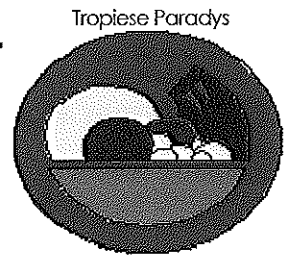


**GROTER TZANEEN MUNISIPALITEIT  
GREATER TZANEEN MUNICIPALITY**

Tel: 015 307 8000  
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PO Box 24  
Tzaneen, 0850



Tropical Paradise

**Annexure 2**

**PERFORMANCE AGREEMENT**

**MADE AND ENTERED INTO BY AND BETWEEN**

**GREATER TZANEEN MUNICIPALITY**

**AS REPRESENTED BY THE MUNICIPAL MANAGER**

**MASIYE ELIAS MANKABIDI**

**AND**

**DIKELEDI SUZAN MAKOTI**

**THE EMPLOYEE OF THE MUNICIPALITY**

**FOR THE**

**FINANCIAL YEAR: 1 JULY 2013 - 30 JUNE 2014**

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## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The Greater Tzaneen Municipality herein represented by Masiye Elias Mankabidi in his capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

and

Dikeledi Suzan Makoti as the Employee of the Municipality (hereinafter referred to as the **Employee**).

### WHEREBY IT IS AGREED AS FOLLOWS:

#### 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 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 and outputs that will secure local government policy goals.
- 1.4 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 -

- 2.1 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.
- 2.2 Specify objectives 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), the Departmental Business Plan and the Budget of the Municipality.
- 2.3 Specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement.
- 2.4 Monitor and measure performance against set targeted outputs.
- 2.5 Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his job.
- 2.6 In the event of outstanding performance, to appropriately reward the employee.
- 2.7 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 the 1 July 2013 and will remain in force until 30 June 2014; 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. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of the first month of the successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 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.

### PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives 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 key objectives; key performance indicators; targets that may include dates and weightings.
- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been 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 and key performance indicators to each other in terms of the position.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the strategic objectives and strategies set out in the **Employer's** Integrated Development Plan as developed per the Balanced Scorecard methodology.

### 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 required standards.
- 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, 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 (CCR's) respectively.

5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.5.3 KPA's covering the main areas of work will account for 80% and CCR's will account for 20% of the final assessment.

5.6 The **Employee's** assessment will be based on his performance in terms of the outputs / outcomes (performance indicators) 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 Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	10
Basic Service Delivery	60
Local Economic Development (LED)	10
Municipal Financial Viability and Management	10
Good Governance and Public Participation	10
<b>Total</b>	<b>100%</b>

5.7 In the case of managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the Municipal Manager and the relevant manager.

5.8 The CCR's will make up the other 20% of the **Employee's** assessment score. CCR's that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**:

Competencies *	Definition	Weight
Strategic Capability and Leadership	Must be able to provide vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate	15
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved	20
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	10
Change Management	Must be able to initiate and support municipal transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	5
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality	5
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals	15
Problem Solving and Analysis	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	5
People Management and Empowerment	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals	5
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively in order to put the spirit of customer service (Batho Pele) into practice	10
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes	5
Accountability and Ethical Conduct	Must be able to display and build the highest standard of ethical and moral conduct in order to promote confidence and trust in the municipality	5
<b>Section Total:</b>		<b>100%</b>

## 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; and

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.

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- 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 agreed time frames in the Personal Development.
- 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 bi-annual and 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) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

**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 applicable assessment rating calculator (refer to paragraph 6.5.3) must then be used to add the scores and calculate a final CCR score.

**6.5.3 Overall rating**

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

- 6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCR's:

	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					



	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the Employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the Employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The Employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Municipal Manager;
- 6.7.2 Chairperson of the District Performance Audit Committee
- 6.7.3 Member of the Executive Committee;
- 6.7.4 Municipal Manager from another municipality; and
- 6.7.5 One Head of Division from within the department.

6.8 The manager responsible for human resources of the Municipality must provide secretariat services to the evaluation panels.

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the **Employee** in relation to her 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 informal if performance is satisfactory:

<b>First quarter</b>	:	July – September 2013	(October 2013)
<b>Second quarter</b>	:	October – December 2013	(January 2014)
<b>Third quarter</b>	:	January – March 2014	(April 2014)
<b>Fourth quarter</b>	:	April – June 2014	(July 2014)

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

9.1 The Employer shall –

9.1.1 Create an enabling environment to facilitate effective performance by the Employee.

9.1.2 Provide access to skills development and capacity building opportunities.

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.

9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable her to meet the performance objectives and targets established in terms of this Agreement.

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time to assist her 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.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 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 recognition of outstanding performance to be constituted as follows:

11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%.

