



THABO MOFUTSANYANA *District Municipality*

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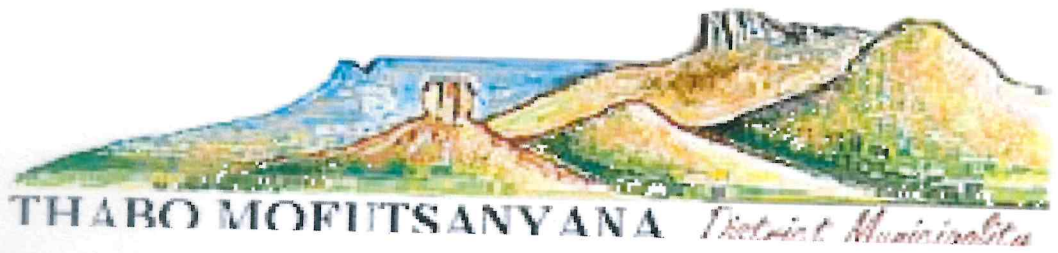
OFFICE OF THE MUNICIPAL MANAGER

ANNEXURE “A”

- **Performance Agreement**

- **Performance Plan**

- **Performance Development Plan**



PERFORMANCE AGREEMENT

Mr. SELBY MPHAHLELE LENGOABALA

Director Community Services

of

Thabo Mofutsanyana District Municipality

For the financial year:

01 July 2021 to 30 June 2022

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Thabo Mofutsanyana District Municipality herein represented by **Ms. Takatso Lebenya** in her capacity as Municipal Manager (hereinafter referred to as the **Employer**)

and

Mr. Selby Mphahlele Lengoabala Director of Community Services Thabo Mofutsanyana District Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 **The Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement within one (1) month after the beginning of each financial year of the municipality.
- 1.3 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.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b), (A), (4B) and (5) of the Act as well as the employment contract entered between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a 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 or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st of July 2021** and will remain in force until **30th of June 2022** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.

- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The 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 set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Municipality's Integrated Development Plan.

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 Municipality.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the **Employee's** responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Competency Requirements (CRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CRs will account for 20% of the final assessment.
- 5.5.4 The total score must be determined using the rating calculator.
- 5.6 The **Employee's** assessment will be based on his / her 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)	Weighting
Basic Service Delivery	35
Municipal Institutional Development and Transformation	10
Local Economic Development (LED)	35
Municipal Financial Viability and Management	10
Good Governance and Public Participation	10
Total	100%

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CRs will make up the other 20% of the Employee's assessment score. CRs that are deemed to be most critical for the Employee's specific job should be selected (✓) from the list below as agreed to between the Employer and Employee. Three of the CRs are compulsory for Municipal Managers:

COMPETENCY REQUIREMENTS FOR EMPLOYEES		
LEADING COMPETENCIES		WEIGHT
Strategic Direction and Leadership		
People Management		20
Program and Project Management		20
Financial Management		20
Change Leadership		
Governance Leadership		10
CORE COMPETENCIES		
Moral Competence		
Planning and Organising		
Analysis and Innovation		10

COMPETENCY REQUIREMENTS FOR EMPLOYEES		
LEADING COMPETENCIES		WEIGHT
Knowledge and Information Management		
Communication		
Results and Quality Focus		20
Total percentage	-	100%

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.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CRs

- (a) Each CR 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 CR.
- (c) This rating should be multiplied by the weighting given to each CR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CR 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 CRs:

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

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

6.7.1 Executive Mayor or Mayor;

6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;

6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;

6.7.4 Mayor and/or municipal manager from another municipality; and

6.7.5 Member of a ward committee as nominated by the Executive Mayor or Mayor.

6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

6.8.1 Municipal Manager;

6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;

6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and

6.8.4 Municipal manager from another municipality.

6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

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 dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

QUARTER	PERIOD	ASSESSMENT DATE
1 st Quarter	July – September	20/10/2021
2 nd Quarter	October - December	19/01/2022
3 rd Quarter	January - March	20/04/2022
4 th Quarter	April - June	20/07/2022

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. In that case the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

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 / her 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 / her to meet

the performance objectives and targets established in terms of this Agreement.

10. 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

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 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.

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 total 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

11.3.2 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 any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or

12.1.2 any other person appointed by the MEC.

12.1.3 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) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

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

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/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus, done and signed at Phuthaditjhaba 27 Day of July 2021

As Witnesses:

1.  _____

2.  _____



**Director Community Services
Thabo Mofutsanyana District Municipality**

Thus, done and signed at Phuthaditjhaba 28 Day of July 2021

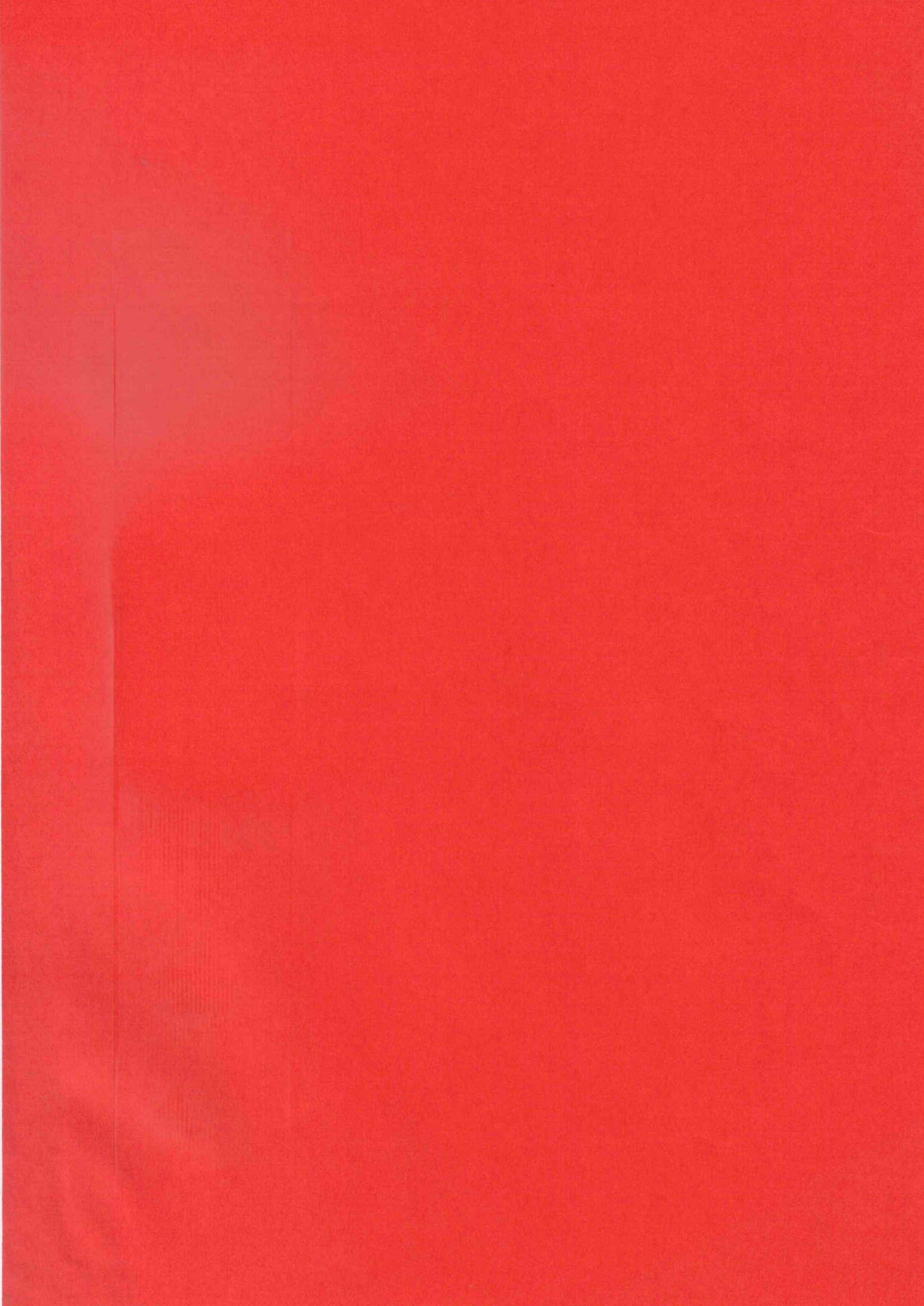
As Witnesses:

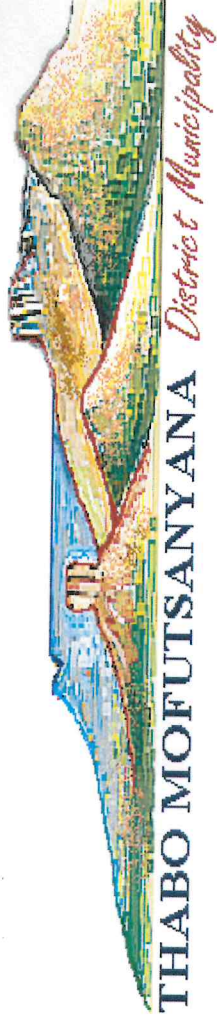
1.  _____

2.  _____



**Municipal Manager
Thabo Mofutsanyana District Municipality**





PERFORMANCE PLAN
2021 /2022 FINANCIAL YEAR
OF
MR. SM. LENGOABALA
DIRECTOR COMMUNITY SERVICES

1. Purpose

The performance plan defines the Council's expectations of the Director Corporate Service's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. Key responsibilities

The following objects of local government will inform the Director Corporate Service's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. Key Performance Areas

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Basic Service Delivery
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

Key Performance Area	Weighting	Performance Indicator	Target	Resource requirements	Progress on date of review
1. Municipal Organisational Development	10	<ul style="list-style-type: none"> ❖ Performance Management System (PMS) aligned to the IDP, developed and implemented ❖ An organisational structure aligned to the IDP established and operationalised ❖ Effective administrative and institutional systems, structures and procedures including human resources, financial policies, by-laws and communication systems established and implemented. ❖ The interface between EXCO and Council to align administrative and political priorities of Council managed ❖ Integrated human resource management systems introduced and operationalised ❖ Customer service systems implemented. 			
2. Infrastructure Development and Service Delivery	35	<ul style="list-style-type: none"> ❖ Infrastructure Development and Investment Model implemented. (In the said model, there should be a dynamic relationship between population growth projections, service 			

Key Performance Area	Weighting	Performance Indicator	Target	Resource requirements	Progress on date of review
		<p>delivery backlogs, revenue generation capacity and institutional capacity):</p> <ul style="list-style-type: none"> ❖ Reduction in reticulation losses for water and electricity (Rand-value) ❖ % Reduction in number of complaints from residents ❖ % Increase in response time and resolution of complaints ❖ % Increase in payment of municipal services ❖ Asset register for all infrastructure and municipal property rehabilitated periodically maintained ❖ The provision of basic municipal services to the satisfaction of residents (That is, clear delivery programmes and projects to progressively achieve national service delivery targets in terms of): <ul style="list-style-type: none"> ❖ Water ❖ Sanitation ❖ Electricity ❖ Refuse removal ❖ Municipal access roads and public transport 			

Key Performance Area	Weighting	Performance Indicator	Target	Resource requirements	Progress on date of review
3. Local Economic Development (LED)	35	<ul style="list-style-type: none"> ❖ Municipal health services, etc. ❖ Sustainable human settlement development facilitated through engagement with sector departments in line with the IDP and through IGR structures to ensure that IDP integrates sector plans, including but not limited to, the Departments of: <ul style="list-style-type: none"> ❖ Housing, Health, ❖ Social Development, ❖ Home Affairs, ❖ Minerals and Energy, ❖ Water Affairs and Forestry ❖ An analysis of the local economy undertaken ❖ Comparative and competitive advantage of the municipality identified and incorporated into credible LED strategy and programmes ❖ Institutional capacity to implement LED programmes established and a conducive environment for shared growth created to ensure that: <ul style="list-style-type: none"> ❖ Market and public confidence in municipal functioning, infrastructure 			

Key Performance Area	Weighting	Performance Indicator	Target	Resource requirements	Progress on date of review
4. Municipal Financial Viability and Management	10	<p>development and service delivery is improved</p> <ul style="list-style-type: none"> ❖ Existing public and private resources to intensify enterprise support to local communities utilised ❖ Sustainable community investment programmes introduced and implemented ❖ Knowledge sharing networks and social partnerships facilitated ❖ Sound financial management practices implemented in terms of the MFMA priorities and timeframes, including but not limited to: <ul style="list-style-type: none"> ❖ Budget aligned to development and service delivery targets that municipalities are accountable for as set out in the adopted IDP's ❖ Budget and treasury office established ❖ Budget and revenue management is effective ❖ Financial reporting and auditing is performed ❖ Institutional capacity for municipality to spend is created 			

Key Performance Area	Weighting	Performance Indicator	Target	Resource requirements	Progress on date of review
		<ul style="list-style-type: none"> ❖ Financial management policies and by-laws developed, including but not limited to supply chain management, credit control, tariff and investment policies ❖ Integrated financial management systems introduced and operationalised ❖ Municipal financial viability targets set and achieved which will ensure that: <ul style="list-style-type: none"> ❖ Growth in service debtors is reduced ❖ Consumer debt exceeding 90 days is recovered ❖ % Reduction in grant dependency rate ❖ Turn around time for creditor payment improved ❖ % Personnel cost over the total operational budget is in line with regulatory framework ❖ Provision for bad debt made ❖ Financial legislation implemented, including Property Rates Act and the Division of Revenue Act 			
5.	10	<ul style="list-style-type: none"> ❖ Procedures for community participation processes as set out in 			

Key Performance Area	Weighting	Performance Indicator	Target	Resource requirements	Progress on date of review
Good Governance and Public Participation		<p>legislation adhered to in terms of:</p> <ul style="list-style-type: none"> ❖ Planning ❖ Budgeting ❖ Implementation ❖ Monitoring and reporting ❖ Regular communication with communities on the achievement of targets set out in IDPs is carried out ❖ Functioning of ward committees directly supported where applicable ❖ Capacity building of community-based organisations to enhance effective participation facilitated ❖ Relationship with organised business, labour and civil society built through transparent and accountable governance ❖ An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented to address: <ul style="list-style-type: none"> ❖ Prevention ❖ Detection ❖ Awareness / communication ❖ Financial and performance audit committee established and functional 			

Key Performance Area	Weighting	Performance Indicator	Target	Resource requirements	Progress on date of review
		<ul style="list-style-type: none"> ❖ Mechanisms to ensure disclosure of financial interest in place ❖ An effective communication strategy to promote transparency, public accountability, access to information, administrative justice and responsiveness to complaints are dealt with in terms of the relevant legislation developed and implemented ❖ Unqualified audit report achieved and maintained ❖ Community satisfaction surveys conducted. 			

