

PERFORMANCE AGREEMENT



PERFORMANCE AGREEMENT

(Managers directly accountable to the Municipal Manager)

MADE AND ENTERED INTO BY AND BETWEEN:

SEKHUKHUNE DISTRICT MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER:

MR MISHACK MAHLAGAUME KGWALE

AND

DIRECTOR: INFRASTRUCTURE & WATER SERVICES
MR MASHELE FLOYD

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR 2025-2026

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Sekhukhune District Municipality herein represented by **Mr Kgware M.M.** in his 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 2025 until 30 June 2026. 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	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 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	-	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.

- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

7.3 Overall rating

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

7.4. Rating Scale

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

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

7.5. EVALUATION PANEL

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

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

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1. The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates; with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter : July – September (review by October)
Second quarter : October –December (review by January)
Third quarter : January – March (review by April)
Fourth quarter : April – June (review by July)

8.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

8.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

8.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "B" from time to time for operational reasons. ~~The~~ **Employee** will be fully consulted before any such change is made.

8.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

9. DEVELOPMENTAL REQUIREMENTS

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

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall –

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

11. CONSULTATION

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

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 In the case of unacceptable performance, the **Employer** shall –
- 12.1.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 12.1.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

- 13.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
- 13.1.1 The Executive Mayor within thirty (30) days of receipt of a formal dispute from the **Employee**; or
 - 13.1.2 Any other person appointed by the Executive Mayor.
 - 13.1.3 In the case of Managers directly accountable to the Municipal Manager, a Member of the Mayoral Council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

Whose decision shall be final and binding on both parties.

- 13.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

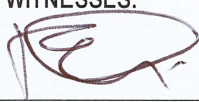
14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure B may be made available to the public by the **Employer**.
- 14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

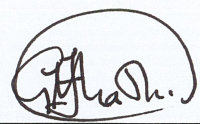
- 14.3 The performance assessment results of the section 56 manager must be submitted to the municipal manager as the responsible person, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at GIDAL on this the 30 day of JUNE 2025.

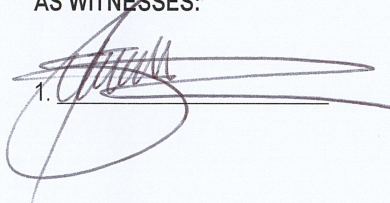
AS WITNESSES:

1. 

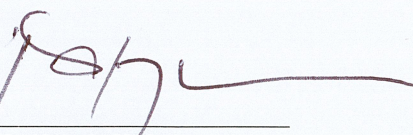
2. _____


Mr Mashele F
DIRECTOR:INFRA & WATER SERVICES

AS WITNESSES:

1. 

2. _____


Mr. Kgware M.M
MUNICIPAL MANAGER

SCORE CARD

2025/2026 Score Card IWS											
WEIGH T	SUB-WEIGH T	OBJECTIVES	PROJECT	BASELINE 2024/2025	INDICATORS	TARGETS FOR 2025/26 SDBIP PER QUARTER				TOTAL BUDGET 2025-2026	POE
						ANNUA L TARGET 2025/2026	Q1	Q2	Q3		
OPERATIONS AND MAINTANANCE (O&M)											
		To improve water service provisioning by June 2026	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	R50 000 000.00	Incidents report
			Water incidents	80% registered sanitation incidents resolved within 14 days	Percentage of registered water incidents resolved within 14 days	80% registered sanitation incidents resolved within 14 days	80% registered sanitation incidents resolved within 14 days	80% registered sanitation incidents resolved within 14 days	80% registered sanitation incidents resolved within 14 days		Incidents report
			Bulk Water Purchases	2515.5Mlt of water purchased	Number of Mlt water purchased	628, 75Mlt of water purchased	628, 75Mlt of water purchased	628, 75Mlt of water purchased	628, 75Mlt of water purchased	R100 000 000.00	Summary meter readings report
			Borehole Development	81 boreholes developed	Number of boreholes developed	22 boreholes developed	22 boreholes developed	22 boreholes developed	22 boreholes developed	R80 000 000.00	Drilling report
			Provision of water through water tankers	243 000 kl of water provided through water tankers	Number of Kilolitres 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	R80 000 000.00	Tanker report
ELECTRO-MECHANICAL											
		To improve Infrastructure Reliability and Sustainability by June 2026	Electrification of infrastructure	20 Energised/renewable energy power boreholes	Number of Energised/renewable energy power boreholes	20 Energised/renewable energy power boreholes20	02 Energised/ren ewable energy power boreholes	04 energised/rene wable energy powered boreholes	06 energised/rene wable energy powered boreholes	08 energised/rene wable energy powered boreholes	Signed report
		To improve water service provisioning by June 2026	Electricity Usage	401 703.060 of KWH electricity used.	Number of KWH electricity used.	401703.06 of KWH electricity used	100 425.77 of KWH electricity used	100 425.77 of KWH electricity used	100 425.77 of KWH electricity used	100 425.77 of KWH electricity used	Consumption report
REGULATIONS & GOVERNANCE											