11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

11.2.3 Specific bonus percentages will be determined on a sliding scale, proportionately to the points scored, rounded up to the next 0.25 percentage. eg. 136% score = 6.678% = 6.75% bonus.

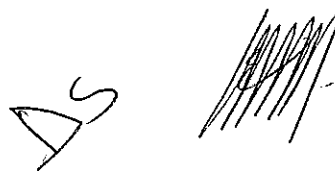
11.3 In the case of unacceptable performance, the Employer shall –

11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve her performance

11.3.2 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 steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out her 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 –





12.1.1 The MEC for local government in the Province within thirty (30) days of receipt of a formal dispute from the **Employee**

12.1.2 Any other person appointed by the MEC

12.1.3 In the case of managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, the dispute procedures as per the Contract of Employment shall apply.

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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/ her 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 TZANEEN on this the 30 day of July 2013

AS WITNESSES:


1. \_\_\_\_\_

  
EMPLOYEE

2. \_\_\_\_\_

AS WITNESSES:

1. \_\_\_\_\_

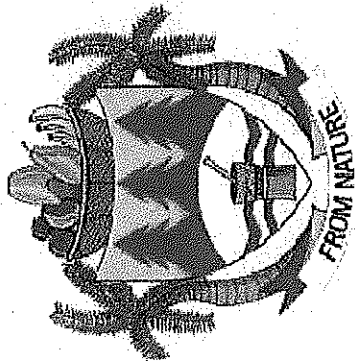
  
EMPLOYER

2. \_\_\_\_\_

# GREATER TZANEEN MUNICIPALITY

Annexure 2A

## Performance Plan 2013/14 Section 56 Manager



### Employee Details

**Name:** Dikeledi Suzan Makoti  
**Position:** Director Engineering Services  
**Accountable to:** Municipal Manager  
**Period:** 1 July '13 - 30 June '14

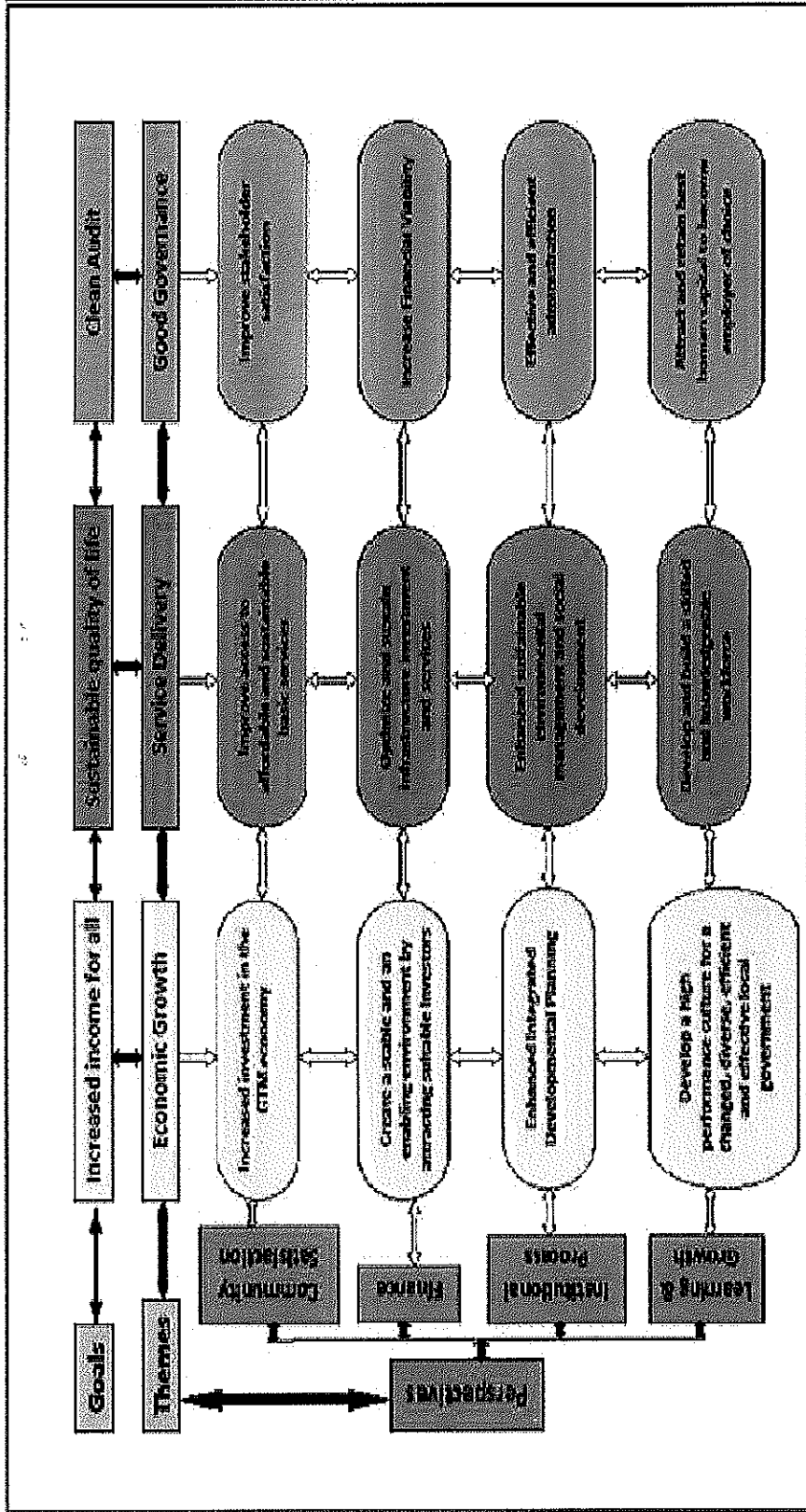
### Content:

