

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

DRAFT

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

And

**PHILLIP SITHOLE
Deputy City Manager
ECONOMIC DEVELOPMENT**

Period: 1 July 2019 To 30 June 2020

PERFORMANCE PLAN

1 Purpose

The performance plan defines the Council's expectations of the Municipal Manager's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2 Key responsibilities

The following objects of local government will inform the Municipal Manager's performance against set performance indicators:

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

3 Key Performance Areas

The following Key Performance Areas (KPA's) as outlined in the Local Government Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006), inform the strategic objectives listed in the table below:

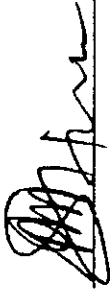
- 3.1 Basic Service Delivery.
- 3.2 Municipal Institutional Development and Transformation.
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

4 Key Performance Objectives and Indicators, for the Municipal Manager

The provisions and statutory time frames contained in the following legislation are required to be reported on and measured:

- 4.1 Section 157 of the Constitution of the Republic of South Africa, 1996
- 4.2 Local Government: Municipal performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Manager, 2006 (Regulation No. R805, dated 1 August 2006)
- 4.3 Regulation No. 796 (Local Government: Municipal Planning and Performance Management Regulations, 2001) dated 24 August 2001
- 4.4 Municipal Finance Management Act, 2003, in particular, but not limited to, Chapter 8. (Must include, *inter alia*, tariff policy, rates policy, credit control and debt collection policy, supply chain management policy and an unqualified Auditor General's report.)
- 4.5 Property Rates Act, 2004.
- 4.6 Municipal Structures Act, 1998, in particular, but not limited to, Chapter 5 (Powers and functions as determined by legislation or agreement)
- 4.7 Municipal Systems Act, 2000, in particular, but not limited to, sections 55 to 57
- 4.8 Any other applicable legislation specific to the Municipal Manager.

The period of this plan is from 1st July 2019 to 30 June 2020

Signed and accepted by 
 Job title: _____
 Date: 2019-06-12

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

Key Performance Areas (KPA's) (80% of the final score)

IDP Eight Point Plan	Strategic Focus Area (SFA) / Key Objectives	KPI Type or No.	Key Performance Indicators / Annual Targets	Date	Weighting	2nd Quarter		4th Quarter	
						Indicator (Smiley)	Reason For Variance	Indicator (Smiley)	Reason For Variance
Supporting organisation design, human capital development and management	Human Capital Management	C1	All vacancies to be filled in accordance with the 2019/22 Employment Equity targets. Hold bi-annual Cluster TMC and ensure that development plans are actioned.	30-Jun-20	1%				
	Human Capital Learning and Development		Bi-annual Cluster TMC's	30-Jun-20	1%				
						Weightings=2%			

IDP Eight Point Plan	Strategic Focus Area (SFA) Key Objectives	KPI Type or No.	Key Performance Indicators	Annual Targets	Date	Weighting	Quarter Actual	Indicator (Smiley)	Reason For Variance	Score 1-5	Quarter Actual	Indicator (Smiley)	Reason For Variance	Score 1-5		
Develop and Sustain our Spatial, Natural and Built Environment	KPA 2: Basic Service Delivery Develop, manage and regulate the Built and Natural Environment	1.2.	Production of the Annual State of Biodiversity (SOB) Report	Produce the State of Biodiversity report, submit to the Economic Development and Planning committee for noting and present at the Biodiversity forum by 30 June	30-Jun-20	1%										
		1.3.	Percentage of biodiversity priority areas within the Metro	Retain 37% of municipal land as biodiversity priority areas.	30-Jun-20	1%										
		1.4.	Proportion of biodiversity priority areas protected	Minimum 6.9% of Biodiversity priority areas are protected	30-Jun-20	1%										
		1.5.	99% of all applications finalised within statutory timeframes of 30 days for applications less than 500m2 and 60 days for applications greater than or	99% of all building applications meet statutory timeframes	30-Jun-20	2%										
		1.6.	Average number of days taken to process building plan applications for <500m2	Applications with a floor area of <500m2 processed within an average of 20 days.	30-Jun-20	1%										
		1.7.	Average number of days taken to process building plan applications for >500m2	Applications with a floor area of =>500m2 processed within an average of 45 days.	30-Jun-20	1%										
		1.8.	Issue a refusal, beneficial or certificate of occupancy within 20 days from date of requirement for inspection	100% of requisitions for inspection responded to within 20 days of date that the inspection is required.	30-Jun-20	1%										
		1.9.	A full statement of spot summons submitted to Metro Police within 21 days for 100% of all prosecuted cases.	A full statement of spot summons submitted to Metro Police within 21 days for 100% of cases.	30-Jun-20	1%										
		1B.1	Climate protection planning	Implement Durban Adaptation Charter (DAC) work programme with local and international partners	Implement a Durban Adaptation Charter work programme with local & international partners by 30 June 2020	30-Jun-20	1%									
		1.11.		Develop Sector based implementation plans for DCCS	Develop sector based implementation plans for DCCS	30-Jun-20	1%									
		1.12.		Completion of the 2017 (calendar year) GHG emissions	Completion of the 2017 (calendar year) GHG emissions for the Ethebweni Municipality	30-Jun-20	1%									

