

PERFORMANCE AGREEMENT



PERFORMANCE AGREEMENT

(Managers directly accountable to the Municipal Manager)

MADE AND ENTERED INTO BY AND BETWEEN:

SEKHUKHUNE DISTRICT MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER:

MS MASEKO NORAH TIVETILE

AND

DIRECTOR: CORPORATE SERVICES

MR. LEKGORO SETHULWE PATRICK

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR 2019-2020

[Handwritten signatures]

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Sekhukhune District Municipality herein represented by **Ms. Maseko Norah Tivetile** in her capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

And

Mr. Lekgoro S.P

Employee of the Municipality (hereinafter referred to as the Director; Corporate Services)

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1. Chapter 6, Section 38 (b) of the Systems Act, requires the municipality to promote a culture of performance among its political structures, political office bearers and councilors and in its administration.
- 1.2. The resolutions by Council 27 August 2013 (OC27/08/13), recommended that a culture of performance be inculcated in the municipality by ensuring that all employees sign performance agreements and performance commitments.
- 1.3. When assessing the institutional performance of SDM, the Audit Committee also made a recommendation that all officials other than section 56 must enter into performance agreements and commitments in order to promote a culture of performance

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 Comply with the provisions of Section 38 (b) of the Systems Act;
- 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) and the Budget of the municipality;
- 2.3 Specify accountabilities as set out in a scorecard, which forms an Annexure B of 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 or her job;
- 2.6 In the event of outstanding performance, to appropriately reward the employee; and
- 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 Performance Agreement commenced on the 1st July 2019 and will remain in force until 30th June 2020, thereafter a new Performance Agreement, scorecard, Personal Development Plan and Financial Disclosure 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 scorecard that replaces this Agreement at least once a year by not later than 30 days after 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 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.

4 PERFORMANCE OBJECTIVES

- 4.1 The scorecard (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 B are set by the **Employer** in consultation with the **Employee** and are based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings, as follows:
 - 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 **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 (IDP).

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 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 KPs (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 (KPs) and the Core Competency Requirements (CCRs) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.3 KPs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee**'s assessment will be based on his or her performance in terms of the outputs / outcomes (performance indicators) identified as per attached scorecard (**Annexure A**), which are linked to the KPs, 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
Basic Service Delivery	
Municipal Institutional Development and Transformation	
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Spatial Rationale	
Total	80%

- 5.7 The CCRs will make up the other 20% of the **Employee**'s assessment score. CCR's which 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**. Three of the CCRs are compulsory for all section 56 managers and additional two shall be selected from the core occupational competencies.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership		
Programme and Project Management		
Financial Management(Compulsory)	compulsory	
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis(Compulsory)	compulsory	
People Management and Empowerment(Compulsory)	compulsory	
Client Orientation and Customer Focus		
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Performance Management and Reporting		

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	20%

6. EVALUATING PERFORMANCE

- 6.1 The scorecard (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** Integrated Development Plan (IDP).

7. PERFORMANCE APPRAISALS

The Annual Performance Appraisals will involve:

7.1 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 must then be used to add the scores and calculate a final KPA score.

7.2 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 6.5.1) must then be used to add the scores and calculate a final CCR score.

7.3 Overall rating

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

7.4. Rating Scale

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

Level	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.					
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.					

7.5. EVALUATION PANEL

For the purpose of evaluating the annual performance of Managers directly accountable to the Municipal Manager an evaluation panel constituted of the following persons must be established-

- a. Municipal Manager;
- b. Chairperson of the Performance Audit Committee and/or the Audit Committee Member;
- c. Member of the Mayoral or Executive Committee;
- d. Municipal Manager from another municipality;
- e. PMS (as Secretariat)

8. SCHEDULE FOR PERFORMANCE REVIEWS

- 8.1. 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 (review by October)
Second quarter : October – December (review by January)
Third quarter : January – March (review by April)
Fourth quarter : April – June (review by July)

- 8.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 8.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.
- 8.4 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.
- 8.5 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.

9. DEVELOPMENTAL REQUIREMENTS

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

10. OBLIGATIONS OF THE EMPLOYER

- 10.1 The **Employer** shall –

- 10.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 10.1.2 Provide access to skills development and capacity building opportunities;
- 10.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 10.1.4 On the request of the **Employee**, delegate powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 10.1.5 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.

11. CONSULTATION

- 11.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
- 11.1.1 A direct effect on the performance of any of the **Employee's** functions;
 - 11.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
 - 11.1.3. A substantial financial effect on the **Employer**.
- 11.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 In the case of unacceptable performance, the **Employer** shall –
- 12.1.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 12.1.2 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 his or her duties.

