THE PERFORMANCE AGREEMENT

Entered into by and between

the City of Ekurhuleni

" the Employer"

Duly represented by the City Manager of City of Ekurhuleni

and

"the Employee"

HoD: Water and Sanitation Business Unit

for the Financial Year:

1 July 2026 - 30 June 2027

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ENTERED INTO BY AND BETWEEN:

The **City of Ekurhuleni** herein represented by **Kagiso Michael Lerutla** in her capacity as City Manager (hereinafter referred to as the **Employer**)

And

Thokozane Shadrack Maseko , employee of the **City of Ekurhuleni** (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

1. The **Employer** has entered into a contract of employment with the **Employee** in terms of section 56 of the Local Government: Municipal Systems Act 32 of 2000 asamended ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
2. Section 56 of the Systems Act, read with the Contract of Employmentconcluded between the parties, requires the parties to conclude an annual performance agreement.
3. The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
4. The parties wish to ensure that there is compliance with the relevant sections of the Systems Act.

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2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

1. comply with the provisions of Section 57(2)(a),(3A) and (4c) of the Act (as amended) as well as the employment contract entered into between the parties;

2.2 specify national and local key performance areas (KPAs'), key performance indicators (KPI's) andobjectives 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 (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

2.3 specify accountabilities as set out in a performance plan, which forms an annexure to 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 job;

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.

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3. **COMMENCEMENT AND DURATION**

1. This Agreement will commence on **1 July 2026** and will remain in force until **30 June 2027**. Thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall beconcluded between the parties for the next financial year or any portion thereof, if applicable.
2. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than 31 July of each successive financial year.
3. This Agreement will terminate on the termination of the **Employee**'s contract of employment for any reason.
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.
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.

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4. **PERFORMANCE OBJECTIVES**

1. The Performance Plan (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.

2. The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Deliveryand Budget Implementation Plan (SDBIP) and the Budget of the**Employer**, and shall include key objectives; key performance indicators; target dates and weightings.

4.2.1 The KPA's describe the main tasks that need to be done.

2. The KPI's provide the details of the evidence that must be providedto show that a key objective has been achieved.

3. The target dates describe the timeframe in which the work must be achieved.

4. The weightings show the relative importance of the key objectives to each other.

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.

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5. **PERFORMANCE MANAGEMENT SYSTEM**

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**.

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.

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**.

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. 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.

5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Leading and Core Competency requirements (LCCs) respectively.

5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.3 KPAs covering the main areas of work will account for 80% and LCCs will account for 20% of the final assessment.

6. The **Employee**'s assessment will be based on his performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**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)
Municipal Infrastructure Development and Service Delivery
Municipal Institutional Development and Transformation
Local Economic Development (LED)
Municipal Financial Viability and Management
Good Governance and Public Participation

7. The Leading and Core Competencies (LCCs) will make up the other 20% of the **Employee** 's assessment score. All LCCs are deemed to be essential and critical for the **Employee** 's job and will therefore form part of the employee's performance agreement. See Annexure A.2 of this agreement for the Leading and Core Competency requirements of the HOD.

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6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure A) to this Agreement sets out -

6.1.1 The standards and procedures for evaluating the **Employee**'s performance; and

6.1.2 The intervals for the evaluation of the **Employee**'s performance.

6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee**'s performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.

6.5 The annual performance appraisal will involve:

6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

(b) An indicative rating on the five-point scale should be provided for each KPA.

6.5.2 **Assessment of the LCCs:**

(a) Each applicable competency 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 competency.

(c) This rating is to be multiplied by the weighting given to each competency during the contracting process, to provide a score.

6.5.3 **Overall rating**

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

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

Terminology	Description	Rating
Outstanding performance	Performance far exceeds the standard expected of an employee at this level...	5
Performance significantly above expectations	Performance is significantly higher than the standard expected in the job...	4
Fully effective	Performance fully meets the standards expected in all areas of the job...	3

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Terminology	Description	Rating
Not fully effective	Performance is below the standard required for the job in key areas...	2
Unacceptable performance	Performance does not meet the standard expected for the job...	1

6.7 For purposes of evaluating the annual performance of the HoD, an evaluation panel constituted of the following persons must be established:

1. Municipal Manager;
2. Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
3. MMC for Finance;
4. Municipal manager from another municipality; and
5. Manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulation. (Regulation 27(4)(f) of Regulation 805).

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7. SCHEDULE FOR PERFORMANCE REVIEWS

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 2026

Second quarter : October – December 2026

Third quarter : January – March 2027

Fourth quarter : April – June 2027

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

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

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

7.5 The **Employer** may amend the provisions of Annexure 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.

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8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity building opportunities;

9.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;

9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement.

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CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

10.1.1 A direct effect on the performance of any of the **Employee**'s functions;

10.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

3. A substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

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11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee** 's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

11.3 In the case of **unacceptable performance** , the **Employer** shall –

11.3.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

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.

