	Zahir Lutchman	Infrastructure Services	27 February
Anele Mafa Ngobese	Infrastructure Services	25 February	Zwakushino Simon Mbhele	Infrastructure Services	27 February
Nokubonga Ntombela	Infrastructure Services	25 February	Knowledge Msane	SD & CE	27 February
Madoda S Dumane	SD & CE	25 February	Bekisisa Memela	Budget & Treasury	28 February
Thulani Joseph Sehole	SD & CE	25 February	Zanele Tracy Luswazi	Budget & Treasury	28 February
Lindelwa Madondo	Budget & Treasury	26 February	Sandra Chetty	City Manager's Office	28 February
Nikiwe Nonhlanhla Makathini	Budget & Treasury	26 February	Mamlu Amos Sithole	Community Services	28 February
Farouza Ramlall	Community Services	26 February	Mohopulong Bulelwa Ramabele	Community Services	28 February
Nomvelo Nature Hlongwa	Community Services	26 February	Phumzile Patience Malevu	Community Services	28 February
Sharon Olivia Sayers	Community Services	26 February	Sthembiso Nattew Hlela	Community Services	28 February
Sibonelo Selby Zuma	Community Services	26 February	Linda Felix Miya	Infrastructure Services	28 February
Sipho Phenius Majola	Community Services	26 February	Nokulunga Annastacia Mafunda	Infrastructure Services	28 February
Sithembiso Promise Nzimande	Community Services	26 February	Nompumelelo Octavia Chonco	Infrastructure Services	28 February
Stanton Siyanda Nzimande	Community Services	26 February	Benjamin Bell	Community Services	29 February
Thandeka Beloved Mbanjwa	Infrastructure Services	26 February	Thelumusa Gracious Ngidi	Community Services	29 February
Thengisile Lukhele	Infrastructure Services	26 February	Hlengiwe Fortunate Miya	Infrastructure Services	29 February
Thembinkosi Mlotshwa	Budget & Treasury	27 February	Nokulunga Dumisa	Infrastructure Services	29 February



# BUSINESS PLANNING AND CONSOLIDATION INTEGRATED DEVELOPMENT PLAN (BPC IDP)

## BPC IDP PROJECT BLUEPRINT PHASE

### WHAT IS BPC IDP PROJECT:

The **BPC IDP** project implementation aims to automate the current manual processing of **Municipal Budgets, Revenue, and Expenditure** in **SAP**, thus, eliminating the opportunity for errors.

**BPC IDP** is to be implemented as the mSCOA budgeting solution enabling budgeting across all **Municipal Standard Chart of Accounts (mSCOA)** segments.

This implementation is initiated by Msunduzi Municipality to ensure compliance with the **National Treasury's Municipal Regulations** on **mSCOA, Government Gazette 37577, 01 July 2017**.

### WHO IS IMPACTED:

The implementation of **BPC IDP** is **Enterprise Wide**, meaning that all **Business Units** within **Msunduzi Municipality** will be affected by this implementation.

It is extremely important that the project team gets the support of all **Business Units** as the implementation of **BPC IDP** will impact the way in which **Budgets, Revenue, and Expenditure** are captured for each **Business Unit**.

### HOW MSUNDUZI BENEFITS FROM THIS IMPLEMENTATION:

- A Uniform and Standardized Financial Transaction Classification Framework will be created.
- Creates a Central Point of Access to all Local Government Information.
- Improved Data Quality and Integrity.
- Alignment of Budget Formats and Accounting Standards.
- Is supported by SAP.

### TIME FRAME:

- The **Project Commenced** on **01 June 2024** and will continue until **31 May 2025**.
- The project is currently in the **Blueprint Phase** where current and new processes are being captured.
- The **Change Management team** will communicate any project developments to staff in due course.

Business Planning and Consolidation Integrated Development Plan (BPC IDP) Project Implementation

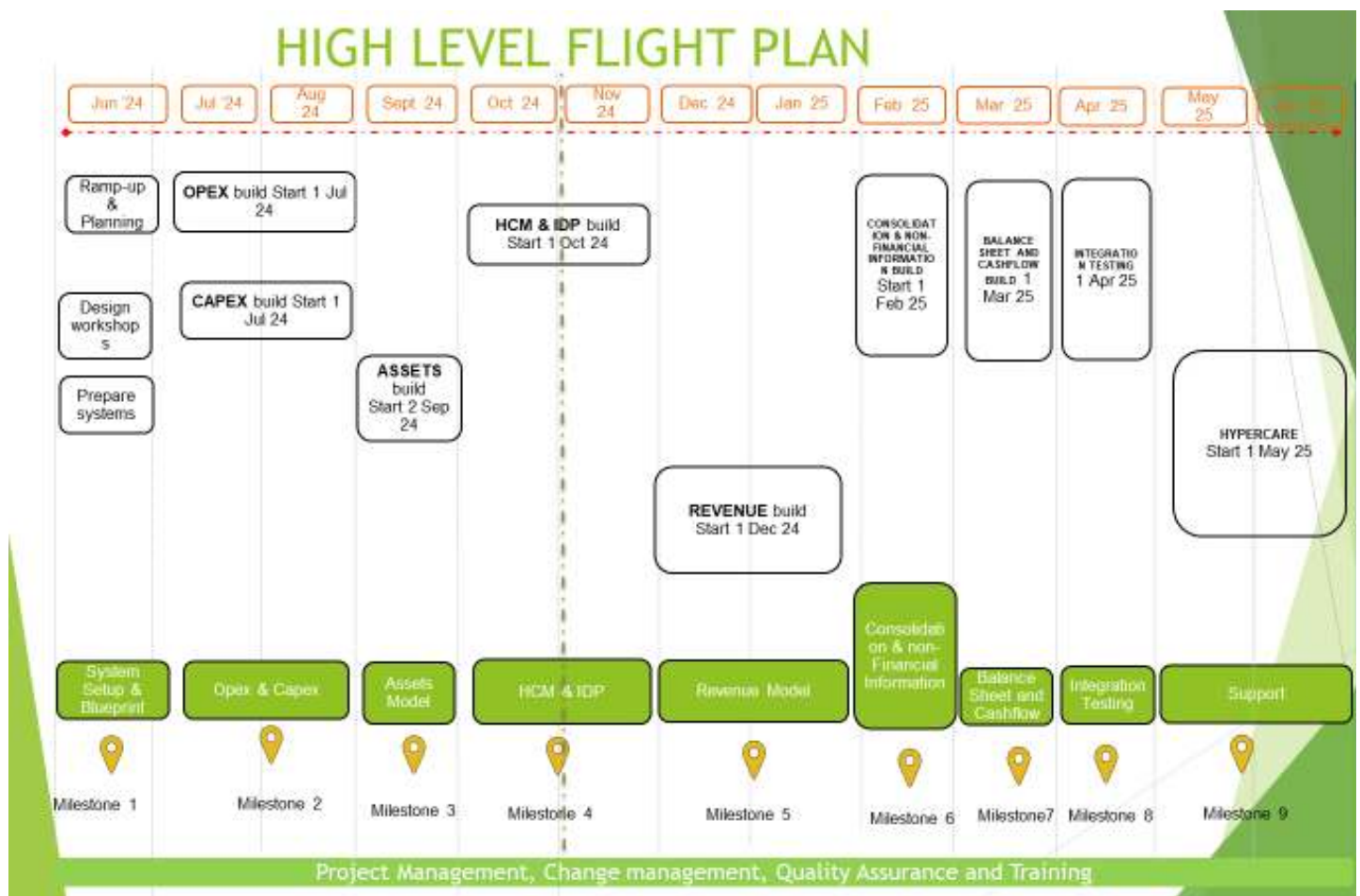




## BUSINESS PLANNING AND CONSOLIDATION INTEGRATED DEVELOPMENT PROJECT

To be compliant with Government Gazette No 37577, Municipal Regulations on Municipal Standard Chart of Accounts (mSCOA) as of 01st July 2017, issued by National Treasury, Msunduzi Municipality embarked on the implementation of Business Process and Consolidation Integrated Development Plan (BPC IDP) across all segments of mSCOA. This implementation began on 01 June 2024 and will run through to 31 May 2025.

**Below is a high-level flight plan for the implementation:**



To date, Msunduzi has been able to implement the CAPEX and OPEX models and business users, with the support of the implementation team, are in the process of testing these models against business requirements. As Business Users test the system, they will be issued with User Acceptance Testing (UAT) scripts with business steps required to interact with the system. Once these Business Users have tested the system, they will sign off the UAT scripts. This UAT testing will now set the tone for future models to be implemented.



## SAP MSCOA BPC IDP PROJECT USER ACCEPTANCE TEST (UAT)

The Operational Expenditure (OPEX) and Capital Expenditure (CAPEX) models have been implemented and the SAP mSCOA BPC IDP project team was thrilled to give Process Owners an opportunity to interact with the system. The Project Team initially presented how the Process Owners will interact with the system to perform their business functions when the system is live.

In a further effort to reinforce what they had learnt, the Process Owners were handed User Acceptance Test (UAT) scripts with instructions required to individually test the system. These UAT scripts detail process steps or scenarios that each user will typically perform as they use the system to fulfill their Budget and Expenditure functions in their daily jobs.

The Project team is on standby to assist the Process Owners as they perform the User Acceptance Testing and upon signoff, the OPEX and CAPEX models would be ready to be switched on when the project goes live with the other subsequent modules to be implemented.

This UAT is a win for Msunduzi as it will give Msunduzi an opportunity to provide feedback and to validate if the SAP mSCOA BPC IDP project will adequately address the Municipality's reporting requirements to National Treasury.



Business Planning and Consolidation Integrated Development Plan (BPC IDP) Project Implementation





## THE SAP BPC IDP PROJECT TRAINING UPDATE

**User training** for the **Opex** and **Capex** models has been concluded for all required attendees. Two (2) additional training sessions were added to the schedule to accommodate those role players who were unable to attend these sessions, owing to business requirements.

The project team will now focus on ensuring that **User Acceptance Testing (UAT)** of the other mSCOA modules is done and signed off with the relevant **Business Units**. Once this process has been concluded, training will resume for the other models.

