

RATLOU LOCAL MUNICIPALITY

2025 -2026

PERFORMANCE AGREEMENT

As represented by

LLOYD LEOKO

(In his capacity as the Municipal Manager of RATLOU LOCAL MUNICIPALITY)

(The employer for the purpose of this agreement)

And

GAORETELELWE AUBREY NTSHEKANG

In his capacity as the Senior Manager Corporate Services of RATLOU LOCAL MUNICIPALITY (The employee for the purpose of this agreement)

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PERFORMANCE AGREEMENT

Entered into by and between

The Local Municipality of Ratlou herein represented by Mr Lloyd Leoko , in his capacity as Municipal Manager (hereinafter referred to as the employer)

And

Mr Gaoretelelwe Aubrey Ntshekang in his capacity as the Senior Manager Corporate Services of Ratlou Local Municipality, (hereinafter referred to as the Employee)

Whereby it is agreed by the parties as follows:

1. INTRODUCTION

- 1.1. Section 57(1)(b) of the Municipal System Act 32 of 2000, requires the parties to conclude an annual performance Agreement in terms of section 57(2)(a) of the same Act.
- 1.2. Parties wish to ensure that they agree on goals to be achieved, and secure the commitment of the Employee reporting to the Employer, to set of outcomes that will secure local government policy goals
- 1.3. Parties wish to ensure that there is compliance with Section 57(4A) 57(4B) and 57(5) of the Municipal System Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to-

- 2.1. Comply with the provision of the Section 57(1)(b) and (5) of the Municipal System Act 32 of 2000.
- 2.2. Specify objectives and targets established for the Employee and to communicate to the Employee to the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3. Specify accountabilities as set out in the Performance Plan, which is attached herewith as Annexure "A"

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- 2.4. Monitor and measure performance against set targets outputs and establish a transparent and accountable working relationship
- 2.5. Use the Performance Agreement and Performance Plan as the basis for assessing whether the Employee has met the performance expectations applicable to the job;
- 2.6. Appropriately reward the Employee in accordance with the Employer's performance management policy in the of outstanding performance, and
- 2.7. Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery through a performance management system.

3. COMMENCEMENT AND DURATION

- 3.1. This Agreement will commence on 01 July 2025 and will remain in force until 30 June 2026, irrespective of the date of signatures by the parties, where after a new Performance Agreement, Performance Plan and Personal Development Plan may be concluded between the parties for the next financial year or portion thereof
- 3.2. The parties will review the provisions of this Agreement during June each year and will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year;
- 3.3. The payment of performance bonus is determined by the performance score obtained during the annual performance evaluation exercise and approval of the performance assessment report by Council.
- 3.4. This Agreement will terminate on the termination of the Employee's contract of the employment for any reason.
- 3.5. The content of this Agreement may be revised at any time during the abovementioned period to review the matters agreed upon.
- 3.6. If at any time during the validity of this Agreement the work environment alters (whether as results of government of council decision 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

- 4.1. 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,
- 4.2 The performance objectives and targets reflected in annexure A are met by the Employer in consultation with the employee's and based on the integrated Development Plan and the Budget of the Employer,; and shall include strategic objectives; key performance Indicators and Performance Targets.
- 4.3 The strategic objectives describe the main task need to be done, The performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. Performance targets describe the quantum and timeframes in which the work must be achieved.
- 4.4 The Employer'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 and Top Layer SDBIP.

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 key Performance Areas (including special projects relevant to the employee responsibilities) within the local government framework.

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5.5 The criteria upon the performance of the Employee shall be assessed and shall consist of two components, both which shall be contained in the Performance Agreement. The Employee must be assessed against both components, with a weighting of 80, 20 allocated to the Key Performance areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.

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

5.6.2 Key performance Areas covering the main areas of work will account 80% and the core management Competencies will account for 20% of the final assessment

5.7 The Employee's assessment will be based on his performance in terms of the output / outcomes (performance indicators) identified as per the attached Performance Plan (Annexure A), which are linked to key Performance areas, which constitute 80% of the overall assessment result as per the weightings agreed to between Employer and Employee

Key Performance Areas	Weightings
Basic Service Delivery	5%
Municipal Institutional Development and Transformation	20%
Local Economic Development	5%
Municipal Financial Viability and Management	40%
Good Governance and Public Participation	30%
Total	100%

5.8 The Core Management Competencies will make up the other 20% of the Employee's assessment score; the following are the Core Management Competencies:

CORE COMPETENCIES REQUIREMENTS FOR EMPLOYEES	
Core Managerial Competencies(CMC)	Weight
Strategic Capacity	10%
Programme and Project Management	10%
Financial Management	20%
Change Management	5%
Service Delivery innovation	5%
Problem Solving	5%
People and Diversity Management	10%
Client Orientation and Customer Focus	5%
Communication	5%
Accountability and Ethical Conduct	5%
Policy Conceptualization and Implementation	5%
Supply Chain Management	15%
TOTAL	100%