Weighting = 12%

IDP Eight Point Plan	Strategic Focus Area (SFA) Key Objectives	KPI Type or No.	Key Performance Indicators	Annual Targets	Date	Weighting	Quarter Actual	Indicator (Smiley)	Reason For Variance	Score 1-5		
Developing a Prosperous, Diverse Economy and Employment Creation	<p>KPA 3: Local Economic Development (LED) Provide Economic Leadership and Intelligence</p>	2A.1	Provide Economic Intelligence and a Strategic Economic Framework as outlined in the SDBIP 2019/20	100% Achievement of Economic Intelligence and a Strategic Economic Framework by 30 June 2020	30-Jun-20	3%				Weighting = 46% Reason For Variance		
		2.2.	Facilitation of the Innovation programme	Close-out report	30-Jun-20	1%						
		2B.1	Durban Investment Promotion, and FDI Facilitation, plus Retention	Undertake Foreign Direct Investment (FDI) promotion and facilitation as outlined in the Durban Investment Promotion Strategy and Implementation Plan in order to win new investment in the eThekweni municipal region	100% Achievement of Durban Investment Promotion strategy by 30 June 2020	30-Jun-20	3%					
		2C.1	Leverage, Influence and Facilitate Key Infrastructure Development and Maximise the Local Benefit	Implement a set of key Catalytic Projects in the eThekweni Municipal region	Implement a set of key Catalytic Projects in the eThekweni Municipal region by 30 June 2020	30-Jun-20	5%					
		2.6.		Implement a set of key Strategic projects for Urban Renewal in the eThekweni Municipal region.	Implement a set of key Strategic projects for urban renewal in the eThekweni metro region	30-Jun-20	4%					
		CI		RET: implement the eThekweni Municipality Framework for accelerated economic empowerment and transformation.	30% of every project with a contract value above R30 million to be set aside for Community Participation Groups	30-Jun-20	3%					
		2F.1	Facilitating Development in Priority Nodes and Corridors	Facilitating Nodal Development through the implementation of specific capital projects in the eThekweni Municipal region	Facilitating Nodal Development through the implementation of specific capital projects in the eThekweni Municipal region by 30 June 2020	30-Jun-20	3%					
		2D.1	Enterprise and Sector Development	Trade and Sector Development through sectors that promote economic growth and create jobs through providing support for prioritized sectors in the eThekweni Municipal region	Trade and Sector Development through sectors that promote economic growth and create jobs through providing support for prioritized sectors in the eThekweni Municipal region by 30 June 2020	30-Jun-20	3%					
				Managing the Informal economy by providing an enabling platform for the local informal sector by implementing a set of operational and management initiatives	Implementation of the set of operational and management initiatives by 30 June 2020	30-Jun-20	3%					
				Managing the Bulk Fresh Produce Market by providing an enabling platform for businesses in the fresh produce sector.	Total number of trading days achieved	30-Jun-20	2%					

IDP Right Pooled Plan	Strategic Focus Area (SFA) / Key Objectives	KPI Type or No.	Key Performance Indicators	Annual Targets	Date	Weighting	Quarter Actual	Indicator (Smiley)	Reason For Variance	Scores 1-5	Quarter Actual	Indicator (Smiley)	Reason For Variance	Scores 1-5
Financially Accountable and Sustainable City	KPA 4: Municipal Financial Viability and Management Value for money expenditure	CI	Approved budget in place and spending in line with the budget for the cluster, capital and operating expenditure monitored monthly	90% of Capital budget Spent	30-Jun-20	2%								
		CI	Decrease in irregular spending from previous year	Spending within approved budget for Operational budget	30-Jun-20	1%								
		CI	Timely completion and adherence to procurement plan for the cluster	0% Irregular Expenditure	30-Jun-20	1%								
		CI	Accurate fixed asset register for the clusters	Procurement plans in place by April 100% accuracy	30-Jun-20	1%								