Below is an analysis of the feedback received from the training sessions that have been held, thus far:

Date	Business Unit	Invited Users	Delegates in attendance	Responses	Course Content Rating	Facilitator rating	Overall rating
20 Jan	Budget and Treasury	11	11	7	69%	59%	64%
21 Jan	City Manager	11	9	9	89%	92%	91%
22 Jan	Community Services	10	8	8	95%	100%	97%
23 Jan	Corporate Services	11	8	7	82%	92%	87%
27 Jan	Electricity & Infrastructure	10	6	6	96%	100%	98%
28 Jan	SD & CE	7	6	5	91%	99%	95%
29 Jan	Budget & Treasury	11	7	5	93%	96%	94%
30 Jan	City Manager	11	8	8	93%	73%	83%
03 Feb	SD & CE	9	6	5	97%	100%	99%
04 Feb	SD & CE	10	6	5	87%	95%	91%
10 Feb	mixed	13	7	6	90%	93%	92%

Business Planning and Consolidation Integrated Development Plan (BPC IDP) Project Implementation





## INTERNAL AUDIT

### OVERTIME FRAUD IS NOT A HUMAN RESOURCE MATTER BUT A CRIME THAT SHOULD BE REPORTED TO THE SOUTH AFRICAN POLICE SERVICE

In terms of South African Criminal Law and Procedure, fraud is a common law offense. Fraud is defined as the unlawful and intentional making of misrepresentation with the intent to defraud by causing actual or potential prejudice to another. It is introducing a course of action by deceit or other dishonest conduct, involving acts or omissions of the making of false statements, orally or in writing, with the object of obtaining money or other benefits from, or of evading a liability to, the third party. All five essential elements that constitute an offense of fraud must be proven in order for a person and any legal entity to be charged and convicted of fraud.

**There are five essential elements are listed hereunder:**

- (a) Unlawfulness
- (b) Misrepresentation;
- (c) Intent to defraud;
- (d) Causing;
- (e) Actual or Potential Prejudice

#### **Quote by Minister of Finance in 2022 Budget Speech**

##### **Municipalities**

*“Basic municipal services require more support, especially for the poor. To address this, R 28.9 billion is added to the local government's equitable share. These funds must be used for the purpose they are meant for. Currently, 175 out of 257 municipalities are in financial distress. We stand ready to work with Parliament and all oversight bodies to hold municipalities accountable for delivering these services”*

**EXPOSING CORRUPTION & INCOMPETENCE  
ENSURING GOOD GOVERNANCE**

**REPORT ANY CRIMINAL OFFENCES TO  
0800 033 911**

# INTERNAL AUDIT

## WHAT IS CORRUPTION?

**General offence of corruption is described by Prevention and Combating of Corrupt Activities Act, Act No. 12 of 2003 as follows:**

1. Any person who, directly or indirectly –
  - 1.1. Accept or agrees or offers to accept any gratification from any other person whether for the benefit of himself or herself or for the benefit of another person: or
  - 1.2. Gives or agrees or offers to give to any other person any gratification whether for the benefit of that other person or the benefit of another party in order to act personally or by influencing another person to act in a manner –
    - (a) that amounts to the –
      - (i) Illegal, dishonest, unauthorized, incomplete, or biased; or
      - (ii) Misuse or selling of information or material acquired in the course of the exercise, carrying out or performance of any powers, duties, or functions arising out of a constitutional, statutory, contractual or any other legal obligation.
    - (b) that amounts to –
      - (i) the abuse of a position of authority;
      - (ii) a breach of trust; or
      - (iii) the violation of a legal duty or a set of rules.
      - (iv) designed to achieve an unjustified result; or
      - (v) that amounts to any other unauthorized or improper inducement to do or not to do anything is guilty of the offense of corruption.
2. Corruption can manifest itself in one or more of the following dimensions:
  - (a) Bribery – involves a promise, offering, or giving of a benefit that improperly affects the actions or decisions of a council employee. A variation of this manifestation occurs when the political party or council is offered or promised or given a benefit that improperly affects the actions or decisions of a political party or council.
 

*Example: a chairperson of a bid adjudication committee or bid evaluation committee accepts a benefit in a form of cash payment or through electronic fund transfer or in any form in order to award a bid or contract or influence the bid adjudication committee to award in a favour of person or entity that gave benefit;*
  - (b) Extortion - involves coercing a person or entity to provide the benefit to a councilor or council employee, another person or an entity in exchange for acting or failing to act in a particular manner.
 

*Example: a council employee threatens to disconnect a municipal service (electricity or water) to the restaurant on the basis of a fabricated tempering or illegal connection of electricity unless he is provided with regular free meals; or*
  - (c) Abuse of power – involves a public office bearer using her or his vested authority to improperly benefit another public office bearer or person or entity or to improperly discriminate against another.
 

*Example: promoting or appointing a “favourite” employee without following the regulated processes.*

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# INTERNAL AUDIT

## REPORTING A CRIME IS AN OBLIGATION FOR ALL OF US

Section 34 of the PCCA includes the following persons employed at The Msunduzi Municipality as holding a position of authority;

- (a) The Accounting Officer or equivalent officer
- (b) Any member of management
- (c) Any person appointed in an acting or temporary capacity in any of the above-mentioned positions
- (d) Section 34 of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 stipulates that,
  - (1) Any person who holds a position of authority that includes the Chief Financial Officer, General Managers, Senior Managers and Managers who know or ought reasonably to have known or suspected that any other person has committed,
- (e) (1) An offense under Part 1,2,3 or 4, or section 20 or 21 (in so far as it relates to the offense of theft, fraud, extortion, forgery, or uttering a forged document, involving an amount of R100 000.00 or more, must report such knowledge or suspicion or cause such knowledge or suspicion to be reported to any police official.
- (f) (2) Subject to the provisions of section 37(2), any person who fails to comply with subsection (l), is guilty of an offense.
- (g) (3) (a) Upon receipt of a report referred to in subsection (l), the police official concerned must take down the report in the manner directed by the National Commissioner, and forthwith provide the person who made the report with an acknowledgment of receipt of such report.
- (h) (b) The National Commissioner must within three months of the commencement of this Act publish the directions contemplated in paragraph (a) in the.
- (i) (c) Any direction issued under paragraph (b), must be tabled in Parliament before
- (j) (4) For purposes of subsection (1) the following persons hold a position of authority, namely-
- (k) (a) The Director-General or head, or equivalent officer, of a national or provincial
- (l) Department:
- (m)(b) In the case of a municipality, the municipal manager appointed in terms of section 82 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998); the aforementioned offences) of; or
- (n) (c) any public officer in the Senior Management Service of a public body;
- (o) (d) any head, rector or principal of a tertiary institution;
- (p) (e) the manager, secretary or a director of a company as defined in the Companies.

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# DRESS, APPEARANCE & NAME BADGE POLICY

## The dress, appearance, and name badge policy seeks to:

Ensure that municipal employees and municipal Councillors dress up in a manner that is in keeping with professionalism and the image that the Msunduzi Municipality wants to portray. Therefore, it is imperative that the standards are laid down to highlight appropriate work/business attire that conveys the values endorsed by the municipality and that the employees' and municipal council members' appearance be at all times professional both within the workplace and when representing the Msunduzi Municipality.

## ACCEPTABLE DRESS CODE FOR ALL EMPLOYEES AND MUNICIPAL COUNCIL MEMBERS

### For women

- Prescribed uniforms in the case of employees or municipal council members who are required by regulation to wear uniforms.
- Protective clothing
- Name tags
- Blazers, suits, or jackets
- Pants and trousers
- Blouses or shirts
- Scarves and foulards
- Dresses that are at knee level or longer
- Dress trousers or tailored trousers
- Skirts or split skirts (at knee level or longer)
- Sweaters, cardigans, pullovers, and polo necks
- Dress shoes or boots

### For men

- Prescribed uniforms in the case of employees and municipal council members who are required by regulation to wear uniforms.
- Protective clothing
- Name tags
- Blazers, suits, or jackets
- Shirts
- Ties
- Sweaters, cardigans, pullovers, and polo necks
- Formal shoes or boots
- Formal trousers or tailored trousers
- Golf shirts

### FRIDAY ATTIRE

*(except when having meetings with external stakeholders)*

- Smart casual
- Sports dress code
- Presentable jeans
- Clean takkies or shoes

### UNACCEPTABLE DRESS CODE FOR ALL WORK DAYS INCLUDING FRIDAYS

*(To all employees and municipal council members)*

- Beachwear
- Evening wear during daytime
- Clothing that is torn, ripped or frayed with patches or holes
- Revealing and see-through/transparent clothing worn without camisole/vests/slips
- Any clothing with political/offensive slogans
- Sportswear (except for Fridays)
- Head covering, except for cultural, religious, safety, and medical reasons
- Shorts or ¾ pants for males
- Midriff length tops
- Low-waisted jeans/pants which reveal underwear



All employees and municipal council members must be issued and must wear and also visibly display name and surname identification badges as provided by the Msunduzi Municipality. Identification badges must be worn in a manner that allows the identification of an employee or municipal council member by first and last names, position, and department.



# DRESS, APPEARANCE & NAME BADGE POLICY

## ROLES THAT REQUIRE UNIFORMS AND/OR PROTECTIVE WEAR

- Employees and municipal council members who are required to wear a uniform must ensure that they do so during working hours unless advised otherwise by their managers. Uniforms must always be clean and worn in a presentable fashion. The uniforms issued must not be substantially altered without the Msunduzi Municipality's permission.
- Where the Msunduzi Municipality issues uniforms, they remain the property of the Msunduzi Municipality. Employees and municipal council members must take responsibility to ensure that good care is taken of them, and return any uniforms issued on the termination of employment.
- Employees and municipal council members who occupy roles that require protective clothing, e.g. hard hats, masks shoes/boots, and gloves, are required to wear this clothing whilst carrying out their duties whenever required by law or by Msunduzi Municipality health and safety rules.
- Procurement of uniforms and protective wear will be managed locally and managers must also consider whether any reasonable adjustments are required.
- Any employee or municipal council member whose job involves working with machinery and/or working with food must comply with the relevant local rules concerning hair and jewelry; this is for safety/hygiene reasons.

## CULTURAL AND RELIGIOUS RIGHTS OF EMPLOYEES AND MUNICIPAL COUNCIL MEMBERS

- The Constitution of the Republic of South Africa states that South Africa "belongs to all who live in it, united in our diversity". Accordingly, the Constitution pronounces that, among others, culture and religion should be safeguarded and protected.
- The constitutional right to fair labour practices accordingly co-exists with those of cultural and religious beliefs and practices.
- Within the protection afforded by section 23 of the Constitution, the Labour Relations Act 66 of 1995 (LRA), the Basic Conditions of Employment Act 75 of 1997 (BCEA), and the Employment Equity Act 55 of 1998 (EEA), among others, were enacted. Of particular importance to religion and culture in the workplace are the LRA and the EEA.

