

# RATLOU LOCAL MUNICIPALITY

2023 -2024

## PERFORMANCE AGREEMENT

As represented by

**Mr LLOYD Leoko**

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

(The employer for the purpose of this agreement)

and

**Rev Gaoretelelwe Aubrey Ntshekang**

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

K.L. B.R. T.M.  
J.M.  
SA L.

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*K.L. B.R. SA T.M. J.M. L.*

## PERFORMANCE AGREEMENT

Entered into by and between

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

And

Gaoretelelwe Aubrey Ntshakang in his capacity as the Acting Snr 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"
- 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;

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- 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 performed management system.

### 3. COMMENCEMENT AND DURATION

- 3.1. This Agreement will commence on the 24 May 2024 and will remain in force until 31 August 2024, 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.

### 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,

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- 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 agrees to participate in the performance management system that the employer adopts
- 5.5 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.
- 5.6 The criteria upon the performance of the Employee shall be assessed and shall consist of two components, both which shall be contained to 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.

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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	20%
Municipal Institutional Development and Transformation	40%
Local Economic Development	10%
Municipal Financial Viability and Management	10%
Good Governance and Public Participation	20%
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 COMPENCIES 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 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 employer'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 demented 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

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6.4.3 Overall rating

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 e=Executive Committee, responsible for Performance Management 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 2023
  - 7.1.2 Second quarter: Third week of January 2024
  - 7.1.3 Third quarter: Second week of April 2024
  - 7.1.4 Fourth quarter & Annual review: End of August 2024
- 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

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evaluations will be documented and form part of the annual performance evaluation report.

## **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**

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- 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 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.

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- 11.5.2 Provide systematic remedial or developmental support to support to 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.
- 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.

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## 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.

### 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.

### 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 the table 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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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	Revised 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	6 Policies	24 HR Policies adopted by 31 May 2024	24 HR Policies adopted by 31 May 2024	Operational	Talented Employees	-	-	-	24 HR Policies adopted by 31 May 2024	Council Resolution & Policies
	Number of Human Resource Strategy adopted	Existing	1 Human Resource Strategy Developed & Reviewed by 31 May 2024	1 Human Resource Strategy Developed & Reviewed by 31 May 2024	Operational		-	-	-	1 Human Resource Strategy adopted by 31 May 2024	Council resolution & HR Strategy
Promote Innovation Learning and Growth	Number of 2023/2024 Workplace Skills Development Plan (WSDP) Adopted by Council	2022/2023 WSDP	1 2023/2024 WSDP adopted by 30 April 2024	1 2023/2024 WSDP adopted by 30 April 2024	Operational	Skilled Workforce & Community	-	-	-	1 Adopted 2023/2024 WSDP by 30 April 2024	Council Resolution & WSDP
	Number of 2023/2024 Workplace Skills Development Plan (WSDP) submitted to LGSETA by Council	2022/2023 WSDP	1 2023/2024 WSDP submitted to LGSETA by 30 April 2024	1 2023/2024 WSDP submitted to LGSETA by 30 April 2024	R 70 000		-	-	-	1 2023/2024 WSDP submitted to LGSETA by 30 April 2024	Acknowledge ment letter & WSDP
	Number of applicants benefiting from tertiary fund assistance	6 Applicants benefiting	10 applicants benefiting from tertiary fund assistance by 30 June 2024	10 applicants benefiting from tertiary fund assistance by 30 March 2024	R 600 000		-	-	10 applicants benefiting from tertiary fund assistance by 30 March 2024	-	Admission Letter & Signed agreement
	Number of Workplace skills Development plan targets achieved	New	4 Workplace skills development plan targets achieved by 30 June 2024	4 Workplace skills development plan targets achieved by 30 June 2024	Operational		-	-	-	4 Workplace skills development plan targets achieved by 30 June 2024	Proof of registration

