



APPENDIX A
(TO THE PERFORMANCE AGREEMENT)

PERFORMANCE PLAN
Entered into by and between
eThekweni Municipality

And

Deputy City Manager
SIPHO CELE

GOVERNANCE & INTERNATIONAL RELATIONS CLUSTER

Period: 1 July 2019 To 30 June 2020

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PERFORMANCE PLAN

Financial Year 2019 - 2020

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 Sipho Cele
Job title: DCM: Governance & ICT
Date: 12/06/2019

Signed by: The City Manager on behalf of the eThekweni Municipality
Date: 28 June 2019

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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 5: Good Governance and Public Participation															
Good Governance and Responsive Local Government		7A.1.	Number of international agreements and projects, events and protocol projects and intergovernmental agreements and projects that enhance Municipal service delivery during 2019/20 financial year	156 agreements/projects that enhance Municipal service delivery during 2019/20 financial year	30-Jun-20	10%									
		7A.2.	Customer satisfaction based on the mystery shopper programme	87% based on annual final report results for the 2019/20 financial year	30-Jun-20	10%									
		7A.3.	Number of interventions to encourage effective public participation in Council activities	675 interventions to encourage effective public participation in Council activities for the 2019/20 financial year	30-Jun-20	10%									
		7A.4.	No. of communication tools maintained in line with the Adopted Communication Strategy and Policy in order to provide facilities for the Municipality to communicate internally and externally	Maintain 11 existing communication tools (Ezasegagadini Metro Workplace Weekly bulletin Radio Intranet Internet Facebook Twitter LinkedIn Newsflash Info info) during the 2019/20 financial year	30-Jun-20	10%									
	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	4%									
	Create an efficient, effective and accountable administration	CI	Driving clean and sound administration	No material audit findings in matters that affect the audit opinion	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
		7B.3	Average number of councillor-convened community meetings per ward (GG 2.12)	120 meetings (30 meetings per quarter) for the 2019/20 financial year.	30-Jun-20	1%								
		7B.4	Number of agenda items deferred to the next council meeting (GG 4.11)	0 agenda items deferred to the next council meeting for the 2019/20 financial year.	30-Jun-20	1%								
		7B.5	Percentage of councillors who have declared their financial interests (GG 3.12)	100% declaration of financial interest for the 2019/20 financial year.	30-Jun-20	1%								
		7B.6	Provide strategic management and co-ordination support to the Mayor's office.	100% implementation of projects directly linked to strategic management and co-ordination for the 2019/20 financial year.	30-Jun-20	1%								
		7B.7	The number of work opportunities (i.e. 230 person days - FTES) created through the municipal capital and operating budget per line dept. this year.	9920 work opportunities created for the 2019/20 financial year.	30-Jun-20	1%								
		7B.8	Number of work opportunities created through EPWP, CWP and other related infrastructure programmes (GG 6.12)	12240 Number of work opportunities created through EPWP for the 2019/20 financial year.	30-Jun-20	1%								
KPA 6: Cross Cutting														
Develop and Sustain our Spatial, Natural and Built Environment	Develop, manage and regulate the Built and Natural Environment				30-Jun-20									
Total percentage for all KPI's														
100%														

Weighting %

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

and

SIPHO CELE

Deputy City Manager

GOVERNANCE & INTERNATIONAL RELATIONS CLUSTER

Period: 1 July 2019 To 30 June 2020

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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.

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.

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 2019 - 2020

Personal Development Plan of: Sipho Cete
 Compiled on (Date): 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						
2						
3						
4						
5						

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