



SEKHUKHUNE
District Municipality

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DIRECTOR: INFRASTRUCTURE AND WATER SERVICES

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PERFORMANCE AGREEMENT

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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: INFRASTRUCTURE AND WATER SERVICES
MR LEKGAO MAJA

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THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR 2018-2019

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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. Maja L.

Employee of the Municipality (hereinafter referred to as the Director; Infrastructure and Water 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 2018 and will remain in force until 30 June 2019, 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 KPAs (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 (KPAs) 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 KPAs 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 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
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)		
People Management and Empowerment(Compulsory)	compulsory	
Client Orientation and Customer Focus	compulsory	
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:

PERFORMANCE APPRAISAL OF KPAs AND CCRs				
LEVEL	DESCRIPTION	RATING	ASSESSMENT SCORE	PERFORMANCE BONUS RATIOS
Level 5: Outstanding Performance	Performance far exceeds the standard expected for the job in all areas of the manager. The manager has achieved exceptional results against all performance criteria and indicators specified in the Performance Plan and maintained this in all areas of responsibility throughout the year.	5	75 – 100	Maximum bonus allowed into. Regulations are between 10% and 14% of person's inclusive annual remuneration package. The % are as follows: 75 – 76% = 10% 77 – 78% = 11% 79 – 80% = 12% 81 – 84% = 13% 85 – 100% = 14%

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Level 4: Performance significantly above expectations	Performance is significantly higher than the standard expected for the job in all areas. The manager has achieved above fully effective results against more than half of the performance criteria and indicators specified in the Performance Plan and fully achieved all others throughout the year.	4	65 – 74	Maximum bonus allowed into. Regulations are between 5% and 9% of person's inclusive annual remuneration package. The % are as follows: 65 – 66% = 5% 67 – 68% = 6% 69 – 70% = 7% 71%- 72% = 8% 73% – 74% = 9%
Level 3: Fully effective	Performance fully meets the standard expected for the job in all areas. The manager has achieved effective results against all significant performance criteria and indicators specified in the Performance Plan and may have achieved results significantly above expectations in one or two less significant areas throughout the year.	3	51 – 64	No bonus

Level 2: Performance not fully satisfactory	Performance is below the standard required for the job in key areas. The manager has achieved adequate results against many key performance criteria and indicators specified in the Performance Plan but did not fully achieved adequate results against others during the course of the year. Improvement in these areas is necessary to bring performance up to the standard expected.	2	31 – 50	No bonus
Level 1: Unacceptable performance	Performance does not meet the standard required for the job. The manager has not met one or more fundamental requirements and/or is achieving results that are well below the performance criteria and indicators in a number of significant areas of responsibility. The manager has failed to demonstrate the commitment or ability to bring performance up to the level expected despite efforts to encourage improvement.	1	Less than 30	No bonus

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-

- Municipal Manager;
- Chairperson of the Performance Audit Committee and/or the Audit Committee Member;
- Member of the Mayoral or Executive Committee;
- Municipal Manager from another municipality;
- 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**

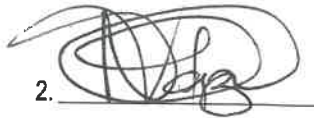
- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure B may be made available to the public by the **Employer**.
- 14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, 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 PROBESIM on this the 31 day of 07 2018.

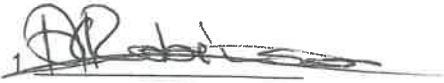
AS WITNESSES:

1. 


MR. MAJAL
DIRECTOR: INFRA. AND WATER SERVICES

2. 

AS WITNESSES:

1. 

2. 