Thus, exemption will be granted accordingly to employees and municipal council members who have to undergo the process of becoming traditional healers and or practicing as traditional healers.

**These, yet not only limited to the following cultural and religious artifacts and symbols ought to be allowed.**

- wrist string/s,
- isiphandla,
- beads,
- forehead dot,
- dreadlocks.



## OTHER CIRCUMSTANCES (ALL EMPLOYEES AND MUNICIPAL COUNCIL MEMBERS)

- Any employee or municipal council member's choice of dress must be suitable for official functions, formal meetings, and visits.
- It is expected that employees and municipal council members will apply a common sense approach to the dress code and dress in an appropriate manner befitting their role, audience, and purpose.
- Where there are official functions of the municipality like team building, sporting activities, and commemoration events, employees and municipal council members will be required to dress accordingly.
- Recognition of cultural representation and diversity is provided for employees and municipal council members by the acceptance of traditional wear only in cases where an indication of acceptance of traditional wear for a particular event is indicated.
- Employees and municipal council members must abide by the safety policies and procedures and wear required protective clothing and safety equipment as required.
- Accessories such as jewellery must be simple and neat.
- Piercings should be limited to the earlobes, surface piercings should not be exposed.
- Facial piercings are not allowed, a nose ring will be allowed for religious purposes only.
- Employees and municipal council members need to keep their hair neat, tidy, and well groomed. Hair colour should be within the naturally occurring range of hues.

# STRATEGIC PLANNING GUIDELINES

## INTRODUCTION

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. This process takes place every after 5 years (local government administration cycle) and strategies are reviewed annually to measure the progress and further plan new strategies that will assist the organization in achieving its long-term vision. It is important to do strategic planning because it helps the organization visualize its future direction based on the available resources.

Leadership set the tone for the direction that the organization should pursue, then Business Units take the baton and operationalize the strategic direction into measurable action plans. Business Units are also required to develop their vision and mission statements that are linked to the organizational vision and mission. This article will explain the framework to be considered at the business units' strategic plan workshops.

### VISION STATEMENT

This is a coherent aspirational positioning of what the organization wishes to achieve in the medium to long term. Business Units' vision statements should then talk to the organizational vision, in order to ensure synergy. The vision statement should be precise, and time-bound, and the statement should not exceed 15 words in the sentence. This statement should drive the organization and Business Units in their daily operations.

### MISSION STATEMENT

This refers to current activities that the organization should perform in order to achieve the vision. The mission statement seeks to address the following question: What Business Units should do in order to achieve its vision? It is also recommended that both vision and mission should be placed in all entrances so that employees can be able to internalize and shape their behaviors towards achieving the overall vision of the organization.

### VALUES

It refers to principles, standards, and qualities that employees should possess in order to be able to drive the vision of the organization. Good values promote good organizational culture. Values should be in line with the code of conduct as stipulated in the Municipal Systems Act.

### SWOT ANALYSIS

This is an analysis of Business Units Strengths, Weaknesses, Opportunities, and Threats. Strengths describe the business unit's internal resources that add value to the functioning of the business unit. Weaknesses refer to the internal challenges that prevent the business unit from achieving its maximum performance. Opportunities refer to favorable external factors that may assist the business unit to reach its maximum performance toward achieving its goals. Threats refer to external factors that have the potential to harm the business unit.

The SWOT analysis should be conducted as honestly as possible. After having defined Strengths, Weaknesses, Opportunities, and Threats then strategies need to be developed that will ensure that strengths remain strengths, convert weaknesses to strengths, and take advantage of opportunities and strategies that will eliminate threats.

### PESTEL ANALYSIS

This is another tool that is used to understand the external environment that has a direct impact on the business unit's operations. Political factors refer to government policies that have a direct impact on the business units (e.g. NDP, PGDS, etc.). Economic factors refer to economic opportunities and threats that may affect the business units (e.g. unemployment rate, inflation, etc.). Social factors refer to social indicators that the business units should consider when developing projects (e.g. population demographics, educational levels, HIV/AIDS, etc). Technological factors refer to the ability to recognize potential technologies that might assist the business units to optimize its capacity (e.g. Research and Development, Innovation, ERP systems, etc). Environmental factors refer to policies, systems, and processes that are in place in order to protect the environment (e.g. waste disposal policies, anti-pollution strategies, etc.) Legal factors refer to legislations, regulations, and laws that apply to local government and the functioning of the business unit. (MSA, MFMA, Bylaws, etc.).

After defining the external factors, and the business units, the following step is to develop strategies that will respond to these factors. This is important in ensuring that business units have mechanisms in place in order to deal with challenges and opportunities that are offered by the external environment.



## RESOURCES-BASED VIEW

Business Units should also conduct an internal audit in terms of their resources. Resource assessment is important to understand the limitations of the business unit and arrears where the business can be able to excel. Resource assessment includes determining the competencies of human resources, financial resources, technological resources, etc. A thorough understanding of the resources within the business units will then encourage business units to develop realistic strategies.

### STRATEGIC GOALS

These are broad statements on the direction that the organization should take in 5 years. Strategic goals should be in line with the vision and mission of an organization. This requires Management to conceptualize the future of the Business Unit. The most important question that might assist in developing long-term goals: Where do we see the Business Unit in 5 years? Business Units' strategic goals should be largely informed by the Integrated Development Plan (IDP).

### STRATEGIC OBJECTIVES

These are specific and measurable steps that need to be followed to achieve long-term goals. The clearer the objectives, the easier it is to achieve organizational goals. An important question to be asked when developing long-term objectives is: What needs to be done in order to achieve strategic goals?

## ANNUAL PERFORMANCE PLANS

After strategic goals, strategic objectives and internal and external environmental scanning, resources assessment, then the Business Units should develop programmes that talks to the identified strategies. It is important to link programmes with strategic goals, strategic objectives and strategies. Annual Performance Plans/SDBIP is a vehicle that will deliver the business units into the perceived destination (vision).

## REPORTING

Business Units are required to report on Council structures with regard to their contribution towards achieving the overall vision of the organization. Strategies should be reviewed annually after the approval of the Budget so that Business Units can outline their plan on how they will drive their programmes within the allocated budget.

*This document was prepared by the Organisational Compliance, Performance and Knowledge Management Unit in the Office of the City Manager*

## SDBIP STRUCTURE

INDEX	IDP REFERENCE	SDBIP REFERENCE	NATIONAL KEY PERFORMANCE AREA	PROGRAMME	PROJECT	MEASURABLE OBJECTIVE	ANNUAL TARGET / OUTPUT	PERFORMANCE MEASURE	PERFORMANCE REPORTING - QUARTER (___) - MONTH (___) ENDING (___)						
									QUARTER (___) - MONTH (___) ENDING (___)						
									QUARTER (___) TARGET	QUARTERLY PROGRESS - ACTUAL	ACTUAL (1,2,3,4,5)	REASON FOR DEVIATION	CORRECTIVE MEASURE	TIMEFRAME TO IMPLEMENT CORRECTIVE MEASURES	SOURCE DOCUMENT
										What has been done in respect to the target?		If not Achieved, What setbacks had occurred?	What measures/ actions are to be taken to ensure target can be achieved?	What is the estimated time to achieve target after setback?	Evidence to support progress

The above template shows the SDBIP reporting template. This template is used to measure the performance of projects during the course of the financial year. When filling in the template it is important to understand the information that is required for each and every column.

### SDBIP COLUMNS:

**INDEX:** There are five **National Key Performance Areas** for local government (*Municipal Transformation and Organizational Development, Basic Service Delivery, Local Economic Development, Financial Viability, and Financial Management, Good Governance and Public Participation*). However, Msunduzi Municipality decided to add a sixth Performance Area that will deal with cross-cutting issues. Therefore, Index refers to the alphabetical coding of these Key Performance Areas. Below is the alphabetical coding:

- A - Municipal Transformation and Organizational Development
- B - Basic Service Delivery
- C - Local Economic Development
- D - Financial Viability and Financial Management
- E - Good Governance and Public Participation
- F - Cross-Cutting Issues

### IDP REFERENCE:

Under each National Key Performance Area there are strategic objectives that serve as indicators in terms of ensuring that NKPAs are measured accordingly. These strategic objectives are alphabetically coded for each NKPA.

On the right is the table that shows the alphabetical coding of NKPA and Strategic Objectives.

NATIONAL KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES = IDP REFERENCE
A: Municipal Transformation and Organizational Development	A1: Increased institutional capacity and promote transformation
	A2: Optimized systems, procedures and processes
	A3: Increased performance
B: Basic Service Delivery	B1: Increased Provision of Municipal Services
	B2: Improved state of Municipal Infrastructure
	B3: Improved provision of Social Development Services
C: Local Economic Development	C1: Reduced unemployment
	C2: Increased economic activity
	C3: Optimized land usage
D: Financial Viability and Financial Management	D1: Increased revenue
	D2: Improved expenditure and SCM
	D3: Improved budgeting and reporting
E: Good Governance and Public Participation	E1: Strengthened Governance
	E2: Improved Customer Experience & Public participation
	E3: Promote public knowledge and awareness
ADDITIONAL KEY PERFORMANCE AREA	
F: Cross Cutting Issues	F1: Improved Municipal Planning and spatial development
	F2: Improved community and environmental health and safety
	F3: Increased access to housing units



## SDBIP STRUCTURE

**CDS REFERENCE:** City Development Strategy consists of eight pillars. The column on the SDBIP template makes reference to the below pillars of City Development Strategy. Therefore, it is important that when planning for projects one is able to link that particular project with at least one of these pillars.



*Figure 1: Pillars of City Development Strategy (CDS, 2015).*

**SDBIP REFERENCE:** This column presents the coding of key performance indicators for a specific sub-unit with a business unit. E.g If Human Resources have five indicators, these indicators will be coded as follows HR01, HR02, HR03, HR04 and HR05.

**NATIONAL KEY PERFORMANCE AREA:** As explained above, there are five regulated national key performance areas for local government. Therefore, every project should be linked to one of these NKPA.

**PROGRAMME:** a set of related measures or activities with a particular long-term aim. This column looks at programmes with a specific outcome which will give rise to individual projects that will be output driven. The programme may consist of more than one project.

**PROJECT:** This column looks at projects with a specific output within a specific time frame. Each project should be linked to a programme.