12. DISPUTE RESOLUTION

12.1 Any disputes about the **nature of the employee's performance agreement** ,

whether it relates to key responsibilities, priorities, methods of assessment and/ or salary increment in the agreement, must be mediated by –

In the case of managers directly accountable to the municipal manager, the

executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

12.2 Any disputes about the **outcome of the employee's performance evaluation** ,

must be mediated by-

In the case of managers directly accountable to the municipal manager, a

member of the municipal council, provided that such member was not part of the

evaluation panel provided for in sub-regulation 27(4)(e), within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

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13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer.**

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus **done and signed** at ......Germiston.......on this the.30.. day of ....July........ 2026

AS WITNESSES:

1. ____________ EMPLOYEE ____________

2. ____________

AS WITNESSES:

1. ____________ EMPLOYER (CITY MANAGER) ____________

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ANNEXURE A

PERFORMANCE PLAN

for

Thokozane Shadrack Maseko

HoD: Water and Sanitation Business Unit

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Content

1. Purpose of the Agreement
2. Responsibilities of the HoD: Water and Sanitation Business Unit
3. Appraisal Outcome Summary
4. Performance Plan
    1. Key Performance Areas
    2. Core Competency Requirements/Core Managerial Competencies
5. Declaration Statement for Measurement
6. Signatories
7. Personal Development Plan

Source of information: Approved 2026/2027 SDBIP and other strategic documents.

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1. PURPOSE OF THE AGREEMENT

The performance plan defines the Council's expectations of the **HoD: Water and Sanitation Business Unit**. The performance plan detailed in Section 4.1 is in response to Section 56 of the Municipal Systems Act, as amended, i.e. the performance plan is based on the municipality's Integrated Development Plan (IDP).

2. RESPONSIBILITIES OF THE HOD: Water and Sanitation Business Unit

The Head of Department in his/her capacity as the head of the department is responsible for the following :

- Effective management of the department which includes human resources management, strategy management, operations management and governance management as it relates to all delegations.
- Political support and advice to political structures and political office bearers.
- Development of monitoring and reporting system for the department.
- Development and implementation of measures to achieve departmental results management of the interface between political offices and department.
- Facilitating participation by the local community in the affairs of the municipality.
- Provide strategic support to the office of the City Manager.
- Law making as it relates to the department and implementation of the municipality's by-laws and other legislation.
- Development and implementation of departmental strategy.

The Head of Department in his/her capacity as the head Accounting Officer of the department is responsible for the following :

- Management of the financial administration of the department, and must for this purpose take all reasonable steps to ensure that the resources of the entity are used effectively, economically and transparently.
- Management of assets and liabilities on behalf of the municipality.
- Management of supply chain as relates to demand management, procurement of goods and services in line with relevant policies and legislation.
- Budget management which includes budget formulation and implementation in line with adopted priorities in the IDP.
- Development and implementation of departmental resource plan.
- Financial governance as related to financial report and accounting.

3. APPRAISAL OUTCOME SUMMARY AS PER THE 2026-2027 SDBIP

Key Results	Key Performance Indicators	Annual Target	Quarter 1	Mid-Year Review/ Appraisal	Quarter 3	Year-End Appraisal
To protect the natural environment and promote resource sustainability	WSD1 Number of Additional Chemical Toilets Provided to Informal Settlements	100	0.0000	25.0000	50.0000	25.0000
To protect the natural environment and promote resource sustainability	WSD2 Number of Additional Water Access Points Provided to Informal Settlements	50	0.0000	20.0000	20.0000	10.0000
Improved quality, maintenance and equitable services throughout urban areas	WSD4. Percentage of Repairs and Maintenance Budget Spent	95	10.0000	40.0000	60.0000	95.0000

