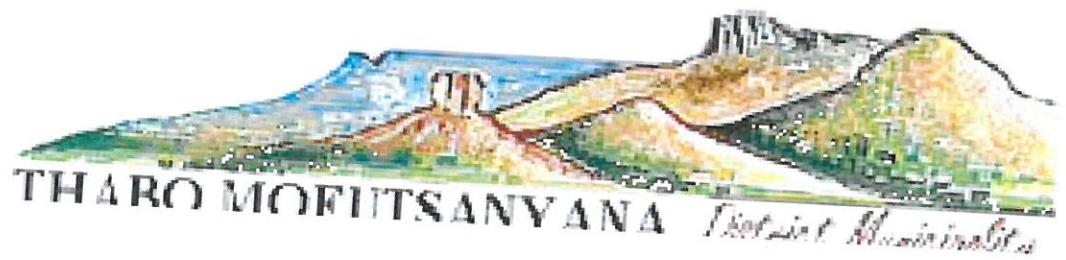


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OFFICE OF THE MUNICIPAL MANAGER

ANNEXURE "A"

- Performance Agreement
- Performance Plan
- Performance Development Plan



PERFORMANCE AGREEMENT

**Ms. Lebanya Takatso Philiat
Municipal Manager**

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 **Cllr. Malefu Vilakazi** in her capacity as Executive Mayor (hereinafter referred to as the **Employer**)

and

MS. TAKATSO LEBENYA Municipal Manager of the 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	15
Municipal Institutional Development and Transformation	15
Local Economic Development (LED)	15
Municipal Financial Viability and Management	25
Good Governance and Public Participation	30
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		20
People Management		20
Program and Project Management		

COMPETENCY REQUIREMENTS FOR EMPLOYEES		
LEADING COMPETENCIES		WEIGHT
Financial Management		20
Change Leadership		10
Governance Leadership		10
CORE COMPETENCIES		
Moral Competence		
Planning and Organising		
Analysis and Innovation		
Knowledge and Information Management		5
Communication		10
Results and Quality Focus		5
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.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
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 26 Day of July 2021

As Witnesses:

1. Nonophia Mfundu

2. Ranokoli Tshele 



Municipal Manager
Thabo Mofutsanyana District Municipality

Thus, done and signed at Phuthaditjhaba 27 Day of July 2022

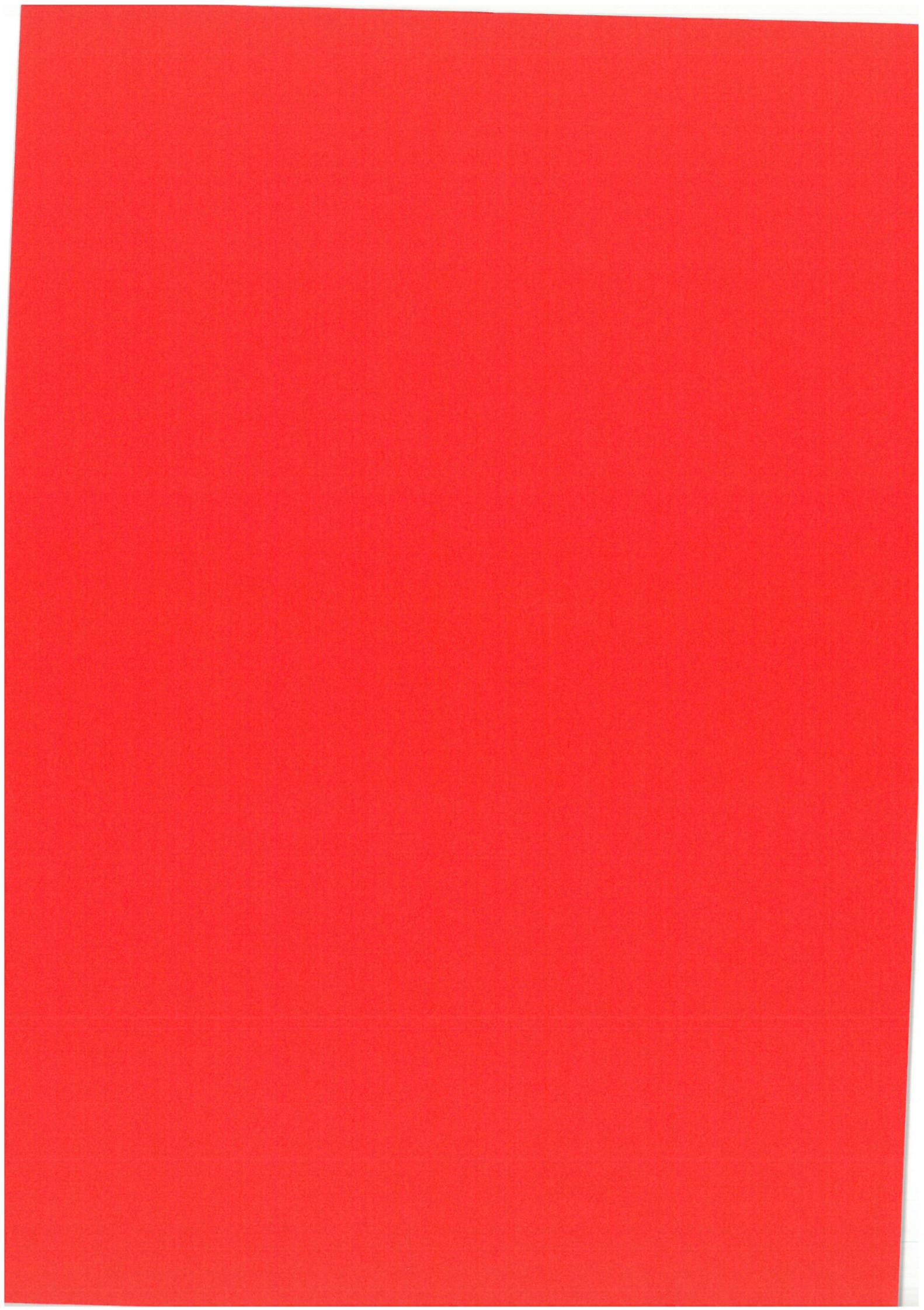
As Witnesses:

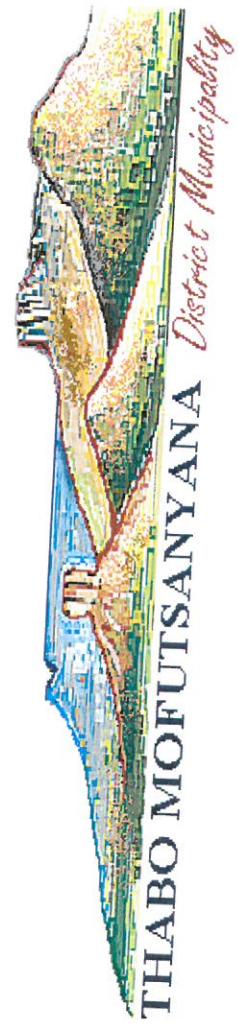
1. Ramokoetsi

2. Malati



Executive Mayor
Thabo Mofutsanyana District Municipality





**PERFORMANCE PLAN
2021/2022 FINANCIAL YEAR
OF
MS. TPM LEBENYA
MUNICIPAL MANAGER**

1. Purpose

The performance plan defines the Council's expectations of the Municipal Manager'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 Municipal Manager'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 (KPAs) 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 Transformation and Organisational Development	15	<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	15	<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 backlog, 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): ❖ 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
		<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: ❖ Housing, Health, ❖ Social Development, ❖ Home Affairs, ❖ Minerals and Energy, ❖ Water Affairs and Forestry 			
3. Local Economic Development (LED)	15	<ul style="list-style-type: none"> ❖ 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
		<ul style="list-style-type: none"> ❖ development and service delivery is improved ❖ 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 			
4. Municipal Financial Viability and Management	25	<ul style="list-style-type: none"> ❖ Sound financial management practices implemented in terms of the MFMA priorities and timeframes, including but not limited to: ❖ 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
5.	30	<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 ❖ Procedures for community participation processes as set out in 			M.M N.V M.J T.P.M N.C

Key Performance Area	Weighting	Performance Indicator	Target	Resource requirements	Progress on date of review
Good Governance and Public Participation	legislation adhered to in terms of:	<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: ❖ 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 Municipal Manager

Ms. TPM Lebenya
Date: 21/07/2021.....

Singed the Executive Mayor on behalf of the Council

Cllr. Malefu Vilakazi
Date: 27/07/2021.....