PERFORMANCE PLAN FOR MUNICIPAL MANAGER for the Period: 01 JULY 2021 to 30 JUNE 2022

Singed and accepted by Director Community Services

Mr. SM. Lengoabala

Date: 07/07/2021

Singed by the Municipal Manager on behalf of the Council

Ms. TPM Lebenya

Date: 22.07.2021

Thabo Mofutsanyana District Municipality 2021/2022 SDBIP



KPA	Strategic Objective	Masurable Objective	KPI	Budget	Frequency	Ref No.	Baseline	2021/2022 Annual Target	First Quarter Planned Target	Second Quarter Planned Target	Third Quarter Planned Target	Fourth Quarter Planned Target	KPI No.	
KPA 1: BASIC SERVICE DELIVERY	Provide a variety Sport and Recreation facilities for staff and Communities	To ensure that sand is promoted in all Communities	Number of OR Tambo games Meeting attended on the 30th June 2022	OPEX	Q	Spr 01	01 Meeting	4 OR Tambo Games Meeting	1 Meeting	1 Meeting	1 Meeting	1 Meeting	7	
			Hosting of the District OR TAMBO Games 2021/2022 on the 30th September 2021 and selection of team to represent the District at the provincial OR Tambo games	OPEX	Y	Spr 02	29-Sep-19	Hosting of the District 2021/2022 games on the 30th September 2021	The District games on the 30th September 2021	-	-	-	-	8
			Delivering district team to Provincial OR 30 the october 2021	OPEX	Y	Spr 03	30-Oct-19	Delivering district team to the provincial games on the 30th October 2021	Delivering District team to the provincial games on the 30th October 2021	-	-	-	-	9
			Hosting of Rural Sports Games on the 30 June 2022	OPEX	Y	Spr 04	Not Realised	Hosting of Rural Sports Games on 30 June 2022	Hosting of Rural Sports Games on 30 June 2022	-	-	-	-	10
			Hosting indigenous games on the 30 September 2021	OPEX	Y	Spr 05	Not Realised	Hosting indigenous games on the 30 September 2021	Hosting indigenous games on the 30 September 2021	-	-	-	-	11
	Promoting Community Participation in the Local Economy (Arts and Culture)	To Promote the indigenous games to our communities	Number of Arts & Culture Fora held on the 31 September 2022	OPEX	Q	AC 01	Not Realised	2 Arts & Culture Forums	1 Forum	1 Forum	-	-	-	12
			Number of Writing and Poetry workshop on the 31 March 2022	R 45 000	Y	AC 02	Not Realised	1 Writing poetry workshop on the 31 Mar 2022	1 Writing poetry workshop on the 31 Mar 2022	-	-	-	-	13
			Number of Initiation Schools Workshop held with Government departments (SPS & Health) at initiation schools on the 30 June 2022	R 80 000	Q	AC 03	01 Workshop	1 Initiation Schools Workshops	1 Initiation Schools Workshops	-	-	-	-	14
			Number of Municipal Buildings renamed on the 30 June 2022	OPEX	Y	AC 04	New	04 New Names for Municipal Buildings and Offices on 30 June 2022	04 New Names for Municipal Buildings and Offices on 30 June 2022	-	-	-	-	15
			Number of Liberation Heritage Routes re-established on the 30 June 2022	OPEX	Q	AC 05	New	1 established Liberation Heritage Routes established on the 30th June 2022	1 established Liberation Heritage Routes Established on the 30 June 2022	-	-	-	-	16
	MUNICIPAL HEALTH & EMERGENCY SERVICES													
To improve the District Disaster Management Centre	Develop Information Management and Emergency Communication Software	Developing IM & EC Software on the 28 February 2022	R 354 915	Y	ES 01	New	Developing IM&EC Software on the 28 February 2022	Developing IM&EC Software on the 28 February 2022	-	-	-	-	17	
		To host Disaster Risk Reduction Day on the 30 October 2021	OPEX	Y	ES 02	23-Oct-19	Host 1 Disaster Risk Reduction International Day on the 30 October 2021	Disaster Risk Reduction International Day on the 31 October 2021	-	-	-	-	18	
		To conduct safety awareness campaigns in the community	OPEX	Q	ES 03	04 Safety Awareness Campaigns	4 Safety Awareness Campaigns on the 30 June 2022	1 Awareness Campaign	1 Awareness Campaign	1 Awareness Campaign	1 Awareness Campaign	1 Awareness Campaign	19	





MS TPM
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To improve the municipal emergency services (Disaster Management and Fire Services) operations.	To hold quarterly stakeholders meeting	Number of stakeholder meetings held on the 30 June 2022	OPEX	Q	ES 04	03 Stakeholders meetings	4 stakeholder meetings on the 30 June 2022	1 stakeholder meeting	1 stakeholder meeting	1 stakeholder meeting	1 stakeholder meeting	20
Municipal Health												
To improve the municipal emergency services (Disaster Management and Fire Services) operations.	Food control	Number of Monthly reports indicating the status of food selling outlets in compliance with relevant legislation on the 30 June 2022.	OPEX	M	MHS 01	New	12 Monthly reports per Local Municipality	3 Monthly reports per Local Municipality	3 Monthly reports per Local Municipality	3 Monthly reports per Local Municipality	3 Monthly reports per Local Municipality	21
	Water Quality monitoring	Number of Monthly Water Quality reports indicating the status of water in various towns across the 6 Local Municipalities in the district on the 30 June 2022.	R 186 000	M	MHS02	New	12 Monthly reports per Local Municipality	3 Monthly reports per Local Municipality	3 Monthly reports per Local Municipality	3 Monthly reports per Local Municipality	3 Monthly reports per Local Municipality	22
	Environmental health awareness	Number of awareness campaigns conducted in respect of Municipal Health Services across 6 local Municipalities in the district on the 30 June 2022.	OPEX	Q	MHS04	New	4 Quarterly reports indicating awareness campaigns conducted per Local Municipality	1 Quarterly report indicating awareness campaign conducted per Local Municipality	1 Quarterly report indicating awareness campaign conducted per Local Municipality	1 Quarterly report indicating awareness campaign conducted per Local Municipality	1 Quarterly report indicating awareness campaign conducted per Local Municipality	24
To provide Municipal health services effectively and equitably in the Thabo Mofutsanyana District	Air Quality Licenses issued and audited	Number of Air Quality Management reports on the 30 June 2022.	OPEX	Q	MHS05	New	4 Quarterly Air Quality Management reports per Local Municipality	1 Quarterly Air Quality Management report per Local Municipality	1 Quarterly Air Quality Management report per Local Municipality	1 Quarterly Air Quality Management report per Local Municipality	1 Quarterly Air Quality Management report per Local Municipality	25
	Waste management monitoring	Number of environmental reports with specific focus on waste management activities performed in various areas across the 6 local municipalities in the district on the 30 June 2022.	OPEX	Q	MHS06	New	4 Quarterly Environmental services reports per Local Municipality	1 Quarterly Environmental services report per Local Municipality	1 Quarterly Environmental services report per Local Municipality	1 Quarterly Environmental services report per Local Municipality	1 Quarterly Environmental services report per Local Municipality	26
	Waste management campaigns	Number of Reports on waste management awareness campaigns conducted in various areas across the 6 local municipalities in the district on the 30 June 2022...	OPEX	Q	MHS07	New	4 Quarterly reports on waste management awareness campaigns conducted per Local Municipality	1 Quarterly report on waste management awareness campaign conducted	1 Quarterly report on waste management awareness campaign conducted	1 Quarterly report on waste management awareness campaign conducted	1 Quarterly report on waste management awareness campaign conducted	27
COVID-19 CHAMPIONS												
To improve the municipal emergency services (Covid-19) operations.	Rapid response to COVID-19	Number of Public Awareness Campaigns on COVID-19 conducted on the 30 June 2022	OPEX	M	MC 001	6 Awareness Programmes	12 Public Awareness Campaigns on COVID-19	3 Awareness Campaigns	3 Awareness Campaigns	3 Awareness Campaigns	3 Awareness Campaigns	28
	To hold quarterly committee meetings	Number of Covid-19 Committee meetings held on the 30 June 2022	OPEX	Q	MC 002	New	4 Committee meetings on the 30 June 2022	1 Committee meeting	1 Committee meeting	1 Committee meeting	1 Committee meeting	29
	To provide a comprehensive Municipal Resident Service to the Community of Thabo Mofutsanyana District Municipality	Establishment of District Crematorium on the 30 June 2022	Establishing of District Crematorium on the 30 June 2022	R 2 500 000	Y	MC 003	Not Realised	Establish District Crematorium on 30 June 2021			Establish District Crematorium on 30 June 2021	Reports & Images
Local Economic Development & Tourism												
Local Economic Development & Tourism												
PROCUREMENT OF EQUIPMENT (SP)		Procurement of tools of trade for SMMES on the 30 June 2022	R 500 000	Y	LED 01	Not Realised	Procurement of tools of trade for SMMES on the 30 June 2022				Procurement of tools of trade for SMMES on the 30 June 2022	47
		Procurement of tools of trade for SMMES on the 30 June 2022									Report Acknowledgment of goods by the beneficiary & photos	