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Key Results	Key Performance Indicators	Annual Target	Quarter 1	Mid-Year Review/ Appraisal	Quarter 3	Year-End Appraisal
Clean governance and governance	WSD5.Number of repeat audit finding	0	0.0000	0.0000	0.0000	0.0000
To promote integrated human settlements through massive infrastructure and services rollout	WSD6 Percentage projects in the approved budget that address ward priorities implemented	95	10.0000	40.0000	60.0000	95.0000
To deliver reliable, affordable and sustainable services and ensure improved infrastructure maintenance	WSD7 Km of water and sewer pipes replaced, upgraded and extended	8	0.0000	3.0000	2.0000	3.0000
To build a clean, capable and modernised local state	WS5.1 Percentage non-revenue water	30	30.7000	30.6500	30.6000	30.0000
To protect the natural environment and promote resource sustainability	WSD1.7 Percentage compliance with Blue Drop standards	>95				
To build a clean, capable and modernised local state	WS5.21 Infrastructure Leakage Index	6.36	6.3900	6.3800	6.3700	6.3600
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	FM1.11 Total Capital Expenditure as a percentage of Total Capital Budget	95	10.0000	30.0000	60.0000	95.0000
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	FM5.11 Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)	95	10.0000	30.0000	60.0000	95.0000
To deliver reliable, affordable, and sustainable services and ensure improved infrastructure maintenance	WS2.11 Number of new water connections meeting minimum standards	800	100.0000	300.0000	600.0000	800.0000
To deliver reliable, affordable, and sustainable services and ensure improved infrastructure maintenance	WS3.11 Percentage of Callouts responded to within 24 hours (sanitation /wastewater)	85	50.0000	65.0000	75.0000	85.0000
To deliver reliable, affordable, and sustainable services and ensure improved infrastructure maintenance	WSBU 1.11 Percentage of Callouts responded to within 48 hours (sanitation /wastewater)	85	85.0000	85.0000	85.0000	85.0000
To deliver reliable, affordable, and sustainable services and ensure improved infrastructure maintenance	WS3.21 Percentage of Callouts responded to within 48 hours (water)	85	85.0000	85.0000	85.0000	85.0000
To protect the natural environment and promote resource sustainability	WS 4.11 Percentage of water treatment capacity unused	0.001	0.0000	0.0000	0.0000	0.0000
To protect the natural environment and promote resource sustainability	WS4.21. Percentage of trade effluent producers inspected for compliance	>90	0.0000	0.0000	0.0000	
To deliver reliable, affordable, and sustainable services and ensure improved infrastructure maintenance	WS5.31 Percentage of total water connections metered	94	94.0000	94.0000	94.0000	94.0000

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Key Results	Key Performance Indicators	Annual Target	Quarter 1	Mid-Year Review/ Appraisal	Quarter 3	Year-End Appraisal
To promote integrated human settlements through massive infrastructure and services rollout	WS5.32 Percentage of metering performance	90	80.0000	80.0000	85.0000	90.0000
To deliver reliable, affordable and sustainable services and ensure improved infrastructure maintenance	WSD1.4 Number of reservoirs constructed	2	0.0000	0.0000	0.0000	2.0000
To promote integrated human settlements through massive infrastructure and services rollout	WSD1.5 Number of water meters installed and uploaded on solar workflow system	1000	0.0000	100.0000	500.0000	1000.0000
To protect the natural environment and promote resource sustainability	ENV5.11 Percentage of coastline with protection measures in place	0	0.0000	0.0000	0.0000	0.0000
N/A	ENV5.12 Number of coastal water samples taken for monitoring purposes	0	0.0000	0.0000	0.0000	0.0000
To protect the natural environment and promote resource sustainability	ENV5.21 Number of inland water samples tested for monitoring purposes	95	95.0000	95.0000	95.0000	95.0000
To build a clean, capable and modernised Local State	WS1.6 Rand value of revenue generated from sale of services rendered by the department (Water)	7531940688.00	2108943392.6400	1807665765.1200	1280429916.9600	2034901613.2800
To build a clean, capable and modernised Local State	WS1.7 Rand value of revenue generated from sale of services rendered by the department. (Sewer)	3330723047.00	932602453.1600	799373531.2800	566222917.9900	1032524144.5700
To build a clean, capable and modernised Local State	FM1.12 Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	90	10.0000	35.0000	65.0000	90.0000
To build a clean, capable and modernised Local State	FM1.13 Total Operating Revenue as a percentage of Total Operating Revenue Budget	90	15.0000	45.0000	65.0000	90.0000
An ethical, clean political leadership and administration	GG3.11 Number of repeat audit findings	0	0.0000	0.0000	0.0000	0.0000
To build a clean, capable and modernised Local State	FM2.21 Cash backed reserves reconciliation at year end	100	0.0000	0.0000	0.0000	100.0000
To build a clean, capable and modernised Local State	FM3.11 Cash/Cost coverage ratio	1.40	0.9000	1.1000	1.2000	1.4000
To build a clean, capable and modernised Local State	FM3.12 Current ratio (current assets/current liabilities)	1.8	0.0000	0.0000	0.0000	1.8000
To build a clean, capable and modernised Local State	FM3.13 Trade payables to cash ratio	0.8	0.6000	0.7000	0.7500	0.8000
To build a clean, capable and modernised Local State	FM3.14 Liquidity ratio	1	0.8000	0.9000	0.9500	1.0000
To build a clean, capable and modernised Local State	FM4.31 Creditors payment period	30	70.0000	80.0000	85.0000	90.0000
Improved quality, maintenance and equitable services throughout urban	FM5.12 Percentage of total capital expenditure funded from capital conditional grants	95	10.0000	35.0000	65.0000	95.0000
Improved quality, maintenance and equitable services throughout urban	FM5.21 Percentage of total capital expenditure on renewal/upgrading of existing assets	35	0.0000	0.0000	0.0000	35.0000

