



APPENDIX A
(TO THE PERFORMANCE AGREEMENT)

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: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006), inform the strategic objectives listed in the table below:

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

4 Key Performance Objectives and Indicators, for the Municipal Manager
The provisions and statutory time frames contained in the following legislation are required to be reported on and measured:

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

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

Signed and accepted by 

Job title: DCM ELOA

Date: 26-06-19

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

Date: 29 June 2019

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	Quarter Actual	Indicator (Smiley)	Reason For Variance	Score 1-5
										4th Quarter
										2nd Quarter
Supporting organisation design, human capital development and management	Human Capital Management	CI	All vacancies to be filled in accordance with the 2018/22 Employment Equity targets.	Appointments in line with the municipality's employment equity plan	30-Jun-20	1%				Weighting = 2%
	Human Capital Learning and Development	5.7.2	Hold bi-annual Cluster TMC's and ensure that development plans are actioned.	Bi-annual Cluster TMC's	30-Jun-20	1%				

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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	
KPA 2: Basic Service Delivery															
Develop and Sustain our Spatial, Natural and Built Environment	Develop, manage and regulate the Built and Natural Environment	1A.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 2020	30-Jun-20	1%									
		1.2.4	Land acquisition & rezoning to secure critical environmental assets	Select properties for acquisition (using a prioritisation framework) and obtain Council authority to acquire by June 2020	30-Jun-20	1%									
		1A.1	Strategic Environmental Assessment (SEA)	SEA outputs are incorporated into the SDF review process by June 2020	30-Jun-20	1%									
		1.3.1	99% of all applications finalised within statutory timeframes of 30 days for applications less than 500m2 and 60 days for applications greater than or equal to 500m2	99% of all building applications meet statutory timeframes	30-Jun-20	2%									
		1.3.3	Profiling of identified problem buildings	Ten profiling reports completed	30-Jun-20	2%									
		1.3.2	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 14 days of date that the inspection is required.	30-Jun-20	1%									
		1.3.4	Provide an Enforcement & Prosecution response to Citywide programs	A full statement or spot summons submitted to Metro Police within 21 days for 100% of all prosecuted cases.	30-Jun-20	1%									
		1.4.1	Develop and implement a Municipal climate response programme	Implement a Durban Adaptation Charter work programme with local & international partners by 30 June 2020	30-Jun-20	2%									
		1.4.3	Updating of the annual greenhouse gas emissions inventory	Completion of the 2018 (calendar year) GHG emissions inventory for the Ethekwini Municipality	30-Jun-20	1%									
		Weighting = 12%													

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KPA 3: Local Economic Development (LED)															
Developing a Prosperous, Diverse Economy and Employment Creation	Providing Economic Leadership and Intelligence	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%									
		2A.3	Facilitation of the Innovation programme	Close-out report	30-Jun-20	1%									
	Durban Investment Promotion, and FDI Facilitation, plus Retention	2B.1	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	10%									
		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	30-Jun-20	10%									
	Facilitating Development in Priority Nodes and Corridors	2C.2	Implement a set of key Startegic 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	6%									
		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%									
	Enterprise and Sector Development	2F.1	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	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%									
	Facilitating enterprise development by implementing a set of projects	2.10	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%									
		2D.4	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%									
Facilitating enterprise development by implementing a set of projects	2D.5	Facilitating enterprise development by implementing a set of projects	Implementation of the set of projects by 30 June 2020	30-Jun-20	5%										

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		2D.6	Percentage of applicants notified of Business Licence applications outcome within 30 days of receipt of application	90% of applicants notified of the outcome of Business Licence Applications within 30 working days in receipt of the application	30-Jun-20	1%								
	Developing a Competitive Tourism Sector	2E.1	Support the Tourism Sector through the creation of global awareness, partnership-building and an increase of spending and visitor numbers in the eThekweni Municipal region	Support the Tourism Sector through the creation of global awareness, partnership-building and an increase of spending and visitor numbers in the eThekweni Municipal region by 30 June 2020	30-Jun-20	5%								
		Plan 22	USHAKA Marine World	Implementation of Key Projects by 30 June 2020	30-Jun-20	5%								
		Plan 23	ICC	Implementation of Key Projects by 30 June 2020	30-Jun-20	5%								
	Facilitating Sustainable Livelihoods	2G.1	Facilitating Sustainable livelihoods as outlined through the projects in the SDBIP for 2019/20	Planning of all selected Participation Economic Action Planning (PEAP) wards and implementation of Neighbourhood Development Partnership Grants (NDPG) funded projects by 30 June 2020	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			
Financially Accountable and Sustainable City	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%											
				KPA 3: Municipal Financial Viability and Management Weighting = 8%													
				Sound financial management & reporting	CI	Decrease in irregular spending from previous year	Spending within approved budget for Operational budget	30-Jun-20	1%								
							0% Irregular Expenditure	30-Jun-20	1%								
			Timeous compilation and adherence to procurement plan for the cluster	Procurement plans in place by April	30-Jun-20	1%											
				Accurate fixed asset register for the cluster/s	30-Jun-20	1%											

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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			
Good Governance and Responsive Local Government	Ensure accessibility and promote governance and accountable administration	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%											
				Timeous 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%											

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INDIVIDUAL PERFORMANCE PLAN

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
KPA 6: Cross Cutting														
Develop and Sustain our Spatial, Natural and Built Environment	Develop, manage and regulate the Built and Natural Environment	1A.1	Facilitate Spatial Transformation and Integration.	Review the Spatial Development Framework for the 20/21 Financial Year by 30 June 2020 in compliance with SPLUMA, for adoption by Council.	30-Jun-20	4%								
Total percentage for all KPIs						80%								

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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	15%				
	Institutional Performance Management					
	Strategic Planning and management					
	Organisational Awareness					
People management	Human capital Planning and development	5%				
	Diversity Management					
	Employee Relations Management					
	Negotiation and Dispute Management					
Program and Project Management	Program and Project Planning and Implementation	15%				
	Service Delivery Management					
	Program and Project Monitoring and Evaluation					
Financial Management	Budget Planning and Execution	5%				
	Financial Strategy and Delivery					
	Financial Reporting and Delivery					
Change Leadership	Change Vision and Strategy	5%				
	Process Design and Improvement					
	Change Impact Monitoring and Evaluation					
Governance Leadership	Policy Formulation	5%				
	Risk and Compliance Management					
	Cooperative Governance					
CORE COMPETENCIES		WEIGHTING				
Moral Competency		5%				
Planning and Organising		15%				
Analysis and Innovation		5%				
Knowledge and Information Management		5%				
Communication		10%				
Results and Quality Focus		10%				
TOTAL PERCENTAGE		100%				

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

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

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

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

4.2.1. Organisational needs, which include the following:

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

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

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

4.3. Next, the prioritisation of the training needs should be listed since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritised for purposes of accommodating critical/strategic training and development needs in the Personal Development Plans and the Workplace Skills Plan.

4.4. Consideration must then be given to the expected outcomes, to be listed in column 2 of the plan so that once the intervention is completed, the impact it had can be measured against relevant output indicators.

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

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						

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