	Complying with regulations by June 2026	Awareness campaigns	Water & Sanitation By-Law	Number of Awareness Campaigns conducted	08 Awareness Campaigns conducted	02 Awareness Campaigns conducted	02 Awareness Campaigns conducted	02 Awareness Campaigns conducted	02 Awareness Campaigns conducted	R0.00	Reports/Attendance Register
		developing and reviewing water related policies	08 Awareness Campaigns conducted	Number of Awareness Campaigns conducted	08 Awareness Campaigns conducted	02 Awareness Campaigns conducted	02 Awareness Campaigns conducted	02 Awareness Campaigns conducted	02 Awareness Campaigns conducted	R0.00	Reports/Attendance Register
		developing and reviewing water related policies	Water and Sanitation policy	Number of policies to be reviewed and developed	01 policy reviewed and 02 developed	No Activity	No Activity	No Activity	01 policy reviewed and 02 developed	R0.00	3 promulgated policies
		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	No Activity	No Activity	No Activity	01 Water and Sanitation By-Law reviewed	R0.00	Copy of promulgated Water and Sanitation By-Law
PLANNING AND DESIGN											
	Provide sanitation in rural households without dignified access to sanitation	Ephraim Mogale VIP Backlog Programme	Sanitation provision below RDP	Number of VIP toilets constructed	900 VIP toilets constructed	Tender advert Award contract	300 VIP toilets constructed	600 VIP toilets constructed	No Activity	R10 000 000.00	Monthly reports
		Elias Motsoaledi VIP Backlog Programme	Sanitation provision below RDP	Number of VIP toilets constructed	900 VIP toilets constructed	Tender advert Award contract	300 VIP toilets constructed	600 VIP toilets constructed	No Activity	R10 000 000.00	Monthly reports
		Makhuduthamag a VIP Backlog Programme	Sanitation provision below RDP	Number of VIP toilets constructed	900 VIP toilets constructed	Tender advert Award contract	300 VIP toilets constructed	600 VIP toilets constructed	No Activity	R10 000 000.00	Monthly reports
		Fetakgomo Tubatse VIP Backlog Programme	Sanitation provision below RDP	Number of VIP toilets constructed	1 500 VIP toilets constructed	Tender advert Award contract	500 VIP toilets constructed	1000 VIP toilets constructed	No Activity	R20 000 000.00	Monthly reports
	Develop a new infrastructure plan that enhances quality, affordability and reliable access to clean water providing	Studies, Technical Reports - Praktiseer	Existing dilapidated water service infrastructure unable to meet new growth in water demand	Number of Detail design reports developed	01Detail Design Report developed	Draft Detail Design Report	draft Concept and viability	01 Detail Design Report Developed	Stakeholder funding approval	R0.00	Monthly reports
		Studies, Technical Reports - Leeufontein	Existing dilapidated water service infrastructure unable to meet new growth in water demand	Number of Detail design reports developed	01Detail Design Report developed	Draft Detail Design Report	Draft Detail Design Report	01 Detail Design Report Developed	Stakeholder funding approval	R0.00	Monthly reports

