



PERFORMANCE AGREEMENT
2017/2018

Collins Chabane Municipality herein represented by

NGOBENI TSAKANI CHARLOTTE,

in his capacity as the Municipal Manager (hereinafter referred to as
the Employer or Supervisor)

and

MAKAMU EADIE,

employee of the Municipality (hereinafter referred to as the
Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

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1. Introduction

- 1.1. The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 This agreement does not at all replace the Employment Contract signed between the parties.
- 1.4 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.5 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act.

2. Purpose of this Agreement

The purpose of this Agreement is to:

- 2.2 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties
- 2.3 Specify objectives in terms of the key performance indicators and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality
- 2.4 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement
- 2.5 Monitor and measure performance against set targeted outputs
- 2.6 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his job
- 2.7 In the event of outstanding performance, to appropriately reward the employee
- 2.8 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery

3. Commencement and duration

- 3.1. This Agreement will commence on **01 August 2017** and will remain in force until **30 June 2018 (provided the employment contract signed with the employer is still in force)** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or **any portion thereof**
- 3.2 The parties will review the provisions of this Agreement during June each year

- 3.3 The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than one month after the beginning of each successive financial year
- 3.4 This Agreement will **automatically terminate** on termination of the Employee's contract of employment for any reason
- 3.5 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon
- 3.6 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised

4. Performance Objectives

4.1. The Performance Plan (Annexure A) sets out-

- 4.1.1. Key Performance Areas that the employee should focus on
 - 4.1.2. Core competencies required from employees
 - 4.1.3. The performance objectives, key performance indicators, projects and targets that must be met by the Employee
 - 4.1.4. The time frames within which those performance objectives and targets must be met
- 4.2. The performance objectives, key performance indicators and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include strategic objectives; key performance indicators, targets, projects and activities that may include dates and weightings. A description of these elements follows:
- 4.2.1. The strategic objectives describe the strategic intent of the organisation that needs to be achieved
 - 4.2.2. The performance indicators provide the measurement on how a strategic objective needs to be achieved
 - 4.2.3. The target dates describe the timeframe in which the work must be achieved
 - 4.2.4. The weightings show the relative importance of the key performance areas, key objectives, key performance indicators to each other
 - 4.2.5. The activities are the actions to be achieved within a project

5. Performance Management System

- 5.1. The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer
- 5.2. The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required

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- 5.3. The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee
- 5.4. The Employee undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework
- 5.5. The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Key Performance Areas and core Competency Requirements, both of which shall be contained in the Performance Agreement.
- 5.5.1. The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2. KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.5.3. Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.4. The Employee's assessment will be based on his performance in terms of the key performance indicator outputs / outcomes identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Area	Weighting
Municipal Transformation and Organisational Development	10
Basic Service Delivery	5
Local Economic Development (LED)	0
Municipal Financial Viability and Management	80
Good Governance and Public Participation	5
Spatial planning	0

- 5.6. Municipal Manager's responsibilities are directed in terms of the abovementioned key performance areas.
- 5.7. The CCRs will make up the other 20% of the Employee's assessment score. The following CCRs are deemed to be most critical for the Employee's specific job.

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COMPETENCES

COMPETENCES	
Leading Competencies	Weights
Strategic Capability and Leadership	10
Programme and Project Management	10
Financial Management	10
Change Leadership	10
Governance Leadership	10
People Management	10
Core Competencies:	Weights
Moral competence	5
Planning and organising	10
Analysis and Innovation	10
Knowledge and Information Management	5
Results and Quality Focus	10

6. Evaluating Performance

6.1. The Performance Plan (Annexure A) to this Agreement sets out :

6.1.1. The standards and procedures for evaluating the Employee's performance

6.1.2. The intervals for the evaluation of the Employee's performance

6.2. Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force

6.3. Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames

6.4. The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP

6.5. The Annual performance appraisal will involve:

6.5.1. Assessment of the achievement of results as outlined in the Performance Plan

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA

- (b) Values on actual performance are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5-point scale. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to motivate for higher scores. The panel members have a chance to ask questions regarding
- (c) The final scores are converted to % Performance by making use of COGTA Performance Assessment Rating Calculator

6.5.2. Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met
- (b) An indicative rating on the five-point scale should be provided for each CCR
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score
- (d) The score is translated to a final CCR percentage through COGTA Performance Assessment Rating Calculator (refer to paragraph 6.5.1)

6.5.3. Overall rating

An overall rating is calculated by using the Performance Assessment Rating Calculator whereby a weighting of 80% is applied to KPA performance and a weighting of 20% to CCR's.

