PERFORMANCE AGREEMENTS

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:

MR MESHACK MAHLAGAUME KGWALE

AND

DIRECTOR: INFRASTRUCTURE & WATER SERVICES
MR MASHELE FLOYD

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR 2024-2025

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Sekhukhune District Municipality herein represented by **Mr Kgwale M.M.** in her capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

And

Mr Mashele F,
Employee of the Municipality (hereinafter referred to as the Director: Infrastructure & 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 2024 until 30 June 2025. 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**.

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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	100%

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 an national policy frameworks		
Knowledge of Performance Management and Reporting		

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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	-	**100%**

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.

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(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.					

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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.

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11. <u>CONSULTATION</u>

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. <u>MANAGEMENT OF EVALUATION OUTCOMES</u>

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. <u>DISPUTE RESOLUTION</u>

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. <u>GENERAL</u>

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.

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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 .... on this the 18. day of ....July... 2024.

AS WITNESSES:

1. ____________________

2. ____________________

Mr Mashele F
DIRECTOR:INFRA & WATER SERVICES

AS WITNESSES:

1. ____________________

2. ____________________

Mr. Kgwale M.M
MUNICIPAL MANAGER

SCORE CARD

2024/2025 SCORECARD

BASIC SERVICES DELIVERY

WEIGHT	SUB-WEIGHT	OBJECTIVES	PROJECT	BASELINE 2023/2024	INDICATORS	ANNUAL TARGET 2024/2025	Q1	Q2	Q3	Q4	POE	BUDGET 2024-2025
OPERATIONS AND MAINTANANCE (O&M)												
80%	1	To improve water service provisioning by June 2025	Sanitation incidents	90% registered sanitation incidents resolved within 14 days	Percentage of registered sanitation incidents resolved within 14 days	90% registered sanitation incidents resolved within 14 days	90% registered sanitation incidents resolved within 14 days	90% registered sanitation incidents resolved within 14 days	90% registered sanitation incidents resolved within 14 days	90% registered sanitation incidents resolved within 14 days	Incidents report	R50 457 246.90
	1		Water incidents	80% of registered water incidents resolved within 14 days	Percentage of registered water incidents resolved within 14 days	80% of registered water incidents resolved within 14 days	80% of registered water incidents resolved within 14 days	80% of registered water incidents resolved within 14 days	80% of registered water incidents resolved within 14 days	80% of registered water incidents resolved within 14 days	Incidents report	
	3,0		Bulk Water Purchases	2515,5Mℓ of water purchased	Number of Mℓ water purchased	2515,5Mℓ of water purchased	628, 75Mℓ of water purchased	628, 75Mℓ of water purchased	628, 75Mℓ of water purchased	628, 75Mℓ of water purchased	Summary meter readings report	R121 062 176.22
	1,5		Borehole Development	20 boreholes developed	Number of boreholes developed	81 boreholes developed	15 boreholes developed	22 boreholes developed	22 boreholes developed	22 boreholes developed	Drilling report	45,000,000.00
	1,5		Provision of water through water tankers	243 000 kl of water provided through water tankers	Number of Kilolitres of water provided through water tankers	243 000 kl of water provided through water tankers	42 660 kl of water provided through water tankers	42 660 kl of water provided through water tankers	78 840 kl of water provided through water tankers	78 840 kl of water provided through water tankers	Tankering report	1,049,000.00
BULK OPERATIONS												
	1,5	To improve water service provisioning by June 2025	Electromechenical incidents	Audited Assets Register	Percentage of reported electromechenical incidents attended to	100% reported electromechenical incidents attended to	100% reported electromechenical incidents attended to	100% reported electromechenical incidents attended to	100% reported electromechenical incidents attended to	100% reported electromechenical incidents attended to	Incident register	40,700,000.00
	1,5		Refurbishment of Vergelegen water treatment works	Dilapidated WTW	Number of WTW (Vergelegen) refurbished	1 WTW (Vergelegen) refurbished	Appointment of PSP	Assessment of WTW (Vergelegen)	Appointment of Contractor	1 WTW (Vergelegen) refurbished	Signed report	4,000,000.00
	1,5		Refurbishment of Masemola water treatment works	Dilapidated WTW	Number of WTW (Masemola) refurbished	1 WTW (Masemola) refurbished	Appointment of PSP	Assessment of WTW (Masemola)	Appointment of Contractor	1 WTW (Masemola) refurbished	Signed report	3,000,000.00