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Studies, Technical Reports - Monsterlus	Existing dilapidated water service infrastructure unable to meet new growth in water demand	Number of concept Viability reports developed	01 Concept Viability Report developed	Draft Detail Design Report	Draft Concept and viability	Draft Concept and viability	01 Concept viability developed	Stakeholder funding approval	R0.00	Monthly reports
Studies, Technical Reports - Waalkraal	Existing dilapidated water service infrastructure unable to meet new growth in water demand	Number of detail designs reports approved	01 Detail Design Report approved	Draft Detail Design Report	Draft Detail Design Report	Draft Detail Design Report	01 Detail Design Report approved	Stakeholder funding approval	R0.00	Monthly reports
Studies, Technical Reports - Motetema	Existing dilapidated water service infrastructure unable to meet new growth in water demand	Number of detail designs reports approved	01 Detail Design Report Approved	Draft Detail Design Report	Draft Detail Design Report	Draft Detail Design Report	01 Detail Design Report	Stakeholder funding approval	R0.00	Monthly reports
Studies, Technical Reports - Jane Furse RDP	Existing dilapidated water service infrastructure unable to meet new growth in water demand	Number of detail designs reports approved	01 Detail Design Report Approved	Draft Detail Design Report	Draft Detail Design Report	Draft Detail Design Report	01 Detail Design Report Approved	Stakeholder funding approval	R0.00	Monthly reports
Technical Report - Ntwane Loskop Bulk Water Bulk Distribution	Existing dilapidated water service infrastructure unable to meet new growth in water demand	Number of Inception Report and Technical Report developed, Number of Detail Design Report approved	01 Inception Report and 01 Technical Report developed, 01 Detail Design Report approved	Draft Inception Report	Draft Inception Report	Draft Inception Report	01 Technical Report	01 Detail Design Report	R0.00	Monthly reports
Feasibility Study/ Technical Report Jane Furse	Commissioning readiness of bulk pipeline from Ga Malekana to Jane Furse needs water system to distribute to household	Number of Inception Reports and Technical Reports developed	01 Inception Report and 01 Technical Report developed	Draft Inception Report	Draft Inception Report	Draft Inception Report	Draft Technical Report	01 Technical Report	R0.00	Monthly reports

	Feasibility Study/ Technical Report Spitskop (Ngwaritsi - Vleishboom	Existing aging infrastructure and unauthorised connection into the water network	Number of Inception Reports and Technical Reports developed	01 Inception Report and 01 Technical Report developed	Draft Inception Report	01 Inception Report	Draft Technical Report	01 Technical Report	R0.00	Monthly reports
	Feasibility Study/ Technical Report Magukubjane	Existing aging infrastructure and unauthorised connection into the water network	Number of Inception Reports and Technical Reports developed	01 Inception Report and 01 Technical Report developed	Draft Inception Report	01 Inception Report	Draft Technical Report	01 Technical Report	R0.00	Monthly reports
	Audit report to ensure the current treatment process is operating as per design to produce final water quality which complies with SANS 241 limits	Perform a Process Audit for the Water plants	Number of Process Audit Reports for water process plant developed	01 Process Audit Report for water process plant developed	No Activity	No Activity	No Activity	01 Process Audit Report for water process plant developed	R0.00	Monthly reports
		Perform a Process Audit for the listed Wastewater plant	Number of Process Audit Reports for water process plant developed	01 Process Audit Report for water process plant developed	No Activity	No Activity	No Activity	01 Process Audit Report for water process plant developed	R0.00	Monthly reports
	Develop new infrastructure plan that enhances quality, affordability and reliable access to clean water	Feasibility Study Report to replacement of AC Pipes in Groblersdal Town	Number of feasibility study Report	01 Feasibility Study Report	No Activity	No Activity	No Activity	01 Feasibility Study Report	R0.00	Monthly reports
		Feasibility Study Report to replace AC Pipes in Burgersfort Town	Number of feasibility study Report	01 Feasibility Study Report	No Activity	No Activity	No Activity	01 Feasibility Study Report	R0.00	Monthly reports
		Flag Boshielo Implementation Readiness Study (IRS)	Number of Draft IRS Report developed	01 Draft IRS Report developed	No Activity	No Activity	Draft IRS Report	01 Draft IRS Report developed	R0.00	Monthly reports