MS MASEKO NORAH T.
MUNICIPAL MANAGER

SCORECARD

2018-2019 SCORECARD

DEPARTMENT: INFRASTRUCTURE AND WATER SERVICES													
WEIGH TING	SUB-WEIGH TING	MEASURABLE OBJECTIVE	PROJECT	BASELINE 2017/2018	INDICATORS	ANNUAL TARGET Q1 2018/2019	Q2	Q3	Q4	Portfolio of Evidence	BUDGET 2018-2019		
80%	0.5	To construct pipeline from Burgersfort to Dresden pump station by June 2019	Construction of Moolihook Bulk Water Supply Phase 4E	Moolihook bulk water supply phase 4D completed	Number of Kilometers of bulk pipeline constructed	3 Kilometers of bulk pipeline constructed	Site establishment and 0.2km pipeline constructed	1km of bulk pipeline constructed	0,8 Km of bulk pipeline constructed	1 Km of bulk pipeline constructed	Progress Report	165 255 056,00	
		To construct reservoir at Burgersfort by June 2019	Moolihook bulk water supply phase 4BB	1 X 5 Ml reservoir completed Phase 4A	Percentage reservoir constructed	70%, 2 X 5 Ml concrete reservoir constructed	15%, 2 X 5 Ml concrete reservoir constructed	20%, 2 X 5 Ml concrete reservoir constructed	20%, 2 X 5 Ml concrete reservoir constructed	15%, 2 X 5 Ml concrete reservoir constructed	Progress Report		
		To construct bulk pipeline from Praktiseer to Motodi by June 2019	Moolihook bulk water supply phase 4F	Moolihook bulk water supply phase 2 completed	Number of Kilometers of bulk pipeline constructed	4 Kilometers of bulk water pipeline constructed	Site establishment and 0.5km pipeline constructed	1 km of bulk pipeline constructed	1,5 Km of bulk pipeline constructed	1 Km of bulk pipeline constructed	Progress Report		
		To construct bulk pipeline at Moolihook by June 2019	Moolihook bulk water supply phase 4H	Moolihook Bulk water supply Phase 2 completed	Number of Kilometers of bulk pipeline constructed	4 Kilometers of bulk water pipeline constructed	No activity	Site establishment and 0.5km pipeline constructed	1,5 km of bulk pipeline constructed	2 Km of bulk pipeline constructed	Progress Report		
	0.5	To construct bulk pipeline from Praktiseer to Alverton by June 2019	Moolihook bulk water supply phase 4G1 & G2	Moolihook Bulk water supply Phase 2 completed	Number of Kilometers of bulk pipeline constructed	4 Kilometers of bulk water pipeline constructed	Site establishment and 0.5km pipeline constructed	1 km of bulk pipeline constructed	1,5 Km of bulk pipeline constructed	1 Km of bulk pipeline constructed	Progress Report		
		To construct 400m long, 750mm diameter pipeline and 900m long, 450mm diameter steel pipe line by June 2019.	Moolihook bulk water supply phase C1.2	80% completion of 400m long, 750mm diameter pipe line and 900m long, 450mm diameter steel pipe	Percentage completion of 400m long, 750mm diameter pipe line and 900m long, 450mm diameter steel pipe	100% completion of 400m long, 750mm diameter pipe line and 900m long, 450mm diameter steel pipe	85% completion of 400m long, 750mm diameter pipe line and 900m long, 450mm diameter steel pipe	5% completion of 400m long, 750mm diameter pipe line and 900m long, 450mm diameter steel pipe	5% completion of 400m long, 750mm diameter pipe line and 900m long, 450mm diameter steel pipe	5% completion of 400m long, 750mm diameter pipe line and 900m long, 450mm diameter steel pipe	Completion certificates		
		0.5	To Construct Moolihook Tubatse 4C2:2700m, 500mm DIA and 2600m, 400mm DIA Steel Water Pipeline by June 2018.	Moolihook bulk water supply phase 4C2	90% Construction of Moolihook Tubatse 4C2:2700, 500mm DIA and 2600, 400mm DIA Steel Water Pipeline, Installation of chambers fittings	Percentage Construction of 2700m, 500mm DIA and 2600, 400mm DIA Steel Water Pipeline.	100% Construction of Moolihook Tubatse 4C2:2700, 500mm DIA and 2600, 400mm DIA Steel Water Pipeline, Installation of chambers fittings	95% Construction of Moolihook Tubatse 4C2:2700, 500mm DIA and 2600, 400mm DIA Steel Water Pipeline, Installation of chambers fittings	5% Construction of Moolihook Tubatse 4C2:2700, 500mm DIA and 2600, 400mm DIA Steel Water Pipeline, Installation of chambers fittings	No activity	No activity		Completion certificates