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6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement as set out
- 6.1.1 The standards and procedures for evaluating the Employee's performance, and
- 6.2 Despite the 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 included in a personal Development Plan as well as the actions agreed to and implementation must take place within set time frames
- 6.4 The annual performance appraisal will involve
 - 6.4.1 Assessment of the achievement of results as outlined in the performance plan
 - 6.4.1.1 Each key Performance Area should be assessed according to the extent to which the specified standard or performance indicators have been met and with due regard to ad hoc task that has to be performed under the KPA
 - 6.4.1.2 An indicative rating on the five point scale should be provided to each key Performance Areas score
 - 6.4.1.3 The applicable assessment rating calculator must then be used to add the score and calculate a final Key performance area score.
 - 6.4.2 Assessment of the Core Management Competencies
 - 6.4.2.1 Each CMC should be assessed according to the extent to which specified Core Management Competencies
 - 6.4.2.2 An indicative rating on the five-point scale should be provided for each Core Management Competencies
 - 6.4.2.3 This rating should be multiplied by the weighting given to each Core Management Competencies
 - 6.4.2.4 The applicable assessment rating calculator must then be used to add the scores and calculating a final Core Management Competencies score
 - 6.4.3 Overall rating

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6.4.3.1 An overall rating is calculated by using the applicable assessment – rating calculator

6.4.3.2 Assessment of Employee's performance will be based on the following rating scale for KPS's and CMC

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding	Performance far exceeds the standards expected of and employee at this level. The appraisal indicates that employee has achieved far above fully effective result against all performance criteria and indicators as specific in the PA and Performance plan and maintained this in all areas of responsibility throughout the year					
4	Performance Significantly above expectation	Performance is significantly higher than the standards expected of and employee at this level. The appraisal indicates that employee has achieved above fully effective result against all performance criteria and indicators as specific in the PA and Performance plan and maintained this in all areas of responsibility throughout the year					
3	Fully Effective	Performance fully meets the standard expected in all areas of the job. The appraisal indicates that employee has fully achieved effective result against all performance criteria and indicators as specific in the PA and Performance plan					
2	Not fully effective	Performance fully meets the standard expected in all areas of the job. The review/assessment indicates that employee has fully achieved below fully effective result against more than half the key performance criteria and indicators as specific in the PA and Performance plan					
1	Unacceptable performance	Performance does not meet the standard expected in all areas of the job. The review/assessment indicates that employee has fully achieved below fully effective result against more than half the key performance criteria and indicators as specific in the PA and Performance plan					

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6.5 For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established:

6.5.1 Municipal Manager;

6.5.2 Chairperson of the Audit Committee;

6.5.3 Member of the Executive Committee, and

6.5.4 Municipal Manager from another Municipality

6.5.5 Manager: Performance Management System (Secretariat)

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each employee in relation to his /her performance agreement shall be reviewed on the following periods with the understanding that the reviews in the first and third quarter may be verbal if performance is satisfactory

7.1.1 First quarter: Second week of October 2025

7.1.2 Second quarter: Third week of January 2026

7.1.3 Third quarter: Second week of April 2026

7.1.4 Fourth quarter & Annual review: End of August 2026

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 Employer'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 reason, The Employee will be fully consulted before any 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 change is made

7.6. Record/results of quarterly, mid-year and annual assessment/reviews and changes made to the performance agreement as a result of such evaluations will be documented and form part of the annual performance evaluation report.

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8. DEVELOPMENT REQUIREMENTS

The personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure "B"

9. OBLIGATIONS OF THE EMPLOYER

The Employer shall:

- 9.1 Create enabling environment for effective performance by the employer;
- 9.2 Provide access to skills development and capacity building opportunities
- 9.3 Work collaboratively with the employees to solve problems and generate solutions to common problems that may impact on his/her performance;
- 9.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him/her to meet the performance objectives and targets established in terms of this agreement

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employees timeously where the exercising of the power will have amongst others;
 - 10.1.1 A direct effect on the performance of any of Employee's functions, performance objectives and targets;
 - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 A substantial financial effect on the Employer
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken when exercising powers contemplated in 10.1 above to enable the Employee to take any necessary action without delay

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 After the annual performance evaluation in terms of this performance agreement has been completed, the performance bonus ranging from

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5% to 14% of the all-inclusive remuneration package may be paid to the Employee in recognition of outstanding performance

11.3 In determining the performance bonus the relevant percentage will be based on the over rating, calculated by using the applicable assessment rating calculator provided that :