	1,5		Refurbishment of WWTW's (Dennilton, Burgersfort, Penge WWTW's, Phooko Booster Pump Station, Leeufontein Oxidation Pond)	Refurbishment of Groblersdal & Praktiseer WTW's	Number of WWTW's refurbished (Dennilton, Burgersfort, Penge WWTW's, Phooko Booster Pump Station, Leeufontein Oxidation Pond)	5 WWTW's refurbished (Dennilton, Burgersfort, Penge WWTW's, Phooko Booster Pump Station, Leeufontein Oxidation Pond)	Appointment of PSP	Assessment of WWTW's (Dennilton, Burgersfort, Penge WWTW's, Phooko Booster Pump Station, Leeufontein	Appointment of Contractor	5 WWTW's refurbished (Dennilton, Burgersfort, Penge WWTW's, Phooko Booster Pump Station, Leeufontein	Signed report	45 000 000.00
ELECTRO MECHANICAL												
	1,5	To Improve Infrastructure Reliability and Sustainability by June 2025	Powered Borehole Installation Initiative	New	Number of boreholes Energised	20 boreholes Energised	3 boreholes Energised	7 boreholes Energised	5 boreholes Energised	5 boreholes Energised	Signed report	30,000,000.00
	3,0	To improve water service provisioning by June 2025	Electricity Usage	261 399,312 KWH of electricity used	Number of KWH electricity used.	401 703,060 of KWH electricity used.	100 425,765 of electricity used	100 425,765 of electricity used	100 425,765 of electricity used	100 425,765 of electricity used	Signed report	70,000,000.00
REGULATIONS & GOVERNANCE												
	1,0	To comply with regulations by June 2025	Developing and reviewing water related policies	Water and Sanitation policy	Number of policies to be reviewed and developed	01 policy reviewed and 02 developed	Appointment of service providers	Reviewed policy taken for public participation	Draft Policy approved by Council	3 Policies promulgated	3 promulgated policies	2 238 566.00
	1,0		Review Water and Sanitation By-Law	Outdated Water and Sanitation By-Law	Number of Water and Sanitation By-law reviewed	01 Water and Sanitation By-law reviewed	Appointment of service provider	01 Water and Sanitation By-law reviewed	Draft reviewed Water and Sanitation By-Law taken for public participation	Reviewed Water and Sanitation By-Law promulgated	Copy of promulgated Water and Sanitation By-Law	
	1,0		Awareness Campaigns	Water & Sanitation By-Law	Number of Awareness Campaigns conducted	08 Awareness Campaigns conducted	02 Awareness campaign conducted	02 Awareness campaign conducted	02 Awareness campaign conducted	02 Awareness campaign conducted	Reports/Attendance Register	629,924.50
	1,0		Water Use License	05 Water Use Licences in place	Number of Water Use Licenses applied	03 Water Use Licenses applied	Appointment of PSP	Completion of Application forms	Submission of Application forms to DWS	03 Water Use Licenses applied	Copies of 3 Water Use Licenses	2,238,566.00
	1,0	Registering water and sanitation infrastructure by 2025	Registrations of Servitudes	Water and sanitation Infrastructure	Number of Servitudes Registered	02 Servitudes Registered	Appointment of PSP	Subdivision of land use processed	Conveyancing of properties	02 Servitudes registered with Deeds Office	Title Deeds	3,000,000.00