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0.5	To resolve registered sanitation incidents within 14 days.	Sanitation incidents	Number of registered sanitation incidents resolved within 14 days	700 registered sanitation incidents resolved within 14 days	175 registered sanitation incidents resolved within 14 days	175 registered sanitation incidents resolved within 14 days	175 registered sanitation incidents resolved within 14 days	Progress Report	35 107 845.47
0.5	To resolve registered water incidents within 14 days.	Water incidents	Number registered water incidents resolved within 14 days	7000 registered water incidents resolved within 14 days	1 750 registered water incidents resolved within 14 days	1 750 registered water incidents resolved within 14 days	1 750 registered water incidents resolved within 14 days	Progress Report	
0.5	To tender tankering services by June 2019	Delivery of portable water	Number tankering services rendered	9.6 Ml delivery of Potable Water in Jane Furse Hospital and Buffelshoek	2.4 Ml delivery of Potable Water in Jane Furse Hospital and Buffelshoek	2.4 Ml delivery of Potable Water in Jane Furse Hospital and Buffelshoek	2.4 Ml delivery of Potable Water in Jane Furse Hospital and Buffelshoek	Progress Report	14 742 000.00
0.5	To provide diesel consistently to diesel driven machines by June 2019	Supply of diesel	Number of Litres of diesel supplied annually	40 000t of diesel supplied annually.	10 000t of diesel supplied annually.	10 000t of diesel supplied annually.	10 000t of diesel supplied annually.	Progress Report	1 193 000.00
0.5	To provide petrol consistently to petrol driven machines by June 2019	Supply of petrol	Number of Litres petrol supplied annually.	400t of petrol supplied annually.	100t of petrol supplied annually.	100t of petrol supplied annually.	100t of petrol supplied annually.	Progress Report	
0.5	To provide oil consistently to diesel and petrol driven machines by June 2019	Supply of oil	Number of Litres of oil supplied annually.	300t of oil supplied annually.	75t of oil supplied annually.	75t of oil supplied annually.	75t of oil supplied annually.	Progress Report	
0.5	To resolve registered M & E incidents within 14 days.	Mechanical & Electrical Services	Number of registered M & E incidents resolved within 14 days	450 of registered M & E incidents within 14 days	112.5 of registered M & E incidents within 14 days	112.5 of registered M & E incidents within 14 days	112.5 of registered M & E incidents within 14 days	Progress Report	3 570 000.00
2	To install Bulk Water Meters by June 2019	Installation of Bulk Water Meters	Number of bulk water meters installed by June 2018	8 bulk water meters installed	2 bulk water meters installed	2 bulk water meters installed	2 bulk water meters installed	Progress Report	500 000.00
1	To purchase Ml Bulk water by June 2019	ML Bulk Water Purchases	Number Ml of water purchased	10 062Ml of water purchased	2 515.5Ml of water purchased	2 515.5Ml of water purchased	2 515.5Ml of water purchased	Progress Report	110 142 000.00
PLANNING									
0.5	To develop Water Conservation /Water Demand Management Strategy for SDM by June 2019	Water Conservation and Water Demand Management Plan	Number of W/CWDM Strategy developed	One W/CWDM Strategy developed	Appointment of service provider for W/CWDM Strategy	Collection of Information/Assessment of status quo and inception report of W/CWDM	Draft W/CWDM developed	Draft W/CWDM strategy	500 000.00

