



**Steve Tshwete
Local Municipality**

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE STEVE TSHWETE LOCAL MUNICIPALITY AS REPRESENTED BY

DIPHALE J MOTSEPE

IN HIS CAPACITY AS THE EXECUTIVE MAYOR

AND

MATTHEWS BHEKUYISE KHENISA

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 1 JULY 2021 - 30 JUNE 2022



PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Municipality of Steve Tshwete Local Municipality herein represented by **DIPHALE J MOTSEPE** in his capacity as Executive Mayor (hereinafter referred to as the Employer)

and

MATTHEWS BHEKUYISE KHENISA employee of the Municipality of Steve Tshwete (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 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 Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality in alignment with the Integrated Development Plan

(IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

- 2.3 specify accountabilities as set out in the Performance Plan (**Annexure B**);
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her Job;
- 2.6 appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1 July 2021 and will remain in force until 30 June 2022 where after 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 each 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 abovementioned 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.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (**Annexure B**) 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

- 4.1.3 the competency requirements (**Annexure C** – definitions) as the management skills regarded as critical to the position held by the employee.
- 4.2 The performance objectives and targets reflected in **Annexure B** 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 Budget of the Employer, and shall include key objectives; key performance indicators; target 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 objectives to each other.
- 4.3 The personal development plan (**Annexure D**) sets out the Employee's personal development requirements in line with the objectives and targets of the employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employee, 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.
- 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 KPAs covering the main areas of work will account for 80% and CCR's will account for 20% of the final assessment.
- 5.5.4 The total score must be determined using the rating calculator
- 5.6 The Employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (**Annexure B**), 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
Infrastructure Development and Service Delivery	50
Spatial and Community Development	5
Local Economic Development (LED)	4
Municipal Institutional Development and Transformation	20
Financial Viability and Management	10
Good Governance and Public Participation	11
Total	100%

- 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:

Leading Competencies	
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and influence • Institutional Performance Management • Strategic Planning and Management • Organizational Awareness
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management
Programme and Project Management	<ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management

	<ul style="list-style-type: none"> • Program and Project Monitoring and Evaluation •
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and improvement • Change Impact Monitoring and Evaluation
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance
CORE COMPETENCE	
Moral Competence	
Planning and Organizing	
Analysis and innovation	
Knowledge and Information Management	
Results and Quality Focus	

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
- 6.1.2 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 goals 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) 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 CCR's

- (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) The applicable assessment rating calculator (refer to paragraph 6.5.1) 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 CCRs:

Rating	Terminology	Assessment rating description	Total Assessment score	Performance bonus percentiles / range
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The employee has achieved fully effective results against all performance criteria and indicators as specified performance agreement and the performance plan and maintained this in all areas of responsibility throughout the year	150% and above	10% -14%
			150 – 153.4	10%
			153.5 – 156.8	11%
			156.9 – 160.2	12%
			160.2 – 163.6	13%
			163.7- 166	14%
4	Performance Significantly above expectations	Performance is significantly higher that what is expected in this job. The appraisal indicated that the employee	130% -149%	5% - 9%
			130 – 133.8	5%
			133.9 – 137.6	6%

		has achieved above the fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year	137.7 – 141.4	7%
			141.5 – 145.2	8%
			145.3 - 149	9%
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 Performance Agreement and performance plan	100% - 129%	None
2	Performance 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 indicated that the employee has achieved below fully effective results against more than half of the key performances criteria and indicators as specified in the performances agreement and performances plan	66% - 99%	None
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 performances criteria an indicator as specified in the performances agreement and performances plan. The employee has failed to demonstrate the commitment or ability to bring performances up to the level expected in the job despite management efforts to encourage improvement	33% - 65%	

6.7 For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established -

- 6.7.1 Executive Mayor / Mayor;
 - 6.7.2 Chairperson of the Audit Committee;
 - 6.7.3 Member of the Mayoral Committee; and
 - 6.7.4 Mayor and/ or Municipal Manager from another Municipality.
 - 6.7.5 Ward Committee member (on a rotational basis), where applicable
- 6.8 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/her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September
Second quarter	:	October- December
Third quarter	:	January – March
Fourth quarter	:	April – June

- 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 B** 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 B** 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 D**.

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 him/her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/her 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; and
 - 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 5% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.
- 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 his or her performance; and
 - 11.3.2 after appropriate performance counseling 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 his or 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; or
 - 12.1.2 any other person appointed by the MEC.
- 12.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of **Annexure B** 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 Middelburg on the31.... day ofJuly..... 2021.