6.6. The assessment of the performance of the Employee by panel members will be based on the following rating scale for KPA's and CCRs:

Rating	Description	Weighting	Score	Comments
5	Performance far exceeds the standard expected of an employee at this level.	20%	100	
4	Performance is significantly higher than the standard expected in the job.	20%	80	
3	Performance fully meets the standards expected in all areas of the job.	20%	60	
2	Performance is below the standard required for the job in key areas.	20%	40	
1	Performance does not meet the standard expected for the job.	20%	20	

6.7. For purposes of evaluating the annual performance of the Director, an evaluation panel constituted of the following persons must be established –

6.7.1. Municipal Manager

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- 6.7.2. Chairperson of the Performance Audit Committee or a member of the Performance Audit Committee in the absence of the Chairperson of the Performance Audit Committee;
- 6.7.3. Member of the Executive Committee
- 6.7.4. Mayor or municipal manager from another municipality; and
- 6.7.5. The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

7. Schedule for Performance Reviews

7.1. The performance of each Employee in relation to his Performance Agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

- First Quarter: July – September 2017
- Second Quarter: October – December 2017
- Third Quarter: January – March 2018
- Fourth Quarter: April – June 2018

7.2. The Employer shall keep a record of the mid-year review and annual assessment meetings

7.3. Performance feedback shall be based on the Employer's assessment of the Employee's performance

7.4. The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made

7.5. The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made

8. Developmental Requirements

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. Obligations of the Employer

The Employer shall:

- 9.1. Create an enabling environment to facilitate effective performance by the employee
- 9.2. Provide access to skills development and capacity building opportunities
- 9.3. Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee
- 9.4. On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement

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9.5. Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement

10. Consultation

- 10.1. The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –
 - 10.1.1. A direct effect on the performance of any of the Employee's functions
 - 10.1.2. Commit the Employee to implement or to give effect to a decision made by the Employer
 - 10.1.3. A substantial financial effect on the Employer
 - 10.1.4. The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in as soon as is practicable to enable the Employee to take any necessary action without delay

11. Management of Evaluation Outcomes

- 11.1. The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2. A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

% Rating Over Performance %	% Rating Over Performance % Bonus
130 - 133.8	5%
133.9 – 137.6	6%
137.7 – 141.4	7%
141.5 - 145.2	8%
145.3 – 149	9%
150 – 153.4	10%
153.5 – 156.8	11%
156.9 – 160.2	12%
160.2 – 163.6	13%
163.7 – 167	14%

- 11.3. In the case of unacceptable performance, the Employer shall:
- 11.4. Provide systematic remedial or developmental support to assist the Employee to improve his performance
- 11.5. After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider

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steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his duties

12. Dispute Resolution

12.1. Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee or any other person appointed by the MEC

13. General

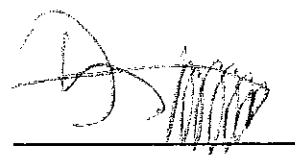
- 13.1. The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer
- 13.2. Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments
- 13.3. The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the National Minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Babemuse on this the 01 day of AUGUST 2017

AS WITNESSES:

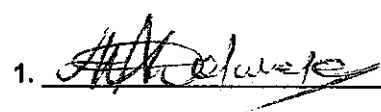
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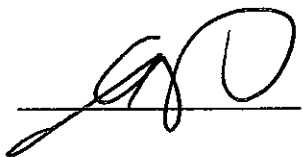


**MAKAMU EADIE
EMPLOYEE**

AS WITNESSES:

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**MUNICIPAL MANAGER
NGOBENI TSAKANI CHARLOTTE**

LIM345 LOCAL MUNICIPALITY



PERFORMANCE PLAN – CHIEF FINANCIAL OFFICER

2017/18 FINANCIAL YEAR

Period: 01/07/2017 – 30/06/2018

NAME OF EMPLOYEE: MAKAMU EAUDIE

1. Purpose

The performance plan defines the Council's expectations of the Chief Financial Officer'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 Chief Financial Officer'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 (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