1. Strategy Map
2. Purpose of the Position
3. Key Performance Areas: Position Weighting
4. Key deliverables - Key Performance Indicators
5. Key Deliverables - Projects
6. Competencies
7. Performance Assessment Process
8. Rating Scale
9. Approval of Personal Performance Plan

A handwritten signature in black ink, appearing to read 'Dikeledi Makoti', is located at the bottom right of the page.

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GTM STRATEGY MAP



*[Handwritten signature]*  
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## 2. Purpose of the position

<b>Municipal Vision</b>
To be the most prosperous economy in the country where communities are integrated and have access to sustainable basic services
<b>Municipal Mission</b>
To stimulate economic growth and improve the quality of life through sustainable, integrated service delivery and partnerships
<b>Position Vision</b>
To be the provider of sustainable infrastructure development.
<b>Position Mission</b>
To plan, implement and maintain sustainable water, sanitation, roads, building, stormwater and fleet services.

## 3. Key Performance Areas: Position Weighting

KPA*	% Weight
Basic Service Delivery	80
Local Economic Development	10
Good Governance and Public Participation	10
<b>Total</b>	<b>80%</b>
Competencies	20%
<b>Grand Total</b>	<b>100%</b>

\* As contained in GTM Strategy Map

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#### 4. Key deliverables - Key Performance Indicator's

Thrust/ KPA	Strategic Objective	Programme	Key Performance Indicator	KPI Weighting (%)	Baseline (2012/13)	Target Sept '13	Target Dec '13	Target Mar '14	Target Jun '14	Means of Verification
BSD	Improve access to sustainable and affordable services	Building Control	% decrease in non-compliance to building regulations	11%	30%	not applicable this quarter	not applicable this quarter	not applicable this quarter	20%	Register of contraventions
BSD	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Km of roads tarred	11%	9.2	Not applicable this quarter	not applicable this quarter	Not applicable this quarter	44.3	Road Progress Reports
BSD	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	# of MIG roads projects on schedule	11%	1	2	2	2	2	Project progress reports
BSD	Optimise and sustain infrastructure investment and services	Cost Recovery	% Water unaccounted for (water losses)	11%	5%	6%	6%	6%	6%	Water distribution reports
BSD	Optimise and sustain infrastructure investment and services	Maintenance and upgrading of municipal buildings	R-value spent on maintenance of municipal buildings as % of asset value	11%	1.4%	Not applicable this quarter	2%	Not applicable this quarter	2%	Expenditure Report & Asset Value
BSD	Optimise and sustain infrastructure investment and services	Roads & Storm water upgrading and maintenance	R-value spent on road and storm water maintenance	11%	R 27 796 993	R 8 455 779	R 16 911 559	R 25 367 338	R 33 823 117	ESD Expenditure reports
BSD	Optimise and sustain infrastructure investment and services	Roads and Storm water maintenance and upgrade	R-value spent on maintenance of roads infrastructure as % of asset value	11%	4.5%	Not applicable this quarter	4.5%	Not applicable this quarter	4.5%	Expenditure reports
BSD	Optimise and sustain infrastructure investment and services	Water and Sewer maintenance and upgrade	% reduction in distribution losses (water)	11%	10%	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	8%	Water distribution reports
BSD	Enhance sustainable environmental management and social development	Mandela legacy programme	# of Mandela day initiatives participated in	1%	New initiative	1	2	3	4	Mandela day reports
BSD	Enhance sustainable environmental management and social development	Environmental Health management	% of daily samples taken complying to SANS 241	11%	100%	100%	100%	100%	100%	Records of samples and reports

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#### 4. Key deliverables - Key Performance Indicator's