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Key Results	Key Performance Indicators	Annual Target	Quarter 1	Mid-Year Review/ Appraisal	Quarter 3	Year-End Appraisal
Improved quality, maintenance and equitable services throughout urban	FM5.22 Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment	20	5.0000	10.0000	15.0000	20.0000
Improved quality, maintenance and equitable services throughout urban	FM5.31 Repairs and Maintenance as a percentage of property, plant, equipment and investment property	8	0.0000	0.0000	8.0000	8.0000
Improved quality, maintenance and equitable services throughout urban	FM7.11 Debtors payment period	30	60.0000	60.0000	45.0000	30.0000
Improved quality, maintenance and equitable services throughout urban	FM7.12 Collection rate ratio	90	75.0000	80.0000	85.0000	90.0000
Improved quality, maintenance and equitable services throughout urban	FM7.32 Net Surplus /Deficit Margin for Water	0	0.0000	0.0000	0.0000	0.0000
Improved quality, maintenance and equitable services throughout urban	LED3.32 Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission	95	60.0000	70.0000	80.0000	95.0000

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5 PERFORMANCE PLAN

1. Key Performance Areas

KPA	Key Result Area	Key Outcomes	Weights	Activities	KPI	Baseline	Annual Target	5-Point Rating Scale	Portfolio of Evidence	Source of Evidence
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (-9.00)	To protect the natural environment and promote resource sustainability	Increased accesses to sanitation services	1	Coordinate activities to improve access to sanitation.	WSD1 Number of Additional Chemical Toilets Provided to Informal Settlements	110	100	1 = < 74; 2 = 74 - 99; 3 = 100; 4 = 101 - 115; 5= > 115	Dated and signed close out report for the installation of services.	Quarterly SDBIP Performance report approved by Council.
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (5.00)	To protect the natural environment and promote resource sustainability	Increased accesses to water services	5	Coordinate activities to improve access to water	WSD2 Number of Additional Water Access Points Provided to Informal Settlements	76	50	1 = <25; 2 = 25-49; 3 = 50; 4 = 51 -65; 5 = >65	Dated and signed close out report for the installation of services	Quarterly SDBIP Performance report approved by Council.
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (20.00)	Improved quality, maintenance and equitable services through out urban areas	Financial Management	5	Coordinate activities to improve expenditure on the Maintenance Budget	WSD4. Percentage of Repairs and Maintenance Budget Spent	87	95	1 = < 91%; 2 = 91 - 94%; 3 = 95%; 4 = 96 - 99%; 5 = 100%	Dated and signed Finance repairs and maintenance expenditure to date report	Quarterly SDBIP Performance report approved by Council.
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (25.00)	Clean governance and governance	Clean governance and administration	2	Coordinate activities to improve clean governance	WSD5.Number of repeat audit finding	0	0	1 = > 1; 2 = 1, 3 = 0; 4 = - 5 = -	AGSA signed Management letter for previous years audit	AGSA signed Management Letter
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (27.00)	To promote integrated human settlements through massive infrastructure and services rollout	Improved access to services	0.5	Coordinate activities to address ward priority projects	WSD6 Percentage projects in the approved budget that address ward priorities implemented	0	95	1 = < 91%; 2 = 91 - 94%; 3 = 95%; 4 = 96 - 99%; 5 = 100%	Expenditure report from Finance department and dated and signed quarterly progress report on implementation. Listing of ward priorities funded by CAPEX/OPEX	Quarterly SDBIP Performance report approved by Council