13. DISPUTE RESOLUTION

- 13.1 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 –
- 13.1.1 The Executive Mayor within thirty (30) days of receipt of a formal dispute from the **Employee**; or
 - 13.1.2 Any other person appointed by the Executive Mayor.
- 13.1.3 In the case of Managers directly accountable to the Municipal Manager, a Member of the Mayoral 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.
- 13.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

14. GENERAL

- 14.1 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**.
- 14.2 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.
- 14.3 The performance assessment results of the section 56 manager must be submitted to the municipal manager as the responsible person, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Grooterson on this the 12 day of July, 2019.

AS WITNESSES:

1. _____


MR. LEKGORO SETHULWE P.
DIRECTOR: CORPORATE SERVICES

2. _____

AS WITNESSES:

1. _____


MS MASEKO NORAH T.
MUNICIPAL MANAGER

2. _____

SCORECARD

CORPORATE SERVICES						
			2019-2020 SCORECARD			
WEIGHING	SUB-MEASURABLE	PROJECT	BASELINE 2018/2019	INDICATORS	ANNUAL TARGET 2019/2020	BUDGET 2019-2020
ORGANISATIONAL DEVELOPMENT						
80%	To review current organisational structure by June 2020	Organisational structure review	2019/2020 Approved organisational structure	Number of organisational structure reviewed	1 Organisational structure reviewed	Conduct first assessment of the Organisational Structure
	To facilitate job evaluation by June 2020	Job evaluation	63 jobs evaluated	Number of job evaluation facilitated	10 job evaluation facilitated	Facilitation of Placement processes
	To conduct change management sessions by June 2020	Change management	4 change management sessions conducted	Number of change management sessions conducted	4 change management sessions conducted	Conduct first assessment of the Organisational Structure
	To facilitate review of procedure manuals by June 2020	Procedure Manuals	46 departmental procedure manuals reviewed	Number of reviewed procedure manuals facilitated	48 reviewed procedure manuals facilitated	Facilitation of Placement processes
	To conduct culture survey by June 2020	Culture survey	1 Employee satisfaction survey conducted	Number of culture survey conducted	1 culture survey conducted	Conduct first assessment of the Organisational Structure
INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)						
	To conduct need analysis and replace ICT consumables by June 2020	ICT consumables replacement	32 consumables replaced	Number of need analysis and replacement of ICT consumables done	4 need analysis and replacement of ICT consumables done	Conduct first assessment of the Organisational Structure
	To monitor implementation of Service Level Agreements by June 2020	Contract management	12 SLA performance service standards monitored and implemented	Number of SLA performance service standards monitored and implemented	12 SLA performance service standards monitored and implemented	Facilitation of Placement processes
	To renew licenses by June 2020	Software Licence renewal	9 Approved licences renewed	Number of licences renewed	3 licences renewed	Facilitation of Placement processes

To implement and monitor ICT infrastructure by June 2020	ICT Infrastructure upgrade and maintenance	None	1.Number of sites connected and monitored	5 sites connected and monitored	*5 sites (Bareki,West, Stores , Fire station and Water purification) connected. *1 CCTV and Biometrics systems installed.* 1 DRP implemented.	*5 sites (Bareki,West, Stores , Fire station and Water purification) monitored. *1 Council Audio recording installed. *1 CCTV and Biometrics systems monitored* 1 DRP implemented.	Performance monitoring	Signed Performance Reports	R 9 285 000	
LABOUR RELATIONS										
	To facilitate meetings by June 2020.	Local Labour Forum (LLF) meetings	9 LLF meetings facilitated	Number of meetings facilitated.	12 LLF meetings facilitated	3 LLF meetings facilitated	3 LLF meetings facilitated	Signed minutes and attendance register	R 0	
	To issue labour publications by June 2020.	Labour publications	4 Labour publications issued	Number of labour publications issued.	4 labour publications issued	1 labour publications issued	1 labour publications issued	Labour publications issued	R 0	
AUXILIARY SERVICES										
	To conduct records management awareness campaign by June 2020	Records management Awareness campaign	4 records.	Number of records management awareness campaigns conducted	4 records management awareness campaigns conducted	1 records management awareness campaigns conducted	1 records management awareness campaigns conducted	Signed Report, attendance register and minutes	R 0	
	To facilitate disposal of inactive records by June 2020	Disposal of inactive files	2500 inactive files disposed	Number of inactive records facilitated for disposal	500 inactive records facilitated for disposal	500 inactive records facilitated for disposal	500 inactive records facilitated for disposal	Signed list of Inactive files for disposal	R 0	
	To monitor Service Level Agreements by June 2020	Contract management	7 SLA performance service standards monitored	Number of Service Level Agreements monitored	8 SLA performance service standards monitored	8 SLA performance service standards monitored	8 SLA performance service standards monitored	Signed Monthly report	R73 002 752	
	To facilitate maintenance of fleet and facilities by June 2020	Maintenance of facilities and fleet	18 facilities and fleet maintained	Number of fleet and facilities facilitated for maintenance	3 fleet and facilities facilitated for maintenance	3 fleet and facilities facilitated for maintenance	3 fleet and facilities facilitated for maintenance	Signed reports and maintenance plan/ schedule	R1 656 000	
	To facilitate establishment of Council chamber by June 2020	Council Chamber establishment	N/A	Percentage facilitation of establishment of Council Chamber	10% Council Chamber established	10% approval of designs	20% construction of contractor	100% project hand over	Signed report	R7 000 000
HUMAN RESOURCE MANAGEMENT										
	To facilitate the filling of vacant and funded posts by June 2020	Recruitment and selection	24 vacant and funded post filled.	Percentage of all vacant and funded posts filled.	25% filling of vacant and funded posts.	25% filling of vacant and funded posts.	25% filling of vacant and funded posts.	Appointment letters	R 250 000	
	To facilitate the review Policies by June 2020	Policy review	6 Policies in place	Number of Policies reviewed	2 Policies reviewed	Research and Benchmarking	2 Policies reviewed	Council Resolutions	R0. 00	