11.3.1 A score of 100% to 129% will be awarded a performance bonus of five percent (5%)

11.3.2 A score of 130% to 149% will be awarded a performance bonus of five percent (10%)

11.3.3 A score of 150% will be awarded a performance bonus of five percent (14%)

11.4 The above mentioned performance bonus will be awarded based on the following scheme

Level of Performance	Description	Allocated Total Score	Bonus % of the Total Package
5.0	Outstanding Performance	Above 150%	14%
4.0	Performance significant above expectations	130 -149%	10%
3.0	Fully effective (meet the standards)	100 – 129%	05%
2.0	Performance not fully effect	50 – 99%	0%
1.0	Unacceptable Performance	1 – 49%	

In the case of unacceptable performance, the Employee shall-

11.5.1 Give notice to the Employee to attend a meeting with the Employer and the Employer will have the opportunity to satisfy the Employer of the measures being taken to ensure that the Employee's performance becomes satisfactory by a particular date.

11.5.2 Provide systematic remedial or developmental support to support and assist the Employees to improve his/her performance; and

11.5.3 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 in grounds of unfitness or incapacity to carry out his/her duties.

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- 11.6 Nothing contained in this Agreement in any way limits the right of the Employer to terminate the Employee's contract of employment for any other breach by the Employee of his obligations to the Employer or for any other valid reason in law

12. DISPUTE RESOLUTION

- 12.1 If the Employee is dissatisfied with any decision or action of the Employer in terms of this agreement, or where a dispute arises about the nature of this performance agreement, whether it relates to which the Employee has achieved the performance objectives and targets established in terms of this Agreement.
- 12.1.1 The Employer may meet with the Employee with a view to resolving the issue. The Employer will record the outcome of the meeting in writing
- 12.1.2 In the event the Employee remains dissatisfied with the outcome of the meeting, the dispute shall be mediated by the Executive Mayor within thirty (30) days of receipt of a formal dispute from the Employee.
- 12.1.3 Provided that if the dispute is about the outcomes of the Employee's performance evaluation, the dispute shall be mediated by a member of the Municipal Council who was not part of the evaluation panel within thirty (30) days of receipt of a formal dispute from the Employee
- 12.2 In the event that the meeting and mediation process contemplated in clause 12.1 above fails, dispute resolution mechanisms or processes provided for in the contract of employment shall apply and subsequent report to Council.
- 12.3 The outcome of any meeting and the decisions of the Employer, mediation or arbitration with regards to any dispute in terms of the performance agreement must form part of the report of the annual assessment exercise.

13. PERFORMANCE PLAN

13.1. Purpose

The performance plan defines the Council's expectations of the Municipal Manager and Senior Managers Performance Agreement to which this document is attached and Section 57 (5) of the Municipal System Act, which provides that performance objectives and targets must be based on the key performance indicators as set the Municipality's integrated development Plan (IDP) and as reviewed annually.

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13.2 Key Responsibilities

The following objects of local government will inform the Municipal Manager and Senior Managers performance against set performance indicators;

1. Provide democratic and accountable government for local communities
2. Ensure the provision of service to communities in a sustainable manner
3. Promote social and economic development;
4. Promote a safe and healthy environment;
5. Encourage the involvement of communities and community organisations in the matters of local government.
6. Provide capacity building to employees in line with Workplace Skills Development Plan.

13.3 Key Performance Areas

The key performance Areas (KPAs) as outlined in the Local Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in below;

1. Municipal Transformation and Organisational Development;
2. Infrastructure Development and Service Delivery;
3. Local Economic Development;
4. Municipal Financial Viability and Management;
5. Good Governance and Public Participation.
6. Spatial Rationale

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CHAPTER 4

1. MUNICIPAL FINANCIAL INFORMATION

This section contains the financial information of the municipality as contained in the 2025/2026 municipal budget.

The first part of the section consists of the municipality's projected income by source. This represents all the income that the municipality will receive for the 2025/2026 financial year.

This section is followed by the projected expenditure of council by vote. Here the municipality indicates its expenditure plan in line with its projected income.

The last part of this section consists of the ward information where the location of each project will be based in the municipal area. Readers and residents alike should be able to use the information in this section to see the distribution of projects in the municipal area and the most importantly to follow the development trends.