Weighting = 6%

IDP Eight Point Plan	Strategic Focus Area (SFA) / Key Objectives	KPI Type or No.	Key Performance Indicators	Annual Targets	Date	Weighting	Quarter Actual	Indicator (Smiley)	Reason For Variance	Score 1-5
Good Governance and Responsive Local Government	KPA 5: Good Governance and Public Participation Ensure accessibility and promote governance	CI	Develop or implement measures to improve customer service in line with Customer Relations Management Strategy and Customer Care Policy	Unit's approved Customer Service Charter and Standards are in place and are being monitored	30-Jun-20	1%				
				Standard Operating procedures to manage customer service matters developed and implemented	30-Jun-20	1%				
				No material audit findings in matters that affect the audit opinion	30-Jun-20	1%				
				No findings for compliance issues	30-Jun-20	1%				
				No findings for performance management	30-Jun-20	1%				
				Timous response to all audit findings	30-Jun-20	1%				
				Implementation of all agreed audit recommendations within the Cluster, as per audit report and/or as recorded in the Continuous Audit Log	30-Jun-20	1%				
				Undertake Risk Analysis through risk assessment process and monitoring emerging and materialised risks as well as opportunities.	30-Jun-20	1%				
				Implement Treatment plans for all identified risks	30-Jun-20	1%				
				Participate in Sukuma Sakhe war rooms and timeously resolve issues raised	30-Jun-20	1%				

IDP Eight Point Plan	Strategic Focus Area (SFA) Key Objectives	KPI Type or No.	Key Performance Indicators	Annual Targets	Date	Weighting	Quarter Actual	Indicator (Smiley)	Reason For Variance	Score 1-5	Quarter Actual	Indicator (Smiley)	Reason For Variance	Score 1-5
Develop and Sustain our Spatial, Natural and Built Environment	KPA 8: Cross Cutting Develop, manage and regulate the Built and Natural Environment	1A.1	Facilitate Spatial Transformation and Integration.	Review the Spatial Development Framework for the 2021 Financial Year by 30 June 2020 in compliance with SPLUMA, for adoption by Council	30-Jun-20	4%								
Total Percentage for all KPI's														

COMPETENCY FRAMEWORK STRUCTURE

LEADING COMPETENCIES		WEIGHTING (%)	SELF-ASSESSMENT		PANEL ASSESSMENT	
			SCORE OUT OF 5	WEIGHTED SCORE	SCORE OUT OF 5	WEIGHTED SCORE
Strategic direction and leadership	Impact and Influence	30%				
	Institutional Performance Management					
	Strategic Planning and management					
	Organisational Awareness					
People management	Human capital Planning and development	10%				
	Diversity Management					
	Employee Relations Management					
	Negotiation and Dispute Management					
Program and Project Management	Program and Project Planning and Implementation	30%				
	Service Delivery Management					
	Program and Project Monitoring and Evaluation					
Financial Management	Budget Planning and Execution	10%				
	Financial Strategy and Delivery					
	Financial Reporting and Delivery					
Change Leadership	Change Vision and Strategy	10%				
	Process Design and Improvement					
	Change Impact Monitoring and Evaluation					
Governance Leadership	Policy Formulation	10%				
	Risk and Compliance Management					
	Cooperative Governance					
Moral Competency		10%				
Planning and Organising		30%				
Analysis and Innovation		10%				
Knowledge and Information Management		10%				
Communication		20%				
Results and Quality Focus		20%				
TOTAL PERCENTAGE		100%				

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

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

The eThekweni Municipality

and

PHILLIP SITHOLE

Deputy City Manager

CLUSTER

Period: 1 July 2019 To 30 June 2020

1. A municipality should be committed to –

- 1.1. The continuous training and development of its employees to achieve its vision, and mission and strategic objectives and empower employees; and
- 1.2. Managing training and development within the ambit of relevant national policies an legislation

2. A Municipality should follow an integrated approach to Human Resources Management, that is:

- 2.1. Human Resource development forms an integral part of human resource planning and management.
- 2.2. In order for training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of a regular performance appraisals and career pathing.
- 2.3. To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.
- 2.4. Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions.
- 2.5. Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority.