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	To complete Phiring water reticulation & storage by June 2019	Phiring Water Intervention(Leboeng)	50% Borehole equipped & Footing for storage constructed.	Percentage of reticulation & storage constructed, borehole drilling & equipping	100% of 3.5km of reticulation & storage constructed, Drilling and Equipping of boreholes	40% of 3.5km of reticulation & storage constructed, 60% Drilling and Equipping of boreholes	60% of 3.5km of reticulation & storage constructed, 40% Drilling and Equipping of boreholes	Testing and Commissioning	No activity	Completion certificates	2 353 179
2											
1	To complete Internal Bulk - Distribution mains and Pressure Management System by June 2019	Nebo Phase 1A testing and commissioning	1.8km pipeline from 25MIL reservoir to Mashishing Reservoir constructed	Percentage of Internal Bulk - Distribution mains and Pressure Management System	100% completion of Internal Bulk - Distribution mains and Pressure Management System	25% completion of Internal Bulk - Distribution mains and Pressure Management System	25% completion of Internal Bulk - Distribution mains and Pressure Management System	50% completion of Internal Bulk - Distribution mains and Pressure Management System	No activity	Progress Report	6 500 000.00
2	To construct water reticulation at Apel Cross by June 2019	Apel Cross RDP Reticulation network	80% Construction of pipeline, relocation of elevated tanks and communal stand pipes	Percentage of Apel Cross water reticulation	100% Construction of pipeline, relocation of elevated tanks and communal stand pipes.	85% Construction of pipeline, relocation of elevated tanks and communal stand pipes.	5% Construction of pipeline, relocation of elevated tanks and communal stand pipes.	10% Construction of pipeline, relocation of elevated tanks and communal stand pipes.	No activity	Progress Report	3 000 000.00
2	To complete reticulation and installations of water meters by June 2019	Flag Boshielo WC/WD Management(Letebjane pilot project)	10km Reticulation network completed.	Percentage of Letebjane Water Project reticulation and installations of water meters.	100% completion of Letebjane Water Project reticulation and installations of water meters.	80% completion of Letebjane Water Project reticulation and installations of water meters.	10% completion of Letebjane Water Project reticulation and installations of water meters.	10% completion of Letebjane Water Project reticulation and installations of water meters.	No activity	Progress Report	8 000 000
2	To complete Package Plant, rising main and storage in Jane Furse RDP by June 2019.	Jane Furse RDP Package plant	68% Borehole drilling & testing, equipping & securing it with concrete pump house, Rising main complete.	Percentage of Package Plant, rising main and storage in Jane Furse RDP completed.	100% completion of Package Plant, rising main and storage in Jane Furse RDP.	70% completion of Package Plant, rising main and storage in Jane Furse RDP	10% completion of Package Plant, rising main and storage in Jane Furse RDP	10% completion of Package Plant, rising main and storage in Jane Furse RDP	10% completion of Package Plant, rising main and storage in Jane Furse RDP	Progress Report	4 000 000
2	To develop water source and installations of rising main at Maebe by June 2019	Maebe/Mohlaletsu Interventions	Three (3) Boreholes drilled, tested and equipped. Securing of boreholes with concrete structures.	Percentage of water source and installations of rising main at Maebe.	100% development of water source and installations of rising main at Maebe.	40% development of water source and installations of rising main at Maebe.	30% development of water source and installations of rising main at Maebe.	30% development of water source and installations of rising main at Maebe.	No activity	Progress Report	4 000 000
0.5	To construct VIDP Sanitation units by June 2019.	Construction of Moretsele VIDP	632 VIDP sanitation units completed	Number of VIDP sanitation units constructed	370 VIDP Sanitation units constructed	No activity	70 VIDP Sanitation units constructed	100 VIDP Sanitation units constructed	200 VIDP Sanitation units constructed	Progress Report	5 000 000
0.25	To refurbish and rehabilitate the existing reservoir in Madibong village by June 2019.	Madibong Water Supply	Geohydrological studies 100% complete and the drilled boreholes are dry, then project is halted.	Percentage refurbish and rehabilitate the existing reservoir in Madibong village.	100% refurbishment and rehabilitation of the existing reservoir in Madibong village.	No activity	40% refurbishment and rehabilitation of the existing reservoir in Madibong village.	50% refurbishment and rehabilitation of the existing reservoir in Madibong village.	No activity	Progress Report	3 000 000

