1. Overview of Performance Monitoring and Evaluation Master Class

Performance Monitoring and Evaluation (PME) is a critical component for every organization including local government. The eThekweni Municipality has made significant strides in PME and have conceptualised a Master Class to share critical insights with other municipalities. About Nine Modules have been formulated to address current challenges but most important, to discuss key area of building a successful PME system in support of an efficient local government.

In line with the Back to Basics initiative by the Cooperative Governance and Traditional Affairs (COGTA, The eThekweni Municipality has partnered with the KwaZulu-Natal Cooperative Governance and Traditional Affairs (KZNCOGTA) to deliver the very first Master Class on PME. This is a three-day session jointly conceptualised by KZNCOGTA and the eThekweni Municipality to address some gaps in the development and implementation of the current PME system.

2. Course Aims and Objectives

- To provide information on the basics of building and managing a meaningful and effective performance management system
- To transfer the knowledge, information and lessons learnt over the years and the municipality’s experiences in the implementation of the system
- To impart the necessary tools to assist in improving organizational and individual management system
- To deliberate on key matters emerging from the implementation of the PME in local government
- To create a learning platform for practitioners in PME for municipalities

3. Learning Outcomes

Participants on the Course will obtain an understanding of the following:

- The legislative aspects and practice of PME in the eThekweni Municipality and how lessons learnt by the municipality can improve the implementation of their PME
• The integration of PME on the municipal IDPs and streamlining PME in line with the Back to Basics Programme
• Procedures for managing organizational development for executive managers and individual performance in municipalities
• Systems for annual reporting and quality assurance in PME
• Mechanisms for managing operational areas and the auditing of performance

A Summary of Course Modules

The Course is made up of a Nine Modules covering a wide range of topics on PME. The following Modules will be presented by expert practitioners from the eThekwini Municipality with support from COGTA, SALGA and the Department of Monitoring and Evaluation.

Module 1

Strategy to Performance

The Module will focus on the municipal Integrated Development Programme (IDP) and provide insights on how PME is linked to the IDP processes. The Module will also focus on lessons learnt over the years in the implementation of the system.

Module 2

Back to Basics

This Module will streamline the Key Indicators for Performance Monitoring and Evaluation. In line with Section 47 of MSA on performance indicators for assessment, the session will focus on the five pillars of the Back to Basics programme, the Key Performance Indicators on the city Entities monitoring and evaluation systems. A Site Visit to one of the city entities is envisaged to observe the application of some of the lessons learned.

Module 3

Organisational Performance

This Module will explore the application of the relevant legislation to be followed in terms of the required procedures and the reporting systems. The session will share insights on various aspects to be considered in electronic reporting system, its effectiveness and challenges and how the city has overcome such matters. Key templates used in the eThekwini Municipality will be shared.
Executive Individual Performance

The Module outlines key legislation guiding the roll-out systems of executives and how these legislations is interpreted and applied to shape the implementation of the Executive Individual Performance systems through the various phases. The session will detail how the city has roll-out the system and in particular, the extension of the system to include all executives including section 54 and 56 employees. The Module will focus on the alignment of processes through the cascading of the system to other executives. Interactive template will be utilized to expose participants to the eThekwini Municipality’s system of Executive Individual Performance. Lessons learnt over the years will be discussed.

Individual Performance Management

This Module will focus on key achievements in terms of Individual Performance Management Systems. Key policies that have been developed internally to support PME for below Section 56 & 58 managers, non-Section 54 & 56 and the lessons learnt in the implementation of this system will be discussed. The session will provide insights on existing systems such as the reward system criteria, team based approach for Task Grades 5 & 6 and below lower levels adopted in the city to improve performance of employees.

Annual Reporting

This Module will discuss the Legislation Requirement, key issues and time frames for the implementation of the reporting framework. The session will explore Compulsory processes for inclusion, processes to be followed for compiling Annual Reporting. There will also be a brief focus on the Integrated Reporting as the city is in the early stages of implementing the system. Challenges and key actions implemented will BE explored to share lessons learnt over the years on Annual Reporting.

Quality Assurance

The Module will focus briefly on the legislative framework and the key components on the Monitoring and Evaluation of performance in local government. The value of Quality Assurance for scorecards, Individual Performance Plans and the inclusion of these in PME and
the Quality Assurance Guideline as a methodology will be discussed in detail. Key principles and risks identification through Quality Assurance, Smart in KPAs, Activity Sheets and other innovations in elevating PME will be explored.

Operational Indicators

This Module will cover mechanisms for monitoring and evaluating key operational areas. The session will focus on existing projects such as our contact centres to share insights on how to better monitor efficiency in a municipality. The cost implications on projects, implementation of Council Queries and how these aspects impact on PME will be discussed. Operational areas such as the implementation of the Workplace Skills Programme (WSP) and service level standards as key components in measuring efficiency will be covered. This session will be an interactive presentation and will allow space for lessons learnt over the years on the monitoring and evaluation of operational areas.

Auditing of Performance

The Module will focus on the implementation of the legislative framework guiding the auditing of performance in municipalities. The session will share insights on the municipality’s approach on the integrating and the audit of Performance, the oversight reporting and in some ways highlight the approach for auditing entities. Lessons learnt and related challenges on auditing will be discussed in this Module.

5. Course Organization and Learning Methodologies

- Power point presentations
- Group Discussions and expert moderated panel discussion
- Case studies
- Site Visits

6. Duration of a Course

The Course will take place over a period of at least 3 days starting at 08h00 and finishing at 16h30.

7. Master Class Funding

In this Pilot phase, there are no registration costs for the course. MILE will pay for morning and afternoon teas and all lunches during the Master Class, the cost of the venue, the time for all facilitators and contributors and for all the materials produced for the Course. Participants must pay for: All accommodation, travel (air and ground) and subsistence allowances.
8. Hand-outs to be supplied include:

- A file with all presentations
- Booklets and templates on PME systems for local government
- Key PME Templates
- Summary information on projects
- Texts and Supporting Material/Recommended Reading List

9. Programme for the Master Class

The Programme for the three days will be forwarded to interested participants pending their confirmation of attendance. The Draft programme is attached.

10. Contact us

For more information about this Master Class contents, please contact Ms. Khanyi Gama at the Performance Management and Evaluation Unit of the eThekwini Municipality.
Tel: 031 322 7208 or Email: Khanyi.Gama@durban.gov.za

To confirm your participation in this Master Class, please contact Siphamandla Gwala@durban.gov.za by Monday the 13th of November 2015

For more information about MILE events contact us on:
Email: mile@durban.gov.za
Tel: 031 3224513
Fax: 031 261 3405
Fax to email: 086 265 7160

Visit: www.mile.org.za