Thrust/ KPA	Strategic Objective	Programme	Key Performance Indicator	KPI Weighting (%)	Baseline (2012/13)	Target Sept '13	Target Dec '13	Target Mar '14	Target Jun '14	Means of Verification
GG	Effective and Efficient administration	Council Support	% of Departmental Council resolutions implemented	11%	100%	100%	100%	100%	100%	Departmental Resolution register
GG	Effective and Efficient administration	Management and Administration	# of departmental meetings	11%	0	3	6	9	12	Minutes and Attendance registers of Departmental meetings
GG	Effective and Efficient administration	Performance monitoring and reporting	# of Engineering Services Departmental monthly reports submitted on time	11%	12	3	6	9	12	Monthly, quarterly, half yearly and annual reports
GG	Effective and Efficient administration	Sound Governance	% of Internal Audit queries responded to within 10 working days	11%	100%	100%	100%	100%	100%	Register of Internal Audit queries & corresponding reports
GG / MFVM	Increase financial viability	Budget management	% of departmental budget spent	11%	84%	25%	50%	75%	100%	Monthly financial budget reports
GG/MFMA	Increase Financial Viability	Budget management	% MIG funding spent	12%	96%	10%	50%	75%	100%	Budget printout
GG / MFVM	Increase Financial Viability	Expenditure Management	% of departmental personnel budget spent	11%	115.4%	25%	50%	75%	100%	Monthly financial budget reports
GG / MFVM	Increase financial viability	Expenditure Management	% of ESD capital budget spent	11%	100%	10%	20%	50%	100%	Monthly financial budget reports
GG / MFVM	Increase financial viability	Financial reporting	% of AG queries responded to within 3 working days	11%	100%	Not applicable this quarter	100%	Not applicable this quarter	Not applicable this quarter	Register of Audit queries & corresponding reports
LED	Increased investment in the GTM economy	Expanded Public Works	# of EPWP work opportunities created through ESD projects	2%	159	229	458	687	916	Project reports
LED/ MTOD	Develop a high performance culture for a changed, diverse, efficient and effective local government	Employee Performance Management	% of ESD Managers with signed performance plans by 31 August	98%	100%	100%	100%	Not applicable this quarter	Not applicable this quarter	Signed Performance Plans

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### 5. Key deliverables - Projects

Thrust/ KPA	Strategic Objective	Programme	Project / Initiative	Project Weight (%)	Target date	Opex Budget 2013/14	Capex Budget 2013/14	Qtr target Sept '13	Qtr target Dec '13	Qtr target Mar '14	Qtr target Jun '14	Means of Verification
BSD	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Sasekani to Nkowanikowa D Tar Road	5%	30/06/2014		R 6 500 843	Ensure that the 7.2 km Tar road is completed	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	Completion certificate
BSD	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Mafarana, Ntsako, Bonn to Sedan Tar Road	5%	30/06/2014		R 16 137 152	Monitor the construction of a tar road and report progress expenditure at 45%	Monitor the construction of a tar road and report progress expenditure at 90%	5km tar road completed. Expenditure at 100%	5km tar road completed. Expenditure at 100%	Completion certificate
BSD	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Nkowanikowa C - Ring Road	5%	30/06/2014		R 5 000 000	Monitor the completion of the Nkowanikowa Ring Road	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	Completion certificate
BSD	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Ramotshinyadi Bridge	5%	30/06/2014		R 12 006 030	Monitor the Construction, expenditure at 33%	Monitor the Construction, expenditure at 66%	Monitor the completion of the Ramotshinyadi bridge. 99% expenditure	Not applicable this quarter	Completion certificate
BSD	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Agatha street (Tzaneen) Refurbishment	5%	30/06/2014		R 1 500 000	Monitor the Procurement of a contractor	Ensure that Refurbishment is completed	Not applicable this quarter	Not applicable this quarter	Progress Reports Completion Certificates
BSD	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Sapekoe drive (Tzaneen) Refurbishment - phase 1	5%	30/06/2014		R 2 500 000	Monitor the Procurement of a contractor	Ensure that Refurbishment is completed	Not applicable this quarter	Not applicable this quarter	Progress Reports Completion Certificates
BSD	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Khaya street (Nkowanikowa) Refurbishment - phase 1	5%	30/06/2014		R 2 500 000	Monitor the Procurement of a contractor	Ensure that Refurbishment is completed	Not applicable this quarter	Not applicable this quarter	Progress Reports Completion Certificates

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### 5. Key deliverables - Projects