AS WITNESSES:

- 1. _____ _____
EMPLOYEE

- 2. _____

AS WITNESSES:

1. _____

EXECUTIVE MAYOR

2. _____



**Steve Tshwete
Local Municipality**

ANNEXURE B

MUNICIPAL MANAGER

MATTHEWS BHEKUYISE KHENISA

PERFORMANCE PLAN FOR 2021 - 2022



**Steve Tshwete
Local Municipality**

NAME: MATTHEWS BHEKUYISE KHENISA
Position: MUNICIPAL MANAGER
**Directorate: OFFICE OF THE MUNICIPAL
MANAGER**
Reporting to: DIPHALE J MOTSEPE

INDIVIDUAL PERFORMANCE PLAN
TERM: 2021/2022

KPA Goal : Provision of sustainable and accessible basic service to all residence				High level Strategic Alignment References: <i>Vision 2040: To become globally competitive, smart and a green industrial city by 2040</i>					Strategic Objective : To plan, install, maintain and operate infrastructure that adequately supports transformed spatial structure, economic positioning, universal access to basic services, and differentiated service requirements of households and human settlements										
Priority Area	Weighting	SO	Performance Objectives (PO)	Ref:	Key Performance Indicator	Ref:	Indicator data	Baseline	Target set for	Quarterly Targets				Output indicator	Frequency	Indicator Formula	Source	Capex / Opex	POE
								2020 -		2021	Q 1	Q 2	Q 3						

1 KPA : INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY	1	Energy and Electricity	5	1	Provide access to electrical service	EE 1.1 1	Number of dwellings provided with connections to mains electricity supply by the municipality		2021	- 2022						Output Indicator	Quarterly reporting	(1) Number of residential supply points commissioned and energised by the municipality	Electric Eng. Services	C	Practical completion certificate
									187	195	40	56	59	40							
							EE1.11(1)	(1) Number of residential supply points energised and commissioned by the municipality	187	195	40	56	59	40							
	2	Energy and Electricity	5	1	Provide access to quality electrical service distortions free	EE 3.1 1	Percentage of unplanned outages that are restored to supply within industry standard timeframes		80.39	85.71	83.33	78.95	78.95	107.14	Output Indicator	Quarterly reporting	((1) Number of unplanned outages restored within x hours / (2) Total number of unplanned	Electric Eng. Services	O	Control Outage reports and/or Outage SMS report	
						EE3.11(1)	(1) Number of	328	300	75	75	75	75	Control Outag							

							unplanned outages restored within x hours											outages) * 100, where x is based on industry standards (x=1.5, 3.5, 7.5, 24 and 168) and as per NRS 047.			e reports and/or Outage SMS report
							EE3.11(2)	(2) Total number of unplanned outages	408	350	90	95	95	70							Control Outage reports and/or Outage SMS report
3	Energy and Electricity	5	1	Provide access to quality electrical service distortions free	EE3.21	Percentage of planned maintenance performance		100	100	66.7	100	150	100	Output Indicator	Quarterly reporting		((1) Actual number of maintenance 'jobs' for planned or preventive maintenance / (2) Budgeted number	Electric Services	0	Signed/Approved notices and/or Outage Sms report	
							EE3.21(1)	(1) Actual number of maintenance 'jobs' for planned	73	90	20	20	30	20							Signed/Approved notices and/or Outage

								or prevent ative mainten ance									of mainten ance 'jobs' for planned or prevent ative mainten ance) x 100			Sms report	
								EE3. 21(2)	(2) Budget ed number of mainten ance 'jobs' for planned or prevent ative mainten ance	73	90	30	20	20	20					Signe d/App roved notice s and/ or Outag e Sms report	
4	Water and Sanitation	5	2	To ensure the provisi on of new sanitati on infrastr ucture while upgrad ing existin g infrastr ucture	WS1 .11	Number of new sewer connections meeting minimum standards				232	85	10	20	30	25	Out put Indi cat or	Qu arte rly rep orti ng	The (1) number of new sewer connect ions to consum er units + (2) the number of new sewer connect ions to commu nal toilet facilities .	Civil Eng. Servi ces	C	
							WS1. 11 (1)	(1) Number of new sewer connect ions to consum er units		153	50	10	10	15	15					Depar tment quart erly report	
							WS1. 11 (2)	(2) Number of new sewer connect ions to		79	35	0	10	15	10					Depar tment quart erly report	