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KPA: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT										
Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Achieve Positive Employee Climate	Number Employment Equity Plans submitted to the dept of employment & labour	Employment Equity Plan	1 Employment Equity plan submitted to the Department of Employment & Labour by 15 January 2026	Operational	Representative workforce	-	-	1 Employment Equity plan submitted to the Department of Employment & Labour by 15 January 2026	-	Council resolution and acknowledgement letter from Dept. Labour
	Number of LLF Meetings held	3	4 LLF Meetings held by 30 June 2026	Operational		1 LLF Meetings held by 30 Sep 2025	1 LLF Meetings held by 31 Dec 2025	1 LLF Meetings held by 30 March 2026	1 LLF Meetings held by 30 June 2026	Invitations, Minutes, Attendance Register & Agenda
	Number of employees that have signed Code of conduct	215	212 employees that have signed Code of conduct by 31 July 2025	Operational		212 employees that have signed Code of conduct by 31 July 2025	-	-	-	Signed copies of Code of Conduct
	Number of EAP & OHS programmes implemented	3	1 EAP & OHS programmes implemented by 30 June 2026	R 450 000		1 EAP and OHS programme implemented by 30 September 2025	-	-	1 EAP and OHS programme implemented by 30June 2026	Council Minutes, Reports on Implementation of EAP & OHS programme

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KPA: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT										
Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Retain & Recruit Talented Employees	Number of Revised Policies adopted by Council	28 Policies	31 HR Policies reviewed & adopted by 30 May 2026	Operational	Talented Employees	-	-	-	31 HR Policies reviewed & adopted by 30 May 2026	Council Resolution & 31 Adopted HR Policies
	Number of Human Resource Management Strategy Developed & Reviewed	Existing	1 Human Resource Management Strategy Developed & Reviewed by 30 May 2026	Operational		-	-	-	1 Human Resource Development Strategy Developed & Reviewed - by 30 May 2026	Council resolution Human Resources Management Strategy
Promote Innovation Learning and Growth	Number of 2025/2026 Workplace Skills Development Plan (WSDP) Developed & Adopted by Council	2024/2025 WSDP	1 WSDP adopted by 31 March 2026	R 800 000	Skilled Workforce & Community	-	-	1 WSDP adopted by 31 March 2026	-	Council Resolution & WSDP
	Number of 2025/2026 WSDP submitted to LGSETA by 30th April 2025		1 2025/2026 WSDP submitted to LGSETA by 30th April 2025	Operational		-	-	-	1 2025/2026 WSDP submitted to LGSETA by 30th April 2025	Proof of Submission & 2025/2026 WSDP
	Number of Municipal Employees benefitting from Bursary Policy	New	08 Municipal Employees benefitting from Bursary Policy by 30 June 2026	R 350 000		-	-	-	08 Municipal Employees benefitting from Bursary Policy by 30 June 2026	Signed Agreements
	Number of applicants benefitting from the Tertiary fund assistance	28	28 applicants benefitting from the Tertiary fund assistance by 30 March 2026	R 600 000		-	-	28 applicants benefiting from the Tertiary fund assistance by 30 March 2026	-	Signed Agreements

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Ratlou Local Municipality – Department: Corporate Services

ANNEXURE A: PERFORMANCE PLAN: FUNCTIONAL AREAS DEPARTMENTAL KPI'S AND TARGETS Departmental KPIs and Targets

KPA: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT										
Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Promote Planning and Performance Management	Number of Mid-term Assessment Held	1	1 Mid Term Assessment held by 31 January 2026	R 600 000	Integrated Planning	-	-	1 Mid Term Assessment held by 31 January 2026	-	Report signed off by MM
	Number 2024/25 Annual Reports adopted by council	2023/2024 Annual Report	1 24/25 Annual Report Adopted by Council by 31 May 2026	R 210 000		-	-	-	24/25 Annual Report Adopted by Council by 31 May 2026	Council Resolution Annual report
	PMS Policies reviewed & adopted by Council	Existing	1 PMS Policy reviewed & adopted by Council by 31 May 2026	Operational		-	-	-	1 PMS Policy reviewed & adopted by Council by 31 May 2026	Council Resolution PMS Policy
	Number of reviewed and adopted IT Master Plans	Existing	1 IT Master Plan reviewed & adopted by Council by 30 June 2026	R 800 000		-	-	-	1 IT Master Plan reviewed & adopted by Council by 30 June 2026	Council Resolution on the Report IT Master Plan
Improve Technology Efficiency	Number of software licences renewed	4	3 software licences renewed by 30 June 2026 (Teammate Payday, CaseWare, Pastel & Office)	R 900 000	Technology Efficiency	3 software licences renewed by 30 July 2025 (Pastel, Teammate, CaseWare Office & Payday)	-	-	-	Signed Report by MM
	Number of Reports on Software and Hardware updated	Existing	4 Reports on Software & Hardware updates by 30 June 2026 (1 per quarter)	R 590 000		1 Report on Software & Hardware updates by 30 July 2025	1 Report on Software & Hardware updates by 31 Dec 2025	1 Report on Software & Hardware updates by 30 March 2026	1 Report on Software & Hardware updates by 30 June 2026	Signed Report by MM
	Number of Operational Disaster and Business Continuity Plans Implemented	Existing	1 Operational Disaster and Business Continuity Plan implemented by 30 June 2026	R 150 000		-	-	-	1 Operational Disaster and Business Continuity Plan implemented by 30 June 2026	Signed Report by MM ODBCP

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14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of annexure A will not be confidential and may be available to the public by Employer as part of municipal annual in terms of the MFMA, 56 OF 2003 and the MSA OF 2000.
- 14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the employees in terms of his/her employment contract, or the effect of existing or new regulations , circulars, policies directives or other instruments.