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KPA	Key Result Area	Key Outcomes	Weights	Activities	KPI	Baseline	Annual Target	5-Point Rating Scale	Portfolio of Evidence	Source of Evidence
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (22.50)	To deliver reliable, affordable and sustainable services and ensure improved infrastructure maintenance	Improved access to water	5	Coordinate activities to improve access to water and sanitation	WSD7 Km of water and sewer pipes replaced, upgraded and extended	8.828	8	1 = < 4km; 2 = 4 - 7km; 3 = 8km; 4 = 9– 10km; 5 = > 10km	Dated and signed payment certificates certified | AND | Listing of areas and kms of pipes upgraded/replaced/ extended	Quarterly SDBIP Performance report approved by Council.
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (37.50)	To build a clean, capable and modernised local state	WS5. Improved water sustainability	5	Coordinate activities to reduce non-revenue water.	WS5.1 Percentage non-revenue water	28.94%	30	1 = >35%; 2 = 30.5-35%; 3 = 30%; 4 = 29.5-28% 5 = <28%	Dated and signed water balance report	Dated and Signed International Water Association (IWA) Balance Report.
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (42.50)	To protect the natural environment and promote resource sustainability	Improved water quality	5	Coordinate activities to maintain the Blue-drop status level of the City.	WSD1.7 Percentage compliance with Blue Drop standards	>95%	>95	1 = < 91%; 2 = 91 - 95%; 3 = >95%; 4 = -; 5 = -	Dated and signed Blue Drop Certificate.	Quarterly SDBIP Performance report approved by Council.
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (47.50)	To build a clean, capable and modernised local state	WS5. Improved water sustainability	5	Coordinate activities to minimise leakages.	WS5.21 Infrastructure Leakage Index	5.86	6.36	1 = > 6.38; 2 = 6.37 – 6.38; 3 = 6.36; 4 = 6.35 – 6.34; 5 = < 6.34	Dated and Signed International Water Association (IWA) reports	Quarterly SDBIP Performance report approved by Council.
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (47.50)	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	FM1 Enhanced municipal budgeting and budget implementation	5	Coordinate activities to improve expenditure on the Capex Budget	FM1.11 Total Capital Expenditure as a percentage of Total Capital Budget	New	95	1 = < 91% 2 = 91 - 94% 3 = 95% 4 = 96 - 99% 5 = 100%	Dated and signed Finance capital expenditure to date report	Finance expenditure to date report
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (62.50)	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	FM5 | Improved asset management	5	Coordinate activities to improve expenditure on the Capex Budget	FM5.11 Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)	New	95	1 = < 91%; 2 = 91 - 94%; 3 = 95%; 4 = 96 - 99%; 5 = 100%	Dated and signed and CAPEX report	Finance expenditure to date report

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KPA	Key Result Area	Key Outcomes	Weights	Activities	KPI	Baseline	Annual Target	5-Point Rating Scale	Portfolio of Evidence	Source of Evidence
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (67.50)	**To deliver reliable, affordable, and sustainable services and ensure improved infrastructure maintenance**	WS2. Improved access to water	5	Coordinate activities to improve access to water.	WS2.11 Number of new water connections meeting minimum standards	1441	800	1 =<750; 2= 750 - 799; 3= 800; 4= 801 - 900; 5= > 900	Listing of new water connection | AND | Date and signed Venus generated Report/ data sheet	Quarterly SDBIP Performance report approved by Council
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (72.50)	**To deliver reliable, affordable, and sustainable services and ensure improved infrastructure maintenance**	WS3. Improved quality of water sanitation services	2	Coordinate activities to ensure improved customer responsiveness	WS3.11 Percentage of Callouts responded to within 24 hours (sanitation /wastewater)	New	85	1 = < 80%; 2 = 80 - 84%; 3= 85%; 4= 86 - 90%; 5= > 90%	Listing of the percentage of complaints/callouts responded to within 48 hours.	Quarterly SDBIP Performance report approved by Council.
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (74.50)	**To deliver reliable, affordable, and sustainable services and ensure improved infrastructure maintenance**	WSBU 1.1 Frequency of sewer blockages	5	Coordinate activities to ensure improved customer responsiveness	WSBU 1.11 Percentage of Callouts responded to within 48 hours (sanitation /wastewater)	43.07	85	1 = < 80%; 2 = 80 - 84%; 3= 85%; 4= 86 - 90%; 5= > 90%	Dated and signed IMS report | AND | Dated and signed memorandum of reported achievement	Quarterly SDBIP Performance report approved by Council.
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (79.50)	**To deliver reliable, affordable, and sustainable services and ensure improved infrastructure maintenance**	WS3. Improved quality of water sanitation services	2	Coordinate activities to ensure improved customer responsiveness	WS3.21 Percentage of Callouts responded to within 48 hours (water)	52.91%	85	1 = < 80%; 2 = 80 - 84%; 3= 85%; 4= 86 - 90%; 5 = > 90%	Dated and signed IMS report | AND | Dated and signed memorandum of reported achievement	Quarterly SDBIP Performance report approved by Council.
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (81.50)	**To protect the natural environment and promote resource sustainability**	WS4. Improved quality of water (incl. wastewater)	0	n/a	WS 4.11 Percentage of water treatment capacity unused	New	0.001	0	N/A	n/a