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KPA: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT											
Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Revised Annual target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Achieve Employment Equity	Number of Employment Equity Plan submitted to the dept of labour	2022/2023 Employment Equity Plan	1 EEP completed and submitted by 15 January 2024	1 EEP submitted by 15 January 2024	Operational	Representative workforce	-	-	1 Employment Equity Plan submitted by 15 January 2024	-	Council resolution and acknowledgment letter from Dept. Labour
	Number of Employment Equity targets achieved	Employment Equity Plan in place	2 EEP Targets achieved by 30 June 2024	2 EEP Targets achieved by 30 June 2024	Operational		-	-	-	2 EEP Targets achieved by 30 June 2024	Appointment Letter & EEP Report
Achieve Positive Employee Climate	Number of LLF Meetings held	3 LLF Meetings	6 LLF Meetings held by 30 June 2024	6 LLF Meetings held by 30 June 2024	Operational	Motivated Employees	2 LLF Meetings held by 30 September 2023	1 LLF Meetings held by 31 December 2023	1 LLF Meetings held by 30 March 2024	2 LLF Meetings held by 30 June 2024	Attendance Registers, Agenda, Invitations and Minutes
	Number of employees that have signed Code of conduct	235 Employees	235 employees that have signed Code of conduct by 31 July 2023	235 employees that have signed Code of conduct by 31 July 2023	Operational		235 employees that have signed Code of conduct	-	-	-	Copies of Signed Code of Conduct

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**CHAPTER 5**

**Financial Information**

**1. Departmental Projected Operational Expenditure**

SOURCE OF REVENUE	BUDGET/ ANNUAL TOTAL (R)	Monthly Projections																
		July 23	Aug 23	Sept 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	May 24	June 24					
Equitable Share Allocation	160 330 000			40 082 500			40 082 500					40 082 500						40 082 500
Expanded Public Works Programme	1 234 000		1 234 000															
Financial Management Grant	1 890 000	1 890 000																
Municipal Infrastructure Grant (MIG)	34 500 000			8 694 000		7 066 750	8 694 000					8 694 000					8 694 000	
Library Grant	1 292 000	1 292 000																
Agency Fees	1 144 451	95 370.91	95 370.91	95 370.91	95 370.91	95 370.91	95 370.91	95 370.91	95 370.91	95 370.91	95 370.91	95 370.91	95 370.91	95 370.91	95 370.91	95 370.91	95 370.91	95 370.91
Interest on Investment	4 600 000	308 333.33	308 333.33	308 333.33	308 333.33	308 333.33	308 333.33	308 333.33	308 333.33	308 333.33	308 333.33	308 333.33	308 333.33	308 333.33	308 333.33	308 333.33	308 333.33	308 333.33
Other Revenue	444 968			111 242			111 242				111 242					111 242		
Property Rates	28 669 932	2,389.161	2,389.161	2,389.161	2,389.161	2,389.161	2,389.161	2,389.161	2,389.161	2,389.161	2,389.161	2,389.161	2,389.161	2,389.161	2,389.161	2,389.161	2,389.161	2,389.161
<b>Total Revenue</b>	<b>89 808 351</b>	5 974 865.24	4 026 865.24	51 683 785.24	2 792 865.24	9 859 615.24	51 683 785.24	2 792 865.24	2 792 865.24	2 792 865.24	2 792 865.24	2 792 865.24	2 792 865.24	2 792 865.24	2 792 865.24	2 792 865.24	2 792 865.24	2 792 865.24

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## 2. Departmental Projected Capital Expenditure

PROJECT	BUDGET 2023/2024	July 23	Aug 23	Sept 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	May 24	June 24
Construction of Internal Access Roads in Madibogo Pan & Dlalwane	R 5 413 731											2 706 865.50	2 706 865.50
Construction of Internal Access Roads in Makgobistad	R 5 413 731											2 706 865.50	2 706 865.50
Construction of Internal Access Roads in Mabule & Mathateng	R 5 413 731											2 706 865.50	2 706 865.50
Construction of Logageng Sport Facility Phase 02 & 03	R 6 881 207							1 146 8 67.83	1 146 8 67.83	1 146 8 67.83	1 146 8 67.83	1 146 8 67.83	1 146 867.8 3
Installation of High Mast Lights in Ward 12	R 7 345 600							1 224 2 66.67	1 224 2 66.67	1 224 2 66.67	1 224 2 66.67	1 224 2 66.67	1 224 266.6 7
PMU ADMINISTRATION	1 725 200	143 766.67	143 766.67	143 766.67	143 766.67	143 766.67	143 766.67	143 766.67	143 766.67	143 766.67	143 766.67	143 766.67	143 766.67
<b>Total</b>	<b>32 193 200</b>	<b>143 766.67</b>	<b>143 766.67</b>	<b>143 766.67</b>	<b>143 766.67</b>	<b>143 766.67</b>	<b>143 766.67</b>	<b>2 514 9 01.17</b>	<b>2 514 9 01.17</b>	<b>2 514 9 01.17</b>	<b>2 514 9 01.17</b>	<b>10 635 497.67</b>	<b>10 635 497. 67</b>