Thus done and signed at Sedagole on this the day of 2025

AS WITNESS:

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[Signature]

[Signature]
EMPLOYEE

AS WITNESS:

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[Signature]

2

[Signature]
MUNICIPAL MANAGER

Competency	Definition	Standards
People Management and Empowerment	Must be able to manage and encourage people, optimize their outputs and effectively manage relationships in-order to achieve the municipality's goals	- Analyse ineffective team and work processes and recommends improvement - Recognizes and rewards desired behaviours and results - Mentors and counsels others - Addresses balances between individual career expectations and organizational needs - Considers developmental needs of personnel when building teams and assigning task - Establishes an environment in which personnel can maximize their potential
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice	- Coaches others about the importance and application of customer and client knowledge - Fosters an environment in which customer satisfaction is valued and delivered - Addresses and resolves high risk profile stakeholders issues - Takes advantage of opportunities to learn about stakeholders and brings this information to own functional area
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence other to achieve the desired.	- Communicates high risk sensitive matters to all relevant stakeholders. - Develops well defined communication strategy - Balances political views with organizational needs which communicating differing view points on complex issues - Communicates with the media without compromising the integrity of the organization
Core Occupational Competencies		
Knowledge of Performance Management and Reporting	The ability to support the implementation of performance management and reporting in the municipality	- Knowledge and understanding of the legislative framework governing performance management in local government - Supporting and contributing to the timely preparation, submission and publication of statutory reports, including annual report, in year reporting - Ability to interpret the performance information - Advanced knowledge of performance management issues and concepts - Thorough understanding of reporting requirements
Competence in policy conceptualization and implementation	Ability to support and contribute to the formulation of policy and by laws as well as ability to implement	Ability to analyse regulatory frameworks and various models of policy processes


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CORE MANAGEMENT COMPETENCE/IES

The competency level will be assessed according to the extent to which specified standards have been met

Competency	Definition	Standards
Strategic Capability and Leadership	Must be able to provide a vision set the direction for the municipality and inspire others in order to deliver on the municipality's mandate	- Evaluated all activities to determine value added and alignment with the organisations strategic goals - Displays and contributes in-depth knowledge to strategic planning at the at the organisational level - Ensure alignment of strategies across various functional areas to the organisation strategy - Defines performance measures to evaluate the success of organization's strategy - Monitor and review strategic plans consistently and takes corrective action to keep plans on track in light of new challenges in the environment - Promotes organization's mission and vision to all relevant stakeholders - Empower others to deal with complex and ambiguous situations - Develops and implements risk management - Achieve agreement or consensus in an adversarial environment
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved	- Manages multiple projects and balances priorities and conflicts between projects based on broader organizational goals - Manages risk across multiple projects by examining total resources requirements and assessing impact of projects on the day to day operations - Modifies projects approach and budget without compromising the quality of outcomes and the desired results
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003	- Takes ownership of key planning, budgeting and forecasting processes and answers , questions related to topics within own responsibilities - Formulates long term financials plans and resource allocations - Develops and implements systems, procedures and processes in order to improve financial management - Advises on policies and procedures regarding asset control - Dynamically allocate resources according to internal and external objectives.
Service delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal goals	- Formulates and implements new ideas throughout the organization - Ensures buy-in from key stakeholders - Consults and utilizes innovation best practices in SDI - Coaches others on innovation techniques - Inspires service providers to improve delivery of services

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4.4 Maintenance Projects (Infrastructure)

INFRASTRUCTURE PROJECTS	2025/2026	2026/2027	2027/2028
Materials- Tools	500 000	520 000	540 800
High Mast Lights/Flood light-maintenance	2 500 000	2 600 000	2 704 000
Sceptic Tanks	200,000	212,000	224,720
Facilities Maintenance	7 000 000	3 120 000	3 244 800
Stand -by Generator	80,000	84,800	89,888
Maintenance of Plant Machinery	200 000	208 000	216 320
TOTAL	6 530 000	6 796 800	7 074 608