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KPA	Key Result Area	Key Outcomes	Weights	Activities	KPI	Baseline	Annual Target	5-Point Rating Scale	Portfolio of Evidence	Source of Evidence
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (81.50)	**To protect the natural environment and promote resource sustainability**	WS4. Improved quality of water (incl. wastewater)	5	Coordinate activities to maintain the trade effluent producers inspection for compliance in the City.	WS4.21. Percentage of trade effluent producers inspected for compliance	95.60%	>90	1 = < 80%; 2= 80 – 90%; 3= >90%; 4= -; 5 = -	Dated and signed water quality report	Quarterly SDBIP Performance report approved by Council.
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (86.50)	**To deliver reliable, affordable, and sustainable services and ensure improved infrastructure maintenance**	WS5. Improved water sustainability	5	Coordinate activities to improve access to water.	WS5.31 Percentage of total water connections metered	95.40%	94	1=<93%; 2=93-93.9%; 3= 94%; 4 = 94.1 -94.9%; 5= >94.9%	Dated Reporting System generated report/data sheet | AND | Dated and signed memorandum of reported achievement	Quarterly SDBIP Performance report approved by Council.
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (91.50)	**To promote integrated human settlements through massive infrastructure and services rollout**	WS5. Improved water sustainability	5	Coordinate activities to increase revenue collection through meter reading services.	WS5.32 Percentage of metering performance	New	90	1=<79; 2=< 79-89; 3= 90%; 4 = 91 - 93.1%; 5= >93.1	BP443 (Interim) Report generated from the billing system	Quarterly SDBIP Performance report approved by Council.
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (96.50)	**To deliver reliable, affordable and sustainable services and ensure improved infrastructure maintenance**	Increased security of water supply	3	Coordinate activities to improve access to water.	WSD1.4 Number of reservoirs constructed	2	2	1 = 0; 2 = 1; 3 = 2; 4 = 3; 5 = >3	Listing of the constructed reservoirs AND Dated and signed practical /completion certificates	Quarterly SDBIP Performance report approved by Council.
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (99.50)	**To promote integrated human settlements through massive infrastructure and services rollout**	Increased water management	1	Coordinate activities to increase revenue collection through water services.	WSD1.5 Number of water meters installed and uploaded on solar workflow system	1795	1000	= < 750; 2 = 750 - 999; 3 = 1000; 4 = 1001 – 1250; 5 = > 1250	Listing of water meters installed and uploaded on the solar workflow system | AND | Dated and signed System generated report.	Quarterly SDBIP Performance report approved by Council.

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KPA	Key Result Area	Key Outcomes	Weights	Activities	KPI	Baseline	Annual Target	5-Point Rating Scale	Portfolio of Evidence	Source of Evidence
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (86.50)	To protect the natural environment and promote resource sustainability	ENV5. Coastal and inland water resources maintained	0.1	n/a	ENV5.11 Percentage of coastline with protection measures in place	New	0	N/A	N/A	n/a
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (86.60)	N/A	N/A	1	N/A	ENV5.12 Number of coastal water samples taken for monitoring purposes	New	0	N/A	N/A	N/A
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (87.60)	To protect the natural environment and promote resource sustainability	ENV5. Coastal and inland water resources maintained	1	Coordinate activities to maintain the Blue-drop status level of the City.	ENV5.21 Number of inland water samples tested for monitoring purposes	0	95	1 = < 91% 2 = 91 - 94% 3 = 95 4 = 96 – 97% 5 = >97%	N/A	Dated and signed Blue Drop Certificate.
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (88.60)	To build a clean, capable and modernised Local State	Improved Revenue	2	Coordinate activities to achieve rand value generated	WS1.6 Rand value of revenue generated from sale of services rendered by the department (Water)	New	7531940688.00	1= <7531940687.00; 2= 7531940687.00; 3=7531940688.00 4=7531940689.00; 5=>7531940689.00	Flat file received from Finance monthly.	Quarterly SDBIP Performance report approved by Council.
(0.00)	To build a clean, capable and modernised Local State	Improved Revenue	1	Coordinate activities to achieve rand value of revenue generated from sale of services rendered	WS1.7 Rand value of revenue generated from sale of services rendered by the department. (Sewer)	New	3330723047.00	1= <330723046.00; 2=330723046.00; 3=330723047.00; 4=330723048.00; 5=>330723048.00	Flat file received from Finance monthly.	The Audited Annual Financial Statements for the previous financial year
FINANCIAL VIABILITY AND SUSTAINABILITY (0.00)	To build a clean, capable and modernised Local State	FM1 Enhanced municipal budgeting and budget implementation	1	Coordinate activities to achieve Net Surplus Margin	FM1.12 Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	New	90	1 = < 80% 2 = 81 - 89% 3 = 90 4 = 91 – 93% 5 = >93%	Dated and signed finance OPEX expenditure to date report	Quarterly SDBIP Performance report approved by Council.
(0.00)	To build a clean, capable and modernised Local State	FM1 Enhanced municipal budgeting and budget implementation	1	Coordinate activities to achieve Total Operating Revenue as a percentage of Total Operating Revenue Budget	FM1.13 Total Operating Revenue as a percentage of Total Operating Revenue Budget	New	90	1 = < 80%; 2 = 81 - 89%; 3 = 90%; 4 = 91 – 93%; 5 = >93%	Dated and signed finance OPEX expenditure to date report	The Audited Annual Financial Statements for the previous financial year