Develop infrastructure plan to refurbish the pipeline from Mooihoek Water Works to Burgersfort and connection of the adjacent communities into the bulk supply	Mooihoek Tubatse Implementation Readiness Study - Maroga to Burgersfort	Existing aging infrastructure and unauthorised connection into the water network+D36.D 37	Number of Draft IRS Report developed	1x Draft IRS Report developed	No Activity	No Activity	Draft IRS Report	1x Draft IRS Report developed	R0.00	Monthly reports
Develop a new infrastructure plan that will manage effluent intake from new development and ensure the final effluent complies with the SA general standards for discharge	New Regional Wastewater Treatment Plant - Steelpoort	Existing aging infrastructure and unauthorised connection into the sewer network	Percentage of Financial Investment from sector department facilitated	100% Financial Investment from sector department facilitated	No Activity	No Activity	Register Project with RBIG and DBSA Infrastructure grant	100% Financial Investment from sector department facilitated	R0.00	Monthly reports
	New Regional Wastewater Treatment Works - Jane Furse	Existing aging infrastructure and unauthorised connection into the sewer network	Percentage of Financial Investment from sector department facilitated	100% Financial Investment from sector department facilitated	No Activity	No Activity	Register Project with RBIG and DBSA Infrastructure grant	100% Financial Investment from sector department facilitated	R0.00	Monthly reports
Develop infrastructure plan to refurbish the pipeline from Mooihoek Water Works to Burgersfort and connection of the adjacent communities into the bulk supply	Technical Report Dresden Manoke	Existing aging infrastructure and unauthorised connection into the water network	Number of Detail Design Reports developed	1x Detail Design Report developed	1x Detail Design Report developed	Register Project with grant	No Activity	No Activity	R0.00	Monthly reports
Test outcome to indicate available water within the system desired as per design pressure and flow to operate the fire hydrant and capacity to connect future development	WCDM - Bulk Pressure System Management	Existing aging infrastructure and unauthorised connection into the water network	Number of Inception Reports developed	1x Inception Report developed	Data collection	Data collection	Draft Inception Report	1x Inception Report developed	R0.00	Monthly reports

	Ensure sufficient storage surplus for town and Moutse scheme	Technical Report Groblersdal Balancing Reservoir	Existing aging infrastructure and unauthorised connection into the water network	Number of Feasibility Studies and Inception Reports developed	01 Feasibility Study and 01 Inception Report developed	Data collection	01 Inception Report developed	Draft Feasibility Study	01 Feasibility Study	R0.00	Monthly reports
	Develop a new infrastructure plan that will manage effluent intake from new development and ensure the final effluent complies with the SAN241 standards for discharge	Upgrading of Groblersdal Wastewater Treatment Plant	Existing aging infrastructure and unauthorised connection into the sewer network	Percentage of Financial Investment from sector department facilitated	100% Financial Investment from sector department facilitated	No Activity	No Activity	Register Project with RBIG and DBSA Infrastructure grant	100% Financial Investment from sector department facilitated	R0.00	Monthly reports
		New Roosenekal Wastewater Treatment Plant	Existing aging infrastructure and unauthorised connection into the sewer network	Percentage of Financial Investment from sector department facilitated	100% Financial Investment from sector department facilitated	No Activity	No Activity	Register Project with RBIG and DBSA Infrastructure grant	100% Financial Investment from sector department facilitated	R0.00	Monthly reports
MUNICIPAL INFRASTRUCTURE GRANT(MIG)											
	To reduce water services backlog with 90% by June 2026	MIG-Upgrading of Groblersdal Luckau WTW Phase 1	Groblersdal 12MI Water Treatment Works	Number of Km of bulk pipeline constructed	1 Km of bulk pipeline constructed 1 Pipe bridge completed 1 sump at Motetema PS Completed.	1 Km of bulk pipeline constructed	Reinforcing and concreting works for Pier 1, and 2. Concrete works for the steel ground tank base at Motetema sump.	1 Pipe bridge completed 1 sump at Motetema PS Completed.	No Activity	R28,337,764.75	Report
		MIG-Upgrading of Groblersdal Luckau WTW Phase 2	Groblersdal 12MI Water Treatment Works	Number of Km of bulk pipeline constructed	12 Km of bulk pipeline constructed	3 Km of bulk pipeline constructed	3 Km of bulk pipeline constructed	3 Km of bulk pipeline constructed	3 Km of bulk pipeline constructed	R57,225,270.35	Monthly reports
		MIG-Upgrading of Groblersdal Luckau WTW Phase 3	Groblersdal 12MI Water Treatment Works	Number of Detailed designs developed	01 Detailed designs developed	No Activity	No Activity	No Activity	01 Detailed designs developed	R2,500,000.00	Detailed Design report
		Moutse East and West Water Reticulation - Phase 1	21 Km of reticulation pipeline constructed	Number of km reticulation, km bulk pipelines and elevated steel tank constructed	30 km reticulation, 2 km bulk pipelines and 1 elevated steel tank constructed	30 km reticulation, 2 km bulk pipelines and 1 elevated steel tank constructed	Completion and Handing over	No Activity	No Activity	R21,799,681.32	Monthly reports