**MEASURABLE OBJECTIVE:** This column refers to the project output, in terms of what is it that should be achieved.

## SDBIP STRUCTURE

**ANNUAL TARGET / OUTPUT:** This column looks at what is an expected output at the end of a financial year. E.g Project will state that the 20km Msunduzi road is to be built by 31 June 2021.

**PERFORMANCE MEASURE:** This column refers to the unit of measure on which that particular project will be measured on. E.g. If the project is to build a road, the performance measure will be the number of kilometres.

**QUARTER (\_\_\_\_) TARGET:** This column shows quarterly targets. There are four quarters in a financial year, and annual targets get broken down into quarterly targets so that it is easier to plan and achieve. E.g. Annual target is to build a 20km road, then quarterly might be 5km per quarter. A combination of quarterly targets equals to the annual target, hence an accumulative method is used.

**QUARTERLY PROGRESS – ACTUAL:** This column shows what was done towards achieving that quarterly target.

**ACTUAL (1,2,3,4,5):** This column shows performance standards that have been rated according to local government performance regulations. 1 = 0 – 69%; 2 = 70% – 99%; 3 = 100% – 129%; 4 = 130% – 149%; 5 = 150% – 167%

**REASON FOR DEVIATION:** This column explains why the target was not achieved, what were reasons for not achieving the target

**CORRECTIVE MEASURE:** This column refers to actions that should be taken in order to mitigate none achievement of a target.

**TIMEFRAME TO IMPLEMENT CORRECTIVE MEASURES:** This column shows the projected time frame in order to implement corrective measures.

**SOURCE DOCUMENT PERFORMANCE MEASURE:** This column shows the documents that need to be used in order to verify that the performance target was achieved and it was achieved within a specified time frame. E.g. invoices, resolutions, appointment letters, completion certificates, etc.

In conclusion, it is important to understand the information that is required in each and every column in the SDBIP template. This template also helps to understand the strategic alignment between IDP, CDS, and Projects within a particular financial year. Performance information is very important since it assists the organization to measure the performance of projects, and also to understand reasons that might hinder performance while also putting measures in place in terms of correcting deviations from achieving performance targets.

*This document was prepared by the Organisational Compliance, Performance and Knowledge Management Unit in the Office of the City Manager.*



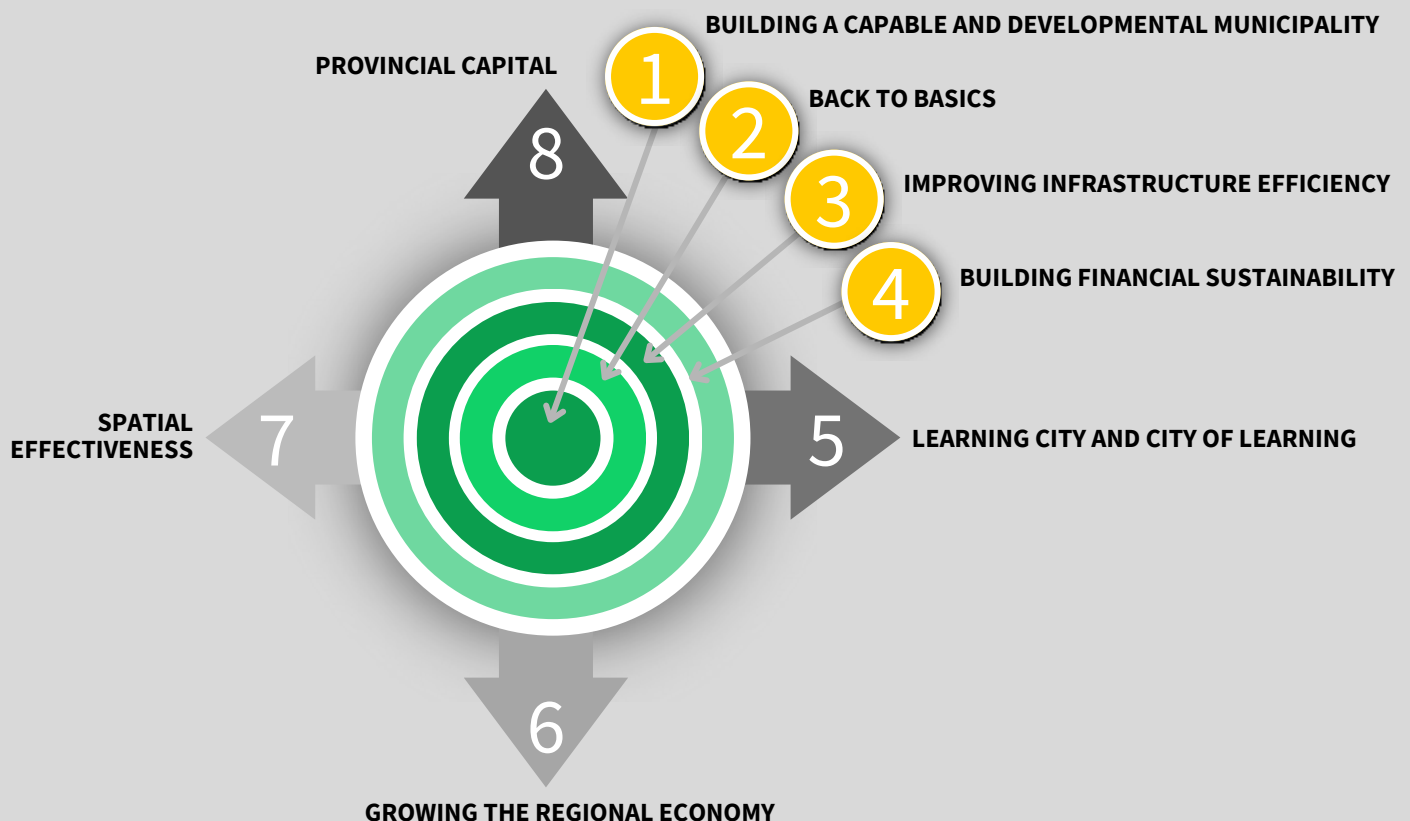
# ORGANIZATIONAL PERFORMANCE MANAGEMENT POLICY (OPMS)

Chapter 6 of the Municipal Systems Act, 2000 requires all Municipalities to develop a Performance Management System. Therefore, in the year 2012, Msunduzi municipality developed Organizational Performance Management Policy. This policy aims at providing guidance in terms of the implementation of the performance management system in its entirety that is with regards to Planning, Implementation, Monitoring, and Evaluation. This article will discuss the cornerstones of Organizational Performance Management Policy (OPMS).

## CITY DEVELOPMENT STRATEGY - VISION 2030

**Vision:** “A safe, vibrant City in which to live, learn, raise a family, work, play and do business”

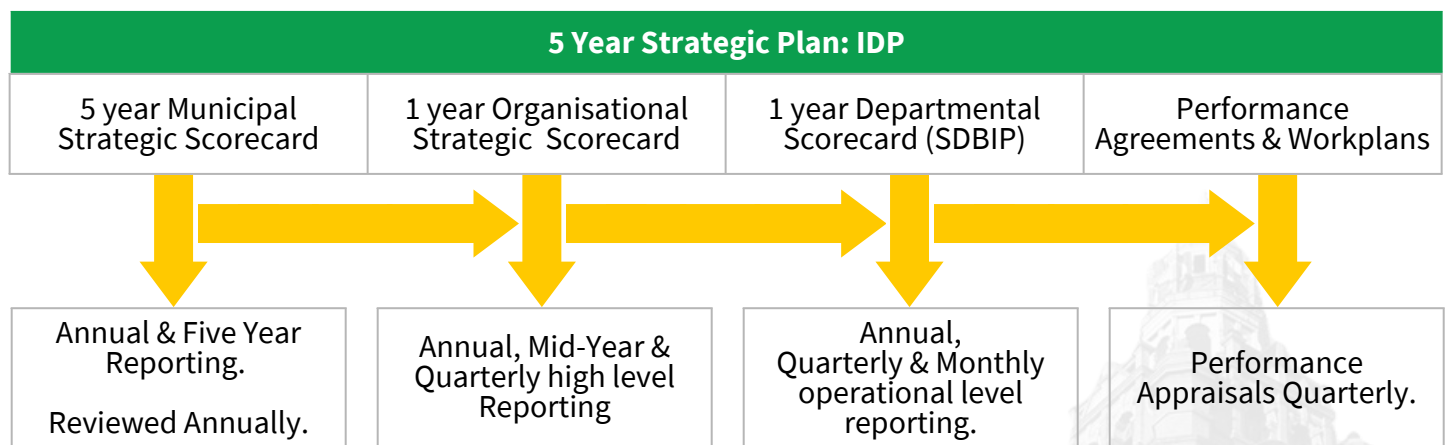
**Mission:** “To ensure that the Municipality functions effectively and in a sustainable manner in order to deliver service of excellence to the community



# ORGANIZATIONAL PERFORMANCE MANAGEMENT POLICY

The City Development Strategy (CDS) talks to vision 2030, which then means that organizational systems, processes, and policies should be geared toward achieving that particular vision. The long-term vision is important in terms of driving the organization towards a particular direction. Therefore, OPMS assists the organization in ensuring that there are monitoring and evaluation mechanisms in place towards achieving vision 2030, and also with regards to proper alignment of organizational projects with the 8 pillars of CDS.

## INTEGRATED DEVELOPMENT PLAN



The Integrated Development Plan (IDP) is the five-year strategic plan for the municipality influenced by the 8 strategies of the CDS thereby ensuring alignment between the strategies of the CDS & IDP. The five-year strategic plan is then broken down into annual strategic scorecards, and the annual budget gets approved in order to ensure that projects in the IDP are funded. Service Delivery and Budget Implementation Plan (SDBIP) becomes an organizational operational plan that comprises of departmental scorecards with annual, quarterly, and monthly targets together with a projected budget for all projects in the SDBIP.

The performance contracts for General Managers and Senior Managers are then informed by their departmental scorecards. The role of OPMS is to ensure that there is alignment between the CDS, IDP, Budget, SDBIP, and Performance Contracts from Level 1 to Level 3 Management.

## OPMS FRAMEWORK

The policy further goes into detail in terms of clarifying the roles and responsibilities of all stakeholders that are involved in ensuring that the organization has an effective monitoring and evaluation system. Also, the framework provides timeframes on the process plan to guide the organization on what should be done and on which particular month. The framework goes a step further in providing a detailed standard operating procedure on the steps that need to be followed for the successful implementation of the framework.