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## CORE MANAGEMENT COMPETENCIES

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	<ul style="list-style-type: none"> <li>Evaluated all activities to determine value added and alignment with the organisations strategic goals</li> <li>Displays and contributes in-depth knowledge to strategic planning at the at the organisational level</li> <li>Ensure alignment of strategies across various functional areas to the organisation strategy</li> <li>Defines performance measures to evaluate the success of organization's strategy</li> <li>Monitor and review strategic plans consistently and takes corrective action to keep plans on track in light of new challenges in the environment</li> <li>Promotes organization's mission and vision to all relevant stakeholders</li> <li>Empower others to deal with complex and ambiguous situations</li> <li>Develops and implements risk management</li> <li>Achieve agreement or consensus in an adversarial environment</li> </ul>
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	<ul style="list-style-type: none"> <li>Manages multiple projects and balances priorities and conflicts between projects based on broader organizational goals</li> <li>Manages risk across multiple projects by examining total resources requirements and assessing impact of projects on the day to day operations</li> <li>Modifies projects approach and budget without compromising the quality of outcomes and the desired results</li> </ul>
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003	<ul style="list-style-type: none"> <li>Takes ownership of key planning, budgeting and forecasting processes and answers , questions related to topics within own responsibilities</li> <li>Formulates long term financials plans and resource allocations</li> <li>Develops and implements systems, procedures and processes in order to improve financial management</li> <li>Advises on policies and procedures regarding asset control</li> <li>Dynamically allocate resources according to internal and external objectives.</li> </ul>

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Service Innovation delivery	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal goals	<ul style="list-style-type: none"> <li>Formulates and implements new ideas throughout the organization</li> <li>Ensures buy-in from key stakeholders</li> <li>Consults and utilizes innovative best practices in SDI</li> <li>Coaches others on innovation techniques</li> <li>Inspires service providers to improve delivery of services</li> </ul>
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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	<ul style="list-style-type: none"> <li>Analyse ineffective team and work processes and recommends improvement</li> <li>Recognizes and rewards desired behaviours and results</li> <li>Mentors and counsels others</li> <li>Addresses balances between individual career expectations and organizational needs</li> <li>Considers developmental needs of personnel when building teams and assigning task</li> <li>Establishes an environment in which personnel can maximize their potential</li> </ul>
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	<ul style="list-style-type: none"> <li>Coaches others about the importance and application of customer and client knowledge</li> <li>Fosters an environment in which customer satisfaction is valued and delivered</li> <li>Addresses and resolves high risk profile stakeholders issues</li> <li>Takes advantage of opportunities to learn about stakeholders and brings this information to own functional area</li> </ul>
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.	<ul style="list-style-type: none"> <li>Communicates high risk sensitive matters to all relevant stakeholders.</li> <li>Develops well defined communication strategy</li> <li>Balances political views with organizational needs which communicating differing view points on complex issues</li> <li>Communicates with the media without compromising the integrity of the organization</li> </ul>

Core Occupational Competencies		
Knowledge of Performance Management and Reporting	The ability to support the implementation of performance management and reporting in the municipality	<ul style="list-style-type: none"> <li>Knowledge and understanding of the legislative framework governing performance management in local government</li> <li>Supporting and contributing to the timely preparation, submission and publication of statutory reports, including annual report, in year reporting</li> <li>Ability to interpret the performance information</li> <li>Advanced knowledge of performance management issues and concepts</li> <li>Thorough understanding of reporting requirements</li> </ul>
Competence in	Ability to support and contribute to	<ul style="list-style-type: none"> <li>Ability to analyse regulatory frameworks and various models of policy processes</li> </ul>