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INFRASTRUCTURE PROJECTS		WARD	2022/2023
Supply, delivery and installation of High Mast Lights		06	R 3 213 151
Construction of 2.5 km internal access roads in Makgobistad - Completion		02	R 5 768 750
Supply, delivery and installation of concrete palisade fence and 6 VIP toilets		05	R 467 612.65
Construction of 2.5 km internal access road in Sethwatlhwe		13	R 5 002 937.37
Construction of Gareheng Community Hall – Completion of works		09	R 954 833.64
Construction of 2.5km internal access roads in ward		08	R3 678 918,92
Upgrading of an existing Sports Complex		11	R3 525 000,00
Construction of a 3.5km internal access road		14	R5 361 380,30
Construction of Disaneng Multi-Sports Centre		03	R 5 933 866,16
Construction of Drivers Licence Testing grounds		14	R 1 000 000.00
PMU Administration			R 1 784 550,00
Total			R 36 691 000.04

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1.2 Capital Projects Three Year Plan

PROJECT	2025/2026	2026/2027	2027/2028
Supply, delivery and installation of High Mast Lights in Ward 06	R 3 213 151	R 5 000 000.00	R 2 000 000.00
Construction of 2.5 km internal access roads in Makgobistad - Completion	R 5 768 750	R 9 843 650.19	R 1 775 000.00
Supply, delivery and installation of concrete palisade fence and 6 VIP toilets at Ward 05	R 467 612.65	R 2 000 000.00	R 500 000.00
Construction of 2.5 km internal access road in Setlhwathe - Ward 13	R 5 002 937.37	R 3 087 086.37	R 3 000 000
Construction of Garelen Community Hall - Completion of works	R 954 833.64	R 400 000.00	R -
Construction of 2.5km internal access roads in ward 08 - Kraaipan	R 3 678 918.92	R 1 500 000.00	R 2 456 250.00
Upgrading of an existing Sports Complex in Ward 11	R 3 525 000.00	R 3 225 000.00	R 2 000 000.00
Construction of a 3.5km internal access road in Ward 14	R 5 361 380.30	R 3 389 075.00	R 4 087 500.00
Construction of Disaneng Multi-Sports Centre	R 5 933 866.16	R 3 749 999.99	R 2 690 079.92
Construction of Drivers Licence Testing grounds	R 1 000 000.00		
Upgrading of an existing Sports Complex in Ward 10 - Phase 02	R	R 1 750 000.00	R 2 724 658.08
Supply, delivery and installation of five (5) high-mast lights in ward 04	R	R 2 750 000.00	
Upgrading of 2.5km internal access road in ward 09	R	R -	R 17 750 000.00
Supply, delivery and installation of 8 High-mast lights in ward 05	R	R 4 606 425.63	-
Supply, delivery and installation of 5 High-mast lights in ward 01	R	R 2 303 212.82	R -
Supply, delivery and installation of 10 High-mast lights in ward 02	R	R -	R 3 684 662.00
PMU Administration	R 1 784 550.00	R 1 926 550.00	R 2 008 850.00
TOTALS	R 36 691 004.04	R 38 531 000.00	R 40 177 000.00

4.3 WARD INFORMATION

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1.1 Capital and Special Projects Monthly Projections

PROJECT	BUDGET 2025/2026	Monthly Projections (R)											
		July 2025	Aug 2025	Sept 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	June 2026
Supply, delivery and installation of High Mast Lights in Ward 06	R 3 213 151	267 762.58	267 762.58	267 762.58	267 762.58	267 762.58	267 762.58	267 762.58	267 762.58	267 762.58	267 762.58	267 762.58	267 762.58
Construction of 2.5 km internal access roads in Makgobistad - Completion	R 5 768 750	480 729.16	480 729.16	480 729.16	480 729.16	480 729.16	480 729.16	480 729.16	480 729.16	480 729.16	480 729.16	480 729.16	480 729.16
Supply, delivery and installation of concrete palisade fence and 6 VIP toilets at Ward 05	R 467 612.65	155 870.88	155 870.88	155 870.88									
Construction of 2.5 km internal access road in Sathwatlwhe - Ward 13	R 5 002 937.37	416 911.44	416 911.44	416 911.44	416 911.44	416 911.44	416 911.44	416 911.44	416 911.44	416 911.44	416 911.44	416 911.44	416 911.44
Construction of Gareheng Community Hall - Completion of works	R 954 833.64	318 277.88	318 277.88	318 277.88									
Construction of 2.5km internal access roads in ward 08 - Kraaipan	R3 678 918.92	306 576.57	306 576.57	306 576.57	306 576.57	306 576.57	306 576.57	306 576.57	306 576.57	306 576.57	306 576.57	306 576.57	306 576.57
Upgrading of an existing Sports Complex in Ward 11	R3 525 000.00	293 750	293 750	293 750	293 750	293 750	293 750	293 750	293 750	293 750	293 750	293 750	293 750
Construction of a 3.5km internal access road in Ward 14	R5 361 380.30	446 781.69	446 781.69	446 781.69	446 781.69	446 781.69	446 781.69	446 781.69	446 781.69	446 781.69	446 781.69	446 781.69	446 781.69
Construction of Disaneng Multi-Sports Centre	R 5 933 866.16	494 488.84	494 488.84	494 488.84	494 488.84	494 488.84	494 488.84	494 488.84	494 488.84	494 488.84	494 488.84	494 488.84	494 488.84
Construction of Drivers Licence Testing grounds	R 3 000 000.00	250 000	250 000	250 000	250 000	250 000	250 000	250 000	250 000	250 000	250 000	250 000	250 000
PMU Administration	R 1 784 550.00	148 712.50	148 712.50	148 712.50	148 712.50	148 712.50	148 712.50	148 712.50	148 712.50	148 712.50	148 712.50	148 712.50	148 712.50
Total (R)	R 36 700 000.04	3579861.54	3579861.54	3579861.54	2939046.11	3105712.78	3105712.78	3105712.78	3105712.78	3105712.78	3105712.78	3105712.78	3105712.78