	Moutse East and West Water Reticulation - Phase 2	21 Km of reticulation pipeline constructed	Number of km of reticulation pipeline constructed Number of km of internal bulk pipeline constructed Number of elevated steel tanks	242,995 km of reticulation pipeline constructed 9,6 km of internal bulk pipeline constructed 1 elevated steel tanks	80,998 km of reticulation pipeline constructed 3,2 km of internal bulk pipeline constructed	80,998 km of reticulation pipeline constructed 3,2 km of internal bulk pipeline constructed	80,998 km of reticulation pipeline constructed 3,2 km of internal bulk pipeline constructed 1 elevated steel tanks	Completion and handing over.	R37,029,564.68	Monthly reports
	Olifantspoort South Regional Water Supply Phase 6	Olifantspoort regional water treatment Works	Number of boreholes drilled. Number of boreholes refurbished. Number of valve chambers constructed. Number of km of pipeline tested and commissioned	20 boreholes drilled. 16 boreholes refurbished. 12 valve chambers constructed. 5,052km of testing and Commissioning of bulk pipeline	10 boreholes drilled. 8 boreholes refurbished. 6 valve chambers constructed	10 boreholes drilled. 8 boreholes refurbished. 5,052km of bulk pipe line testing and Commissioning	6 valve chambers constructed.	Commissioning and handover.	R17,538,122.00	Progress report
	Malekana Regional Water Scheme	14 Kilometres of water pipeline and 4 reservoirs completed	Number of package plant constructed. Number of yard connections constructed. Electricity supply.	*1package plant constructed. *604 yard connections constructed. *Electricity supply connection *Commissioning and handover	302 yard connections.	1 package plant constructed. 302 yard connections constructed.	Electricity supply connection.	Commissioning and handover.	R12,088,236.48	Progress report
	Upgrading of the De Hoop Water Treatment Works	Ga Maleka 12ML water treatment	Number of Concrete filters Number of Chlorination rooms Number of clear water storage Number of Km Fencing Number of Mechanical and Electrical installation	*6 Concrete filters *3 chlorination rooms *3 water Storages *1,2KM Fencing 1 of Mechanical and Electrical installation.	*2 Concrete filters *1 chlorination rooms 1 water Storages	*2 Concrete filters *1 chlorination rooms *1 water storage.	*2 Concrete filters *1 chlorination rooms *1 water storage.	1,2 KM Fencing 1 Mechanical and Electrical installation.	R54,586,225.34	Monthly reports