In conclusion, OPMS is a glue that binds together CDS, IDP, Budget, SDBIP, and performance agreements for level 1 to level 3 of the Management.



# PERFORMANCE MANAGEMENT SYSTEM (PMS)

## PERFORMANCE MANAGEMENT FRAMEWORK

The Municipality must develop, as part of the PMS, a framework that will deal with the “how” to work with performance information. A performance management framework is a way the Municipality collects, presents, and uses its performance information. It is a practical plan, made up of mechanisms and processes, for the Municipality to collect, process, arrange and classify, examine and evaluate, audit, reflect on and report performance information. These mechanisms and processes work in a cycle which must be linked to the Municipality’s normal planning (IDP and otherwise) and the annual budgeting cycle.

### 1. COMPONENTS OF PERFORMANCE MANAGEMENT FRAMEWORK

#### 1.1. CLARIFYING ROLES AND RESPONSIBILITIES OF STAKEHOLDERS AND ROLE-PLAYERS

It is important to understand the duties, roles, and responsibilities of the different stakeholders and role players in the various processes that together constitute the framework of the PMS. It is important that the accountability and relationships and priorities of the various stakeholders are set to ensure that there is a complete understanding of the participation, consultation, and involvement of all stakeholders for maximum input into, and success of the PMS.

The PMS is a component of municipal governance and management systems that is aimed at ensuring that the performance of the Municipality is developmental while complementing the planning and budgeting processes as an integral part of organizational and individual management. It involves a wide variety of stakeholders, all of whom play a vital and integral part in the overall success of the PMS. The schedule hereunder sets out the tasks, which should not be seen as a chronological sequence of occurrences and events. The tasks, together with the appropriate stakeholders/role-players (with their roles and responsibilities), are the following:

ROLES AND RESPONSIBILITIES	
Role	Responsibility
Citizens & Communities	<ul style="list-style-type: none"> <li>Be consulted on needs.</li> <li>Develop the long term vision for the area.</li> <li>Assist in identifying priorities.</li> <li>Participate in the identification of indicators and setting targets.</li> <li>Be given the opportunity to review municipal performance and suggest new indicators and targets.</li> </ul>
Council	<ul style="list-style-type: none"> <li>Facilitate the development of long term vision.</li> <li>Develop strategies to achieve the vision.</li> <li>Identify priorities.</li> <li>Adopt indicators and set targets.</li> <li>Review municipal performance quarterly.</li> </ul>
Mayor	<ul style="list-style-type: none"> <li>Approves the SDBIP</li> <li>Where necessary, evaluates the performance of the Municipal Manager.</li> </ul>
Executive Committee	<ul style="list-style-type: none"> <li>Give strategic direction and develop strategies and policies for the municipality.</li> <li>Management the development of the IDP.</li> <li>Approve and adopt indicators and targets.</li> <li>Communicate the plan to other role-players.</li> <li>Conduct major reviews of municipal performance determining where goals had or had not been met, what the reasons were and to adopt response strategies.</li> </ul>
Portfolio Committees	<ul style="list-style-type: none"> <li>Manage the implementation of the strategy.</li> <li>Review and monitor the implementation of the IDP and the PMS.</li> <li>Propose response interventions, in areas of non/under-performance, to EXCO.</li> <li>Enters into a Performance Agreement with the Mayor of the Municipality.</li> <li>Giving strategic direction and developing strategies and policies for the municipality.</li> <li>Provides an enabling environment for the General Managers to carry out their respective job functions</li> <li>Manage the development of the IDP.</li> </ul>

# PERFORMANCE MANAGEMENT SYSTEM (PMS)

ROLES AND RESPONSIBILITIES	
Role	Responsibility
Municipal Manager	<ul style="list-style-type: none"> <li>• Ensure that the plan is integrated.</li> <li>• Identify and propose indicators and targets.</li> <li>• Communicate the plan to other role players.</li> <li>• Regularly monitor the implementation of the IDP and identify risk areas.</li> <li>• Ensure regular monitoring (measurement, analysis and reporting).</li> <li>• Propose response strategies to Portfolio Committees and EXCO</li> <li>• Oversee Service Delivery and Budget Implementation Plans for the Municipality.</li> <li>• Evaluates the performance of the section 57 managers (GMs on a Quarterly &amp; Annual Basis)</li> <li>• Implements consequence management for non-compliance with the approved policies by the General Managers.</li> </ul>
General Managers	<ul style="list-style-type: none"> <li>• Enters into a Performance Agreement with the Municipal Manager.</li> <li>• Accountable for the formulation of strategic goals, objectives, and priorities of the IDP for their respective business units.</li> <li>• Accountable for the alignment of the Key Performance Indicators and Performance Targets for their respective business units as contained in the IDP Scorecards and the SDBIP &amp; OP.</li> <li>• Accountable for the formulation and revision of the strategic scorecards that include Key Performance Indicators and Performance Targets for their respective business units that are SMART, budgeted for and meets the requirement of Council.</li> <li>• Accountable for Service Delivery &amp; Budget Implementation Plan and Operational Plans that include Key Performance Indicators and Performance Targets for their respective business units that are SMART, budgeted for and meets the requirement of Council.</li> <li>• Participates in the formulation of the annual review programme of the IDP, including the review of Key Performance Indicators and Performance Targets for their respective business units.</li> <li>• Quarterly evaluates the performance of their Senior Managers against adopted KPIs and Performance Targets.</li> <li>• Is overall accountable for the performance reporting templates such as the development &amp; reporting on the SDBIP &amp; OP, , B2B, Annual Report, Annual Performance Report and any other performance-related template having checked the information for accuracy, reliability, validity and completeness of information submitted by their Senior Managers.</li> <li>• Will perform a quality check of all information prior to submission.</li> <li>• Is overall accountable for the contents of the Portfolios of Evidence prepared &amp; submitted for Audit Purposes to Internal Audit and the Auditor General.</li> <li>• Will co-sign the POE files with their Senior Managers having performed quality control and confirmed the information for accuracy, reliability, validity and completeness of information.</li> <li>• Regularly monitor the implementation of the IDP and identify risk areas.</li> <li>• Ensure regular monitoring (measurement, analysis, and reporting).</li> <li>• Propose response strategies to the Municipal Manager.</li> <li>• Evaluates the performance of the Senior Managers on a Quarterly &amp; Annual Basis.</li> <li>• Advises the Municipal Manager &amp; implements consequence management for non-compliance with the approved policies by the Senior Managers.</li> <li>• Ensures requests for information from their Business Units prior to dissemination is valid, accurate, reliable and complete having conducted the necessary reviews of the information requested.</li> <li>• Must conform to all timeframes in respect of requests for information / completion of performance documents / reports such as the development &amp; reporting on the SDBIP &amp; OP, , B2B, Annual Report, Annual Performance Report and/or otherwise will be subjected to consequence management by the Municipal Manager.</li> <li>• Responsible for the development of their Business Units Standard Operating Procedures for the effective implementation of the approved OPMS policy.</li> <li>• Will inform the Municipal Manager of all risks identified immediately and provide mitigating advice where possible.</li> <li>• Will be required to sign a Memo to the Mayor indicating the KPIs on the SDBIP &amp; OP are SMART, aligned to council priorities, budgeted for and will be accountable for the submission of monthly reports on the SDBIP &amp; OP and the submission of the Portfolios of evidence, prior to the Mayor approving the SDBIP &amp; OP for a financial year.</li> <li>• Will be required to sign a Memo to Full Council indicating their satisfaction with the Annual Report submissions for their Business Units in terms of accuracy, reliability, validity and completeness prior to the completion of the Oversight Report as these memos must form part of the report as an annexure.</li> </ul>



# PERFORMANCE MANAGEMENT SYSTEM (PMS)

ROLES AND RESPONSIBILITIES	
Role	Responsibility
General Managers	<ul style="list-style-type: none"> <li>Will be solely responsible for the submission of all performance management information &amp; reports directly to the PMS unit having verified the information for Validity, Reliability, Accuracy and Completeness. The GM may opt to submit the information via their Personal Assistants, or via Performance Management Champion within their Business units. This will not take the responsibility away from the GM in performing the duties of verifying the information for Validity, Reliability, Accuracy and Completeness.</li> <li>GM's to ensure that the PMS unit have a standing slot in their MANCO's for the verification of performance information, re: SDBIP &amp; OP, B2B &amp; monthly, quarterly and annual submissions as well as the correctness of the Portfolios of Evidence.</li> </ul>
Senior Managers	<ul style="list-style-type: none"> <li>Enters into a Performance Agreement with the General Manager / and or Municipal Manager if reporting directly to the Municipal Manager</li> <li>Responsible for Service Delivery &amp; Budget Implementation Plan and Operational Plans that include Key Performance Indicators and Performance Targets for their respective subunits that are SMART, budgeted for, and meet the requirement of Council.</li> <li>Is overall responsible for the performance reporting templates such as the development &amp; reporting on the SDBIP &amp; OP, B2B, Annual Report, Annual Performance Report, and any other performance-related template having checked the information for accuracy, reliability, validity, and completeness of information submitted.</li> <li>Is overall responsible for the contents of the Portfolios of Evidence prepared &amp; submitted for Audit Purposes to Internal Audit and the Auditor General.</li> <li>Will co-sign the POE files with their General Managers having performed quality control and confirmed the information for accuracy, reliability, validity, and completeness of the information.</li> <li>Regularly monitor the implementation of the IDP and identify risk areas.</li> <li>Ensure regular monitoring (measurement, analysis, and reporting).</li> <li>Propose response strategies to the General Manager or Municipal Manager if reporting directly to the Municipal Manager.</li> <li>Advise the General Manager or Municipal Manager &amp; implements consequence management for non-compliance with the approved policies by the staff below them.</li> <li>Ensures requests for information from their Sub Units prior to dissemination is valid, accurate, reliable, and complete having conducted the necessary reviews of the information requested.</li> <li>Must conform to all timeframes in respect of requests for information/completion of performance documents/reports such as the development &amp; reporting on the SDBIP &amp; OP, B2B, Annual Report, Annual Performance Report, and/or otherwise will be subjected to consequence management by the General Manager or Municipal Manager.</li> <li>Will assist the GM or CM with the development of their Business Units Standard Operating Procedures for the effective implementation of the approved OPMS policy.</li> <li>Measure performance according to agreed indicators, analyze, and report regularly.</li> <li>Manage implementation and intervene where necessary.</li> <li>Inform decision-makers of risks immediately.</li> </ul>
Performance Management Unit	<ul style="list-style-type: none"> <li>Will be responsible for the development and customization of performance reporting templates that are to be disseminated to General Managers and/or any other stakeholders for completion.</li> <li>Will be responsible for the collation and submission of information to all stakeholders internally &amp; externally pertaining to performance management in the organization.</li> <li>Will distribute performance templates at the will of the Municipal Manager to all stakeholders for completion and submission.</li> <li>Will schedule Business unit sessions for the development of the SDBIP &amp; OP annually.</li> <li>Will schedule Business unit sessions for the review of the SDBIP &amp; OP annually during the mid-year review period to amend the SDBIP &amp; OP.</li> <li>Will attend meetings where any performance-related report is being discussed.</li> <li>Will assist the Municipal Manager in developing Monthly, Quarterly and Annual Reports on the SDBIP &amp; OP and any other report deemed necessary for all Portfolio Committees of Council.</li> <li>Will provide comments on any proposed amendments to any performance indicator or targets.</li> <li>Will be responsible for maintaining records of the PMS.</li> <li>Will Advise staff on PMS via internal communication means.</li> <li>Forward copies of the Annual Performance Report, Annual Report to the Council, Internal Audit, Auditor General, and MECs in the Province.</li> <li>Facilitate the annual review of the Approved Performance policy.</li> <li>Monitor Compliance to the Approved Performance policy as approved by Council.</li> <li>Inform the Municipal Manager of any non-compliance to the approved OPMS policy.</li> <li>Assist in the Development of the performance agreements of the Municipal Manager, General Managers, and Senior Managers.</li> </ul>