5	Water and Sanitation	5	1	To provide reliable water supply services	WS2.11	Number of new water connections meeting minimum standards					101	100	20	30	30	20	Output Indicator	Quarterly reporting	The (1) number of new water connections to piped (tap) water + (2) number of new water connections to public/communal taps	Civil Eng. Services	C				
						WS2.11 (1)	(1) Number of new water connections to piped (tap) water	272	100	20												30	30	20	Department quarterly report
						WS2.11 (2)	(1) Number of new water connections to public/communal facilities	0	0	0												0	0	0	Department quarterly report
9	Water and Sanitation	5	1	To provide reliable water supply services	WS5.31	Percentage of total water connections metered					51.83	66.7	66.7	60.0	60.0	100.00	Output Indicator	Annual reporting	(1) Number of water connections metered / [(1)Number of	Civil Eng. Services	O				
						WS5.31(1)	(1) Number of water	269	100	20												30	30	20	Job cards

							connect ions metered									connect ions mete red + (2) Number of connect ions unmete red] x 100				
							WS5. 31(2)	(2) Number of connect ions unmeter ed	250	50	10	20	20	0						Depart ment al quart ely report
6	Transport and Roads	5	1	To ensure provisi on of new roads and storm water infrastr ucture while upgrad ing existin g infrastr ucture	TR 6.1 2	Percentage of surfaced municipal road lanes which have been resurfaced and resealed		1.63	1.67	0.14	0.28	0.84	0.42	Out put Indi cat or	Qu arte rly rep orti ng	((1) Kilomet res of municip al road lanes resurfac ed and reseale d / (2) Kilomet res of surface d municip al road lanes) x 100	Civil Eng. Servi ces	C		
						TR6. 12 (1)	(1) Kilomet ers of municip al road lanes resurfac ed and reseale d	11.5	12	1	2	6	3							
						TR6. 12 (2)	(2) Kilomet ers of surface d municip al road lanes	707. 3	71 9. 3	70 8. 3	71 0. 3	71 6. 3	71 9. 3							
7	Transport and Roads	5	1	To ensure provisi on of	TR 6.1 3	KM's of new municipal road lanes built		6.67	7	0	2	2	3	Out put Indi cat	Qu arte rly rep	(1) Number of kilometr	Civil Eng. Servi ces	C		

				new roads and storm water infrastructure while upgrading existing infrastructure										or	ort ng	es of surface d road lanes built + (2) Number of kilometres unsurfaced road lanes built			Completion certificates
						TR6.13(1)	(1) Number of kilometres of surfaced road lanes built	6.67	6	0	2	2	2						
						TR6.13(2)	(1) Number of kilometres of unsurfaced road lanes built	0	1	0	0	0	1						Departmental quarterly report
8	Transport and Roads	5	1	Improve road safety	TR 6.21	Percentage of reported pothole complaints resolved within standard municipal response time		87.20	92.33	92.05	92.42	92.42	92.42	Output Indicator	Quarterly reporting	((1) Number of pothole complaints resolved within the standard time after being reported / Number of	Civil Eng. Services	0	Departmental quarterly report
						TR6.21(1)	(1) Number of pothole complaints resolved within the standard time	1840	1950	486	488	488	488						

								after being reporte d									pothole s reporte d) x 100									
								TR6. 21(2)	(2) Number of pothole s reporte d	211 0	21 12	52 8	52 8	52 8	52 8											Depart ment al quart erly report
1 0	Environme nt and Waste	5	2	To contrib ute toward s the mitigati on of Climat e chang e impact s	ENV1 .12	Percentage of AQ monitoring stations providing adequate data over a reporting year				25	25	-	-	-	25	Out put Indi cator	An nua l rep orti ng	((1) Number of fully operati onal AQ monitor ing stations / (2) Total number of govern ment owned (all spheres) monitor ing stations within municip al area) x 100	Env &Sol id Waste Man	O	Locati on, photo s, quart erly report s					
							ENV 1.12 (1)	(1) Number of fully operatio nal AQ monitor ing stations		1	1	-	-	-	1											
							ENV 1.12 (2)	(2) Total number of govern ment owned (all spheres) monitor ing stations within		4	4	-	-	-	4											