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Mampuru Bulk Water Scheme	Ga Maleka 12ML water treatment	Number of Steel tanks Concrete reservoir Number of km bulk pipeline constructed Number of Pump station	*3 Steel tanks *1 Concrete reservoir *10km of bulk pipeline constructed *1 Pump station	*1 steel tank. *2,5km of bulk water pipeline.	*1 steel tank. *2,5 km of bulk pipeline.	*1 steel tank. *5km of bulk pipeline.	*1 concrete reservoir. *1 pump station.	R50,999,608.12	Monthly reports
Lebalelo South Connector Pipes and Reticulation	Mooihoek Water Treatment Works	Number of steel tanks erected	3 Steel tanks erected	3 Steel tanks erected	No Activity	No Activity	No Activity	R2,000,000.00	Monthly reports
Refurbishment of Leeuwfontein WWTW	Delapidated Waste Water treatment Works	Number of Electrical & Mechanical components at WWTW Number of lined ponds cleared Number of laboratory buildings constructed Number of km of pipeline refurbished	*01 Electrical & Mechanical components at WWTW refurbished. *02 ponds cleared and lined. *01 laboratory buildings constructed. *01 km of pipeline refurbished	02 ponds cleared. 0.25km of pipeline refurbished	0.25km of pipeline refurbished	*01 Electrical & Mechanical components at WWTW refurbished. *02 ponds lined with HDPE liner. 0.25km of pipeline refurbished	01 laboratory buildings constructed. 0.25km of pipeline refurbished		Progress report
Refurbishment of Dennilton WWTW	Delapidated Waste Water treatment Works	Number of Electrical & Mechanical components at WWTW Number of ponds lined and cleared. Pump station. Number of km of pipeline refurbished.	01 Electrical & Mechanical components at WWTW refurbished. 02 ponds cleared and lined. 1 pump station refurbished. 2km of pipeline refurbished	02 ponds cleared. 0.5km of pipeline refurbished	01 Electrical & Mechanical components at WWTW refurbished. 01 pump station refurbished. 0.5km of pipeline refurbished	02 ponds lined with HDPE liner. 0.5km of pipeline refurbished	0.5km of pipeline refurbished		Progress report

			Lebalele Central Sub-scheme 1A	Existing boreholes	Number of KM of pipeline constructed. Number of reservoirs constructed. Number of boreholes equipped. Number of package treatment works constructed. Number of booster pump station constructed	*32km of pipeline constructed. *5 reservoirs constructed. *10 boreholes equipped. *1 package treatment works constructed. *1 booster pump station constructed	16km of pipeline constructed.	16km of pipeline constructed. 4 boreholes equipped.	6 boreholes equipped	*5 reservoirs constructed. *1 package treatment works constructed. *1 booster pump station constructed	R49,300,649.41	Progress report
Rural Roads Asset Management System(RRAMS)												
To develop 80% of Rural Roads Asset Management System for the District Municipality by June 2026			Development of Rural Roads Asset Management System	Desk top studies and the first rounds of Visual Conditions Assessments	Number of Technical Reports developed	1 Technical Report GRMS 1 Road Safety Audits 1 Technical Report – Borrow Pits 1 RRAMS business plan developed	1 GRMS Technical Report developed	1 Road safety audits reports	1 Technical report-Borrow pits	1 RRAMS business plan developed	R2 686 000. 00	Monthly reports
REGIONAL BULK INFRASTRUCTURE GRANT (RBIG)												
To reduce water services backlog with 90% by June 2026			Development of IRS on the De Hoop, Nebo Plateau scheme up to Zaaiplaas	Needs analysis	Number of feasibility studies report developed and approved. Number of PDR developed	1 feasibility study report developed and approved.	Draft Feasibility	Draft Feasibility	01 Feasibility Study approved	No Activity	R0.00	Monthly reports