MUNICIPAL INFRASTRUCTURE GRANT(MIG)

	1,0	To reduce water services backlog with 90% by June 2025	Lebalelo South connector pipes and reticulation	Mooihoek Water Treatment Works	Number of steel tanks erected	3 Steel tanks erected	No Activity	No Activity	No Activity	3 Steel tanks erected	Progress report	5,698,635.70
	2,0		Upgrading of De Hoop WTW	2 sludge dams and 5km Subfloor pipeline and chemical building constructed,filter building constructed, clarifies and retaining wall	Number of sludge dams and km of subfloor pipeline and chemical building constructed, filter building constructed.	2 sludge dams and 5km of subfloor pipeline and 1 chemical building constructed, 1 filter building constructed.	1 Sludge dam. 1.5 km subfloor pipeline constructed.	1 Sludge dam and 1.5km subfloor pipeline constructed.	1.5 km Subfloor pipelines, .1 Filter building constructed.	0.5 subfloor pipeline, and 1 chemical building constructed.	Monthly progress report	72 556 187, 93
	4,0		Upgrading of Groblersdal – Luckau Bulk Water Scheme Phase 1	Groblersdal 12Ml Water Treatment Works	Number of Km for bulk pipeline constructed.	11 Km of bulk pipeline constructed.	2 Km of bulk pipeline constructed.	3 Km of bulk pipeline constructed.	3 Km of bulk pipeline constructed.	3 Km of bulk pipeline constructed.	Monthly progress report	150,064,320.06
	2,0		Upgrading of Groblersdal – Luckau Bulk Water Scheme Phase 2	Groblersdal 12Ml Water Treatment Works	Number of Km for bulk pipeline constructed	6 Km of bulk pipeline constructed.	No Activity	No Activity	3 Km of bulk pipeline constructed.	3 Km of bulk pipeline constructed.	Monthly progress report	100,000,000.00
	2,0		Upgrading of Groblersdal – Luckau Bulk Water Scheme Phase 2	Groblersdal 12Ml Water Treatment Works	Percentage reservoirs and booster pump station constructed.	50% of concrete reservoir and booster pump station constructed	No Activity	No Activity	25% of concrete reservoir and booster pump station constructed	25% of concrete reservoir and booster pump station constructed	Monthly progress report	
	2,0		Moutse East and West Water Reticulation phase 1	21 Km of reticulation pipeline constructed	Number of reticulation, bulk pipeline and elevated steel tank constructed	348.44 km reticulation, 13.7 bulk pipeline and 6 elevated steel tank constructed	87.11km of reticulation, 4km internal bulk and 1*elevated tank	87.11km of reticulation, 4km internal bulk and 1* elevated steel tank	87.11km of reticulation, 2.9km internal bulk and 2* elevated steel tank	87.11km of reticulation, 2.8km internal bulk and 2* elevated steel tank	Monthly reports	66,989,267.40
	1,0		Moutse East and West Water Reticulation phase 2	"1 Detailed Designs Completed for Water reticulation	Number of km of reticulation pipeline constructed and bulk pipeline constructed	50km of reticulation pipeline and 5km bulk pipeline constructed	Detailed design	Procurement processes	25km of reticulation pipeline constructed	25km of reticulation pipeline and 5km bulk pipeline constructed	Monthly reports	20,000,000.00