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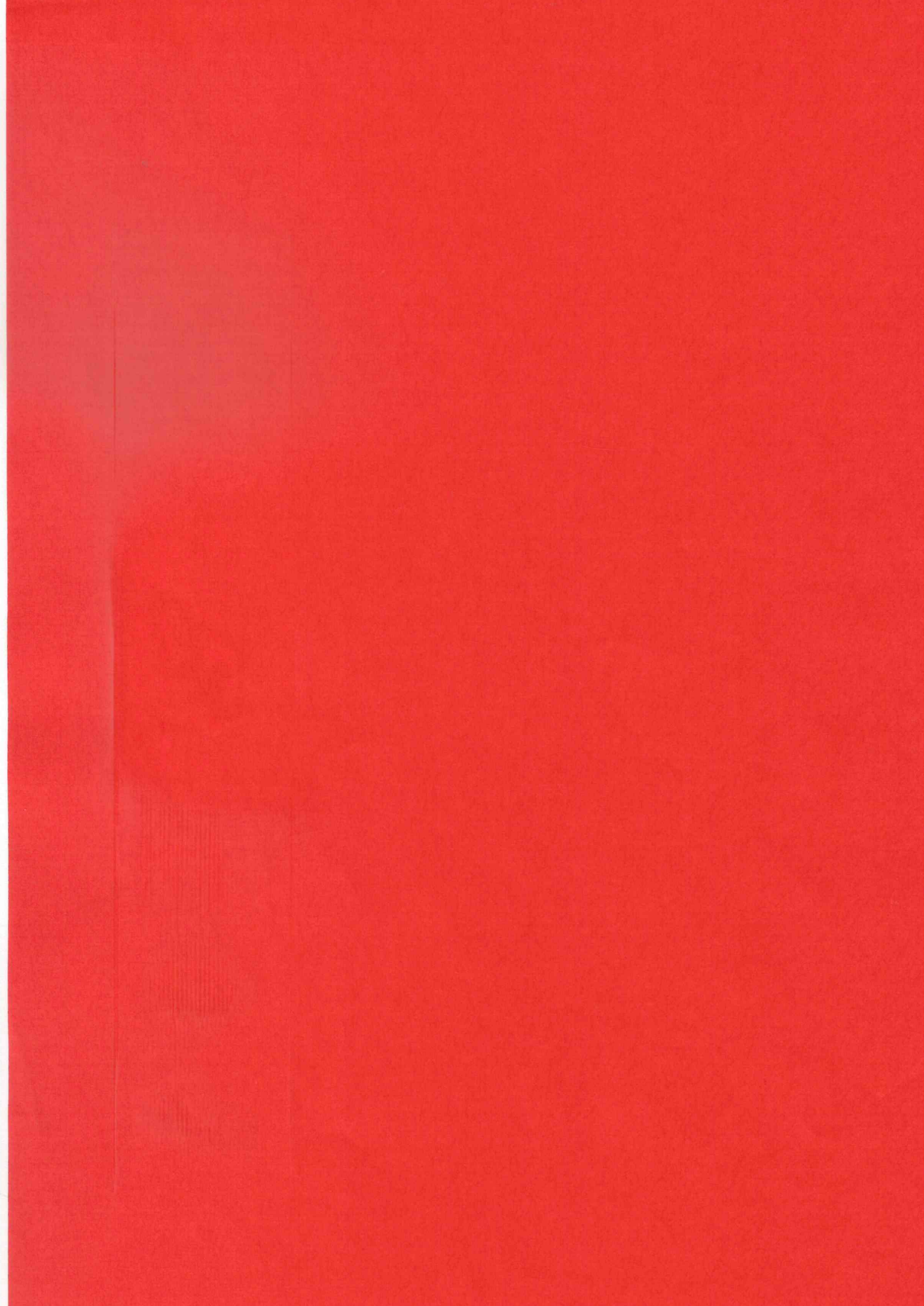
SMWES development	per month, or annum)	R 500 000	Y	LED 02	New	Review of District LED Strategy on the 30th June 2022	Review of District LED Strategy on the 30th June 2022	Review of District LED Strategy on the 30th June 2022	Copy of reviewed LED Strategy	48
Tourism										
MARKETING & PROMOTION	Printing of Accommodation and Tourism Destination Guide	Update database of accommodation and tourism destination guide with contact details on the 30 June 2022.	open	Y	TSM 01	New	Updating database on the 30 June 2022.	Updating database on the 30 June 2022.	Printed booklet	49
	Assessment & Quality Assurance	Grade facilities buses as per hospitality rates on the 30 June 2022.	open	Y	TSM 02	New	Grading facilities on the 30 June 2022.	Grading facilities on the 30 June 2022.	Assessment forms & Report	50
	Capacity Building	Trained Tour Operators about Tourism packages on the 31 March 2022	open	Y	TSM 03	New	Training Tour Operators about tourism packages on the 31 March 2022	Training Tour Operators about tourism packages on the 31 March 2022		51
	Destination Development	Erecting signage in tourism attraction areas on the 31 March 2022	open	Y	TSM 04	New	Erecting signage in tourism attraction areas on the 31 March 2022	Erecting signage in tourism attraction areas on the 31 March 2022		
	Destination Development	Profiling tourism attraction areas on the 31 March 2022	open	Y	TSM 05	New	Profiling tourism attraction areas on the 31 March 2022	Profiling tourism attraction areas on the 31 March 2022	Visible signage, preserve tourism destination	52
Agriculture										
Create an Enabling Environment for Agri-Economic Growth & Development	Farmer Support Programme	Number of Farmers assisted with Tools of trade (Rural Community Support) on the 30 June 2022	R 554 028	Q	AGR 01	8 Rural Community Members were Assisted	Assisting 6 Farmers on the 30 June 2022	Assisting 6 Farmers on the 30 June 2022	Submission request to Municipal Manager, Proof of Purchase, Deed of Donation and Pictures	53
	Agricultural Exhibitions / Shows	Sending 13 farmers to NAMPO Day on the 30 June 2022	Open	Y	AGR 02	farmers were not send to NAMPO	Sending 13 farmers on the 30 June 2022	Sending 13 farmers on the 30 June 2022	Signed Report, attendance Register or virtual attendance register and Photos	54
		Sending 13 farmers to an Established Fresh Produce Market by 31 March 2022	Open	Y	AGR 03	New	Sending farmers to an Established Fresh Produce Market by 31 March 2022	Sending farmers to an Established Fresh Produce Market by 31 March 2022	Signed Report, attendance Register or virtual attendance register and Photos	55
		Sending 13 farmers to Alfa Alfa workshop on the 30 Sep 2021	Open	Y	AGR 04	farmers/learners were Send to ALFA workshop on the 30 Sep 2019	13 farmers farmers sent to Alfa workshop on 30 Sep 2021	13 farmers farmers sent to Alfa workshop on 30 Sep 2021	Signed Report, attendance Register or virtual attendance register and Photos	56
	To Ensure Capacity Building of emerging farmers.	Number of Emerging Farmers trained on the 30 June 2022. (Animal Health, Piglety Production, Poultry Production, Animal Nutrition and Vegetable Production on the 30 June 2022)	R 30 000	Q	AGR 05	30 Emerging farmers were trained on the 30 June 2020	30 Farmers Trained, Animal Health, Piglety Production, Poultry Production, Animal Nutrition and Vegetable Production on the 30 June 2022	30 Farmers Trained, Animal Health, Piglety Production, Poultry Production, Animal Nutrition and Vegetable Production on the 30 June 2022	Signed Report, attendance Register and Photos	