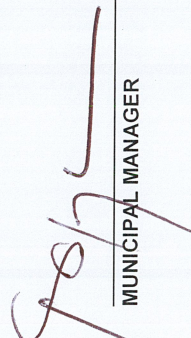
	Nebo BWS Commission Malekana to Jane Furse Pipeline	Nebo Phase1A was completed and not commissioned	Number of km of bulk water supply, inspected tested and commissioned and command reservoir tested and commissioned	Pipe Detection and Topographical Survey CCTV Repair Pump Station 1 Repair Pump Station 2 Pressure Test 15 km of bulk water supply Commissioning of 15km bulk water supply	Pipe Detection and Topographical Survey CCTV	Repair Pump Station 1 Repair Pump station 2	Pressure Test 7,5 km of bulk water supply	Pressure Test 7,5 km of bulk water supply Commissioning of 15km bulk water supply	R49 460 000. 00	Monthly reports
	Moutse BWS Project (7 to 12)	30 Kilometres of bulk water supply pipeline constructed and tested	Number of Kilometres of ductile pipeline commissioned	77 Kilometres of ductile pipeline commissioned	No Activity	No Activity	No Activity	No Activity	R22 140 000. 00	Monthly reports
	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 Raw pumps refurb and installation Filter tank parameters fitment 2 Clear Water Pump refurb and installation 1 Commission mechanical and Electrical	1 Raw pump refurb 2 Clear Water Pump Refurb	1 Raw pumps and motor installation Filter tank parameters fitment 2 Clear Water Pump and motor installation	1 Commission mechanical and Electrical	No Activity	R28 400 000 .00	Monthly reports
WSIG schedule 6B										
To reduce water services backlog with 90% by June 2026	Commissioning of Moutse bulk pipeline	Moutse bulk pipeline	Number of km bulk pipeline refurb and testing pipeline commissioned	27,226km bulk pipeline refurb and testing pipeline commissioned	6,600km bulk pipeline refurb and testing	9,666km bulk pipeline refurb and testing	10,960km bulk pipeline refurb and testing	27,226km bulk pipeline commissioned	R34 900 088. 06	Monthly reports
	Eenzaam water supply (works package 1)	Dilapidated water service infrastructure	Number of Boreholes equipped, pipeline constructed, Package Plant and Steel Tank	2 Boreholes equipped 6km pipeline constructed 01 Package Plant 01 Steel Tank	1 Boreholes equipped 3km pipeline constructed	1 Boreholes equipped 3km pipeline constructed	01 Package Plant 01 Steel Tank Commissioning	0	R20 000 000. 00	Monthly reports

	Kgotlopong water intervention (work package 1)	Dilapidated water service infrastructure	Number of Borehole equipped, pipeline constructed, Package Plant and Steel Tank	01 Borehole equipped 12 km pipeline constructed 01 Package Plant 01 Steel Tank	4 km pipeline constructed	01 Borehole equipped 4 km pipeline constructed	4 km pipeline constructed 01 Package Plant 01 Steel Tank Commissioning and handover.	No Activity	R15 099 911. 94	Monthly reports
GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
	To address AG findings by June 2026	OPERATION CLEAN AUDIT	100% external audit findings 2023/2024 addressed	100% external audit findings addressed	No activity	No activity	100% external audit findings addressed	100% external audit findings addressed	R0.00	Reports
	To monitor Internal controls by June 2026	Internal control	100% internal control 2024/2025 addressed	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	R0.00	Time register
	To monitor timeous submission of municipal reports/documents by June 2026	Timeous submission of municipal reports/documents	*Quarterly & monthly reports submitted. *IDP, Council resolution register & Annual report information updated	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 (Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (Quarterly reports & Council resolution register)	R0.00	Central Submission register
	To have functional portfolio committees by June 2026	Functional Portfolio Committee	6 portfolio committee meetings held	11 portfolio committee meetings held as per council schedule of activities	5 portfolio committee meetings held as per council schedule of activities	2 portfolio committee meetings held as per council schedule of activities	2 portfolio committee meetings held as per council schedule of activities	2 portfolio committee meetings held as per council schedule of activities	R0.00	Agenda, minutes and attendance registers
	To address risk management issues by June 2026	RISK MANAGEMENT	70% risk issues resolved	Percentage risk management issues resolved	60% risk management issues resolved	60% risk management issues resolved	60% risk management issues resolved	60% risk management issues resolved	R0.00	Risk reports
	To address internal audit issues by June 2025	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	R0.00	reports