																				municipal area								
10			50																									

KPA Goal : Provision of residential, business, institutional, municipal industrial and public open space				High level Strategic Alignment References: Vision 2040: To become globally competitive, smart and a green industrial city by 2040						Strategic Objective: To create an inclusive and compact spatial form that supports the economic positioning of STLM and the transition towards a green and smart industrial city									
Priority Area	Weighting	SO	Performance Objectives (PO)	Ref:	Key Performance Indicator	Ref:	Indicator data	Baseline	Targets set for	Quarterly Targets				Output indicator	Frequency	Indicator Formula	Source	Capex / Ope x	POE
										2020 - 2021	2021 - 2022	Q1	Q2						
COMMUNITY DEVELOPMENT	1	5	1	To provide new parks while upgrading existing parks and open areas	HS1.12	Number of serviced sites		101	0	0	0	0	0	Output Indicator	Annual reporting	(1) Number of all sites serviced receiving all three of the basic services.	Service Delivery	C	Departmental reports
						HS1.12 (1)	(1) Number of all sites serviced receiving	101	0	0	0	0							

		according to the prioritized needs		g all three of the basic services													
1	5																

KPA Goal : Promote Economic Growth through facilitation of investments and development of strategic infrastructure		High level Strategic Alignment References: <i>Vision 2040: To become globally competitive, smart and a green industrial city by 2040</i>							2022 Strategic Objective: To position STLM as a globally competitive investment destination with specialization in the manufacture of Stainless-Steel finished products investment destination with specialization in the manufacture of Stainless-Steel finished products										
Priority Area	Weighting	SO	Performance Objectives (PO)	Ref:	Key Performance Indicator	Ref:	Indicator data	Baseline	Target set for	Quarterly Targets				Output indicator	Frequency	Indicator Formula	Source	Capex / Ope x	POE
										2020 - 2021	2021 - 2022	Q 1	Q 2						
DEVELOPMENT	1	2	5	Unlocking economic potential through govern	LED1.2		Number of work opportunities created through Public Employment Programs (incl. EPWP, CWP and other related employment programs)	2352	2100	250	300	150	1400	output compliance Indicator	Quarterly reporting	(1) Number of work opportunities provided by the municipality		O	

		ment interve ntions and capacit y buildin g		LED 1.21 (1)	(1) Number of work opportu nities provide d by the municip ality through the Expand ed Public Works Progra m	990	90 0	25 0 (A pri l to Ju ne 20 21)	30 0 (J ul y- S ep t 20 21)	15 0 (O ct- D ec 20 21)	20 0 (J an - M ar ch 20 22)	through the Expand ed Public Works Progra mme + (2) the Number of work opportu nities provide d through the Commu nity Works Progra mme and other related infrastr ucture initiativ es.	PMU	O	EPW P report s (Natio nal financ ial year)
				LED 1.21 (2)	(2) Number of work opportu nities provide d through the Commu nity Works Progra m and other related infrastr ucture initiativ es	136 2	12 00	0	0	0	12 00		LED	O	CWP report s from COG TA

2	Local Economic Development	2	10	To maintain and upgrade the existing financial operations to manage the finances of the municipality	LED1.12	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area						Output Indicator	Quarterly reporting	(1) R-value of operating expenditure on contracted services within the municipal area / (2) Total municipal operating expenditure on contracted services x 100	Financial Services	0			
							LED 1.12 (1)	(1) R-value of operating expenditure on contracted services within the municipal area											
							LED 1.12 (2)	(2) Total municipal operating expenditure on contracted services											
2		4											Score per KPA	0					

KPA Goal : Promote Good Governance Organisational Development And Financial Sustainably	High level Strategic Alignment References: <i>Vision 2040:To become globally competitive, smart and a green industrial city by 2040</i>	2022 Strategic Objective: Provide for an Accountable Clean Effective Governance and Organisational Development	
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Priority Area	Weighting	SO	Performance Objectives (PO)	Ref:	Key Performance Indicator	Ref:	Indicator data	Baseline	Targets set for	Quarterly Targets				Output indicator	Frequency	Indicator Formula	Source	Capex / Opex	POE											
								2020 - 2021	2021 - 2022	Q1	Q2	Q3	Q4																	
ORGANISATIONAL DEVELOPMENT	1	5	8	GG1.21	Staff vacancy rate			8.53	10%	10%	10%	10%	10%	Output Indicator	Quarterly reporting	(((1) The number of employees on the approved organisational structure - (2) The number of permanent employees in the municipality) / (1) The number of	HRM	O	Organogram											
								GG1.21 (1)	(1) The number of employees on the approved organisational structure	1677	1677	419.25	419.25						419.25	419.25										
GG1.21 (2)	(2) Number of permanent employees in	1534	1534	383.5	383.5	383.5	383.5																							