0.256	To construct the water storage in Utiyugth village by June 2019	Utiyugth Water Supply	69% construction of Pipeline, eskom, boreholes drilling & testing, equipping and securing with concrete pump house.	Percentage of water storage constructed in Utiyugth village	100% of water storage constructed in Utiyugth village	75% of water storage constructed in Utiyugth village	10% of water storage constructed in Utiyugth village	10% of water storage constructed in Utiyugth village	5% of water storage constructed in Utiyugth village	Progress Report	3 000 000
0.255	To develop water source by June 2019	Mapulaneng drilling and equipping of borehole	New Infrastructure	Percentage of water source developed	100% of water source developed.	10% of water source developed.	40% of water source developed.	20% of water source developed.	20% of water source developed.	Progress Report	3 000 000
0.25	To construct water supply pipeline, package plant and steel storage tank June 2019	Maseven Bulk Water supply project.	New Infrastructure	Percentage of water supply pipeline, package plant and steel storage tank completed	100% completion of water supply pipeline, package plant and steel storage tank	15% completion of water supply pipeline, package plant and steel storage tank	45% completion of water supply pipeline, package plant and steel storage tank	20% completion of water supply pipeline, package plant and steel storage tank	20% completion of water supply pipeline, package plant and steel storage tank	Progress Report	14 000 000
MUNICIPAL INFRASTRUCTURE GRANT (MIG)											
0.5	To construct VIP Sanitation units by June 2019 within 2	VIP Sanitation Programme Phase 2.2	15 180 VIP Units constructed	Number of VIP sanitation units constructed	1020 of VIP sanitation units constructed	No activity	200 VIP Sanitation toilets constructed	350 VIP Sanitation toilets constructed	470 VIP Sanitation toilets constructed	Progress Report	20 424 125.30
0.5	To construct VIP Sanitation units by June 2019 within 2	VIP Sanitation Programme Phase 2.2	15 180 VIP Units constructed	Number of VIP sanitation units constructed	1630 of VIP sanitation units constructed	No activity	400 VIP Sanitation toilets constructed	540 VIP Sanitation toilets constructed	690 VIP Sanitation toilets constructed	Progress Report	21 476 511.60
0.5	To complete Zaaiplaas bulk pipeline, command reservoir and pump station by June 2019	Zaaiplaas Village Reticulation Phase 2	80% construction of Dindela Reservoir. Commissioning of bulk pipeline and pump station completed	Percentage of Zaaiplaas bulk pipeline, command reservoir and pump station constructed	100% of Zaaiplaas bulk pipeline, command reservoir and pump station constructed	85% of Zaaiplaas bulk pipeline, command reservoir and pump station constructed	10% of Zaaiplaas bulk pipeline, command reservoir and pump station constructed	5% of Zaaiplaas bulk pipeline, command reservoir and pump station constructed	No activity	Completion certificates	424 668.45
0.5	To upgrade and extend Roosenekal Waste Water Treatment Works (WWTW) by June 2019	Roosenekal WWTW	70% of Roosenekal WWTW done	Percentage of Upgrading and Extension of Roosenekal WWTW constructed	100% Upgrading and Extension of Roosenekal WWTW constructed	75% Upgrading and Extension of Roosenekal WWTW constructed	15% Upgrading and Extension of Roosenekal WWTW constructed	10% Upgrading and Extension of Roosenekal WWTW constructed	No activity	Completion certificates	424 668.45
4.28	To construct VIP Sanitation units by June 2019 within Makhuduthamaga Municipality	VIP Sanitation programme phase 2.2	15 180 VIP Units constructed	Number of VIP sanitation units constructed	1835 VIP Sanitation units constructed	No activity	600 VIP Sanitation toilets constructed	600 VIP Sanitation toilets constructed	635 VIP Sanitation toilets constructed	Progress Report	26 325 000.00
0.5	To construct reticulation network in Ga-Mashabela by June 2019	Ga-Mashabela water reticulation supply	60% of water reticulation constructed	Percentage of water reticulation supply constructed	100% construction of water reticulation constructed	85% construction of water reticulation constructed	10% construction of water reticulation constructed	5% construction of water reticulation constructed	No activity	Completion certificates	23 896 521.22
0.5	To construct reticulation network in Ga-Marshane by June 2019	Ga-Marshane water reticulation supply	30% water reticulation constructed	Percentage of water reticulation supply constructed	100% water reticulation supply constructed	45% construction of water reticulation constructed	25% construction of water reticulation constructed	30% construction of water reticulation constructed	No activity	Completion certificates	9 590 358.50