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COMPONENT 2: MONTHLY PROJECTIONS OF EXPENDITURE (OPERATING & CAPITAL) AND REVENUE FOR EACH VOTE

NW381 Ratlou - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand																
Revenue by Vote	-	20%	5%	5%	5%	20%	5%	5%	5%	20%	3%	3%	1 110	27 748	28 858	30 012
Vote 1 - Executive and Council		5 550	1 387	1 387	1 387	5 550	1 387	1 387	1 387	5 550	832	832	1 110	27 748	28 858	30 012
Vote 2 - Finance and Administration		13 964	3 491	3 491	3 491	13 964	3 491	3 491	3 491	13 964	2 095	2 095	2 793	69 821	72 614	75 519
Vote 3 - Public Safety		6 851	1 713	1 713	1 713	6 851	1 713	1 713	1 713	6 851	1 028	1 028	1 370	34 256	35 626	37 051
Vote 4 - Planning and Development		17 820	4 455	4 455	4 455	17 820	4 455	4 455	4 455	17 820	2 673	2 673	3 564	89 100	92 664	96 371
Total Revenue by Vote		44 185	11 046	11 046	11 046	44 185	11 046	11 046	11 046	44 185	6 628	6 628	8 837	220 925	229 762	238 953
Expenditure by Vote to be appropriated	-															
Vote 1 - Executive and Council		8 712	2 178	2 178	2 178	8 712	2 178	2 178	2 178	8 712	1 307	1 307	1 742	43 560	45 303	47 115
Vote 2 - Finance and Administration		20 507	5 127	5 127	5 127	20 507	5 127	5 127	5 127	20 507	3 076	3 076	4 101	102 534	106 635	110 900
Vote 3 - Public Safety		7 728	1 932	1 932	1 932	7 728	1 932	1 932	1 932	7 728	1 159	1 159	1 546	38 640	40 186	41 793
Vote 4 - Planning and Development		13 485	3 371	3 371	3 371	13 485	3 371	3 371	3 371	13 485	2 023	2 023	2 697	67 423	70 120	72 924
Vote 5 - Energy Sources		968	242	242	242	968	242	242	242	968	145	145	194	4 840	5 762	5 992
Total Expenditure by Vote		51 399	12 850	12 850	12 850	51 399	12 850	12 850	12 850	51 399	7 710	7 710	10 280	256 997	268 005	278 725
Surplus/(Deficit) before assoc.		(7 214)	(1 804)	(1 804)	(1 804)	(7 214)	(1 804)	(1 804)	(1 804)	(7 214)	(1 082)	(1 082)	(1 443)	(36 071)	(38 242)	(39 772)
Surplus/(Deficit)	1	(7 214)	(1 804)	(1 804)	(1 804)	(7 214)	(1 804)	(1 804)	(1 804)	(7 214)	(1 082)	(1 082)	(1 443)	(36 071)	(38 242)	(39 772)

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COMPONENT 1: MONTHLY PROJECTIONS OF REVENUE TO BE COLLECTED FOR EACH SOURCE