Thrus/ KPA	Strategic Objective	Programme	Project/ Initiative	Project Weight (%)	Target date	Opex Budget 2013/14	Capex Budget 2013/14	Qtr target Sept '13	Qtr target Dec '13	Qtr target Mar '14	Qtr target Jun '14	Means of Verification
BSD	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Bankuna street (Nkowanikwa) Refurbishment - phase 1	5%	30/06/2014		R 3 000 000	Monitor the Procurement of a contractor	Ensure that Refurbishment is completed	Not applicable this quarter	Not applicable this quarter	Progress Reports Completion Certificates
BSD	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Mariswa to Maropalala Tar	5%	30/06/2014		R 20 767 635	Monitor Construction, expenditure to be at 25%	Monitor Construction, expenditure to be at 50%	Monitor Construction, expenditure to be at 75%	Ensure that 6.8km tar road is completed, 99% expenditure	Progress Reports Completion certificate
BSD	Improve access to sustainable and affordable services	Roads and Storm water Infrastructure Development	Thapane to Moruji Tar	5%	30/06/2014		R 37 991 687	Monitor Construction, expenditure to be at 25%	Monitor Construction, expenditure to be at 50%	Monitor Construction, expenditure to be at 75%	Ensure that 11.5km Tar road completed, expenditure at 99%	Progress Reports Completion certificate
BSD	Improve access to sustainable and affordable services	Water and Sewer infrastructure	Rural Household infrastructure Grant (Sanitation)	2%	30/06/2016		R 4 000 000	Monitor the Procurement of contractor.	Monitor the Construction of VIPs in rural areas, construction completed	Not applicable this quarter	Not applicable this quarter	Project Certificates & progress reports
BSD	Optimise and sustain infrastructure investment and services	Fleet management	Fleet maintenance	1%	30/06/2014			Monitor fleet maintenance. Ensure that workshop is run efficiently	Monitor fleet maintenance. Ensure that workshop is run efficiently	Monitor fleet maintenance. Ensure that workshop is run efficiently	Monitor fleet maintenance. Ensure that workshop is run efficiently	Workshop service reports
BSD	Optimise and sustain infrastructure investment and services	Fleet management	Purchase a vehicle for the Speaker	5%	30/06/2014		R 480 000	Procurement of vehicle for the speaker by 31 July	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	Asset Register update
BSD	Optimise and sustain infrastructure investment and services	Water and Sewer maintenance and upgrade	Water Service Reporting	1%	30/06/2014			Report on water losses to MDM	Report on water losses to MDM	Report on water losses to MDM	Report on water losses to MDM	Reports to MDM
BSD	Optimise and sustain infrastructure investment and services	Water and Sewer maintenance and upgrade	Water & Sewer master plan	2%	30/06/2014			Liaise with MDM & MISA on the drafting of a Water and Sewer Master plan, report progress	Liaise with MDM & MISA on the drafting of a Water and Sewer Master plan, report progress	Liaise with MDM & MISA on the drafting of a Water and Sewer Master plan, report progress	Liaise with MDM & MISA on the drafting of a Water and Sewer Master plan, report progress	Correspondence

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## 5. Key deliverables - Projects

Thrust/ KPA	Strategic Objective	Programme	Project/ Initiative	Project Weight (%)	Target date	Opex Budget 2013/14	Capex Budget 2013/14	Qtr target Sept '13	Qtr target Dec '13	Qtr target Mar '14	Qtr target Jun '14	Means of Verification
BSD	Optimise and sustain infrastructure investment and services	Maintenance of municipal assets	Renovation of Municipal Swimming Pool in Tzaneen	5%	30/06/2014		R 3 692 000	Monitor the Submission of an application to MIG by 31 July. Processing and approval	Monitor the Planning and appointment of contractor	Monitor the Construction of swimming pool, report progress	Monitor the Construction of swimming pool completed	Progress Reports Completion certificate
BSD	Optimise and sustain infrastructure investment and services	Maintenance of municipal assets	Renovation of Parks-Maritz Street and Extension 13, Lenjenye, Laisfele and Haabersburg	5%	30/06/2014		R 1 000 000	Monitor the Application to MIG	Not applicable this quarter	Not applicable this quarter	Monitor the Procurement of contractor, ensure appointment by 1 June	MIG application Appointment letter
BSD	Optimise and sustain infrastructure investment and services	Maintenance of municipal assets	Upgrading of Lenjenye Stadium	5%	30/06/2014		R 5 000 000	Monitor the submission of an application to MIG by 31 July. Processing and approval	Monitor the Planning and appointment of contractor	Monitor Implementation of upgrading programme, report progress	Monitor the Implementation of upgrading programme, report progress	Progress Reports Completion certificate
BSD	Optimise and sustain infrastructure investment and services	Maintenance of municipal assets	Upgrading of Nkwenkwa Stadium	5%	30/06/2014		R 2 000 000	Monitor the submission of an application to MIG by 31 July. Processing and approval	Monitor the Planning and appointment of contractor	Monitor the Implementation of upgrading programme	Monitor the Implementation of upgrading programme	Progress Reports Completion certificate
BSD	Optimise and sustain infrastructure investment and services	Roads & Storm water maintenance and upgrade	Roads masterplan Development	5%	30/06/2014			Liaise with MISA on the drafting of a Road Master Plan. Report Progress	Liaise with MISA on the drafting of a Road Master Plan. Report Progress	Liaise with MISA on the drafting of a Road Master Plan. Report Progress	Liaise with MISA on the drafting of a Road Master Plan. Report Progress	Progress Reports
BSD	Optimise and sustain infrastructure investment and services	Roads & Storm water maintenance and upgrade	Purchase Survey Equipment	1%	30/06/2014		R 150 000	Procurement of survey equipment	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	Asset Register update
BSD	Optimise and sustain infrastructure investment and services	Roads & Storm water maintenance and upgrade	Purchase generators	1%	30/06/2014		R 60 000	Not applicable this quarter	Procurement of generator	Not applicable this quarter	Not applicable this quarter	Asset Register update