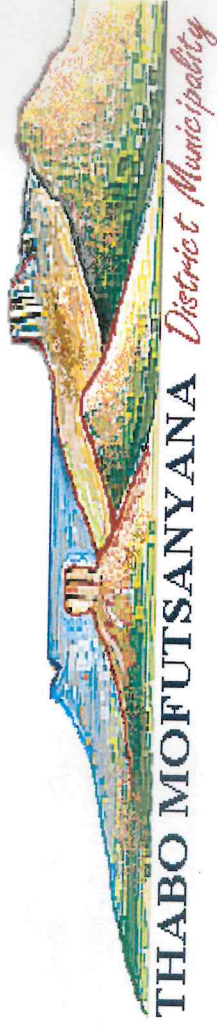
LOCAL ECONOMIC DEVELOPMENT

SUMMARY OF THE KEY PERFORMANCE INDICATORS	RANGE	TOTALS
NUMBER OF KEY PERFORMANCE INDICATORS 2020/2021		36
ACHIEVED KEY PERFORMANCE INDICATORS		
PARTIALLY ACHIEVED KEY PERFORMANCE INDICATORS		
NOT ACHIEVED KEY PERFORMANCE INDICATORS		
KEY PERFORMANCE INDICATORS NOT THIS QUARTER		

SUBMITTED BY:

 SIGNATURE: Mr. M.S. Lencobajir
 Director Community Services
 DATE: 27/07/2021

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PERSONAL DEVELOPMENT PLAN

2021/2022 FINANCIAL YEAR

OF

MR. SM. LENGOABALA

DIRECTOR COMMUNITY SERVICES

PERSONAL DEVELOPMENT PLAN

Competency Profile of the jobs	Incumbent competency available	Skills/Performance Gap (in order of priority)	Suggested training and/or development activity	Suggested mode of delivery	Suggested Time Frames	Budget available for suggested training

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CODE OF CONDUCT

SCHEDULE 2

CODE OF CONDUCT FOR MUNICIPAL STAFF MEMBERS

DEPARTMENT OF COOPERATIVE GOVERNANCE



SENIOR MANAGER ASSESSMENT REPORT

FOR

Mphahlela Selby Lengoabala

Thabo Mofutsanyana District Municipality

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Technology People

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ASSESSMENT REPORT**STRICTLY CONFIDENTIAL**

NAME & SURNAME	Mphahlela Selby Lengoabala
IDENTITY OR PASSPORT NR	7411275286088
RACE	African
GENDER	Male
DISABILITY	N/A
QUALIFICATIONS	Masters' Degree
DATE OF ASSESSMENT	03 February 2020
MUNICIPALITY	Thabo Mofutsanyana District Municipality
CURRENT JOB TITLE	Manager: Bethlehem Unit
POSITION ASSESSED FOR	Director: Community Services
FUNCTIONAL AREA	Community Services

In order to comply with the Ethical Code for Psychologists, kindly note that this is a confidential report, the content of which is only for the information of the assessed and relevant authority within the Thabo Mofutsanyana District Municipality.

This assessment only relates to the leading and core competencies required for effective performance of a Senior Manager as outlined in Notice 578 583 of Government Gazette 3894637243, 1 July 2015 and 17 January 2014: Annexure B of "Local Government: Municipal Systems Act (32/2000): Local Government: Regulations on appointment and conditions of employment of senior managers" ("Competency Framework"). It does not reflect on the functional competencies required for specific roles within the Department. The implementation of the assessment results as contained in this report must be implemented in accordance with the requirements of the Directive on the use of competency-based assessments for Senior Manager within the Municipality.

Please note that these results may not be used for any other purpose unless the assessee consents thereto.

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1. GUIDANCE FOR THE END USER

This report contains an integrated discussion of the candidate's results. The results are based on candidates completing a series of tools and exercises that have been designed to assess the competencies in the Competency Framework, designed exclusively for local government in South Africa.


A description of the assessment tools and application thereof, as well as proficiency levels is stipulated below. The results summary provides an overall indication of the candidate's proficiency levels per competency. An executive summary provides a holistic overview of a candidate in relation to how they manage themselves, think and reason, and relate to other people. An overview of the candidate's strengths and areas of development relative to self is outlined in detail in relation to the competency framework.

2. ASSESSMENT TOOLS

The methodology applied involves a combination of psychometric tools and competency-based assessments.

ASSESSMENT TOOL	ASSESSMENT TYPE	DESCRIPTOR	APPLICATION FOR USER
Cognitive Process Profile (CPP)	Cognitive assessment	The CPP measures the way people think when dealing with new information and solving problems of varying complexity. It also assesses aspects of people's potential for future cognitive development and growth. There is no time limit for completion of this tool.	This tool that has been designed to simulate the manner in which a candidate solves problems in unfamiliar and novel situations. It also provides information about the level of complexity the candidate is able to function at.
15FQ+	Personality assessment	The 15 Factor Personality Questionnaire (15FQ+) is designed to assess an individual's broad range of personality traits interests, preferences and feelings. Such elements assess the candidate's characteristic ways of behaving across a wide range of situations.	The 15FQ+ and the Giotto are self-reported questionnaires that help to provide an indication of a person's preferences and their likely behaviour in the workplace. These tools help us to understand the type of situations the candidate is likely to excel in because he/she enjoys it and kind of situations the candidate may prefer to avoid, given the opportunity. The limitation of tools such as this is that they do not tell us what the candidate is able to do, only what his/her preferences are.
Giotto	Workplace behaviour assessment	The Giotto was developed to unravel the complex nature of personal integrity, as it relates to the workplace.	
Competency-Based Simulation	Simulation exercises	The competency-based simulation assessment comprises of a combination of written exercises, a presentation and a role-play and has been specifically designed to measure the lead and core competencies which have been identified as relevant within a hypothetical municipality and	Candidates must rely on their knowledge and experience to provide the assessors with evidence of how they will go about solving problems and dealing with the scenarios presented in these exercises. As such, the exercise provides information about a