	3,0		Mampuru Bulk Water Scheme	Ga Malekana Water Treatment Works	Percentage Preliminary Designs completed and number of service providers appointed	100% Preliminary Designs completed and 1 service provider appointed	75% Preliminary Designs Completed	100% Preliminary Designs Completed	Advertisement for appointment of service provider	appointment of Service Provider	Approval of designs and appointment letters	43,280,717.18
	1,0		Olifantspoort South Regional Water Supply Phase 6	Olifantspoort South Regional Water Treatment Works	Number of pipelines hydraulically tested and commissioned. Number of self-supportive borehole solar installed	1 x pipeline hydraulically tested and commissioned. 8 x self-supportive borehole solar installed	1 x pipeline hydraulically tested and commissioned. 8 x self-supportive borehole solar installed	No Activity	No Activity	No Activity	Monthly progress report	17,538,121.73
	1,0		GaMaphopha Command Reservoir	Ga Malekana Water Treatment Works	Number of manholes, cathodic protection, connections completed and reservoir tested and commissioned.	1 manholes, cathodic protection, connections completed and 1 reservoir tested and commissioned.	1 Completion of manholes, cathodic protection and connections.	1 reservoir tested and commissioned.	No Activity	No activity	Monthly progress report,close out report	R7 271 300.00
Rural Roads Asset Management System												
	1,0	Develop Road Asset Management Plan	Development of Rural Roads Asset Management System	Desk top studies and the first rounds of Visual Conditions Assessments	Number of km of Roads assessed.	3 800 km of Roads assessed	950km of kilometres of Roads assessed	950km of kilometres of Roads assessed	950km of kilometres of Roads assessed	950km of kilometres of Roads assessed	Monthly progress report	2,571,000.00
REGIONAL BULK INFRASTRUCTURE GRANT (RBIG)												
	3,0	To reduce water services backlog with 90% by June 2027	Construction of Mooihoek bulk water supply Phase G1.1	1 X 5 Ml concrete reservoir completed Phase 4BA	Number of km of bulk pipeline and package plant type clarifier constructed	0.1 Kilometres of bulk water supply pipeline and 1 package plant type clarifier constructed	0.1 Kilometres of bulk water supply pipeline and 1 package plant type clarifier constructed	No activity	No activity	No activity	Monthly progress report	25,072,000.00
	3.0		Nebo BWS Commission Malekana to Jane Furse Pipeline	Nebo Phase1A completed and not commissioned	Number of km of bulk water supply inspected , tested and commissined. command resirviour tested and commissioned	31 km of bulk water supply inspected , tested and commissined. 1 command resirviour tested and commissioned	Conditional assessment	Prepare scope of work for possible remedial work	31 km of bulk water supply inspected.	31 km of bulk water supply inspected , tested and commissined. 1 command resirviour tested and commissioned	Monthly progress report	R32 169 000,00

	1,0		Development of IRS on the De Hoop, Nebo Plateau scheme up to Zaaiplaas	Bulk Water Services Master Planning	Number of consultant appointed, scoping and needs assessment, feasibility study, preliminary design report and implementation readiness study	1 consultant appointed for scoping and needs assessments. F easibility study, preliminary design report and implementation readiness study	Finalise appointment of consultant to develop IRS and do inception report	Scoping and needs assessment reports finalised	Feasibility Study Report finalised	Preliminary Design Report and Implementation Reeadiness Study finalised	Monthly progress report	
	3,0		Nebo BWS Makgeru to Schoornoord BWS	23 Km of Schoornoord bulk water supply pipeline in Makgeru. 10ML Command Concrete Reservoir in Schoornoord constructed	Number of km of bulk pipeline constructed.	1km of bulk pipeline constructed.	0,5km of bulk pipeline constructed.	0,5km of bulk pipeline constructed.	No activity	No activity	Progress report	R27 080 000,00
	1,0		Moutse BWS Project (7 to 12)	77 Kilometres of bulk water supply pipeline constructed and tested	Number of km of ductile pipeline commissioned	77km of ductile pipeline commissioned	No activity	No activity	No activity	77km Commissioning phase between Uitspanning to Lusaka (Taereng) Reservior and to Spitspunt Reservoir	Progress report	R2 370 000.00
	3,0		Moutse BWS Project 13 & 14	1 WTW in Groblersdal extended in Project 1 and 1 pump station constructed in Project 6	Number of mechanical and Electrical (M & E) components tested and commissioned for the extensions of the Groblersdal Water Treatment Works and pump station.	1 mechanical and Electrical (M & E) components tested and commissioned for the extensions of the Groblersdal Water Treatment Works and pump station.	No activity	1 mechanical and Electrical (M & E) components tested and commissioned for the the extensions of the Groblersdal Water Treatment Works and pump station	No Activity	No activity	Progress report	38,309,000.00
WSIG schedule 6B												
	1,0	To reduce water services backlog with 90% by June 2025	Maebe Water Intervention Project – Phase V	4 kilometres of water pipeline and 2 boreholes completed	Number of boreholes electrical transformers installed.	3 boreholes electrical transformers installed.	3 boreholes electrical transformers installed.	No Activity	No activity	No activity	Monthly progress report	5,710,250.12