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KPA	Key Result Area	Key Outcomes	Weights	Activities	KPI	Baseline	Annual Target	5-Point Rating Scale	Portfolio of Evidence	Source of Evidence
GOOD GOVERNANCE AND PUBLIC PARTICIPATION (0.00)	An ethical, clean political leadership and administration	GG3 | Improved municipal administration	1	Implementation of the Operation Clean Audit interventions	GG3.11 Number of repeat audit findings	New	0	1=<2; 2=1-2; 3=0; 4=-; 5=-	AGSA signed Management letter for previous years audit	Audit Report approved by Council. Internal Audit compliance certificate.
FINANCIAL VIABILITY AND SUSTAINABILITY (1.00)	To build a clean, capable and modernised Local State	FM2. Improved financial sustainability and liability management	1	Coordinate activities to achieve cash back reserves reconciliation	FM2.21 Cash backed reserves reconciliation at year end	New	100	1 = < 80; 2 = 80 - 99; 3 = 100; 4 = -; 5 = -	The Audited Annual Financial Statements for the previous financial year as finalised in January of the following financial period for the previous financial period.	Quarterly SDBIP Performance report approved by Council.
FINANCIAL VIABILITY AND SUSTAINABILITY (2.00)	To build a clean, capable and modernised Local State	FM3. Improved liquidity management	1	Coordinate activities to achieve cash/cost coverage ratio	FM3.11 Cash/Cost coverage ratio	New	1.40	1=<1.1; 2= 1.1-1.3; 3=1.4; 4=1.41-1.50; 5=>1.50	The Audited Annual Financial Statements for the previous financial year as finalised in January of the following financial period for the previous financial period,	Quarterly SDBIP Performance report approved by Council.
FINANCIAL VIABILITY AND SUSTAINABILITY (3.00)	To build a clean, capable and modernised Local State	FM3. Improved liquidity management	1	Coordinate activities to achieve Net Surplus Margin	FM3.12 Current ratio (current assets/current liabilities)	New	1.8	1=<1.6; 2=1.6-1.7; 3=1.8; 4=1.84-1.85; 5=>1.85	The Audited Annual Financial Statements for the previous financial year as finalised in January of the following financial period for the previous financial period,	The Audited Annual Financial Statements for the previous financial year
FINANCIAL VIABILITY AND SUSTAINABILITY (4.00)	To build a clean, capable and modernised Local State	FM3. Improved liquidity management	0.5	Coordinate activities to achieve improved liquidirt	FM3.13 Trade payables to cash ratio	New	0.8	1<0.5 2= 0.6-0.7 3=0.8 4=0.81-0.84 5= 0.85	Signed and dated Cash on Hand calculation and Trade payables listing reports	The Audited Annual Financial Statements for the previous financial year
FINANCIAL VIABILITY AND SUSTAINABILITY (4.50)	To build a clean, capable and modernised Local State	FM3. Improved liquidity management	1	Coordinate activities to improve liquidity	FM3.14 Liquidity ratio	New	1	1<0.70 2=0.71-0.99 3=1 4=1.1-1.2 5.1.26	Signed and dated Cash on Hand calculation and Total Current Liabilities for the period ratio reports	The Audited Annual Financial Statements for the previous financial year
FINANCIAL VIABILITY AND SUSTAINABILITY (5.50)	To build a clean, capable and modernised Local State	FM4. Improved expenditure management	1	Coordinate activities to achieve improve creditors management	FM4.31 Creditors payment period	New	30	1=>40; 2=31-40; 3=30; 4=29-20; 5= <20	Signed and dated Outstanding Creditors (for credit purchases) report and Total Creditor Purchases report	The Audited Annual Financial Statements for the previous financial year
FINANCIAL VIABILITY AND SUSTAINABILITY (6.50)	Improved quality, maintenance and equitable services throughout urban	FM5. Improved asset management	1	Coordinate activities to improve expenditure on the capital conditional grants	FM5.12 Percentage of total capital expenditure funded from capital conditional grants	New	95	1 = < 91%; 2 = 91 - 94%; 3 = 95%; 4 = 96 - 97%; 5 = 98 - 100%	Dated and signed and CAPEX report	Audited Annual Financial Statements