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		<p>outlined in the competency framework for senior managers. A candidate is given a set of background documents about a specific municipality – this information attempts to simulate a real municipality – and the candidate then needs to complete the following tasks:</p> <ul style="list-style-type: none"> • In Task 1, the candidate is given time to prepare a presentation that addresses a specific scenario posed in the exercise and he/she then needs to deliver the presentation to an assessor. • In Task 2, the candidate needs to formally prepare for a meeting with an important stakeholder and thereafter conduct a meeting in the form of a role-play with an assessor. In this role-play, the assessor performs the role of the stakeholder. • In Task 3, the candidate needs to respond to specific issues that have arisen on a particular day. This task takes the form of a case study, which is a written exercise. 	<p>candidate's ability to perform within the relevant role based on displayed behaviour.</p>
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3. SCORING CRITERIA AND PROFICIENCY LEVELS

SCORE	DESCRIPTOR
Basic*	Marginal/basic demonstration of competency; basic understanding of concepts and methodologies; responses lack detail and integration
Competent	Good demonstration of competency; proficient in understanding of concepts and methodologies; responses are suitably integrated and detailed
Advanced	Elevated demonstration of competency; advanced understanding of concepts and methodologies; responses are well integrated and detailed
Superior	Outstanding and comprehensive demonstration of competency; superior understanding of concepts and methodologies; integrates concept logically and in a meaningful manner

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4. RESULTS SUMMARY


COMPETENCY PROFICIENCY MATRIX	ACHIEVEMENT LEVEL
LEADERSHIP COMPETENCIES	
Strategic Direction and Leadership	Competent
People Management	Competent
Program and Project Management	Competent
Financial Management	Basic
Change Leadership	Basic
Governance Leadership	Competent
CORE COMPETENCIES	
Moral Competence	Competent
Planning and Organising	Competent
Analysis and Innovation	Basic
Knowledge & Information Management	Competent
Communication	Competent
Results and Quality Focus	Competent
OVERALL ACHIEVEMENT LEVEL	Competent

The overall achievement level is based on a demonstration of all the competencies.

*Please note an overall achievement score of Basic falls short of the minimum requirements as stipulated in Notice 583 of Government Gazette 37243, 17 January 2014: Annexure B of "Local Government: Municipal Systems Act (32/2000): Local Government: Regulations on appointment and conditions of employment of senior managers".

The overall achievement level must be considered for offer of remuneration on appointment taking into account matters stipulated in Item 9 of Notice 578, Government Gazette 38946, 1 July 2015: Regulations on Total Remuneration Packages payable to Municipal Managers and Senior Managers in Local Government.

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5. EXECUTIVE SUMMARY

The section provides an overview of the integrated assessment results obtained from the Psychometric Assessments and Competency-Based Assessment. This includes a description of the candidate's self-management; their thinking and working styles; as well as behaviours and preferences associated with their interpersonal and leadership styles.

Mr Lengoabala's personality profile indicates that he is quite emotionally resilient, and that he may take setbacks and disappointments in his stride. During the role-play activity, he came across as composed despite being under pressure and was able to respond to questions asked even though he was put on the spot, which confirms the aforementioned findings. This also seems to be aligned with findings from his work styles questionnaire, that describe him as resourceful and enthusiastic about the future.

Mr Lengoabala is likely to be abstract minded and enjoys focusing on ideas, possibilities and opportunities when he is navigating through novel data. In his work sample, he mentioned some innovative strategies to promote community safety, but did not consistently focus on the presentation of creative ideas to enhance service delivery, or to improve other internal business processes despite the aforementioned psychometric findings. Instead, he generated practical solutions that held real-world value, which were feasible and sustainable over the long run. Inclined to be quite playful in his approach to tasks at hand he may enjoy forward planning and enjoys paying attention to rules and details in his work. His project proposals in the work sample also showcased these tendencies, as they include specific activities, budgets, funding sources, responsibility frameworks and timeframes. His priority focus areas were clear across tasks, and specific attention was given to policy compliance, as well as adherence to legislative prescripts that apply to financial management in the local government sphere.

Mr Lengoabala's cognitive profile suggests a preference for structured work contexts where he can capitalise on his previous knowledge and experience to diagnose challenges and come up with respective solutions. He applies logical and reflective problem-solving strategies to make sense of unfamiliar, complex information in ambiguous work terrain where he is not the expert. This implies that he tends to look for logical evidence when processing novel, complex data and that he may be a disciplined critical thinker who considers the long-term implications of his decisions. He tends to explore and consider information very carefully and could revisit previous conclusions due to a need for certainty which may slow down his work pace and affect his memory functioning at times. The latter was quite evident in his first exercise, as he did not complete the task within specified timeframes. He did however conduct a comprehensive, well classified SWOT analysis even though his cognitive profile suggests underdeveloped analytical reasoning- and categorisation skills. He also came up with plans that were likely to have a lasting, strategic impact on the fictional municipality and community, and attended to global concerns even though his cognitive profile suggests that he may be predominantly focused at the application of knowledge and skills within his existing realm of experience and expertise.

Mr Lengoabala describes himself as someone that enjoys teamwork, and he may come across as quite extraverted in his social interactions. This was apparent in his work sample where he paid special attention to the creation of liaisons and partnerships with communities, state owned entities and the private sector, to ensure a collaborate approach

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is followed in promoting community safety. As he regards himself to be quite assertive in nature, it is possible that he could pay more attention to task demands than human motivations in his management approach. This was also evident in his inputs towards people management in the work sample, where he was primarily concerned with transactional aspects like recruitment, the clarification of roles and responsibilities, capacity building and skills shortages. As a leader, he is likely to adopt a Consultative Leadership style, which further confirms his suggestions for involving key role players in planning, decision-making and change processes as discussed above.

From a holistic perspective, it appears that Mr Lengoabala performed at a Competent level during the competency-based assessments. Basic outcomes were achieved in the areas of Financial Management, Change Leadership, as well as Analysis and Innovation. He achieved proficient competency ratings in the areas of Strategic Direction and Leadership, People Management, Program and Project Management, Governance Leadership, Moral Competence, Planning and Organising, Knowledge and Information Management, Communication as well as Results and Quality Focus.


6. HIGHLIGHTED STRENGTHS AND DEVELOPMENT AREAS

The purpose of this section of the report is to provide comprehensive information about the most significant areas of strength and development areas. The remaining competencies can be discussed in equal depth during the optional feedback session with the candidate.

The information below is based on the individual's results, relative to their own profile – strengths are therefore based on a candidate's top 3 highest scoring competencies to highlight to Municipalities the areas that a candidate can be expected to perform better in.