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To induct all newly recruited employees	Induction	1 induction conducted	Number of induction conducted for new employees	4 inductions conducted for new employees	1 inductions conducted for new employees	1 inductions conducted for new employees	1 inductions conducted for new employees	1 inductions conducted for new employees	1 inductions conducted for new employees	Signed report and R0.00
To improve Municipal capacity by June 2020	Training and Development	140 employees trained	Number of employees to be trained and developed	140 employees to be trained and developed	35 employees to be trained and developed	35 employees to be trained and developed	35 employees to be trained and developed	35 employees to be trained and developed	35 employees to be trained and developed	R1 214 400
To monitor and maintain External bursars by June 2020	External Bursaries	10 bursaries monitored and maintained	Number of Bursaries monitored and maintained	10 external bursaries monitored and maintained	10 external bursaries monitored and maintained	10 external bursaries monitored and maintained	10 external bursaries monitored and maintained	10 external bursaries monitored and maintained	10 external bursaries monitored and maintained	R1 600 000
To monitor and award Internal Bursaries by June 2020	Internal Bursaries	32 bursaries awarded	Number of internal Bursaries monitored and awarded	32 internal Bursaries monitored and awarded	32 internal Bursaries monitored and awarded	32 internal Bursaries monitored and awarded	32 internal Bursaries monitored and awarded	32 internal Bursaries monitored and awarded	32 internal Bursaries monitored and awarded	R1 000 000
To conduct skills audit by June 2020	Skills Audit	New Project	Number of skills audit conducted	885 skills audit conducted	221 skills audit conducted	221 skills audit conducted	221 skills audit conducted	221 skills audit conducted	222 skills audit conducted	Skills audit report R0
EMPLOYEE WELLNESS										
To facilitate employee sports programmes by June 2020	Employee sports programmes	37 sports programmes facilitated	Number of employees sports programmes facilitated	37 employees sports programmes facilitated	9 employees sports programmes facilitated	9 employees sports programmes facilitated	9 employees sports programmes facilitated	9 employees sports programmes facilitated	10 employees sports programmes facilitated	Attendance registers R 700 000
To conduct wellness and counselling programmes by June 2020	Wellness and counselling programmes	13 wellness and counselling programmes conducted	Number of wellness and counselling programmes conducted	13 wellness and counselling programmes conducted	3 wellness and counselling programmes conducted	4 wellness and counselling programmes conducted	3 wellness and counselling programmes conducted	3 wellness and counselling programmes conducted	3 wellness and counselling programmes conducted	Attendance registers and signed wellness and counselling reports
To facilitate substance abuse programmes by June 2020	Substance abuse programmes	12 substance abuse programmes facilitated	Number of substance abuse programmes facilitated	12 substance abuse programmes facilitated	3 substance abuse programmes facilitated	3 substance abuse programmes facilitated	3 substance abuse programmes facilitated	3 substance abuse programmes facilitated	3 substance abuse programmes facilitated	Attendance registers and signed substance abuse reports
To conduct occupational health and safety elements by June 2020	Occupational Health and Safety elements	69 Occupational Health and Safety elements conducted	Number of occupational health and safety elements conducted	69 occupational health and safety elements conducted	17 occupational health and safety elements conducted	17 occupational health and safety elements conducted	17 occupational health and safety elements conducted	17 occupational health and safety elements conducted	17 occupational health and safety elements conducted	R3 256 800
To facilitate medical surveillance programme by June 2020	Medical surveillance programme	431 employees subjected to medical surveillance programme by June 2020	Number of employees subjected to medical surveillance programme	120 employees subjected to medical surveillance programme	No Activity	No Activity	No Activity	No Activity	120 employees subjected to medical surveillance programme	Signed Medical surveillance programme reports
PUBLIC PARTICIPATION, MPAC SUPPORT SECRETARIAT AND SUPPORT										
To provide secretarial support to 10 Council structures to ensure accountability by June 2020	FORA	08 FORA facilitated	Number of fora facilitated	16 Fora facilitated	1 Speakers' Forum, 1 Chief Whips' Forum, 1 Public participation	1 Speakers' Forum, 1 Chief Whips' Forum, 1 Public participation	1 Speakers' Forum, 1 Chief Whips' Forum, 1 Public participation	1 Speakers' Forum, 1 Chief Whips' Forum, 1 Public participation	1 Speakers' Forum, 1 Chief Whips' Forum, 1 Public participation	Attendance Register and Signed Notices.