																				employees on the approved organizational structure) x 100			
2	Good Governance	5	8	To equip the organization in order to enhance service delivery	C34	Number of months the Municipal Managers' position has been filled (not Acting)	12	12	3	3	3	3	output compliance Indicator	Quarterly reporting	(1) Simple count of the number of continuous months the Municipal Managers' position has been filled (not Acting)	HRM	O	Employment contract, Organogram					
3	Good Governance	5	8	To equip the organization in order to enhance	C35	Number of months the Chief Financial Officers' position has been filled (not Acting)	11	12	3	3	3	3	output compliance Indicator	Quarterly reporting	(1) Simple count of the number of months the Chief	HRM	O	Employment contract, Organogram					

				ce service delivery												Financial Officer's position has been filled (not Acting)					
4	Good Governance	5	8	To equip the organization in order to enhance service delivery	C36	Number of vacant posts of senior managers		0	0	0	0	0	0	0	0	output compliance Indicator	Quarterly reporting	(1) Simple count of the number of vacant posts for senior managers	HRM	O	Monthly/ Quarterly vacancy report
4		20																			

KPA Goal : Promote Good Governance Organisational Development And Financial Sustainably				High level Strategic Alignment References: <i>Vision 2040:To become globally competitive, smart and a green industrial city by 2040</i>					2022 Strategic Objective: To Plan and Manage the Finance of the Municipality to achieve Financial Viability and Sustainability							
Priority Area	Weighting	SO	Performance Objectives (PO)	Ref:	Key Performance Indicator	Ref:	Indicator data	Baseline	Target set for	Quarterly Targets	Output indicator	Frequency	Indicator Formula	Source	Capex / Opex	POE

									2020 - 2021	2021 - 2022	Q1	Q2	Q3	Q4							
5 KPA : FINANCIAL VIABILITY	1	Financial Services	5	10	To ensure clean and effective financial governance and compliance with legislation framework	None	% of the municipality Annual budget be implemented	-	95% of the annual budget (CAPE X) implemented by June 2022	% of the Annual Budget implemented : 2019/2020: 96%	95%	10%	50%	75%	95%	Output Indicator	Quarterly reporting	Spending/Budget*100	Financial Services	C	Quarterly report mSCOA Schedule C4 and extract
	2	Good Governance	5	10	To ensure compliance with budget and reporting regulations	GG6.11	Percentage of the municipality's operating budget spent on indigent relief for free basic services										Output Indicator	Quarterly reporting	(1) R-value of operating budget expenditure on free basic services / (2) Total operating budget for the	Financial Services	O

							GG6.11 (2)	(2) Total operating budget for the municipality								municipality x 100			
2		10																	

KPA Goal : Promoting institutional efficiency					High level Strategic Alignment References: <i>Vision 2040:To become globally competitive, smart and a green industrial city by 2040</i>					Strategic Objective: To govern and manage the municipality as a leading investment destination with excellence in community and customer service									
Priority Area	Weighting	SO	Performance Objectives (PO)	Ref:	Key Performance Indicator	Ref:	Indicator data	Baseline	Targets set for	Quarterly Targets				Output indicator	Frequency	Indicator Formula	Source	Capex / Ope x	POE
										2020 - 2021	Q1	Q2	Q3						
PUBLIC PARTICIPATION	1	2	12	Promoting institutional efficiency	GG4.1	Number of agenda items deferred to the next council meeting		1	1	0	0	0	1	Output Indicator	Quarterly reporting	(1) Sum total number of all council agenda items deferred to the next	Corporate Administration	O	Meeting agendas and minutes
									GG4.11(1)	(1) Sum total number	1	1	0						

								of all council agenda items deferred to the next meeting								meeting			
2	Good Governance	5	14	To provide advisory and related service activities and recommend improvement to municipality's governance, risk management and control processes (Consulting Services).	GG3.11	Number of repeat audit findings		7	0	0	0	0	0	Output Indicator	Annual reporting	(1) Simple count of the number of "repeat" findings itemised in the Auditor-General's report of each municipality.	IA	O	Audit Report
					GG3.11(1)	(1) Simple count of the number of "repeat" findings itemised by the Auditor-General in the audit report of each municipality	7	0	0	0	0	0							