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### 5. Key deliverables - Projects

Thrust/ KPA	Strategic Objective	Programme	Project/ Initiative	Project Weight (%)	Target date	Opex Budget 2013/14	Capex Budget 2013/14	Qtr target Sept '13	Qtr target Dec '13	Qtr target Mar '14	Qtr target Jun '14	Means of Verification
BSD	Optimise and sustain infrastructure investment and services	Water and Sewer maintenance and upgrade	BlueDrop Water Certification (BDC)	3%	30/06/2014	R 300 000	2013/14	Maintain blue drop status by monitoring compliance to SANS 241:2011 at Tzaneen & Letsitele water system. Develop water safety plans and policies for Nkowanikowa and Lenyenye to secure BDC	Maintain blue drop status by monitoring compliance to SANS 241:2011 at Tzaneen & Letsitele water system. Implement water safety plans and policies for Nkowanikowa and Lenyenye to secure BDC	Maintain blue drop status by monitoring compliance to SANS 241:2011 at Tzaneen & Letsitele water system. Implement water safety plans and policies for Nkowanikowa and Lenyenye to secure BDC	Maintain blue drop status by monitoring compliance to SANS 241:2011 at Tzaneen & Letsitele water system. Implement water safety plans and policies for Nkowanikowa and Lenyenye to secure BDC	Water Quality reports Policies
BSD	Optimise and sustain infrastructure investment and services	Water and Sewer maintenance and upgrade	GreenDrop Certification (GDC)	3%	30/06/2014			Develop plans for waste water management to secure GDC for Tzaneen & Nkowanikowa and Lenyenye. Monitor activities to ensure adherence to SANS 241:2011	Develop plans for waste water management to secure GDC for Tzaneen & Nkowanikowa and Lenyenye. Monitor activities to ensure adherence to SANS 241:2011	Develop plans for waste water management to secure GDC for Tzaneen & Nkowanikowa and Lenyenye. Monitor activities to ensure adherence to SANS 241:2011	Develop plans for waste water management to secure GDC for Tzaneen & Nkowanikowa and Lenyenye. Monitor activities to ensure adherence to SANS 241:2011	*Waste Water Management Plan *Waste Water Quality reports
BSD	Optimise and sustain infrastructure investment and services	Water and Sewer maintenance and upgrade	Water Service Authority	5%	30/06/2014			Follow-up with COGHSTA on progress with GTM Service Authority Status recommendation and report progress.	Follow-up with COGHSTA on progress with GTM Service Authority Status recommendation and report progress.	Follow-up with COGHSTA on progress with GTM Service Authority Status recommendation and report progress.	Follow-up with COGHSTA on progress with GTM Service Authority Status recommendation and report progress.	Correspondence
BSD	Enhance sustainable environmental management and social development	Sport and recreation	Construction of a new community hall at Relela Cluster	1%	30/06/2015		R 1 000 000	Monitor the application to MIG	Not applicable this quarter.	Not applicable this quarter.	Monitor the Procurement of contractor, appointment by 1 June	MIG application Appointment letter
GG/ MFVM	Increase Financial Viability	Asset Management	Asset management	50%	30/06/2014			Manage Departmental Assets ensure that Asset register are kept up to date and conduct mid-year asset verification	Manage Departmental Assets ensure that Asset register are kept up to date	Manage Departmental Assets ensure that Asset register are kept up to date and cooperate with asset verification by CFO	Manage Departmental Assets ensure that Asset register are kept up to date and cooperate with asset verification by CFO	Bi-Annual Departmental Asset verification reports
GG/ MFVM	Increase Financial Viability	Asset Management	Asset management	50%	30/06/2014			Monitor the status of existing infrastructure and report on quarterly basis	Monitor the status of existing infrastructure and report on quarterly basis	Monitor the status of existing infrastructure and report on quarterly basis	Monitor the status of existing infrastructure and report on quarterly basis	Infrastructure status reports

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### 5. Key deliverables - Projects