KL SA  
B. J. M  
L. M

policy conceptualization and implementation	the formulation of policy and by laws as well as ability to implement	
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 KL. GAL  
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 J.M

**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 Sedibone on this the 17<sup>th</sup> day of May 2024

AS WITNESS:

1 [Signature]  
2 [Signature]

[Signature]  
**EMPLOYEE**

AS WITNESS:

1 [Signature]  
2 [Signature]

[Signature]  
**MUNICIPAL MANAGER**

T.M  
K.L-9A  
V

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

DEPARTMENT: Corporate Services

JOB TITLE : Acting Senior Manager: Corporate Services

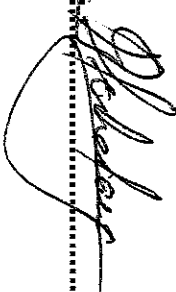
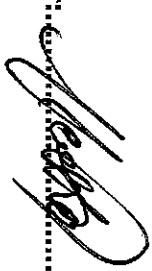
INCUMBENT : Gaoretlwe Aubrey Ntshakang

**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
<i>Human Resource</i>	<i>To enhance the HR Unit</i>	<i>Short course</i>	<i>3rd Quarter</i>

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

Signatures: Employee:  Date: *2024-05-27* Supervisor:  Date: *27-05-2024*

**CONFIDENTIAL****APPENDIX A****FINANCIAL DISCLOSURE FORM**I, the undersigned (surname and initials) Mshelang SA(Postal address) 14 Lorna Street  
Kleinsdorp(Residential address) SAME AS ABOVE(Position held) Acting Senior Manager Corporate Services(Name of Department) Corporate ServicesTel 018 330 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
M/A		N/A	

**2. Directorships and Partnerships**

See information sheet: note-

Name of Corporate entity or partnership	Type of business	Amount of Remuneration
	M/A	

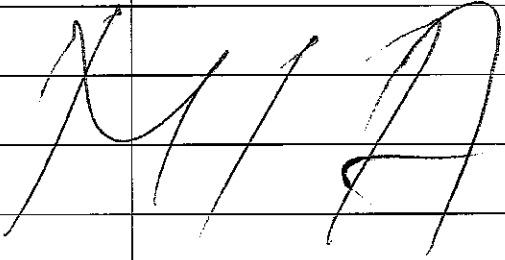
**CONFIDENTIAL**

2.

**CONFIDENTIAL**

**3. Remunerated work outside the Council**

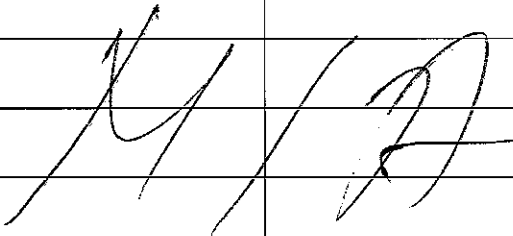
Must be sanctioned by your Accounting Officer. See information sheet: note-

Name of Employer	Type of work	Amount of Remuneration		
				

Name of Accounting Officer \_\_\_\_\_ Portfolio \_\_\_\_\_  
Signature of Accounting Officer \_\_\_\_\_ Date \_\_\_\_\_

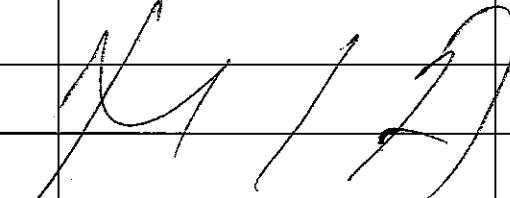
**4. Consultancies and retainerships**

See information sheet: note-

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

**5. Sponsorships**

See information sheet: note-

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

**CONFIDENTIAL**

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

3.

**CONFIDENTIAL**

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

See information sheet: note-

Description	Value	Source
<i>MMA</i>		

**7. Land and property**

See information sheet: note-

Description	Extent	Area	Value
<i>MMA</i>			

*[Handwritten Signature]*

SIGNATURE OF DESIGNATED EMPLOYEE

DATE: 2024-05-27

PLACE: Seelagoile

*[Handwritten Signature]*  
CONTENTS NOTED; MUNICIPAL MANAGER

DATE: 27/05/2024

**CONFIDENTIAL**

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