3	Good Governance	1	14	To promote performance measurement and reporting.	C1	Number of signed performance agreements by the MM and section 56 managers	5	5	5	0	5	5	output compliance Indicator	Quarterly reporting	(1) Simple count of number of signed performance agreements	DSS	O	Performance Agreements
4	Good Governance	1	12	Promoting institutional efficiency	C2	Number of ExCo or Mayoral Executive meetings held	23	20	5	5	5	5	output compliance Indicator	Quarterly reporting	(1) Simple count of the number of Exco or Mayoral committee meetings held	Corporate Administration	O	Meeting agendas and minutes
5	Good Governance	1	12	Promoting institutional efficiency	C6	Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters	2	4	1	1	1	1	output compliance Indicator	Quarterly reporting	(1) Simple count of the number of formal (minuted) meetings between the Mayor, Speaker, and MM	Corporate Administration	O	Meeting agendas and minutes

																			were held					
6	Good Governance	1	12	Promoting institutional efficiency	C7	Number of formal (minuted) meetings - to which all senior managers were invited- held	51	52	13	13	13	13	output compliance Indicator	Quarterly reporting	(1) Simple count of the number of formal (minuted) meetings to which all senior managers were invited	Corporate Administration	O	Meeting agendas and minutes						

6	11
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Total Weightings (PP)	100	
Total Weightings (CCR)	100	

**CCRs
Details**

C C R N O	Weighting	Competencies	Competency Definition	My Score	Motivation	Supervisor Rating	Super Comment
1	10	Strategic Direction and Leadership	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate				
2	10	People Management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives				
3	5	Program and Project Management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives				

4	8	Financial Management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner				
5	10	Change Leadership	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community				

6	10	Governance Leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualization of relevant policies and enhance cooperative governance relationships				
7	8	Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence				

8	8	Planning and Organising	Able to plan, prioritize and organize information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk				
9	5	Analysis and Innovation	Able to critically analyze information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives				
10	8	Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government				

1 1	1 0	Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders				
1 2	8	Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage other to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives				
	1 0 0						

Performance Assessment	% Split	Total Weightings (100 * highest rating of 5)	Total Score/points (all points tallied)	% score (Score /Weighting's)	Final Score (score *% split)
Performance Plan	80	500			0.00
Core Competencies	20	500	0	0	0

Personal Development Plan
Notes / Suggestions / Actions to improve on Performance for developmental purposes



**Steve Tshwete
Local Municipality**

ANNEXURE C

CORE COMPETENCIES (CCR)

Entered into by and between
Steve Tshwete Local Municipality
[“the Employer”]

DIPHALE J MOTSEPE

and

[“the Employee”]

MATTHEWS BHEKUYISE KHENISA

Period: 01 July 2021 – 30 June 2022

1.1 The CCRs will make up the other 20% of the **Employee's** assessment score as follows:

Competencies	Components	Competency Definition	Weighting % (total 100%)
Leading competencies			
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness 	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate	10
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and dispute Management 	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	10
Programme and Project Management	<ul style="list-style-type: none"> • Programme and Project Planning and Implementation • Service Delivery Management • Programme and Project Monitoring and Evaluation 	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives	5
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring 	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	8

Competencies	Components	Competency Definition	Weighting % (total 100%)
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and improvement • Change Impact Monitoring and Evaluation 	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	10
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance management • Cooperative Governance 	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	10
Core Competencies			
Moral competence	-	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	8
Planning and Organising	-	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	8
Analysis and Innovation	-	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	5

Competencies	Components	Competency Definition	Weighting % (total 100%)
Knowledge and Information Management	-	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	8
Communication	-	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders	10
Results and Quality Focus	-	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage other to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	8
Core Competencies			100%

A more comprehensive explanation of each competency is attached as **Annexure “E”** to this plan.



**Steve Tshwete
Local Municipality**

PERSONAL DEVELOPMENT PLAN (PDP)

Entered into by and between
Steve Tshwete Local Municipality
[“the Employer”]

DIPHALE J MOTSEPE

and

MATTHEWS BHEKUYISE KHENISA

[“the Employee”]

Period: 01 July 2021 – 30 June 2022

Explanatory Notes to the Personal Development Plan

1. Introduction

1.1 The Steve Tshwete Local Municipality is committed to –

- a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
- b) managing training and development within the ambit of relevant national policies and legislation.