Thrust/ KPA	Strategic Objective	Programme	Project/ Initiative	Project Weight (%)	Target date	Opex Budget 2013/14	Capex Budget 2013/14	Qtr target Sept '13	Qtr target Dec '13	Qtr target Mar '14	Qtr target Jun '14	Means of Verification
LED	Create a stable and enabling economic environment by attracting suitable investors	Building control	Building plan approvals and inspections	20%	30/06/2014			Monitor building control services ensure that building plans are approved and inspections done and clients given feedback within the required timesframes.	Monitor building control services ensure that building plans are approved and inspections done and clients given feedback within the required timesframes.	Monitor building control services ensure that building plans are approved and inspections done and clients given feedback within the required timesframes.	Monitor building control services ensure that building plans are approved and inspections done and clients given feedback within the required timesframes.	Building control register of activities
LED	Increased investment in the GTM economy	Enterprise Development (SME support)	Commercialisation of the Tzaneen Airfield	20%	30/06/2014			Planning for the implementation of the feasibility study.	Planning for the implementation of the feasibility study. Submit project proposals to IDP	Not applicable this quarter	Not applicable this quarter	Correspondence
LED/ MTOD	Develop high performance culture for a changed, diverse, efficient and effective local government	Employee Performance Management	Performance monitoring & evaluation	60%	30/06/2014			Participate in the Annual Performance Assessment for 2012/13. Ensure that scoresheets are completed in time & POEs are complete	Conduct an informal assessment of 1st Quarter Performance of relevant employees in the Department and send report to the MM by 21 October	Participate in the mid-year employee performance evaluations for 2013/14. Ensure that scoresheets are completed in time & POEs are complete	Conduct an informal assessment of the 3rd Quarter Performance of relevant employees in the Department and submit report to the MM by 20 April	1st & 3rd Qtr Informal Departmental Individual Performance Reports Correspondence




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## 6. Competency Requirements

Competencies *	Requirements	Weighting	Notes
Strategic Capability and Leadership	Must be able to provide vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate	15	
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved	20	
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	10	
Change Management	Must be able to initiate and support municipal transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	5	
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality	5	
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals	15	
Problem Solving and Analysis	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	5	
People Management and Empowerment	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals	5	
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively in order to put the spirit of customer service (Batho Pele) into practice	10	
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes	5	
Accountability and Ethical Conduct	Must be able to display and build the highest standard of ethical and moral conduct in order to promote confidence and trust in the municipality	5	
<b>Section Total:</b>		<b>100%</b>	

\* As published and defined within the Draft Competency Guidelines; Government Gazette 23



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## 7. Performance Assessment Process

The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

1. Performance Assessment:
  - 1.1. Formal assessment between employee and employer will take place twice a year to measure the performance of the employee against the agreed
  - 1.2. Progress against the KPI's and Targets will be captured in preparation for the review.
  - 1.3. Scores of 1-5 will be calculated based upon the progress against targets.
  - 1.4. KPI's and activities are audited and copied to the Performance Plans before assessment date.
  - 1.5. The employer must keep a record of the mid-year review and annual assessment meetings.
2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made
3. The process for determining Employee ratings are as follows:
  - 3.1. The employee to motivate for higher ratings where applicable.
  - 3.2. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.
  - 3.3. The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
  - 3.4. The panel scores are averaged to derive a total score per KPI / Activity /CCR. Overall scores are calculated by taking weightings into account where applicable.
  - 3.5. The final KPI's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.
4. The five point rating scale referred to in regulation 805 correspond as follows:
 

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167
5. The assessment rating calculator is used to calculate the overall % score for performance.
6. The half-year review rating can be used in combination with the Annual Performance Assessment to derive a final Annual rating score.
7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all

% Rating Over Performance	% Bonus
130-149%	5-9%
150% and above	10-14%

8. The Personal Development Plan (PDP) can be reviewed after the performance review had been finalised in case where more clarity has been established on what
9. The results of the performance and development review (PDR) will be submitted to the performance audit committee for final approval of the assessment/s.
10. The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.



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### 8. Rating Scale

The assessment of the performance of the Employee will be based on the following rating scale:


<b>5</b> <b>(167%)</b> <b>Outstanding Performance</b>	<b>4</b> <b>(133-166%)</b> <b>Performance Significantly Above Expectations</b>	<b>3</b> <b>(100-132%)</b> <b>Fully Effective</b>	<b>2</b> <b>(67-99%)</b> <b>Not Fully Effective</b>	<b>1</b> <b>(0-66 %)</b> <b>Unacceptable Performance</b>
Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

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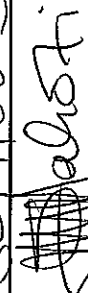
### 9. Approval of the Personal Performance Plan

The process followed ensures individual alignment to the strategic intent of the institution and give clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshopping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

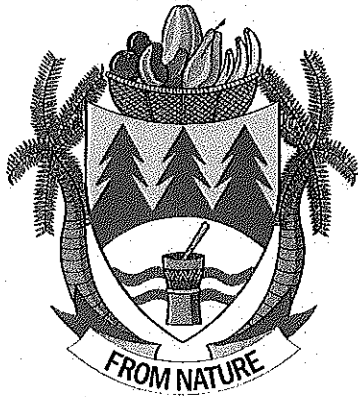
**Undertaking of the employer / superior**  
On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.