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Public participation sessions.	16 public participation sessions facilitated	Number of public consultation meetings facilitated	15 public consultation meetings facilitated	No Activity	7 public consultation meetings on 2018/2019 draft annual report facilitated..	7 public consultation meetings on the IDP/Budget, 1 District Ward Committee Conference	Attendance Register and Signed Notices.	350 000,00
SODA & Budget day.	1 SODA 1 Budget day facilitated.	Number of SODA and Budget days facilitated	1 SODA and 1 Budget day facilitated	No Activity	1 Extra Special Council Meeting (SODA), Facilitated.	1 Extra Special Council Meeting (Budget Speech) Facilitated.	Attendance Register and Signed Notices.	200 000,00
Council and portfolio committee meetings.	22 Council and portfolio committee meetings facilitated.	Number of council activities facilitated	4 Ordinary Council Meetings and 20 Portfolio Committee Meetings facilitated	1 Ordinary Council Meetings and 5 Portfolio Committee Meetings facilitated	1 Ordinary Council Meetings and 5 Portfolio Committee Meetings facilitated	1 Ordinary Council Meetings and 5 Portfolio Committee Meetings facilitated	Attendance Register and Signed Notices.	425 000, 00
Study group.	New	Number of study groups facilitated	4 study groups facilitated	1 Study Group Facilitated.	1 Study Group Facilitated.	1 Study Group Facilitated.	Attendance Register and Signed Notices.	
Council whippety meetings	4 council whippety meetings facilitated	Number of council whippety meetings facilitated	4 council whippety meetings facilitated	1 Council Whippety meeting Facilitated.	1 Council Whippety meeting Facilitated.	1 Council Whippety meeting Facilitated.	Attendance Register and Signed Notices.	
Strategic planning sessions for Section 79 Portfolio Committees & MPAC	2 strategic planning sessions facilitated	Number of strategic planning session facilitated	2 strategic planning sessions facilitated	1 MPAC Strategic Planning Session facilitated.	No Activity	1 Section 79 Portfolio Committees Strategic planning Session facilitated.	Signed Exit Report.	0,00
Capacity building workshops	3 capacity building workshops held	Number of capacity building workshops facilitated	2 workshops facilitated	1 capacity building Workshop on Rules of order and Standing Orders of Council/ Code of Conduct facilitated.	No Activity	1 capacity building Workshop on Income tax facilitated.	Signed Exit Report.	0,00
Training and development programmes for Cllrs.	2 X training and development programmes facilitated	Number of Cllrs identified for training programmes facilitated	2 Cllrs identified for training programmes facilitated	No Activity	No Activity	No Activity	Signed Exit Report.	90 000,00
Oversight visits	4 oversight visits facilitated	Number of oversight visits facilitated	4 oversight visits facilitated	1 Oversight visit facilitated.	1 Oversight visit facilitated.	1 Oversight visit facilitated.	Signed Oversight Report.	0,00
Council Resolution registers	4 Resolution registers developed and implemented	Number of Council Resolution registers compiled and coordinated	4. Council Resolution registers compiled and coordinated	1 council resolution register compiled and coordinated.	1 council resolution register compiled and coordinated.	1 council resolution register compiled and coordinated.	Council Resolution Register.	0,00