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

Priority Issue/Programme	Development Objective	Key Performance Indicators/Measurable Objective	Baseline	Weighting	Annual Targets	Project Name	Project Description	Location	Ward	Funding Source	Budget FY17/18 R'000	Start Date	End date	1st Q Target	4th Q Targets	Portfolio Of Evidence	Dept
Financial viability management	To Improve overall Financial Management of the Municipality	To obtain unqualified opinion by 30 June 2018	New Indicator		Unqualified Audit Opinion Obtained by 30 June 2018	Unqualified Audit Opinion	Complying with legislative framework, works, keeping records and submit AFS	LIM 345	Administration	Income	OP EX	1/7/2017	30/6/2018	N/A	N/A	AGSA Audit Report	B&T
Financial viability management	To Improve overall Financial Management of the Municipality	% MIG Budget spent by 30 June 2018(?? Value spent/?? Value Budget)	New Indicator		100% MIG Budget spent by 30 June 2018(R /)	MIG Spending	Spending 100% of MIG allocated fund(?????)	LIM 345	Administration	MIG	OP EX	1/7/2017	30/6/2018	N/A	N/A	MIG Spending Report	B&T and TECH
Financial viability	To Improve overall	To review the revenue	New Indicator		Revenue enhancement	Revenue enhancement	Send the policies for	LIM 345	Administration	Income	OP EX	1/1/2018	30/6/2018	N/A	N/A	Draft Reviewed Revenue	Final Reviewed Revenue

management	Financial Management of the Municipality	enhance ment policies by 30 June 2018	enhance ment policies by 30 June 2018	enhance ment policies by 30 June 2018	inputs by other depart ment. Present the draft review to manag ement. Submit to council for approv al.	LIM 345	Admini stration	Inc om e	OP EX	1/07 /201 7	30/6/ 2018	???	N/A	N/A	enhanc ement policies (Rates, Tariff, Credit Control , Bad Debts)	enhanc ement policies (Rates, Tariff, Credit Control , Debts Collecti on)
Financial viability manag ement	To Impro ve overall Finan cial Manag ement of the Municip ality	To coordina te the signing of contracts and SLA by 30 June 2018	Coordi nation of signing of?? con tracts and SLA by 30 June 2018	Coordi nation of signing of con tracts and SLA of appoin ted Service Providers	Coordi nate the signing of Con tracts and SLA of appoin ted Service Providers	LIM 345	Admini stration	Inc om e	OP EX	1/1/ 2018	31/3/ 2018	N/A	N/A	Draft budget tabled to council	N/A	???
Financial viability manag ement	To Impro ve overall Finan cial	To table the draft to council by 31	Draft budget tabled to council by 31	Draft budget from departments, Consol	Collect budget from departments, Consol	LIM 345	Admini stration	Inc om e	OP EX	1/1/ 2018	31/3/ 2018	N/A	N/A	Draft budget tabled to council	N/A	???

Financial viability management	To Improve overall Financial Management of the Municipality	March 2018	To submit the final budget to council by 31 May 2018	New Indicator		March 2018	Final budget submitted to council by 31 May 2018	Final budget	Take the draft budget for public participation with the IDP. Incorporate inputs and submit the budget for final approval	LIM 345	Administration	Income	OP EX	1/4/2018	31/5/2018	N/A	N/A	N/A	Final budget
Management of the Municipality	March 2018	March 2018							Update the budget, Present the draft to management, Submit to council for approval										

Financial viability management	To Improve overall Financial Management of the Municipality	To submit the Financial statements submitted to AG by 31 August 2017	New Indicator	Financial statements compiled and submitted to AG by 31 August 2017	Financial statements	Compile the financial statement. Review the compiled financial statement. Present to management meeting. Submit to AG for audit.	LIM 345	Administration	Income	OP EX	1/7/2017	30/09/2017	Financial statements compiled and submitted to AG	N/A	N/A	N/A
Financial viability management	To Improve overall Financial Management of the Municipality	Number of section 71 reports submitted to Treasury within 10 days after the end of the	New Indicator	12 Section 71 Reports submitted to Treasury by 30 June 2018	Section 71 report submission	Compile the section 71 report. Submit to treasury within 10 days after	LIM 345	Administration	Income	OP EX	1/07/2017	30/06/2018	3	3	3	3