STRENGTHS	
Project & Program Management	Although he describes himself as more imaginative and abstract minded by nature and may pay more attention to idea generation than -execution according to his psychometric findings, Mr Lengoabala paid attention to the creation of detailed, concrete action plans that were centred around feasibility and sustainability. He paid attention to the resource requirements associated with his priority initiatives and supported his proposals with clear timeframes, budgets and responsibility frameworks to ensure successful execution. Emphasis was placed on tracking and reporting on project progress against set milestones, whilst the introduction of consequences for project overruns, and contingency planning was comprehensively discussed. Therefore, a competent score was achieved in the area of Program and Project Management.
Knowledge and Information Management	When completing the competency exercise, Mr Lengoabala seemed focused on conveying important information to relevant role players and highlighted the need to share implementation plans with the community to avoid possible protests and unrest. Emphasis was placed on conducting community meetings, to raise awareness of drug related crimes in the community, and he suggested getting the mayor, community members and soccer players to partake in the delivery of community radio campaigns in this regard. This seems to align with his personality profile, suggesting that he is unlikely to question others' agendas without reason, which may cause him to share information openly and freely with those around him in the work environment. Therefore, a competent score was achieved in the area of Knowledge and Information Management.
Governance Leadership	By personality, Mr Lengoabala is inclined to enjoy tasks that require him to pay close attention to rules and regulations. His competency exercises included

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	<p>specific suggestions for the formulation of policies using consultative processes, and he paid attention to the identification and mitigation of risks across tasks. He made several suggestions for capitalising on local- and socio-economic development opportunities in his work sample and proposed several ideas for enhancing intergovernmental relationships to aid service delivery. In addition to this, he made valuable recommendations for enhanced financial compliance. Therefore, a competent score was achieved in the area of Governance Leadership.</p>
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DEVELOPMENT AREAS


<p>Analysis and Innovation</p>	<p>According to his personality assessment, Mr Lengoabala is prone to be quite unconventional in nature and may be relatively open to change. His cognitive profile, however, reveals that he still enjoys a fair degree of structure and familiarity in his work and that he may not feel entirely comfortable to apply his judgment in work contexts that are completely removed from his current realm of experience. This was evident in his work sample as he mentioned some innovative ideas in the second exercise but did not showcase a consistent focus on creativity across tasks. Original strategies for enhanced service delivery, as well as project management and the improvement of human capital structures would have been beneficial to discuss in this regard. According to his cognitive results, Mr Lengoabala may be comfortable to analyse data that he is familiar with, although the evaluation of new, more ambiguous information could be somewhat challenging to him. This suggests that he may not successfully pull issues apart or differentiate between relevant subcomponents of information, to create meaning when solving new challenges in unfamiliar work terrain. While Mr Lengoabala conducted a well thought-through analysis of the fictional municipality in his first task, he could have given more consideration to the links between, and root causes behind seemingly obvious challenges in remaining tasks as well. Therefore, additional refinement is required in this competency area.</p>
<p>Financial Management</p>	<p>Even though he is likely to enjoy tasks that require attention to detail, Mr Lengoabala's cognitive results indicate that his analytical reasoning skills seem to be underdeveloped for application in highly strategic work environments. This suggests that he might struggle to dismantle and subdivide complex information that he is less accustomed to. Similarly, his examination of the financial risks in his case study exercise was somewhat limited. His solutions to address the challenges he did identify were not comprehensively discussed, and his proposals for enhanced financial management in the fictional department were not sufficiently explained as to what they may entail. While he recognized the importance of maximizing adherence to financial policies and allocated expenditure estimates to his proposals, more detailed budgets and cash flow projections, to display his understanding of financial planning, budgeting and forecasting in the local government sphere would have been beneficial.</p>
<p>Change Leadership</p>	<p>By personality, Mr Lengoabala is likely to be quite unconventional in his attitudes and opinions, which may lead him to question older, established points of view and to be reticent about accepting the status quo. When completing the work sample, he recognised the need for amending the organisational structure and realigning internal positions accordingly. However, while he seemed to understand the principles of engagement, communication, consultation and participation as critical components of successful transformation, he could have drafted more comprehensive strategies for maximising change acceptance, and proactively mitigating resistance amongst key role players. The evaluation and revision of change strategies could also have received more consideration, and the provision of change management guidelines in his first task was not</p>

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	considered, which is why additional development is required in the area of Change Leadership.
ASSESSOR	
Name	Jolene Geldenhuys
Registration Category	Industrial Psychologist
Registration Number	PS0118044
Date	07 February 2020
Signature	

QUALITY ASSURER	
Name	Nadia Blay
Registration Category	Independent Psychometrist
Registration Number	PMT0089907
Date	07 February 2020
Signature	

Jolene Geldenhuys



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OFFICE OF THE MUNICIPAL MANAGER

ANNEXURE "B"

➤ **Code of Conduct**



CODE OF CONDUCT

SCHEDULE 2

CODE OF CONDUCT FOR MUNICIPAL STAFF MEMBERS

1. Definitions

In this Schedule “partner” means a person who permanently lives with another person in a manner as if married.

2. General conduct

A staff member of a municipality must at all times—

- (a) Loyally execute the lawful policies of the municipal council;
- (b) Perform the functions of office in good faith, diligently, honestly and in a transparent manner;
- (c) Act in such a way that the spirit, purport and objects of section 50 are promoted;
- (d) Act in the best interest of the municipality and in such a way that the credibility and integrity of the municipality are not compromised; and
- (e) Act impartially and treat all people, including other staff members, equally without favour or Prejudice.

3. Commitment to serving the public interest

A staff member of a municipality is a public servant in a developmental local system, and must Accordingly—

- (a) Implement the provisions of section 50 (2);
- (b) Foster a culture of commitment to serving the public and a collective sense of responsibility for performance in terms of standards and targets;
- (c) Promote and seek to implement the basic values and principles of public administration described in section 195 (1) of the Constitution;
- (d) obtain copies of or information about the municipality’s integrated development plan, and as far as possible within the ambit of the staff member’s job description, seek to implement the objectives set out in the integrated development plan, and achieve the performance targets set for each performance indicator;

- (e) Participate in the overall performance management system for the municipality, as well as the staff member's individual performance appraisal and reward system, if such exists, in order to maximise the ability of the municipality as a whole to achieve its objectives and improve the quality of life of its residents.

4. Personal gain

- (1) A staff member of a municipality may not—
 - (a) use the position or privileges of a staff member, or confidential information obtained as a Staff member, for private gain or to improperly benefit another person; or
 - (b) Take a decision on behalf of the municipality concerning a matter in which that staff member, or that staff member's spouse, partner or business associate, has a direct or indirect personal or private business interest.
- (2) Except with the prior consent of the council of a municipality a staff member of the municipality may not—
 - (a) Be a party to a contract for—
 - (i) The provision of goods or services to the municipality; or
 - (ii) The performance of any work for the municipality otherwise than as a staff member;
 - (b) Obtain a financial interest in any business of the municipality; or
 - (c) Be engaged in any business, trade or profession other than the work of the municipality.

4. Disclosure of benefits

- (1) A staff member of a municipality who, or whose spouse, partner, business associate or close family member acquired or stands to acquire any direct benefit from a contract concluded with the municipality must disclose in writing full particulars of the benefit to the council.
- (2) This item does not apply to a benefit which a staff member, or a spouse, partner, business associate or close family member, has or acquires in common with all other residents of the municipality.

5. Unauthorised disclosure of information

- (1) A staff member of a municipality may not without permission disclose any privileged or confidential information obtain as a staff member of the municipality to an unauthorised person.

- (2) For the purpose of this item “privileged or confidential information” includes any information—
- (a) Determined by the municipal council or any structure or functionary of the municipality to be privileged or confidential;
 - (b) Discussed in closed session by the council or a committee of the council;
 - (c) disclosure of which would violate a person’s right to privacy; or
 - (d) Declared to be privileged, confidential or secret in terms of any law.
- (3) This item does not derogate from a person’s right of access to information in terms of national Legislation.

6. Undue influence

A staff member of a municipality may not—

- (a) unduly influence or attempt to influence the council of the municipality, or a structure or functionary of the council, or a councillor, with a view to obtaining any appointment, promotion, privilege, advantage or benefit, or for a family member, friend or associate;
- (b) Mislead or attempt to mislead the council, or a structure or functionary of the council, in its consideration of any matter; or
- (c) Be involved in a business venture with a councillor without the prior written consent of the council of the municipality.