0.5	To construct reticulation network in Lobethal by June 2019	Lobethal water supply	40% construction constructed	Percentage of water supply constructed	100% water reticulation supply constructed	60% construction of water supply constructed	20% construction of water supply constructed	20% construction of water supply constructed	No activity	Completion certificates	424 688.45
0.5	To construct reticulation network in Ga-Phaahla by June 2019	Ga-Phaahla water supply	40% construction constructed	Percentage of water supply constructed	100% water reticulation supply constructed	60% construction of water supply constructed	20% construction of water supply constructed	20% construction of water supply constructed	No activity	Completion certificates	6 721 314.72
3	To construct reticulation network in Fetakgomo Tubatse LM VIP Sanitation units by June 2019	VIP Sanitation programme phase 2.2	15 180 VIP Units constructed	Number of VIP sanitation units constructed	715 VIP Sanitation units constructed	No activity	300 VIP Sanitation toilets constructed	300 VIP Sanitation toilets constructed	115 VIP Sanitation toilets constructed	Progress Report	9 805 283.89
0.5	To construct completion of bulk water reticulation in Mooiplaas and Strydkraal Supplement by June 2019	Contract 21, 22 & 24 : (Bulk, Res, PS & WDM Chamber in various villages)	85% Water supply below RDP level	Percentage of bulk water reticulation in Mooiplaas and Strydkraal Supplement constructed	100% completion of bulk water reticulation in Mooiplaas and Strydkraal Supplement constructed	90% completion of bulk water reticulation in Mooiplaas and Strydkraal Supplement constructed	10% completion of bulk water reticulation in Mooiplaas and Strydkraal Supplement constructed	No activity	No activity	Completion certificates	9 000 000.00
0.5	To complete Concrete reservoirs; Bulk Water Supply; and Reticulation at Nkading: Phase 9 to 11 by June 2019	Nkading RWS Extension 2(Phase 9 to 11) (Fetakgomo o) Ga-Minela to Mashilavele , Ga-Pahla, Molapong, Ga-Mogolego, Mankontu and Masehlana	40% Nkading WTW, Command Reservoir, reticulation and bulk line below RDP level constructed	Percentage of Completion of Concrete reservoirs; Bulk Water Supply; Reticulation.	100% Completion of Concrete reservoirs; Bulk Water Supply; Reticulation at Nkading: Phase 9 to 11	60% Completion of Concrete reservoirs; Bulk Water Supply; Reticulation at Nkading: Phase 9 to 11	20% Completion of Concrete reservoirs; Bulk Water Supply; Reticulation at Nkading: Phase 9 to 11	20% Completion of Concrete reservoirs; Bulk Water Supply; Reticulation at Nkading: Phase 9 to 11	No activity	Completion certificates	15 937 980.32
3	To construct VIP Sanitation units by June 2019	VIP Sanitation programme phase 2.2	15 180 VIP Units constructed	Number of VIP sanitation units constructed	1 630 VIP Sanitation units constructed	No Activity	400 VIP Sanitation toilets constructed	540 VIP Sanitation toilets constructed	690 VIP Sanitation toilets constructed	Progress Report	25 311 841.99
0.5	To construct command reservoir, pump station and pipelines at GaMaphophya by June 2019	Ga - Maphophya Command Reservoir	20% completion of Maphophya Command Reservoir constructed	Percentage of completion of command reservoir, pump station and pipelines at Ga-Maphophya constructed	100% completion of command reservoir, pump station and pipelines at Ga-Maphophya constructed	40% completion of command reservoir, pump station and pipelines at Ga-Maphophya constructed	30% completion of command reservoir, pump station and pipelines at Ga-Maphophya constructed	30% completion of command reservoir, pump station and pipelines at Ga-Maphophya constructed	No activity	Completion certificates	9 000 000.00
0.5	To construct connector pipe network in Lebalelo South by June 2019	Lebalelo South connector pipes	30% connector pipes constructed	Percentage of connector pipe network constructed	100% of connector pipe network constructed	40% of connector pipe network constructed	30% of connector pipe network constructed	30% of connector pipe network constructed	No activity	Progress Report	70 558 516.71
0.25	To construct reticulation network and reservoirs in Lebalelo South phase 2 by June 2020	Lebalelo South reticulation pipe & water storages	Project advertised and waiting procurement of Contractors	Percentage completion of reticulation network & reservoirs in Lebalelo South phase 2	50% of reticulation network and reservoirs in Lebalelo South phase 2 constructed	No Activity	15% construction of reticulation network & reservoirs constructed	20% construction of reticulation network & reservoirs constructed	15% construction of reticulation network & reservoirs constructed	Progress Report	195 614 540.39