1.2 The Steve Tshwete Local Municipality will follow an integrated approach to Human Resource Development, that is:

- a) Human resource development will form an integral part of human resource planning and management.
- b) In order for the Steve Tshwete Local Municipality's training and development strategy and plans to be successful it will be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals, career pathing, scarce skills and talent management and succession planning.
- c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System will provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
- d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

2. Competence Modelling

- 2.1. What does an institution mean when it says an employee/prospective employee is competent if he/she fits a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives [The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.
- 2.2. There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can

they know how employees that they did not select, did not promote, did not award a qualification to, might perform.

- 2.3. Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders, with different interests, accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees, they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.
- 2.4. When linking a decision that a prospective employee / current employee is competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. **COGTA** has decided on:
- 2.4.1. A managerial competency framework as an expression of required managerial competencies.
- 2.4.2. Occupational competency profiles as expression of occupation / post competency requirements.

3. Compiling the Personal Development Plan attached as the Appendix.

- 3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs
- 3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The 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.
- 3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his / her employee, to **compile a Personal Development Plan** as follows:
- (a) The identified training needs should be **entered into column 1 of the Appendix, entitled Skills/Performance Gap**. The following should be carefully determined during such a process:
- i) Organisational needs, which include the following:
- Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
 - The competency requirements of individual jobs. The relevant job requirements (job competency 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.

ii) Individual training needs that are job / career related.

- (b) Next, the **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.
- c) Consideration must then be given to the **outcomes expected in column 2 of the Appendix**, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- d) **An appropriate intervention** should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These interventions should be listed in **column 3 of the Appendix, entitled: Suggested training and / or development activity**. The training / development must also 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 through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed with regard to a specific outcome / skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.
- e) **Guidelines regarding the number of training days per employee and the nominations of employees:** An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- f) **Column 4 of the Appendix: The suggested mode of delivery** refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- g) The **suggested time frames (column 5 of the Appendix)** 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.
- h) **Work opportunity created to practice skill / development areas, in column 6 of the Appendix**, 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).

- (i) The final column, **column 7 of the Appendix**, provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.

3.4 Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality, in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority (LGSETA).

3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:

- (a) A Skills Development Facilitator has been appointed.
- (b) The Workplace Skills Plan has been submitted.

4. Life-long learning

4.1 It was agreed that an outcomes-based Lifelong Learning Development Framework would be the basis on which Curriculum 2005 would be developed. The basic principle is that learners should be able to progress to higher levels of achievement by mastering prescribed learning outcomes. Learning programmes should thus facilitate progression from one phase or learning outcome to another and from any starting point in the education and training system. Prior knowledge (acquired informally or by work experience, would also have to be assessed and credited. National qualifications would be awarded, at each of the levels of the National Qualifications Framework (NQF) [see the attached definitions] provided that candidates have accumulated certain combinations of credits and have abided by probable rules of combinations required for such qualifications.

4.2 Eight learning areas were identified to form the basis of all education up to the Further Education and Training Certificate:

No.	Learning Area
1	Language, Literacy and Communication
2	Mathematical Literacy, Mathematics and Mathematical Science
3	Human and Social Sciences
4	Natural Sciences
5	Technology
6	Arts and Culture
7	Economic and Management Sciences
8	Life Orientation

4.3 As is clear from the definitions, there will be four phases, with Adult Basic Education and Training (ABET) linked to the first three. The history of school education had the effect that the majority of the adult population for black communities, were provided with inadequate education or no schooling. Thus ABET is viewed as a force for social participation and economic development and has been brought into the mainstream of the education and training system. The underlying principles are that ABET should provide a general basic education, promote critical thinking and empower individuals to participate in all aspects of society, and promote active learning methods, and,

ABET should lead to nationally recognized certificates based on clear national standards assessed as learning outcomes.

4.4 Once the foundation phase is addressed the other phases can follow suit. In this regard the discussion in item 3.3 (d) refers. Note should also be taken that in addressing professionalization within the local government sector there may be a need to develop vocational qualifications.

PERSONAL DEVELOPMENT PLAN

Skills performance gap (in order of priority)	Outcomes expected <i>(measurable indicators, quantity, quality and time frames)</i>	Suggested training and/or development activity	Suggested mode of delivery	Suggested time frame	Work opportunity created to practice skills/ development area	Support persons