7. Rewards, gifts and favours

- (1) A staff member of a municipality may not request, solicit or accept any reward, gift or favour for—
 - (a) Persuading the council of the municipality, or any structure or functionary of the council, with regard to the exercise of any power or the performance of any duty;
 - (b) Making a representation to the council, or any structure or functionary of the council;
 - (c) Disclosing any privileged or confidential information; or
 - (d) Doing or not doing anything within that staff member’s powers or duties.
- (2) A staff member must without delay report to a superior official or to the speaker of the council any offer which, if accepted by the staff member, would constitute a breach of sub item (1).

8. Council property

A staff member of a municipality may not use, take, acquire, or benefit from any property or asset owned, controlled or managed by the municipality to which that staff member has no right.

9. Payment of arrears

A staff member of a municipality may not be in arrears to the municipality for rates and service charges for a period longer than 3 months, and a municipality may deduct any outstanding amounts from a staff member's salary after this period.

10. Participation in elections

A staff member of a municipality may not participate in an election of the council of the municipality, other than in an official capacity or pursuant to any constitutional right.

11. Sexual harassment

A staff member of a municipality may not embark on any action amounting to sexual harassment.

12. Reporting duty of staff members

Whenever a staff member of a municipality has reasonable grounds for believing that there has been a breach of this Code, the staff member must without delay report the matter to a superior officer or to the speaker of the council.

13. Breaches of Code

Breaches of this Code must be dealt with in terms of the disciplinary procedures of the municipality envisaged in section 67(1)(h) of this Act.

14A. Disciplinary steps

-
- (1) A breach of this Code is a ground for dismissal or other disciplinary steps against a staff member who has been found guilty of such a breach?
 - (2) Such other disciplinary steps may include—
 - (a) Suspension without pay for any longer than three months;
 - (b) Demotion;
 - (c) Transfer to another post;
 - (d) Reduction in salary, allowances or other benefits; or
 - (e) An appropriate fine.



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OFFICE OF THE MUNICIPAL MANAGER

ANNEXURE “C”

➤ **Financial Disclosure Form**

FINANCIAL DISCLOSURE FORM

FINANCIAL DISCLOSURE FORM (CONFIDENTIAL)

I, the undersigned Director Community Services & LED at Thabo Mofutsanyana District Local Municipality hereby certify that the following information is complete and correct to the best of my knowledge:

1. Shares and other financial interests (Not bank accounts with financial institutions)
 See information sheet: Note (1)

Number of shares / extent of financial interest Nature Nominal Value Name of Company or entity

Number of shares / extent of financial interest	Nature	Nominal value	Company
1.			
2.			
3.			
4.			
5.			

2. Directorships and Partnerships
 See information sheet: Note (2)

Name of Corporate entity, partnership or firm	Type of business	Amount of Remuneration or Income

MS TPM
 N-L
 P-E

1. **Remunerated work outside the Municipality** (As sanctioned by Council)

Name of Employer	Type of work	Amount of Remuneration or Income	Council sanction confirmed: Resolution

See information sheet: Note (3)

CONFIDENTIAL

2. **Consultancies and retailer ships**

Name of client	Nature	Type of business activity	Value of benefits received
SALCIA WATER WATER	Trainer	Facilitate training on behalf of SALCIA	Stipend determined by SALCIA

See information sheet: Note (4)

5. **Sponsorships**

See information sheet: Note (5)

Source of sponsorship	Description of sponsorship	Value of sponsorship

M-S TPM
N-L
P-R

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

Gift or Hospitality	Description	Value

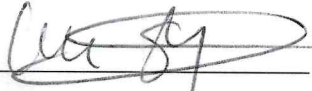
See information sheet: Note (6)

Description	Value	Source

7. Land and property

See information sheet: Note (7)

Description	Extent	Area Value
Vacant Sites at Panorama	± 1020 M ²	± R 2.1 Million
Vacant Site @ Highlands	± 900 M ²	± R 1.7 Million
Estate - Mooi River (KZN)		
Rental Apartments	6 Apartments	R 1.2 Million
2 Houses Residential		R 660 000 R 1.300 000


SIGNATURE OF EMPLOYEE

27/07/2021
DATE

CONFIDENTIAL

OATH/AFFIRMATION

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:

(i) Do you know and understand the contents of the declaration?

Answer: Yes

(ii) Do you have any objection to taking the prescribed oath or affirmation?

Answer: NO

(iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?

Answer: Yes

2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true." The signature/mark of the deponent is affixed to the declaration in my presence.

N. A. Choete

Commissioner of Oath /Justice of the Peace

Full first names and surname:

N. A. Choete

(Block letters)

Designation(rank):

Sgt

Ex Officio Republic of South Africa

Street address of institution:

SAPS NO 8090 XABA STREET - BOHLOKONG

Date: 2021-07-28

Place: BOHLOKONG

CONTENTS NOTED: MUNICIPAL MANAGER.....

[Signature]

DATE: 28.07.2021



M.S. TPm
N.L
P.K

CONFIDENTIAL

INFORMATION SHEET FOR THE GENERIC FINANCIAL DISCLOSURE FORM

The following notes are a guide to assist with completing the Financial Disclosure form (Annexure E):

NOTE 1: Shares and other financial interests

Designated employees are required to disclose the following details with regard to shares and other financial interests held in any private or public company or any other corporate entity recognised by law:

- The number, nature and nominal value of shares of any type;
- The nature and value of any other financial interests held in any private or public company or any other corporate entity; and
- The name of that entity.

NOTE 2: Directorships and partnerships

Designated employees are required to disclose the following details with regard to directorships and partnerships:

- The name and type of business activity of the corporate entity or partnership/s; and the amount of any remuneration received for such directorship or partnership/s.
- Directorship includes any occupied position of director or alternative director, or by whatever name the position is designated.
- Partnership is a legal relationship arising out of a contract between two or more persons with the object of making and sharing profits.

NOTE 3: Remunerated work outside the Municipality (As sanctioned by Council)

Designated employees are required to disclose the following details with regard to Remunerated work outside the public service:

- The type of work;
- The name and type of business activity of the employer; and
- The amount of the remuneration received for such work.

Remuneration means the receipt of benefits in cash or kind, and work means rendering a service for which the person receives remuneration.

NOTE 4: Consultancies and retailer ship

Designated employees are required to disclose the following details with regard to Consultancies and retailer ship:

- The nature of the consultancy or retailer ship of any kind;
- The name and type of business activity, of the client concerned; and
- The value of any benefits received for such consultancy or retailer ship.

NOTE 5: Sponsorships

Designated employees are required to disclose the following details with regard to Sponsorships:

- The source of the sponsorship;
- The description of the sponsorship; and
- The value of the sponsorship.

NOTE 6: Gifts and hospitality from a source other than a family member

Designated employees are required to disclose the following details with regard to Gifts and hospitality:

- A description and the value and source of a gift with a value in excess of R350.00;
- A description and the value of gifts from a single source which cumulatively exceed the value of R350.00 in the relevant 12-months period; and
- Hospitality intended as a gift in kind.

Designated employees must disclose any material advantages that they received from any source e.g. any discount prices or rates that are not available to the general public. All personal gifts within the family and hospitality of a traditional or cultural nature need not be disclosed.

NOTE 7: Land and Property

Designated employees are required to disclose the following details with regard to their ownership and other interests in land and property (residential or otherwise both inside and outside the Republic):

- A description of the land or property;
- The extent of the land or property;
- The area in which it is situated; and
- The value of the interest.