Financial viability management	To improve overall Financial Management of the Municipality	month by 30 June 2018	New Indicator	100% of tenders adjudicated within 90 days of closure period by 30 June 2018 (# of tenders adjudicated)	Tender adjudication	Set date for adjudication committee. Adjudicate tenders within timeframe (90 days after closure of the tender). Write adjudication report to the Accounting Officer.	LIM 345	Administration	Inc ome	OP EX	1/07/2017	30/06/2018	100% (# tenders adjudicated/# of tenders closed and due for adjudication)	100% (# tenders adjudicated/# of tenders closed and due for adjudication)	100% (# tenders adjudicated/# of tenders closed and due for adjudication)	100% (# tenders adjudicated/# of tenders closed and due for adjudication)

Financial viability management	To Improve overall Financial Management of the Municipality	% quotations processed within 18 days after approval by Accounting Officer by 30 June 2018(# of quotations processed/# of quotations received)	New Indicator	100% (# of quotations processed/# of quotations received) by 30 June 2018	Quotations	Set date for quotation committee. Assess the quotation within timeframe (90 days after closure of the tender). Write adjudication report to the Accounting Officer.	LIM 345	Administration	Income	OP EX 7	1/07/2017	30/06/2018	100% (# of quotations processed/# of quotations received)	100% (# of quotations processed/# of quotations received)	100% (# of quotations processed/# of quotations received)	100% (# of quotations processed/# of quotations received)	100% (# of quotations processed/# of quotations received)
Financial viability management	To Improve overall Financial Management	To update a GRAP compliant Asset Register by 30 received)	New Indicator	GRAP Compliant Asset Register updated by	Asset Register	Receive new acquisitions, Bar code and capture	LIM 345	Administration	Income	OP EX 7	1/07/2017	30/06/2018	Receive new acquisitions, Bar code and capture	Receive new acquisitions, Bar code and capture	Receive new acquisitions, Bar code and capture	Receive new acquisitions, Bar code and capture	Receive new acquisitions, Bar code and capture

of the Municipality	June 2018	30 June 2018	e into the asset register. Capture the expense of the project in progress. When the project is completed the unbundling and capitalisation into the asset register takes effect	e into the asset register. Capture the expense of the project in progress. When the project is completed the unbundling and capitalisation into the asset register takes effect	e into the asset register. Capture the expense of the project in progress. When the project is completed the unbundling and capitalisation into the asset register takes effect	e into the asset register. Capture the expense of the project in progress. When the project is completed the unbundling and capitalisation into the asset register takes effect	e into the asset register. Capture the expense of the project in progress. When the project is completed the unbundling and capitalisation into the asset register takes effect	e into the asset register. Capture the expense of the project in progress. When the project is completed the unbundling and capitalisation into the asset register takes effect	e into the asset register. Capture the expense of the project in progress. When the project is completed the unbundling and capitalisation into the asset register takes effect	e into the asset register. Capture the expense of the project in progress. When the project is completed the unbundling and capitalisation into the asset register takes effect	e into the asset register. Capture the expense of the project in progress. When the project is completed the unbundling and capitalisation into the asset register takes effect
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LEADING COMPETENCIES		Weight
Core Competencies		
Strategic Direction and leadership		10
People management		10
Program and people management		10
Financial management		10
Change Leadership		10
Governance Leadership		10
Core occupational Competencies		
Moral competence		5
Planning and Organising		10
Analysis and Innovation		10
Knowledge and Information Management		5
Communication		10
Results and Quality focus		10
		100%

Assessment Ratings

The assessment of performance of the employee will be based on the following rating scale for KPA's and CMC's				
1	2	3	4	5
Unacceptable performance	Not fully effective	Fully effective	Performance significantly Above expectations	Outstanding performance
Performance does not meet the standard expected for the job	Performance is below the standard required for the job in the key areas	Performance fully meets the standard expected in all areas of the job	Performance is significantly higher than the standard expected in the job	Performance far exceeds the standard expected of an employee at this level

ASSESSMENT OF THE ACHIEVEMENT OF RESULTS AS OUTLINED IN THE PERFORMANCE PLAN

1. Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
2. An indicative rating on the five-point scale should be provided for each KPA
3. The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score

ASSESSMENT OF CCR'S

1. Each CCR should be assessed according to the extent to which the specified standards have been met.
2. An indicative rating on the five-point scale should be provided for each CCR
3. This rating should be multiplied by the weighting given to each CCR during the contracting process to provide a score.
4. The applicable assessment rating calculator must then be used to add the scores and calculate a final CCR score.