# PERFORMANCE MANAGEMENT SYSTEM (PMS)

ROLES AND RESPONSIBILITIES	
Role	Responsibility
Performance Management Unit	<ul style="list-style-type: none"> <li>Will perform quality control of all information submitted for performance management matters re: SDBIP &amp; OP, Annual Reports, and Back to Basics Reports</li> <li>The PMS unit will attend the standing slots in GM's MANCOs for the verification of performance information, re: SDBIP &amp; OP, monthly, quarterly and annual submissions as well as the correctness of the Portfolios of Evidence.</li> <li>The PMS unit will on a continuous basis report to GMs any errors or omissions in respect of performance reporting templates submitted</li> <li>The PMS unit will provide the GMs with feedback pertaining to the SDBIP &amp; OP submissions where amendments are necessary prior to the submission of the SDBIP &amp; OP to the Mayor for approval</li> <li>The PMS unit will provide relevant support to GMs in respect of other performance-related documents ( National Treasury SDBIP, STATS SA, etc)</li> </ul>
Internal Audit	<ul style="list-style-type: none"> <li>Assess the functionality, effectiveness and legal compliance.</li> <li>Audit performance information</li> </ul>
Evaluation Panels	<ul style="list-style-type: none"> <li>Evaluate the performance of the Municipal Manager and Section 57 managers as per the requirements of section 27 (d) &amp; (e) of the Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006.</li> </ul>
Auditor General	<ul style="list-style-type: none"> <li>Audit Municipal Performance</li> </ul>
Performance Audit Committee	<ul style="list-style-type: none"> <li>Independent oversight</li> </ul>
MPAC	<ul style="list-style-type: none"> <li>Oversight on Municipal Performance</li> </ul>

## 1.2. SETTING MEASURES/INDICATORS AND TARGETS

The setting of measures/indicators and targets happens during the IDP process and is linked to the strategic objectives of the Municipality. Performance measures/indicators and targets are used to show how the Municipality is performing on these objectives. This stage entails setting measures/indicators and targets and gathering data and information on these measures/indicators to assess the progress of the Municipality. Performance measurement allows for comparison of actual performance to intended performance, and against nationally defined minimum standards. It will also, in time, allow for the comparison of their performance against that of other Municipalities.

Performance targets are the planned level of performance or the milestones the Municipality sets for itself for each indicator identified. Baseline measurements and service standards must be identified, which will serve as the measurement of the chosen indicator(s) at the start of the period. In setting targets, it is important to know how the Municipality is performing at the current moment. The targets need to be realistic, measurable and commensurate with available resources and capacity. The public must / should be consulted on their needs and expectations in setting a target. Politicians need to give clear direction as to the importance of the target and how it will address the public need.

Targets should be informed by the development needs of communities and the development priorities of the municipality. The municipality must for each financial year set performance targets for each of its key performances. It must measure the efficiency, effectiveness, quality, and impact of the performance of the Municipality. It must also identify administrative components, structures, bodies, or persons for whom a target has been set. Finally, targets need to be consistent with the development priorities set out in the IDP.

In order to measure progress in terms of a target during monitoring and evaluation (as discussed below), intermediate milestones, if applicable, should be specified with the same criteria as for performance targets.



# PERFORMANCE MANAGEMENT SYSTEM (PMS)

**The following general KPIs are prescribed in Section 10 of the Municipal Planning and Performance Management Regulations, 2001 and must be reported annually:**

- The percentage of households with access to a basic level of water, sanitation, electricity, and solid waste removal;
- The percentage of indigent households with access to free basic services;
- The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- The number of jobs created through the municipality's local economic development initiatives including capital projects;
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- The percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- Financial viability is expressed by ratios that measure debt coverage, outstanding service debtors to revenue, and cost coverage.

A KPI qualifies the main aspect that needs to be achieved and thus measures the progress being made in achieving the objectives. It should therefore specify the object or deliverables to be achieved and the means by which it will be measured. Depending on the nature of such KPI, it may also include specifications regarding the quantity and standards of the object, and usually includes the timing of projected phasing of delivery. KPIs may be both strategic and operational in nature. The KPIs must be relevant to the competencies of Local Government.

The Municipality will use indicators as a communication tool between all levels of staff, and between the administration and council. It will also serve to identify the gaps between IDP strategies and the operational plans of the various departments.

**In setting priorities, the Municipality should, inter alia, consider the following:**

- An assessment of development in the municipal area, identifying development challenges and the status quo of the underdeveloped areas;
- A long-term development vision for the municipality to address its development challenges;
- A set of KPAs, strategic objectives, based on identified needs, achievable in the current term of office, that would contribute significantly to the achievement of the development vision for the area;
- Projects, programmes, and initiatives identified in contributing to the achievement of the above objectives;
- A financial plan and medium-term income and expenditure framework that is aligned to the priorities of the Municipality; and
- A Spatial Development Framework (SDF).

# PERFORMANCE MANAGEMENT SYSTEM (PMS)

## 1.2.1. TYPES OF INDICATORS

**The following types of indicators will be used:**

### 1.2.1.1. Input Indicators

These are indicators that measure what it costs the Municipality to purchase the essentials for producing desired outputs (economy), and whether the Municipality achieves more with less, in resources terms (efficiency) without compromising quality. The economic indicators may be the amount of time, money, or number of people it took the Municipality to deliver a service.

### 1.2.1.2. Output Indicators (measures/indicators of success)

These are the indicators that measure whether a set of activities or processes yields the desired products or deliverables. They thus measure effectiveness – i.e., doing things correctly, and are typically associated with operational KPIs. They are usually expressed in quantitative terms.

### 1.2.1.3. Outcome Indicators

These are the indicators that measure the impact or net effect of the products or services of the products/programmes in terms of the achievement of the overall objectives. These indicators are strategically the most important to determine. It is thus about the relationship between outputs and outcomes and measures/indicators if the outputs succeed in achieving the desired outcomes or improvements, i.e. doing the right things. The Municipality does not always have full and complete control over those aspects that are measured by outcome indicators. It thus measures/indicators the influence it has on conditions or developments in the area. As it is the strategic objectives of the IDP that should determine the desired outcomes of activities, it is important to determine if the outputs over which we have control, are the correct ways with which to address such issues.

## 1.2.2. IDENTIFICATION OF INDICATORS

**The following aspects will be considered when identifying indicators:**

- (a) Key Performance Areas (KPAs) and strategic objectives set in the IDP;
- (b) The activities, projects, programmes, and processes identified in the IDP for achieving as well as the earmarked resources; and
- (c) Whether data and baseline information is available for its measurement in the Msunduzi Municipal area.

KPIs must be set in respect of each of the development priorities and objectives referred to in Section 26(c) of the MSA. It must also be ensured that KPIs inform the indicators set for all its administrative units and employees as well as every municipal entity and service provider with whom the Municipality has entered into a service delivery agreement.

**The following SMART criteria will apply for the determination of KPIs and targets:**

**S** – Specific;  
**M** – Measurable;  
**A** – Achievable;  
**R** – Realistic; and  
**T** – Time-bound.



# PERFORMANCE MANAGEMENT SYSTEM (PMS)

## 1.2.3. NATIONAL KEY PERFORMANCE INDICATORS (KPIs)

General KPIs are prescribed in terms of Section 43 of the MSA and Outcome 9. Msunduzi Municipality takes cognizance of these indicators and will report on them when required by the Act.

## 1.2.4. REVIEW OF KPIs AND TARGETS

The Municipality will review its KPIs and targets annually as part of the performance review in accordance with Section 54(1) of the MFMA following approval of an adjustments budget or whenever it amends its IDP in terms of Section 34 of the MSA.

## 1.3. PERFORMANCE PLANNING

The performance of the Msunduzi Municipality is to be managed in terms of its IDP and the process of compiling an IDP and the SDBIP, and the annual review of the IDP thereof constitutes the process of planning for performance. It should be noted that the last component of the process is that of performance review and the outcome of such a review process must inform the next cycle of IDP compilation/review by focusing the planning processes on those areas in which the Municipality has underperformed.

### **Planning involves four main tasks:**

- 1.3.1. Pre-planning:
- 1.3.2. Public Participation:
- 1.3.3. Development Planning:
- 1.3.4. Adoption of the IDP and submission to the Department of Cooperative Governance and Traditional Affairs (CoGTA)

## 1.4. PERFORMANCE IMPLEMENTATION

Performance implementation refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator. The setting of measures/indicators and targets happens during the IDP process and is linked to the strategic objectives of the Municipality.

To ensure the integrity of the indicators and targets set, baseline information based on historic and current performance should be used as the basis for setting sound measures/indicators and targets. Performance measurement allows the Municipality to compare its actual performance in relation to historic and current (baseline) performance.