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Public participation policy.	1 public participation policy reviewed	Number of review of public participation policy facilitated	1 review of public participation policy facilitated	Circulate public participation policy to SDM personnel and Local Municipalities for inputs.	No Activity	Consolidate inputs for public participation policy.	submit draft review policy to council for approval.	Council Resolution Certificate.	0,00
MPAC Working sessions for Clrs.	8 MPAC working sessions facilitated	Number of MPAC working sessions for Clrs held	8 MPAC working sessions for Clrs held	2 MPAC working sessions facilitated.	2 MPAC working sessions facilitated.	2 MPAC working sessions facilitated.	2 MPAC working sessions facilitated.	Attendance Register and Signed Notices.	180 000,00
MPAC Public hearings	2 MPAC public hearing facilitated	Number of MPAC public hearing facilitated	2 MPAC public hearing facilitated	No Activity	1 MPAC Public Hearing Facilitated.	No Activity	1 MPAC Public Hearing Facilitated.	Attendance Register and Signed Notices.	
COMMUNICATIONS; ADVOCACY; SOCIAL FACILITATION; SPECIAL PROGRAMMES AND ARTS & CULTURE									
To provide communications, stakeholders relations and strategic partnerships by June 2020	Mayoral Outreaches & Sectoral Engagements	12 Programmes facilitated	Number of community & sectoral engagements facilitated	8 stakeholder & sectoral engagements facilitated	2 stakeholder engagement/mayoral outreach facilitated	2 stakeholder engagement/mayoral outreach facilitated	2 stakeholder engagement/mayoral outreach facilitated	Signed Exit Report and Attendance Register.	R 1 400 000
Executive Support to Mayoral Committee	12 Mayoral Committee meetings supported	Number of Mayoral Committee meetings supported	12 Mayoral Committee meetings supported	3 Mayoral Committee meetings supported	3 Mayoral Committee meetings supported	3 Mayoral Committee meetings supported	3 Mayoral Committee meetings supported	Renasier.	R 0
Newsletter& Publications produced	16 Programmes produced	Number of news letters and Publications produced	15 newsletters and publications produced	2 internal , 1 special and 1 external newsletter produced	1 internal , 1 special and 1 external newsletter produced	1 internal , 1 special and 1 external, diaries and calendars produced	1 internal , 1 special and 1 external newsletter produced	copies of newsletters and publications	R 650 000
Media Relations and Marketing done.	20 Media Relations & marketing done.	Number of signage and building parantating facilitated	4 signage and building parantating facilitated	1 signage and building parantating facilitated	1 signage and building parantating facilitated	1 signage and building parantating facilitated	1 signage and building parantating facilitated	pictures and signed reports	R 385 000
Website Management	20 Website Updates undertaken	Number of Website Updates undertaken	16 Websites Updates undertaken	5 Websites Updates undertaken	2 Websites Updates undertaken	6 Websites Updates undertaken	3 Websites Updates undertaken	Screen short reports	R 85 212
Traditional Leadership Affairs	2 SPLUMA meeting supported	Number of Traditional Leaders hip meetings coordinated	4 Traditional Leadership meeting coordinated	1 Traditional Leadership meeting coordinated	1 x2 strategic event held (King Sekhukhune and Heritage day facilitated)	1 x2 strategic event held (King Kgoshi Nyabela and Bantwane)	1 x2 Strategic Events (Kgoshi Mampuru)	1 Traditional Leadership meeting coordinated	R 0
Special Mayoral Strategic Events	5 strategic events Facilitated	Number of Strategic Events facilitated	7 Strategic Events facilitated	1 Moral Regeneration Movement Committee facilitated	No activity	1 Moral Regeneration Movement Committee facilitated	1 Moral Regeneration Movement Committee facilitated	Attendance register and pictures	R 550 000
Moral Regeneration Movement Committee	MRM committee established	Number of programmes for MRM committee facilitated	2 Moral Regeneration Movement Committee facilitated	No activity	No activity	No activity	No activity	Signed Exit Report and Attendance Register	R 33 156