	1,0		Phokwane/Brooklyn Water Supply	Business Plan	Number of boreholes, pipeline and elevated steel tank constructed	1 borehole, 2.4 km pipeline and 80kl elevated steel tank constructed	1 borehole developed/ constructed	1.4km pipeline constructed	1.0km pipeline constructed	80kl elevated steel tank constructed	Progress Report	3,971,000.00
	1,0		Commissionin g of Moutse bulk pipeline	Moutse bulk pipeline	20km bulk pipeline commissioned	20km bulk pipeline commissioned	Relay and test of 10km pipework from Groblersdal WTW to Groblersdal Pump Station	Relay and test of 10km pipework From Groblersdal Pump Station to Uitspanning	Commissioning of 20km bulk pipeline	No activity	Progress Report	14,624,003.37
	1,0		Enkosini Water Supply Project	Refurbishment of 1 Package Plant	Number of km of reticulation network constructed and water sources upgraded	5.9 km of reticulation network constructed, and 1 water sources upgraded	3km of reticulation nework constructed.	2.9km of reticulation nework constructed.	1 water source developed	No activity	Progress Report	4,623,114.10
	1,0		Ga-Marishane Village water supply	1.1ML Reservoir, Water Treatment Plant and 3.6-kilometre bulk pipeline	Number of boreholes equipped, and pipeline constfructed	2 Boreholes equipped and 3km pipeline constructed	2* boreholes equipped and 3km pipeline constructed	Commissioning and handover	No activity	No activity	Monthly reports	3,736,405.30
	1,0		Tukakgomo Water Intervention phase V	3.5 km of pipeline and water abstraction point	Number of km pipeline constructed, water metres installed and repairing of rising main	3km pipeline constructed, 486 water metres installed and 1km repairing the rising main	3km of pipeline extension constructed	486 water meters installed	1km Repairing of rising main	No activity	Progress Report	3,340,500.00
	1,0		Laersdrift Water Supply	Feasibility Feasibility studies and Business Plan and Business Plan	Number of km of reticulation network, rising main and storage tank constructed	4.5km of reticulation network, 2.6km of rising main constructed and 80kl of storage tank installed	2.6km of rising main constructed.	4.5km of reticulation network Constructed.	Installation 80kl of storage tank	No activity	Progress Report	11,051,768.75
	1,0	To reduce water services backlog with 90% by June 2025	Eenzaam water supply (works package 1)	Dilapidated water service infrastructure	Number of boreholes equipped and bulk pipeline constructed	2 Boreholes equipped, 6km bulk pipeline constructed	Appointment of service provider	2km of bulk pipeline constructed	1km of bulk pipeline constructed and 1 borehole equiped	3km of bulk pipeline constructed and 1 boreholes equipped	Progress Report	17,473,958.36
WSIG SCHEDULE 5B												
	2,0	To reduce water services backlog with 90% by June 2025	Kgotlopong water intervention (work package 1)	Dilapidated water service infrastructure	Number of boreholes equipped and pipelines constructed	1 borehole equipped and 12km pipelines constructed	Appointment of service provider	1 borehole equipped	6 km pipelines constructed	6 km pipelines constructed	Progress Report	43,963,000.00