### **Implementation involves 4 main tasks:**

- 1. Developing the organizational scorecard;
- 2. Preparing the Service Delivery and Budget Implementation Plan;
- 3. Preparation of the Performance Agreements (Annual Performance Plans and Personal Development Plans) for the Municipal Manager and Section 57 Managers.
  - This deals with the Individual aspect of the Performance management cycle. It is covered as per Annexure B
- 4. Compilation of Portfolios of Evidence (PoEs).
  - All performance-related templates submitted to either the PMS unit or Internal Audit unit, need to be accompanied by a credible POE.
  - The process for compiling the POE file is covered as per Annexure E

# PERFORMANCE MANAGEMENT SYSTEM (PMS)

The Implementation needs to show alignment and uniformity with all approved council documents, IDP, SDF, and the CDS. The SDBIP needs to show the alignment to the strategic documents of the Council where applicable in order to ensure that what is being reported is aimed at achieving the strategic objectives of the Municipality.

## 1.5. PERFORMANCE MONITORING

Performance monitoring is an ongoing process by which a manager accountable for a specific indicator and target as set out in the SDBIP continuously monitors current performance against pre-determined objectives (PDOs). The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where the indication is that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting, and review is due.

### **Monitoring involves three main tasks:**

1. Measuring Performance;
2. Compilation of Monthly Quarterly Performance Reports at a Business Unit Level;
3. Compilation of Consolidated Quarterly, Half-yearly, and Annual Performance reports at an Organizational / Municipal Level.

## 1.6. PERFORMANCE ANALYSIS

The performance analysis involves the process of making sense of measurements/indicators. It requires interpretation of the measurements as conducted in terms of the previous step to determine whether targets have been met and exceeded and to project whether future targets will be met or not. Where targets have not been met performance, analysis requires that the reasons, therefore, should be examined and corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organizational learning.

This process will also include analyzing the Indicators with budgets attached to them and the achievements of targets/indicators in accordance with the expenditure of your budget.

## 1.7. PERFORMANCE EVALUATION

Evaluation is a periodic, in-depth analysis of programme performance. It relies on data generated through monitoring activities as well as information obtained from others. Evaluations are often (but not always) conducted with the assistance of external evaluators. The Evaluation of Performance information in Msunduzi takes place on a monthly and quarterly basis. Evaluation is completed through Management Committees as well as submissions to council portfolio committees.

### **Evaluation will take place as follows:**

1. Ongoing as part of the monitoring and reporting process;
2. Compilation of Quarterly Performance Reports at a Business Unit & Organizational
3. Level;
4. Monthly Management Meetings in which all Senior Managers are invited
5. Compilation of Consolidated Annual Performance reports at an Organizational/Municipal Level.



# PERFORMANCE MANAGEMENT SYSTEM (PMS)

## 1.8. PERFORMANCE REPORTING

Performance reporting is very important since it provides useful information in terms of the resources that have been used in order to convert inputs into outputs. Therefore, accurate reporting will then assist the organization to channel its resources in order to be able to achieve organizational objectives while also moving closer to achieving the vision of the organization. This article will discuss the components of effective performance reporting in order for the organization to draw informed inferences in order to improve service delivery to citizens.

### 1.8.1. COMPONENTS OF EFFECTIVE PERFORMANCE REPORTING

#### 1.8.1.1. Consistency

Performance reporting against performance targets needs to be consistent and reliable. For example, if the target was to build 100 houses by the end of June 2020, then performance reporting should provide information on how many houses have been built. The reason for deviation will then talk to the actual performance reporting on that particular target. Furthermore, the reason for the deviation should also be followed by an action plan on how to mitigate such deviations. Consistency of information promotes objectivity when interrogating performance reports, and it allows oversight structures an opportunity to determine the root cause of poor performance or appreciate the outstanding performance.

#### 1.8.1.2. Comprehensiveness

Performance reports should always talk to human and financial resources that each particular project has used. Comprehensive reporting assists the organization in identifying if its resources are effective, efficient, and economical in order to drive service delivery. Moreover, comprehensive reporting is also a cornerstone of good governance as it promotes accountability on the projects in terms of financial performance.

#### 1.8.1.3. Transparency

Performance reports should be a true reflection of what is happening on the ground. Therefore, accuracy and transparency assist oversight structures to have a clear perspective on the impact of projects on the lives of our citizens.

#### 1.8.1.4. Verifiable

Performance information should be verifiable hence; a portfolio of evidence should always be up to date. Every project should have a portfolio of evidence in order to be able to verify the progress of that particular project.

### 1.8.2. PORTFOLIO OF EVIDENCE

In order for Performance Reporting, Evaluation, and Analysis to find uniformity, it has to be supported by a credible Portfolio of Evidence. A portfolio of evidence is required for all submissions made towards the SDBIP & OP, Annual Report, Annual Performance Report, Internal Audit tracking tool, and any other performance-related reports and other documents from sector departments.

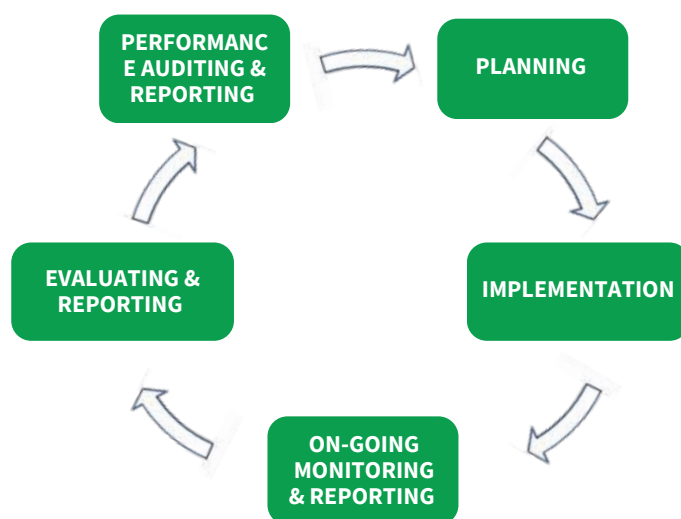
### 1.8.3. STANDARD OPERATING PROCEDURE FOR THE COMPILATION OF A PORTFOLIO OF EVIDENCE

The Municipality has a standard operating procedure for the Compilation of a Portfolio of evidence in place to assist in the verification of performance reporting.

The PMS unit on a Quarterly basis will present a quarterly report on the performance of each business unit regarding all performance templates and financial performance of the Business unit and the Implementation of this framework.

## PERFORMANCE MANAGEMENT SYSTEM (PMS)

The annual process of managing performance at an organizational level in Msunduzi Municipality involves the steps set out above represented by the below diagram:



### 1.8.4. PERFORMANCE REPORTING SCHEDULE

The legislative requirements regarding the reporting processes are summarized in the following table:

#### Reporting Intervals

Report	Applicable legislation	Frequency	To whom	Content
Internal Audit reports on performance results	MSA Regulation 14(1)(c)	Quarterly	Council and Performance Audit Committee	Audit outcomes from auditing actual results captured/ indicated/ reported on
Quarterly performance Report	MFMA Sec 52 report	Quarterly (within 30 days after end of quarter)	Management and Council (Copy to PT and NT)	Actual results achieved against SDBIP KPIs
Report	Applicable legislation	Frequency	To whom	Content
Mid-year Report	MFMA Sec 72 report	25 January	Executive Mayor (Submit to next Council meeting after 25 January and copy to PT and NT)	Consists of 2 parts PM: Actual results achieved against Finance: As prescribed by NT Proposed Indicators to be removed
Annual Performance Report	MSA Sec 46 report	31 August	AG, Council	Consist of chapters 3 & 4 of the AR
Annual report	MFMA Sections 121, 129 and 132.	Draft: 31 October to AG Draft: 31 January to Council Final: 31 March to Council with oversight report	AG, Council, Performance Audit Committee, Oversight Committee (Copy to PT and NT, DLG, Provincial Legislature)	As prescribed

### 1.9. PERFORMANCE AUDITING

Performance review/ auditing is a key element of the monitoring and evaluation process. This involves verifying that the measurement mechanisms are accurate and that proper procedures are followed to evaluate and improve performance.

The PMS unit will send all Performance Related documents in conjunction with credible POE files to the Internal audit unit and formulate Quarterly reports on Performance Information.



# INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

## INDIVIDUAL PERFORMANCE MANAGEMENT POLICY

### 1. WHAT IS IPMS?

The Individual Performance Management System (IPMS) is designed to maximize the outputs of individual managers in the workplace and to generate organizational focus through individual managers' motivation in rendering services. This policy sets rules, regulations, and standards for effective and successful management of individual managers' performance in the workplace. The IPMS policy is only applicable to the first three levels of management currently and all levels below will be implemented by Human Resources in the form of performance appraisals.

Level 1 to Level 3 Managers are required to sign performance contracts. Therefore, these contracts are used to measure their performance and also in ensuring that organizational objectives are realized while also assisting managers with their personal development. Performance Management is designed at ensuring that individuals have certain standards that will drive them towards delivering the expected results. It is important to note that performance management is also developmental, as the system is designed at capacitating managers with relevant skills that will ensure that they deliver expected results.

### 2. IPMS PHASES

#### 2.1. PHASE 1: PLANNING

The signing of the performance contract is between the Supervisor and the Supervisee. Performance targets are determined after having considered baseline information and resource analysis. Also, this is a two-way process, which means that performance targets are not imposed but rather an agreement between two parties. Therefore, performance targets are set and agreed upon before the beginning of the financial year. However, performance targets may be amended during the mid-year review together with SDBIP.

##### **Performance Contract flow**

- (a) The Mayor signs a performance agreement with the City Manager
- (b) City Manager signs a performance agreement with the General Managers, and with any Managers that are reporting directly to him/her.
- (c) The General Managers sign performance contracts with Senior Managers, and with any Managers reporting directly to him/her.

However, it is important to note that the performance of Section 57 Managers is also guided by the 2006 Performance Management Regulations.

#### 2.2. PHASE 2: IMPLEMENTATION

Managers are required to execute their performance plans as agreed prior to the beginning of the financial year. Also, managers shall at all times engage their supervisors in any event that they are encountering challenges. Any deviations shall be justified and managers shall at all times keep records as part of their portfolio of evidence.

#### 2.3. PHASE 3: MONITORING

Managers are required to report against their performance targets on a monthly and quarterly basis. Supervisor and Supervisee shall meet on regular basis in order to address performance targets. Regular meetings are important so that when it comes to the assessments both parties are aware of the performance issues that would have been discussed in these meetings.

# INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

## 2.4. PHASE 4: EVALUATION AND REPORTING

The Organizational Compliance, Performance, and Knowledge Management Unit in the Office of the City Manager produces a report on the assessment schedules for all managers. The Organizational Compliance, Performance, and Knowledge Management Unit provides advisory services during the assessments. IPMS policy provides guidelines on the formation of the panel committees during assessments, and also makes provisions for managing disputes that may arise during the performance assessment.

The Assessment report contains all the information pertaining to the assessments conducted. The Scoring for Key Performance Areas (KPA's) as well as Core Managerial Competencies (CMCs) must be included as well as the overall scoring. KPA's contribute 80% and CMCs contribute 20% of the total score. The report also indicates if whether the assessment was conducted for the incumbent appointed to a post or if the assessment was conducted against a post in the case of an Acting Employee.

## 2.5. PHASE 5: PERFORMANCE AUDITING

The assessment report once finalized goes to SMC, the Corporate Services Portfolio Committee, EXCO and Full Council, Municipal Public Accounts Committee, and the Audit Committee. Copies of all the assessment documentation (Assessment form & Workplan Assessment Template) along with the annual assessment report are forwarded to Internal Audit for Audit Purposes.

Internal Audit conducts an Audit on the validity of the scoring. Internal Audit then circulates the audit report on the Assessment to the Portfolio Committee of Council having solicited responses from the relevant General Managers and the Manager in the Office of the City Manager. The Key to Internal Audit completing the Audit on time is the provision of credible Portfolios of Evidence (POEs) which are a fundamental requirement for all assessments; be it formal or informal.

## 3. PERFORMANCE SCORING

Rating	Category	%	Description
1	UNACCEPTABLE PERFORMANCE	69% & Below	Performance does not meet the standard expected for the job. The review/assessment indicates that the jobholder has achieved <b><i>less than fully effective results against almost all</i></b> of the performance criteria and indicators as specified in the Performance Agreement.
2	PERFORMANCE NOT FULLY EFFECTIVE	70% - 99%	Performance meets some of the standards expected for the job. The review/assessment indicates that the jobholder has achieved <b><i>less than fully effective results against almost all</i></b> of the performance criteria and indicators as specified in the Performance Agreement.
3	PERFORMANCE FULLY EFFECTIVE	100% - 129%	Performance fully meets the standard expected in all areas of the job. The review/assessment indicates that the jobholder has achieved a minimum <b><i>effective result against all</i></b> of the performance criteria and indicators as specified in the Performance Agreement.
4	PERFORMANCE SIGNIFICANTLY ABOVE EXPECTATION	130% - 149%	Performance is significantly higher than the standard expected in the job. The review/assessment indicates that the jobholder has achieved <b><i>better than fully effective results against more than half</i></b> of the performance criteria and indicators as specified in the Performance Agreement and fully achieved all others <b><i>throughout the performance cycle</i></b> .
5	OUTSTANDING PERFORMANCE	150% - 167%	Performance far exceeds the standard expected of a jobholder at this level. The review/assessment indicates that the jobholder has achieved <b><i>better than fully effective results against all</i></b> of the performance criteria and indicators as specified in the Performance Agreement and maintained this in all areas of responsibility <b><i>throughout the performance cycle</i></b> .

The above table is used to determine the overall score of an employee as indicated by the 2006 performance management regulations.

*This document was prepared by the Organizational Compliance, Performance, and Knowledge Management Unit in the Office of the City Manager.*



# INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

## WHY IS INDIVIDUAL PERFORMANCE IMPORTANT?

Individual performance drives organizational performance. Therefore, it is important to ensure that everyone understands the Municipal vision and goals, how their work fits in to the organization, and how they contribute to the municipality's mission accomplishment. Doing this increases engagement and improves our service delivery program.

## THE PERFORMANCE MANAGEMENT CYCLE

### Planning

- Development and population of the Performance Agreement & Work plan Templates.

### Implementation

- Discussion between the Supervisor & Supervisee, as a performance agreement is not set in stone and from the discussion and agreement between Supervisor & Supervisee, amendments can be made prior to the signing of a performance agreement **except KPIs adapted from the SDBIP & RPI as they are approved by Council.**

### Monitoring

- All employees shall report their performance targets on a monthly and quarterly basis.
- Performance assessment shall be conducted on a quarterly basis by their individual supervisors according to the set performance standards and objectives.

### Evaluating

- Assessments conducted for Quarters 2 & 4 of a (mid-year & annual) financial year are for evaluation purposes and are considered to be of a formal nature.
- The scoring outcomes for the annual assessment will be used to determine the total progress on a particular KPI.

### Reporting











- The HR unit will be responsible for developing the Assessment Report for the particular Quarter or the Annual Assessment report.
- The assessment report once finalised will be sent to TMC, the Corporate Services Portfolio Committee, EXCO and Full Council.

### Reward

- The scoring outcome once validated by the Municipal Moderation committee will be used to determine a Performance related reward.
- Recommend appropriate remedial actions for performance believed to be substandard

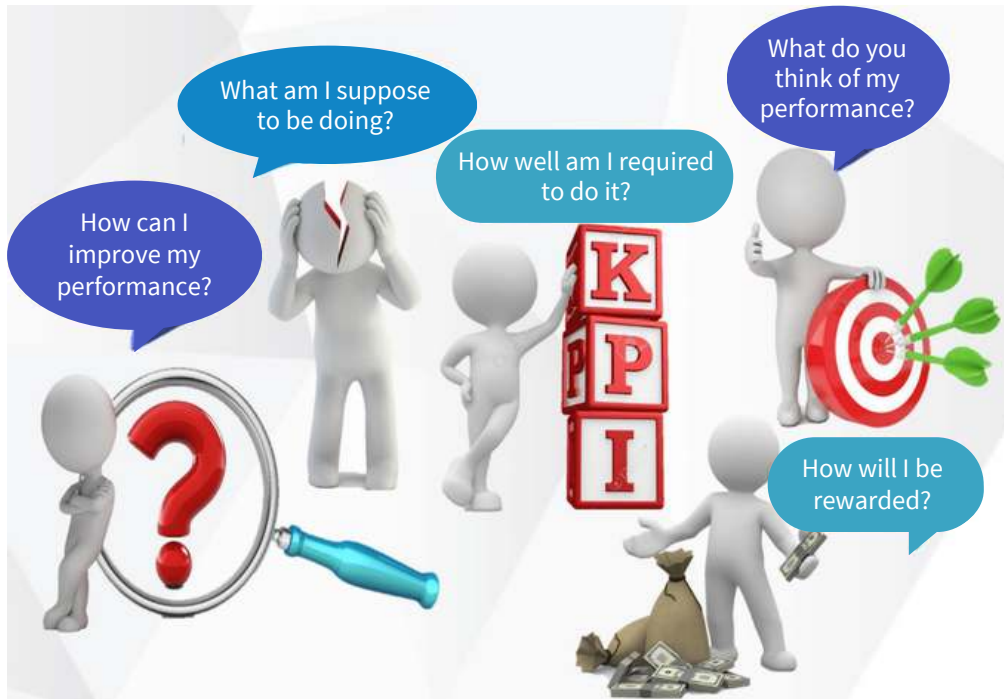


## INDIVIDUAL PERFORMANCE MANAGEMENT & DEVELOPMENT SYSTEM: ROADSHOWS

INDIVIDUAL PERFORMANCE MANAGEMENT & DEVELOPMENT SYSTEM: ROADSHOWS	UKWENGANYELWA KWENDLELA YOKUSEBENZA KOMUNTU NGAMUNYE KANYE NOHLELO LOKUTHUTHUKISA: UMKHANKASO WOKWAZISA
 <p>Seeks to create relationships &amp; ensuring effective communication between the employer and employee.</p>	 <p>Kubheke ekwakheni ubudlelwano kanye nokuqinisekisa ukuxhumana okunzulu phakathi kukamqashi nomsebenzi.</p>
 <p>Ensure effective utilisation of resources for maximum impact on service delivery.</p>	 <p>Ukuqinisekisa ukusetshenziswa ngempumelelo kwezinsiza ukuze kube nomthelela omkhulu ekulethweni kwezidingo zomphakathi.</p>
 <p>With an objective to promote a culture of performance and accountability and to identify development needs of staff.</p>	 <p>Ngenhloso yokukhuthaza isiko lokusebenza nokuziphendulela kanye nokuhlonza izidingo zokuthuthukiswa kwabasebenzi.</p>
 <p>The Municipal Staff Regulations cascade IPMDS from senior managers to all staff.</p>	 <p>Imithetho Elawula Abasebenzi Kumasipala ikhipha i-IPMDS isuka kubaphathi abakhulu iye kubo bonke abasebenzi.</p>
 <p>Every municipality must adopt a IPMDS that complies with the provisions of this regulations.</p>	 <p>Bonke omasipala kumele bamukele i-IPMDS ethobela izinhlinzeko zale mithethonqubo.</p>



## INDIVIDUAL PERFORMANCE MANAGEMENT & DEVELOPMENT SYSTEM: ROADSHOWS



## UKWENGANYELWA KWENDLELA YOKUSEBENZA KOMUNTU NGAMUNYE KANYE NOHLELO LOKUTHUTHUKISA: UMKHANKASO WOKWAZISA



# INDIVIDUAL PERFORMANCE MANAGEMENT & DEVELOPMENT SYSTEM



## PERFORMANCE AGREEMENTS 2024/25 FINANCIAL YEAR

### | PERFORMANCE AGREEMENT

A supervisor and staff member must enter into a performance agreement for each performance cycle of the municipality.

The performance agreement of a serving staff member must be concluded within 30 days of the commencement of the new financial year of the municipality.



The performance agreement must include a performance plan that contains-

- The name, job title and the department of the staff member;
- The objectives or targets;
- KPAs, their weightings and the target date for meeting the KPA;
- The KPIs and the performance standard for each KPI;
- The name and definition of the job specific competencies, their weightings and the expected level of capability for each competency;
- A personal Development Plan prepared in compliance with regulation 51; And
- The process of monitoring and assessing performance, including the planned dates of assessment.

**ALL PERFORMANCE AGREEMENTS FOR 2024/25 FY (LEVEL 3 TO 5 EMPLOYEES) MUST BE COMPLETED AND SUBMITTED TO HUMAN RESOURCES MANAGEMENT (IPMS) BY NO LATER THAN 30 JULY 2024.**