3. The aim of the compilation of Personal Development Plan is to identify, prioritise and implement training needs.

4. Compiling the Personal Development Plan should be as follows:

- 4.1. Competency assessment instruments should be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.
- 4.2. The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his/her employer, to compile a Personal Development Plan. The identified training needs should be entered into column 1 of the plan, entitled Skills / Performance Gap. The following should be carefully determined during such a process:

4.2.1. Organisational needs, which include the following:

- Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
- The competency requirements of individual jobs. The relevant job requirements (job competency) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.

- Specific competency gaps as identified during the probation period and performance appraisal of the employee.

4.2.2. Individual training needs that are job / career related.

- 4.3. Next, the prioritisation of the training needs should be listed since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritised for purposes of accommodating critical/strategic training and development needs in the Personal Development Plans and the Workplace Skills Plan.
- 4.4. Consideration must then be given to the expected outcomes, to be listed in column 2 of the plan so that once the intervention is completed, the impact it had can be measured against relevant output indicators.

- 4.5. An appropriate intervention should be identified to address training needs/skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in column 3 of the plan entitled: Suggested training and/or development activity in line with the National Qualifications Framework, which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training/Human Resource Development/Skills Development Unit within the municipality whether unit standards have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency
- 4.6. Guidelines regarding the number of training days per employee and the nominations of employees should be considered.
- 4.7. Column 4 of the plan: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training/development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him/her to read e.g. legislation]; internal or external training provision; coaching and/or mentoring and exchange programmes, etc.
- 4.8. The suggested time frames (column 5 of the plan) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- 4.9. Work opportunity created to practice skill/development areas, in column 6 of the plan, further ensures internalisation of information gained as well as return on investment (not just a nice to have skills but a necessary to have skills that is used in the workplace).
- 4.10 The final column, column 7 of the plan, provides the employee with a support person that could act as coach or mentor with regard to the area of learning.

**APPENDIX B
(TO THE PERFORMANCE AGREEMENT)
2019 - 2020**

Personal Development Plan of: Phillip Sithela

Compiled on (Date): 12 June 2019

PERSONAL DEVELOPMENT PLAN

No.	Skills/competency gap/needs	Actions/Training interventions	Expected Outcomes/Impacts	Time Frames	Mode of Development Delivery	Remarks/Status
1	Leading and directing mega projects	Attend conferences	Improved understanding of how to execute mega projects	12 months	Attend conference	
2	Influencing of Key Decision makers in the business world	Attend training	Mastering the art of communication to this key target market	12 months	Attend customised training	
3						
4						
5						

Key Performance Area	8 point plan	Strategic Focus Area
Municipal Institutional Development and Transformation	Supporting organisation design, human capital development and management	Human Capital Learning and Development
		Human Capital Management
		Organisational Development and Change Management
		Healthy Human Capital/ Safe and Productive Employees
Basic Service Delivery	Develop and Sustain our Spatial, Natural and Built Environment	Develop, manage and regulate the Built and Natural Environment
		Climate response planning
	Creating a Quality Living Environment	Meet infrastructure and household service needs and backlogs
		Address community service backlogs
	Good Governance and Responsive Local Government	Enabling Sustainable and Innovative solutions towards effective local governance through Area Based management (ABM)
	Fostering a Socially Equitable Environment	Promoting the safety of citizens
Promoting the health of citizens		
Local Economic Development (LED)	Develop a Prosperous, Diverse Economy and Employment Creation	Providing Economic Leadership and Intelligence
		Durban Investment Promotion, and FDI Facilitation, plus Retention
		Leverage, Influence and Facilitate Key Infrastructure Development and Maximise the Local Benefit
		Facilitating Development in Priority Nodes and Corridors
		Enterprise and Sector Development
		Developing a Competitive Tourism Sector
		Facilitating Sustainable Livelihoods
	A Vibrant and Creative City - The Foundation for Sustainability and Social Cohesion	Access and Inclusivity
		To develop fundamental social infrastructure for economic participation & socio-cultural empowerment
		Sustainable management of stadia for socio-economic empowerment
		Strategic and sustainable budgeting

Key Performance Area	8 point plan	Strategic Focus Area
Municipal Financial Viability and Management	Financially Accountable and Sustainable City	Value for money expenditure Sound financial management & reporting
Cross Cutting	Develop and Sustain our Spatial, Natural and Built Environment	Develop, manage and regulate the Built and Natural Environment
Good Governance and Public participation	Good Governance and Responsive Local Government	Ensure accessibility and promote governance
		Create an efficient , effective and accountable administration