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OPERATION CLEAN AUDIT										R 0
To address AG findings by June 2019	0.5	100% external audit findings 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	
To monitor internal controls by June 2019	0.25	100% internal control 2017/2018 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	0.25	*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 (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)	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	0.25	6 portfolio committee meetings held	Number of 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	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	0.25	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	80% risk management issues resolved	Risk reports	
To address internal audit issues	0.25	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	reports	
To implement Council resolutions	0.25	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	reports	
LOCAL ECONOMIC DEVELOPMENT										
To create municipal jobs through Infrastructure projects by June 2019	0.2	871 jobs created in 2017/2018 financial year	Number of jobs created through Infrastructure projects	6061 Jobs created through Infrastructure projects	0 Jobs created through Infrastructure projects	200 Jobs created through Infrastructure projects	2000 Jobs created through Infrastructure projects	3881 Jobs created through Infrastructure projects	Job creation Reports	R 0
INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT										
To monitor the performance of managers and lower level employees	0.2	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 officials signed	100% performance agreements for managers and commitments for level 4 & 5 officials signed	0% performance agreements for managers and commitments for level 4 & 5 officials signed	0% performance agreements for managers and commitments for level 4 & 5 officials signed	0% performance agreements for managers and commitments for level 4 & 5 officials signed	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	4 quarterly reports coordinated	1 quarterly reports coordinated	1 quarterly reports coordinated	1 quarterly reports coordinated	Quarterly reports
3								
FINANCIAL VIABILITY								
To curb expenditure variance at 10%	EXPENDITURE MANAGEMENT	10% variance 2017/2018 achieved	Percentage variance achieved	10% variance achieved	25% variance achieved	10% variance achieved	10% variance achieved	Expenditure reports
0								
To monitor the implementation of Miscoa by June 2019	Implementation of Miscoa	Council resolution 2014/2015 & Treasury circular	Percentage participation in mSCOA compliance during budget process	100% participation in mSCOA compliance during budget process	No activity	100% participation in mSCOA compliance during budget process	100% participation in mSCOA compliance during budget process	Draft and final budget. Attendance register
0								
								R 0

DIRECTOR: INFRASTRUCTURE & WATER SERVICES

MUNICIPAL MANAGER

31/05/2018
DATE

31/07/2018
DATE

CCR



Sekhukhune District Municipality

CORE COMPETENCIES REQUIREMENTS FOR MANAGERS REPORTING DIRECTLY TO THE MUNICIPAL MANAGER

NAME OF INCUMBENT: MR. MAJA L

POSITION HELD: Director; INFRA. AND WATER SERVICES

DATE 31/07/2018

SIGNATURE _____

NAME OF SUPERVISOR: MS MASEKO NORAH

POSITION HELD: MUNICIPAL MANAGER

DATE 31/07/2018 SIGNATURE _____

CORE MANAGERIAL AND OCCUPATIONAL COMPETENCIES		
Core Managerial Competencies	CHOICE	WEIGHT
Strategic Capability and leadership		
Programme and Project Management		
Financial Management(Compulsory)	X	
Change Management		4
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment(Compulsory)	X	4
Client Orientation and Customer Focus(Compulsory)	X	4
Communication		
Honesty and Integrity		
Core Occupational Competencies		
Competence in Self-Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Performance Management and Reporting		
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	X	
Skills in Mediation		4
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

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PERSONAL DEVELOPMENT PLAN



PERSONAL DEVELOPMENT PLAN (PDP)

ENTERED INTO BY AND BETWEEN

MS MASEKO N.T (MUNICIPAL MANAGER)

AND

MR MAJA LEKGAØ *LM*
(INFRASTRUCTURE AND WATER SERVICES)

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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.

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- 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

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Personal Development Plan for: Maia Lekgao (Infrastructure and Water Services)

Compiled on : 31/07/2018

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
- Water Technology as it changes with climate change - New management dynamics	- Masters in Engineering by 2022 - MDP Diploma by 2022	- Masters in Engineering Water - Management Development Programme	- Enrol for Masters programme - Enrol for MDP	- 36 months - 36 months	- Water Industry - Public & Private Sector	- Specialists Professor - Specialists Professor

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Employee Signature


Supervisor's Signature