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KPA	Key Result Area	Key Outcomes	Weights	Activities	KPI	Baseline	Annual Target	5-Point Rating Scale	Portfolio of Evidence	Source of Evidence
FINANCIAL VIABILITY AND SUSTAINABILITY (7.50)	Improved quality, maintenance and equitable services throughout urban	FM5. Improved asset management	1	Coordinate activities to achieve the targets for asset renewaland upgrading	FM5.21 Percentage of total capital expenditure on renewal/upgrading of existing assets	New	35	1=<25; 2=25-34; 3=35; 4=36-37; 5>37	CAPEX management report provided by the Budget & Management Accounting Division - Excel spreadsheet calculation as extracted from Capex report per Capital Infrastructure Funding (CIF) categories for the period linked to AFS.	Audited Annual Financial Statements
FINANCIAL VIABILITY AND SUSTAINABILITY (8.50)	Improved quality, maintenance and equitable services throughout urban	FM5. Improved asset management	1	Coordinate activities for depreciation/asset impairment	FM5.22 Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment	New	20	1<15; 2=15-19; 3=20; 4=21-23; 5=>23	POE: AFS Notes to Annual Financial Statements and CAPEX management report provided by the Budget & Management Accounting Division - Excel spreadsheet calculation as extracted from Capex report per Capital Infrastructure Funding (CIF) categories for the period linked to AFS.	Audited Annual Financial Statements
FINANCIAL VIABILITY AND SUSTAINABILITY (9.50)	Improved quality, maintenance and equitable services throughout urban	FM5. Improved asset management	1.2	Coordinate activities to improve asset management	FM5.31 Repairs and Maintenance as a percentage of property, plant, equipment and investment property	New	8	1<6; 2=6-7; 3=8; 4=9-10; 5=>10	Signed and dated Excel spreadsheet calculation as extracted from mSCOA Repairs & Maintenance Report linked to AFS and Calculation of Property Plant and Equipment	Audited Annual Financial Statements OR Compliance Certificate from Finance
FINANCIAL VIABILITY AND SUSTAINABILITY (10.70)	Improved quality, maintenance and equitable services throughout urban	FM7. Improved revenue and debtors management	1.2	Coordinate activities to improve debtors payment	FM7.11 Debtors payment period	New	30	1=>45; 2=45-31; 3=30; 4=29-20; 5=<20	Signed and dated debtors' payment period report	Annual Financial Statements OR Compliance Certificate from Finance
FINANCIAL VIABILITY AND SUSTAINABILITY (11.89)	Improved quality, maintenance and equitable services throughout urban	FM7. Improved revenue and debtors management	2	Coordinate activities to improve collection	FM7.12 Collection rate ratio	New	90	1<85; 2= 85-89; 3=90; 4=91-93; 5=>93	Signed and dated collection rate ratio report	Annual Financial Statements OR Compliance Certificate from Finance

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ANNEXURE A.2 COMPETENCIES = 20% OF PERFORMANCE AGREEMENT (Regulation 21 of 2014, of the Systems Act, Act No 32 of 2000)

Competency	Total Weighting
Analysis and Innovation	8.00
Batho-Pele-Principles(Some already covered under the Competencies)	4.00
Change Leadership	8.00
Communication	8.00
Communication	8.00
Financial Management	8.00
Governance Leadership	8.00
Knowledge & Information Management	8.00
Moral Competence	8.00
People Management	8.00
Planning and Organising	8.00
Program and Project Management	8.00
Strategic Direction and Leadership	8.00

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1. **6.Signatories**

Signature of the **Employer** : ______

Signed and accepted by (full names) Kagiso Michael Lerutla (position) City Manager, duly representing the City of Ekurhuleni "the Employer".

Date: 30 July 2026

Signature of the **Employee:** ______

Thokozane Shadrack Maseko

Signed and accepted by (full names) Thokozani Shadrack Maseko (position) Head of Business Unit: Water and Sanitation, the employee of the City of Ekurhuleni.

Date: 30 July 2026

Note: Please initial every page

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ANNEXURE B: PERSONAL DEVELOPMENT PLAN

PERSONAL DEVELOPMENT PLAN (PDP)

NAME & SURNAME:	Thokozane Shadrack Maseko
EMPLOYEE NUMBER:	
DEPARTMENT:	Water and Sanitation Business Unit
DESIGNATION:	
DIRECT SUPERVISOR / MANAGER:	Kagiso Michael Lerutla
FORMAL QUALIFICATIONS: **GRADE 12** **CERTIFICATES – 120 CREDITS** **DIPLOMAS** **DEGREES** **HIGHER DEGREES**	
SHORT COURSES ANS SKILLS PROGRAMMES FOUND COMPETENT	

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LEARNING AND DEVELOPMENT REQUIRED

SHORT TERM : (Less than 3 Months: 2 Interventions per Financial year)

Financial Year	Identify specific Learning and Development programmes or courses	Type of learning: Formal Training / Skills Programme Short Course Mentoring and / or Coaching Internship/ Learnership / Apprenticeship Guidance and Instruction. Degree/ Bursary; Exchange Program	Due date (by when)	Duration of Training
2026/2027	PGD MANAGEMENT	Degree/ Bursary; Exchange Program	30 June 2027	12

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Authentication and agreement:

SIGNED BY SUPERVISOR ON DATE: 30/07/2026 **AT: (PLACE):** Germiston

SIGNATURE

SIGNED BY EMPLOYEE ON DATE: 30 July 2026 **AT: (PLACE):** Germiston

SIGNATURE

Copies to (1) Employee (2) Training Coordinator in the Department and (3) HR Representative (4) PM Practitioner

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