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

	1,0	To address AG findings by June 2025	**OPERATION CLEAN AUDIT**	100% external audit findings 2023/2024 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
	1,0	To monitor Internal controls by June 2025	Internal control	100% internal control 2023/2024 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	
	1,0	To monitor timeous submission of municipal reports/documents by June 2025	Timeous submission of municipal reports/documents	*Quarterly & monthly reports submitted. *IDP, Council resolution register & Annual report information updated	Percentange 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 & 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	
	1,0	To have functional portfolio committees by June 2025	Functional Portfolio Committee	6 portfolio committee meetings held	Number of portfolio committee meetings held as per coucil schedule of activities	11 portfolio committee meetings held as per coucil schedule of activities	3 portfolio committee meetings held as per coucil schedule of activities	2 portfolio committee meetings held as per coucil schedule of activities	3 portfolio committee meetings held as per coucil schedule of activities	3 portfolio committee meetings held as per coucil schedule of activities	Agenda, minutes and attendance registers	
	1,0	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	80% risk management issues resolved	Risk reports	
	1,0	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	reports	
	1,0	To implement Council resolutions	**COUNCIL RESOLUTIONS**	100% council resolution implemented 2023/2024	Percentage implelementation of council resolutions	100% implelementation of council resolutions	100% implelementation of council resolutions	100% implelementation of council resolutions	100% implelementation of council resolutions	100% implelementation of council resolutions	reports	
INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT												
	1,0	To monitor the performance of managers and lower level employees	Performance agreements for managers and commitments	30% 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%	0%	0%	Signed performance agreements/ commitment	R 0
	1,0	To coordinate Quartely Reports by June 2025	Quartely Reports	2023/2024 Quartely Reports in place	Number of quartely reports coordinated	4 quartely reports coordinated	1 quartely reports coordinated	1 quartely reports coordinated	1 quartely reports coordinated	1 quartely reports coordinated	Quarterly reports	
FINANCIAL VIABILITY												

	1,0	To curb expenditure variance at 10%	**EXPENDITURE MANAGEMENT**	10% variance 2023/2024 achieved	Percentage variance achieved	10% variance achieved	25% variance achieved	25% variance achieved	10% variance achieved	10% variance achieved	Expenditure reports	R 0
	1,0	To monitor the implementation of Mscoa by June 2025	Implementation of Mscoa	Council resolution 2023/2024 & 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	

DIRECTOR:INFRA.&WATER SERVICES

18/07/2024
DATE

MUNICIPAL MANAGER

23/07/2024
DATE

CCR

Sekhukhune District Municipality

CORE COMPETENCIES REQUIREMENTS FOR MANAGERS REPORTING DIRECTLY TO THE MUNICIPAL MANAGER

NAME OF INCUMBENT: MASHELE F
POSITION HELD: DIRECTOR; IWS
DATE 18/07/2024 SIGNATURE

NAME OF SUPERVISOR: MR KGWALE M.M
POSITION HELD: MUNICIPAL MANAGER
DATE 23/07/2024 SIGNATURE

CORE MANAGERIAL AND OCCUPATIONAL COMPETENCIES	CHOICE	WEIGHT
Core Managerial Competencies		
Strategic Capability and leadership		
Programme and Project Management		4
Financial Management(Compulsory)	X	4
Change Management		
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		4
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		
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

PERSONAL DEVELOPMENT PLAN (PDP)

ENTERED INTO BY AND BETWEEN

MR. KGWALE MESHACK MAHLAGAUME

(MUNICIPAL MANAGER)

AND

MR MASHELE FLOYD
DIRECTOR: INFRASTRUCTURE &
WATER SERVICES

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: Mr Mashele F(Director: Infrastructure & Water Services)

Compiled on : ....

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
		Post Graduate Diploma in Project Management NQF8	Part Time	1.5 Year		

Employee Signature

Supervisor's Signature