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To generate customer care reports by June 2020	Customer Care Services	24 reports generated	Number of reports generated	24 queries/complains on customer care generated	6 Reports generates (3 SDM, 3 Premier and Presidential) generated	6 Reports generates (3 SDM, 3 Premier and Presidential) generated	6 Reports generates (3 SDM, 3 Premier and Presidential) generated	Signed reports	R 0
To generate automated customer care system by June 2020	Automated customer care system	Manual System in place	Number of automated customer care system	1 automated customer care system	No activity	1 automated customer care system	No activity	Signed reports	R 0
To revamp and Maintain call centre by June 2020	Call Centre Revamping & Maintenance	24 hour outdated call centre system	Number of call centre revamped and Maintained	1 call centre revamp activity	No activity	No activity	No activity	Signed Exit Report	R30 000
To inculcate the culture of people first by June 2020	Batho Pele	6 Programmes conducted	Number of Batho Pele Programmes conducted	5 Batho Pele Programmes conducted	1 BathoPele Programme conducted	1 BathoPele Programme conducted	2 BathoPele Programme conducted	Signed Exit Report and Attendance	R 60 000
To encourage culture of good performance by June 2020	Executive Mayors Performance Management Framework/Policy	Performance Awards Excellent Awards	Number of Performance Awards ceremony coordinated	1 Performance Awards ceremony coordinated	No activity	1 Performance Award ceremony coordinated	No activity	Signed Exit Report and picture	R 0
To coordinate State of the District Address by June 2020	SODA	2018/2019 SODA held	Number of SODA coordinated	1 SODA coordinated	No activity	1 SODA coordinated	No activity	Signed exit report and attendance register	R 240 000
To facilitate elderly programmes by June 2020	Aged care	2 aged programmes facilitated	Number of Aged Care programmes facilitated	2 Aged Care programme facilitated	1 Mandela day programme facilitated	1 International older persons day programme facilitated	No activity	Signed exit reports and attendance	R 90 000
To facilitate children's campaigns by June 2020	Children's Care	2 children's activities facilitated	Number of children's activities facilitated	2 children's activities facilitated	No activity	1 International children's day facilitated	No activity	1 Take a girl child to work facilitated	R20 520
To facilitate woman development initiatives by June 2020	Woman Development Initiative	4 Women Programme Initiatives facilitated	Number of woman development initiatives facilitated	3 woman development initiatives facilitated	1 launching of woman's month facilitated	1 launching of 16 days of activism facilitated	No activity	Signed exit reports and attendance	R 20 000
To facilitate awareness campaigns for people with disability by June 2020	People with disability	3 awareness campaigns facilitated	Number of awareness campaigns for people with disability facilitated	3 awareness campaigns for people with disability facilitated	1 Albinism awareness campaign facilitated	1 International disability day facilitated	No activity	Signed exit reports and attendance	R 20 000
To facilitate promotions of indigenous languages and workshop by June 2020	Cultural Heritage Celebrations and Language Promotions	3 Programmes facilitated	Number of promotions of art and culture programmes facilitated	3 promotions of art and culture programmes facilitated	1 art & culture programmes facilitated	1 art & culture programmes facilitated	No activity	1 art & culture programmes facilitated	R 220 000
To coordinate health calendar days activities by June 2020	Health calendar	3 health calendar days activities	Number of health calendar days activities	4 Health calendar days activities	No activity	1 World Aids day facilitated	1 STI condorm week, 1 TB day coordinated	Signed exit reports and attendance	R 20 000
To coordinate District Health Council Programmes by June 2020	District Health Council Programmes	Number of Support visits to health care facilities	3 Support Visits to health care facilities coordinated	4 Support Visits to health care facilities coordinated	1 Support Visits to health care facilities coordinated	1 Support Visits to health care facilities coordinated	1 Support Visits to health care facilities coordinated	Signed Exit Report and Attendance Register	R 20 000
To facilitate Youth development programmes by June 2020	Youth Opportunities Expo	3 Programmes facilitated	Number of Youth development programmes facilitated	4 Youth development programmes facilitated	1 career exhibition programme facilitated	1 launching of Interim Youth Council	1 launching of Youth Council	Signed exit reports and attendance	R 100 000