SUMMARY OF KPA	
KEY PERFORMANCE AREAS	WEIGHTING
Municipal transformation and organisational Development	10
Basic Service Delivery	5
Local Economic Development (LED)	0
Municipal Financial Viability and Management	80
Good Governance and Public Participation	5
	100%

7. PERSONAL DEVELOPMENT PLANS (PDP)

Section 29 of the Performance Regulation of 2006, requires that managers must develop personal Development Plan that must address all gaps and this plan must be part of the performance agreement.

This performance is signed in line with the Municipal Finance Management Act 56 of 2003. All s57 Managers are required performance plan and sign performance agreements with the accounting officer.

This performance plan serves as an Annexure to the signed Performance Agreement.



DATE.....*20/08/2017*.....

CHIEF FINANCIAL OFFICER

MAKAMU E



DATE.....

MUNICIPAL MANAGER

NGOBENI TC



PERSONAL DEVELOPMENT PLAN
2017/2018

Collins Chabane Local Municipality herein represented by
in her capacity as the Municipal Manager (hereinafter referred to
as the Employer or Supervisor)

NGOBENI TSAKANI CHARLOTTE,

And

MAKAMU EADIE

employee of the Municipality (hereinafter referred to as the
Employee).

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WHEREBY IT IS AGREED AS FOLLOWS:

1. Introduction

The Aim of the Personal Development Plan (PDP) is to ensure that Employees are skilled to meet Objectives as set out in the Performance Management Agreement as prescribed by legislation. Successful career path planning ensures competent employees for current and possible future positions. It there for identifies, prioritise and implement training needs

Legislative needs taken into account comes from the Municipal Systems Act Guidelines: Generic senior management competency framework and occupational competency profiles, Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.

2. Competency Modelling

The COGTA has decided that a competency development model will consist of both managerial and occupational competencies:

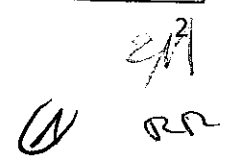
- Managerial competencies should express those competencies which are generic of all management positions.
- Occupational competence refers to competencies which are job/function specific.

3. Compiling the personal development plan attached as the appendix

The Mayor, in consultation with the employee is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. Appendix A serves as the Action Plan for the PDP

3.1. Column 1: Skills/Performance GAP.

E.g. 1. Appraise Performance of Managers	The municipal manager will be able to enter into performance agreements with the municipal managers reporting to him / her, appraise them against set criteria, within relevant time frames	3.Suggested training and / or development activity	4.Suggested mode of delivery	5.Suggested Time Frames	6. Work opportunity created to practice skill / development	7.Support Person



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The identified training needs should be entered into column one. The following should be taken into consideration:

Organisational needs

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 profile) 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.

Individual training needs that are job / career related.

Prioritisation of the training needs in column 1 should also be determined 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 prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

3.2. Column 2: Outcomes Expected

1. Skills /Performance Gap(in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
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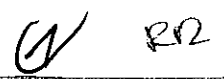
Consideration must be given to the outcomes expected in column 2 so that once the intervention is completed the impact it had can be measured against relevant output indicators.

3.3. Column 3: Suggested training

1. Skills /Performance Gap(in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
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Training needs must be identified with due regard to cost effectiveness and listed in column 3.

The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of, amongst others, self-study, internal or external training

provision; coaching and / or mentoring and exchange programmes.

4. Column 4 : Suggested mode of delivery

1. Skills /Performance Gap(in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
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Training must be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine within the municipality whether unit standards have been developed with regard to a specific outcome (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency.

5. Column 5: Suggested Time Lines

1. Skills /Performance Gap(in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
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An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions. The suggested time frames 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.

6. Column 6: Work opportunity created to practice skill /development area

1. Skills /Performance Gap(in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
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This further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

7. Column 7: Support Person

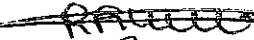
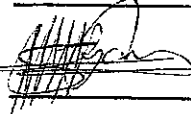
1. Skills /Performance Gap(in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
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This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.

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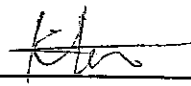
Thus done and signed at Polokwane on this the 20 day of August 2017

AS WITNESSES:

1. 
2. 


CHIEF FINANCIAL OFFICER
MAKAMU EADIE

AS WITNESSES:

1. 
2. 


MUNICIPAL MANAGER
NGOBENI T.C