NW381 Ratlou - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand																
Revenue		20%	5%	5%	5%	20%	5%	5%	5%	20%	3%	3%	27	680	708	736
Exchange Revenue		136	34	34	34	136	34	34	34	136	20	20	-	-	0	0
Service charges - Electricity		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - Water		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Water		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - Waste		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Goods and Rendering of		73	18	18	18	73	18	18	18	73	11	11	15	365	744	714
Services		222	56	56	56	222	56	56	56	222	33	33	44	1 112	1 202	1 156
Agency services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest		681	170	170	170	681	170	170	170	681	102	102	136	3 405	0	0
Interest earned from Receivables		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned from Current and Non		1 242	310	310	310	1 242	310	310	310	1 242	186	186	248	6 210	6 717	6 458
Current Assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rent on Land		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		433	108	108	108	433	108	108	108	433	65	65	87	2 163	2 339	2 249
Licence and permits		40	10	10	10	40	10	10	10	40	6	6	8	202	219	210
Operational Revenue		28	7	7	7	28	7	7	7	28	4	4	6	140	3 702	3 561
Non-Exchange Revenue																
Property rates		5 907	1 477	1 477	1 477	5 907	1 477	1 477	1 477	5 907	886	886	1 181	29 536	30 717	31 946
Surcharges and Taxes		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		35	9	9	9	35	9	9	9	35	5	5	7	176	190	183
Licences or permits		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer and subsidies - Operational		35 281	8 820	8 820	8 820	35 281	8 820	8 820	8 820	35 281	5 292	5 292	7 056	176 403	182 744	177 623
Interest		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fuel Levy		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Gains		-	0	0	-	-	-	-	-	-	-	-	(0)	-	0	0
Discontinued Operations		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		44 078	11 020	11 020	11 020	44 078	11 020	11 020	11 020	44 078	6 612	6 612	8 816	220 390	229 283	224 836

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APPENDIX A

FINANCIAL DISCLOSURE FORM

I, the undersigned (surname and initials) Ntshelang GA

(Postal address) 14 Lor

(Residential address) 14 Lorna Street

Klerksdorp 2571

(Position held) Senior Manager Corporate Services

(Name of Department) Ratlou Local Municipality

Tel 018330 7000 Fax _____

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

1. Shares and other financial interests

See information sheet: note –

Number of shares/Extent of financial interests	Nature	Nominal Value	Name of Company/Entity
<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>

2. Directorships and Partnerships

See information sheet: note-

Name of Corporate entity or partnership	Type of business	Amount of Remuneration
<u>N/A</u>	<u>N/A</u>	<u>N/A</u>

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Disclosure of financial interest: Municipal Performance Regulations 2006 for Municipal Managers and Managers directly accountable to Municipal Managers

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3. Remunerated work outside the Council

Must be sanctioned by your Accounting Officer. See information sheet: note-

Name of Employer	Type of work	Amount of Remuneration
MIA	MIA	MIA

Name of Accounting Officer _____ Portfolio _____

Signature of Accounting Officer _____ Date _____

4. Consultancies and retainerships

See information sheet: note-

Name of client	Nature	Type of Business activity	Value of any benefits received
MIA	MIA	MIA	MIA

5. Sponsorships

See information sheet: note-

Source of assistance/ sponsorship	Description of assistance/ sponsorship	Value of assistance/sponsorship
MIA	MIA	MIA

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Disclosure of financial interest: Municipal Performance Regulations 2006 for
Municipal Managers and Managers directly accountable to Municipal Managers

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6. Gifts and hospitality from a source other than a family member

See information sheet: note-

Description	Value	Source
N/A	N/A	N/A

7. Land and property

See information sheet: note-

Description	Extent	Area	Value
N/A	N/A	N/A	N/A

[Signature]
SIGNATURE OF DESIGNATED EMPLOYEE

DATE: 2025-07-15

PLACE: Setlagole

[Signature]
CONTENTS NOTED; MUNICIPAL MANAGER

DATE: 15/07/2025

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Disclosure of financial interest: Municipal Performance Regulations 2006 for
Municipal Managers and Managers directly accountable to Municipal Managers

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ANNEXURE B **PERSONAL DEVELOPMENT PLAN (PDP)**

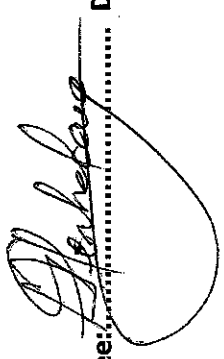
DEPARTMENT: Corporate Services
 JOB TITLE : Senior Manager : Corporate Services
 INCUMBENT : G.A. Ntshekang

PURPOSE: To enable the manager and the employee to identify skills development requirements and as a result agree on the steps taken to address those developmental gaps.

AREA IDENTIFIED FOR DEVELOPMENT	OBJECTIVE OF DEVELOPMENT	TYPE OF INTERVENTION (SHORT COURSE, BURSARY)	QUARTER TARGETED
Finance & Legal	Enhance my skills on Finance & Legal matters	Legal courses Financial Management	4th Quarter

You may attend a conference within the year that would be a substitute for any of the areas of development.

CONFERENCES ATTENDED	TYPE OF CONFERENCE
N/A	

Signatures: Employee:  Date: 2015-07-15 Supervisor:  Date: 15/07/2015

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 KL ML