	To facilitate Mayoral sport activities by June 2020	Mayoral Sports activities	3 Programmes facilitated	Number of Mayoral Sport activities facilitated	3 Mayoral Sport activities facilitated	1 Indigenous games facilitated	No Activity	1 Capacity building programme facilitated	1 Executive Mayor's Cup Facilitated	Signed exit reports and attendance registers	R 180 000
GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
	To address AG findings by June 2019	OPERATION CLEAN AUDIT	100% external audit findings 2017/2018 addressed	Percentage external audit findings addressed	100% external audit findings addressed	No activity	No activity	100% external audit findings addressed	100% external audit findings addressed	Reports	R 0
	To monitor Internal controls by June 2019	Internal control	100% internal control addressed	Percentage management of time register and leaves	100% management of time register and leaves	100% management of time register and leaves	100% management of time register and leaves	100% management of time register and leaves	100% management of time register and leaves	Reports	
	To monitor timeous submission of municipal reports/documents by June 2019	Timeous submission of municipal reports/documents	*Quarterly & monthly reports submitted. *IDP, Council resolution register & Annual report information updated	Percentage timeous submission of municipal documents done	100% timeous submission of municipal documents done (IDP, Council resolution register, Annual Report information & Quarterly reports)	100% timeous submission of municipal documents done (IDP & Annual Report information, Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (IDP & Annual Report information, Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (IDP information, Quarterly reports & Council resolution register)	Central Submission register	
	To have functional portfolio committees by June 2019	Functional Portfolio Committee	6 portfolio committee meetings held	Number of portfolio committee meetings held as per council schedule of activities	11 portfolio committee meetings held as per council schedule of activities	3 portfolio committee meetings held as per council schedule of activities	2 portfolio committee meetings held as per council schedule of activities	3 portfolio committee meetings held as per council schedule of activities	3 portfolio committee meetings held as per council schedule of activities	Agenda, minutes and attendance registers	
	To address risk management issues	RISK MANAGEMENT	70% risk issues resolved	Percentage risk management issues resolved	80% risk management issues resolved	20% risk management issues resolved	40% risk management issues resolved	60% risk management issues resolved	60% risk management issues resolved	Risk reports	
	To address internal audit issues	INTERNAL AUDIT	100% internal audit issues resolved	Percentage internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved		
	To implement Council resolutions	COUNCIL RESOLUTIONS	100% council resolution implemented 2017/2018	Percentage implementation of council resolutions	100% implementation of council resolutions	100% implementation of council resolutions	100% implementation of council resolutions	100% implementation of council resolutions	100% implementation of council resolutions		
INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT											
	To monitor the performance of managers and lower level employees	Performance agreements for managers and commitments signed	19% Performance agreements for managers and commitments signed	Percentage performance agreements for managers and commitments for other staff signed	100% performance agreements for managers and commitments for level 4 & 5	1 quarterly reports coordinated	1 quarterly reports coordinated	1 quarterly reports coordinated	0%	Signed performance agreements/ commitment	R 0
	To coordinate Quarterly Reports by June 2018	Quarterly Reports	2016/2017 Quarterly Reports in place	Number of quarterly reports coordinated in place	4 quarterly reports coordinated	1 quarterly reports coordinated	1 quarterly reports coordinated	1 quarterly reports coordinated	0%	Quarterly reports	
	FINANCIAL VIABILITY	EXPENDITURE MANAGEMENT	10% variance achieved	Percentage variance achieved	25% variance achieved	25% variance achieved	25% variance achieved	10% variance achieved	10% variance achieved	Expenditure reports	R 0

To monitor the implementation of Mscoa by June 2019	Implementation of Mscoa	Council resolution 2014/2015 & Treasury circular	Percentage participation in mSCOA compliance during budget process	100% participation in mSCOA compliance during budget process	No activity	No activity	100% participation in mSCOA compliance during budget process	100% participation in mSCOA compliance during budget process	Draft and final budget, Attendance register
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 DIRECTOR: CORPORATE SERVICES
12/07/2019
 DATE


 MUNICIPAL MANAGER

29/7/2019
 DATE

CORE COMPETENCY REQUIREMENT



Sekhukhune District Municipality

CORE COMPETENCIES REQUIREMENTS FOR MANAGERS REPORTING DIRECTLY TO THE MUNICIPAL
MANAGER

NAME OF INCUMBENT: MR LEKGORO SETHULWE PATRIC
POSITION HELD: DIRECTOR; CORPORATE SERVICES
DATE 10/07/2019 SIGNATURE

NAME OF SUPERVISOR: MS MASEKO NORAH T.
POSITION HELD: MUNICIPAL MANAGER
DATE 30/7/19 SIGNATURE

CORE MANAGERIAL AND OCCUPATIONAL COMPETENCIES		CHOICE	WEIGHT
Core Managerial Competencies			
Strategic Capability and leadership			
Programme and Project Management	X	4	
Financial Management(Compulsory)			
Change Management	X	4	
Knowledge Management			
Service Delivery Innovation	X	4	
Problem Solving and Analysis	X	4	
People Management and Empowerment(Compulsory)			
Client Orientation and Customer Focus(Compulsory)	X	4	
Communication			
Honesty and Integrity			
Core Occupational Competencies			
Competence in Self-Management	X	4	
Interpretation of and implementation within the legislative and national policy frameworks			
Knowledge of Performance Management and Reporting	X	4	
Knowledge of global and South African specific political, social and economic contexts			
Competence in policy conceptualisation, analysis and implementation	X	4	
Knowledge of more than one functional municipal field/discipline			
Skills in Mediation			
Skills in Governance			
Competence as required by other national line sector departments			
Exceptional and dynamic creativity to improve the functioning of the municipality			
TOTAL			20%



PERFORMANCE DEVELOPMENT PLAN

FR



PERSONAL DEVELOPMENT PLAN (PDP)

ENTERED INTO BY AND BETWEEN

MS MASEKO N.T (MUNICIPAL MANAGER)

AND

**LEKGORO S.P
(CORPORATE SERVICES)**

A handwritten signature in black ink, appearing to read "Ms. Maseko N.T.", is located in the bottom right corner of the page.