	COUNCIL RESOLUTIONS	100% council resolution implemented 2023/2024	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	Resolution Register
INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT									
	To cascade the Individual PMS to middle managers by June 2026	Cascading of individual PMS	PMS policy	Percentage of middle managers individual performance evaluated	100% of appointed middle managers individual performance evaluated (Level 2 and 3 Managers)	100% of appointed middle managers individual performance evaluated (Level 2 and 3 Managers)	No Activity	No Activity	*Signed Individual Performance Agreements for Q1 POE *Evaluation Report for Q3 POE
	To coordinate Quarterly Reports by June 2026	Quarterly Reports	2024/2025 Quarterly Reports in place	Number of quarterly reports coordinated	4 quarterly reports coordinated	2 quarterly reports coordinated	1 quarterly report coordinated	1 quarterly report coordinated	Quarterly reports
FINANCIAL VIABILITY									
	To curb expenditure variance at 10% by June 2026	EXPENDITURE MANAGEMENT	10% variance 2024/2025 achieved	Percentage variance achieved	10% variance achieved	10% variance achieved	10% variance achieved	10% variance achieved	Expenditure Report
	To monitor the implementation of Mscoa by June 2026	Implementation of Mscoa	Council resolution 2024/2025 & 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	Draft and final budget, Attendance Register
	To adhere to procurement schedule by June 2026	Procurement Plan	2024/25 completed SCM processes plan(BTO)	Percentage of IWS procurement plan implemented	100% of IWS procurement plan implemented	100% of IWS procurement plan implemented	100% of IWS procurement plan implemented	No activity	IWS Procurement plan



DIRECTOR: INFRA & WATER SERV.



MUNICIPAL MANAGER

30-06-2025
DATE

30/06/2025
DATE

CORE COMPETENCIES REQUIREMENTS



Sekhukhune District Municipality

CORE COMPETENCIES REQUIREMENTS FOR MANAGERS REPORTING DIRECTLY TO THE MUNICIPAL MANAGER

NAME OF INCUMBENT: MASHELE F

POSITION HELD: DIRECTOR; IWS

DATE 30-06-2025

SIGNATURE

NAME OF SUPERVISOR: MR KGWALE M.M

POSITION HELD: MUNICIPAL MANAGER

DATE 30/06/2025

SIGNATURE

CORE MANAGERIAL AND OCCUPATIONAL COMPETENCIES			CHOICE	WEIGHT
Core Managerial Competencies				
Strategic Capability and leadership				
Programme and Project Management				
Financial Management(Compulsory)			X	
Change Management				
Knowledge Management				
Service Delivery Innovation				
Problem Solving and Analysis				
People Management and Empowerment(Compulsory)			X	
Client Orientation and Customer Focus(Compulsory)			X	
Communication				
Honesty and Integrity				
Core Occupational Competencies				
Competence in Self-Management				
Interpretation of and implementation within the legislative and national policy frameworks			X	
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			X	
Skills in Governance				
Competence as required by other national line sector departments				
Exceptional and dynamic creativity to improve the functioning of the municipality				
TOTAL				

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, prioritize 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)

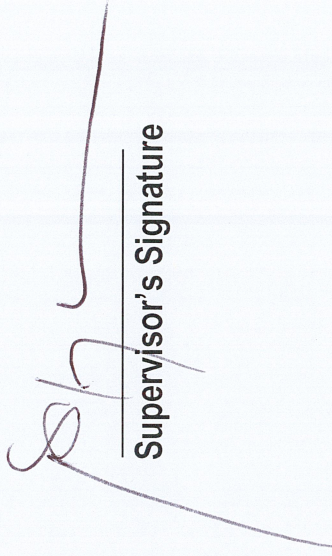
Compiled on: 30/06/2025.....

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
PROJECT MANAGEMENT	NQF 8 QUALIFICATION 1 YEAR	ADVANCE PROJECT MANAGEMENT	NQF LEVEL 8 UNIVERSITY STUDY	1 YEAR		MUNICIPAL MANAGER

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Employee Signature



Supervisor's Signature