Signed and accepted by the Supervisor on behalf of Council:  
**Name:** MARYKABIBI M E  
**Date:** 30/07/2013  
**Signature:** 

**Undertaking of the employee**  
I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.

Signed and accepted by the Employee:  
**Name:** DIKELEDI SUZAN MAKOTI  
**Date:** 30/7/2013  
**Signature:** 





**Annexure B**

**PERSONAL  
DEVELOPMENT PLAN  
(PDP)**

**2013/14**

**MADE AND ENTERED INTO BY  
AND BETWEEN:**

**GREATER TZANEEN  
MUNICIPALITY**

**AS REPRESENTED BY THE  
MUNICIPAL MANAGER**

**MASIYE ELIAS MANKABIDI**

**AND**

**Dikeledi Suzan Makoti**

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<p>1. INTRODUCTION</p>	<p>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 <i>identifies, prioritise and implement</i> training needs</p> <p>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.</p>														
<p>2. COMPETENCE MODELLING</p>	<p>The DPLG has decided that a competency development model will consist of both managerial and occupational competencies:</p> <p><b>Managerial competencies should express those competencies which are generic of all management positions.</b></p> <p><b>Occupational competence refers to competencies which are job/function specific.</b></p>														
<p>3. COMPILING THE PERSONAL DEVELOPMENT PLAN ATTACHED AS THE APPENDIX</p>	<p>A manager, in consultation with his / her employee is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached as Appendix A.</p> <p>Column 1: Skills/Performance GAP</p> <table border="1" data-bbox="469 1160 1351 1682"> <thead> <tr> <th data-bbox="469 1160 592 1379">1. Skills / Performance Gap (in order of priority)</th> <th data-bbox="592 1160 778 1379">2. Outcomes Expected measurable indicators: quantity, quality and time frames)</th> <th data-bbox="778 1160 911 1379">3. Suggested training and / or development activity</th> <th data-bbox="911 1160 1018 1379">4. Suggested mode of delivery</th> <th data-bbox="1018 1160 1134 1379">5. Suggested Time Frames</th> <th data-bbox="1134 1160 1246 1379">6. Work opportunity created to practice skill / development area</th> <th data-bbox="1246 1160 1351 1379">7. Support Person</th> </tr> </thead> <tbody> <tr> <td data-bbox="469 1379 592 1682">E.g. 1. Appraise Performance of Managers</td> <td data-bbox="592 1379 778 1682">The manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames</td> <td data-bbox="778 1379 911 1682">A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard?]</td> <td data-bbox="911 1379 1018 1682">External provider, in line with identified unit standard and not exceeding R 6 000</td> <td data-bbox="1018 1379 1134 1682">March 200...</td> <td data-bbox="1134 1379 1246 1682">Appraisal of managers reporting to him / her</td> <td data-bbox="1246 1379 1351 1682">Senior Manager : Training/ HR</td> </tr> </tbody> </table> <p>(a) The identified training needs should be entered into column one. The following should be taken into consideration:</p> <p><u>Organisational needs</u> 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.</p>	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	E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard?]	External provider, in line with identified unit standard and not exceeding R 6 000	March 200...	Appraisal of managers reporting to him / her	Senior Manager : Training/ HR
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									
E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard?]	External provider, in line with identified unit standard and not exceeding R 6 000	March 200...	Appraisal of managers reporting to him / her	Senior Manager : Training/ HR									

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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 [1 to ...] 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.

**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
E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard?]	External provider, in line with identified unit standard and not exceeding R 6 000	March 200...	Appraisal of managers reporting to him / her	Senior Manager : Training/ HR

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. Column 3: Suggested Training**

Training needs must be identified with due regard to cost effectiveness and listed in column 3.

**4. Column 4 : Suggested mode of delivery**

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. 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**

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**

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**


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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4. Personal Development Action Plan 2013/14

Skills Performance Gap	Outcomes Expected	Suggested Training Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work opportunity created to practice skill / development area	Support Person
Contracts Management		Contracts Management	part time training	2 weeks		
Leadership Management		Leadership Management	Part time training	2 weeks		
Advanced Project Management NEC & JBCC		Project Management NEC & JBCC	Part time training	2 weeks		
			Part time	2 weeks		

Employee's signature: 

Date: 30/7/2013

Municipal Manager's signature:



Date: 30/6/2013