1. Personal Development Plan

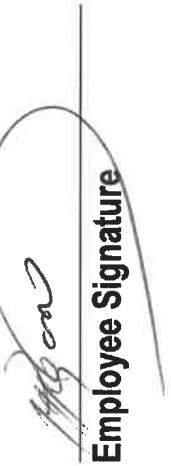
- 1.1.1** A Municipality should be committed to –
 - (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
 - (b) managing training and development within the ambit of relevant national policies and legislation.
- 1.1.2** A Municipality should follow an integrated approach to Human Resource Management, that is:
 - (a) Human resource development forms an integral part of human resource planning and management.
 - (b) In order for training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals and career pathing.
 - (c) To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.
 - (d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are attached and these should be linked to relevant registered unit standards to specifically assist them in compiling Personal Development Plans in consultation with their managers.
 - (e) 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.
- 1.1.3** The aim of the compilation of Personal Development Plans is to identify, prioritise and implement training needs.
- 1.1.4** Compiling the Personal Development Plan attached at Appendix.
 - (a) Competency assessment instruments, which are dealt with more specifically in Appendix 1 and 2, should be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.
 - (b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his / her employee, to compile a Personal Development Plan. The identified training needs should be entered into column 1 of Appendix 1, entitled Skills / Performance Gap. The following should be carefully determined during such a process:
 - (i) Organisational needs, which include the following:
 - o Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.

- o 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.
 - o Specific competency gaps as identified during the probation period and performance appraisal of the employee.
 - (ii) Individual training needs that are job / career related.
- (c) Next, the prioritisation of the training needs [1 to ...] should be listed since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
- (d) Consideration must then be given to the expected outcomes, to be listed in column 2 of Appendix 1, 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 should be listed in column 3 of Appendix 1, entitled: Suggested training and / or development activity in line with the National Qualifications Framework, 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 and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.
- (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 Appendix 1: 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 Appendix 1) 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 Appendix 1, 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 Appendix 1, provides the employee with a support person that could act as coach or mentor with regard to the area of learning

Personal Development Plan for: Lekgoro S.P. (Corporate Services)

Compiled on : 12/09/2019

1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person



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Employee Signature



A handwritten signature enclosed in a rectangular box.

Supervisor's Signature

**FINANCIAL DISCLOSURE
FORM**



Private Bag X8611
Groblerdal 0470
3 West Street
Groblerdal 0470
Tel: (013) 262 7300
Fax: (013) 262 3688
E-Mail: sekinfo@sekhukhune.co.za

DISCLOSURE FORM FOR BENEFITS AND INTERESTS

I, the undersigned (Surname and Initials)
(Postal Address)

LEPROPO, Sf

P O Box 406

LEFKANE, 0741

GA-CHARELENG, 2011

(Name of Municipality) Sekhukhune District 10.1985

Tel: 013-2627443 Fax: 013-2623680

Here by certify that the following information is complete and correct to the best of my knowledge:

1. Shares, securities and other financial interests (Not bank accounts)

Number of shares/ Extent of financial interest	Nature	Nominal value	Name of Company/ Entity
NA	NA	NA	NA

2. Interest in trust

Name of trust	Amount of remuneration/Income
NA	NA

3. Membership, directorships and partnerships

Name of corporate entity, partnership or firm	Type of business	Amount of remuneration/ Income
NA	NA	NA

4. Remunerated work outside the municipality (must be sanctioned by council)

Name of employer	Type of work	Amount of remuneration/ Income
NA	NA	NA

5. Consultancies, Retainership and Relationships

Name of client	Nature	Type of business activity	Valued of benefits received
NA	NA	NA	NA

6. Subsidies, grants and sponsorships by organisation

Source of assistance	Descriptions of assistance	Value of assistance
NA	NA	NA

7. Gifts and hospitality from a source rather than a family member

Description	Value	Member
NA	NA	NA

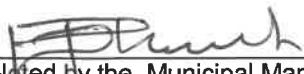
8. Land and property

Description	Extent	Area	Value
NA	NA	NA	NA

LR



Signature of Senior Manager



Noted by the Municipal Manager

Date: 30/7/2019

Place: Großereck