Thabo Mofutsanyana District Municipality 2021/2022 DRAFT SDBIP



KPA	Strategic Objective	Measurable Objective	KPI	Budget	Frequency	Ref. No.	2021/2022		First Quarter Planned		Second Quarter Planned		Third Quarter Planned		Fourth Quarter Planned		Evidence to be provided	Ref No.						
							Annual Target	Target	Target	Target	Target	Target	Target	Target	Target	Target								
KPA 1: BASIC SERVICE DELIVERY																								
Infrastructure & Transport Services																								
Resources Allocated for 2021 - 2022 SDBIP per Quarter																								
To promote accessibility, mobility and safe integrated road infrastructure network	Development of Rural Road Asset Management System	Development of Rural Road Asset Management System	R 2 458	Q	Infr 01	100% Completion	100% Completion Assessment of Pavement management& Conditions	Pavement management reports & Conditions	Pavement Management Road & Conditions	Bridge & Major Culvert report	Production of RAMS evaluation Report	Monthly expenditure Quarterly and Grant evaluation Reports	1											
To promote energy efficiency and energy management in public infrastructure & buildings	Number of meetings with Province (Dept. of Police, Roads & Transport) and the Local Municipalities on the 30 June 2022	OPEx	Q	Infr 02	(9) Meetings	12 Meetings	3 Meetings	3 Meetings	3 Meetings	3 Meetings	Invitation, Agenda, Attendance Register & Approved Signed Minutes of Meeting	2												
To Ensure Public participation of Stakeholders in Water Management and Sanitation Provision	Replacing of high mast & street lights with LED lights on the 30 June 2022	R 4 000 000	Q	Infr 03	100% Replacing of high mast & street lights	100% Replacing of high mast & street lights with LED tubes	20% Replacing of high mast & street lights	40% Replacing of high mast & street lights	30% Replacing of high mast & street lights	10% Replacing of high mast & street lights	Monthly project & Quarterly Grant evaluation reports	3												
To Ensure Public participation of Stakeholders in Electricity and Distribution provision to the communities	Number of District Water and Sanitation Forum on the 30 June 2022	OPEx	Q	Infr 04	4 Fora	4 Fora	1 Forum	1 Forum	1 Forum	1 Forum	Invitation, Agenda, Attendance Register & Approved Signed Minutes of Meeting	4												
To Ensure Public participation of Stakeholders in Electricity and Distribution provision to the communities	Number of Street Energy Forum on the 30 June 2022	OPEx	Q	Infr 05	4 Fora	4 Fora	1 Forum	1 Forum	1 Forum	1 Forum	Invitation, Agenda, Attendance Register & Approved Signed Minutes of Meeting	5												
To ensure that sport is promoted in all Communities	Hosting of the District OR TAMBO Games 2021/2022 on the 30th September 2021 and selection of teams to represent the District at the provincial OR Tambo games	Open	Y	Spt 02	25-Sep-19	Holding of the District Games on the 30th September 2021	-	-	-	-	Invitation, Report and Attendance Register	6												
Provide a variety Sport and Recreation Facilities for staff and Communities	Delivering district team to Provincial OR 30 October 2021	Opex	Y	Spt 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	7												
To Promote the indigenous games to our communities	Hosting of Rural Sports Games on the 30 June 2022	Opex	Y	Spt 04	Not Realised	Hosting of Rural Sports Games on 30 June 2022	-	-	-	-	Hosting of Rural Sports Games on 30 June 2022	9												
To Promote the indigenous games to our communities	Hosting Indigenous games on the 30 September 2021	Opex	Y	Spt 05	Not Realised	Hosting Indigenous games on the 30 September 2021	-	-	-	-	Hosting Indigenous games on the 30 September 2021	10												
Social Development																								
Sports																								
To ensure that sport is promoted in all Communities	Number of OR Tambo games Meeting attended on the 30th June 2022	OPEx	Q	Spt 01	01 Meeting	4 OR Tambo Games Meeting	1Meeting	1Meeting	1Meeting	1Meeting	Invitation, Report and Attendance Register	7												
To Promote the indigenous games to our communities	Hosting of the District OR TAMBO Games 2021/2022 on the 30th September 2021 and selection of teams to represent the District at the provincial OR Tambo games	Open	Y	Spt 02	25-Sep-19	Holding of the District Games on the 30th September 2021	-	-	-	-	Invitation, Report and Attendance Register	8												
To Promote the indigenous games to our communities	Hosting of Rural Sports Games on the 30 June 2022	Opex	Y	Spt 04	Not Realised	Hosting of Rural Sports Games on 30 June 2022	-	-	-	-	Hosting of Rural Sports Games on 30 June 2022	9												
To Promote the indigenous games to our communities	Hosting Indigenous games on the 30 September 2021	Opex	Y	Spt 05	Not Realised	Hosting Indigenous games on the 30 September 2021	-	-	-	-	Hosting Indigenous games on the 30 September 2021	10												
Arts & Culture																								

M.M N.C T.J
M.J T.P.M

Promoting Community Participation in the Golden Economy [Arts and Culture]	To provide civic opportunities for Arts and Culture Practitioners in Thabo Mofutsanyana District	OPEX	Q	AC 01	Not Realised	2 Arts & Culture forums	1 Forum	-	1 Forum	-	Invitation,Report and Attendance Register	12	
Number of Writing and Poetry workshop in the 31 March 2022	8 45 000	Y	AC 02	Not Realised	1 Writing Poetry workshop on the 31 Mar 2022	-	-	31-Mar-22	-	-	Invitation,Report and Attendance Register	13	
Number of initiation Schools Workshops held with Government departments, S.A.W.S, Health and Initiation Schools Leaders on the 30 June 2022	R 80 000	Q	AC 03	O1 Workshop	3 Initiation Schools Workshops	-	1 Workshop	1 Workshop	1 Workshop	Invitation,Report and Attendance Register	14		
Number of Municipal Buildings renamed on the 30 June 2022	OPEX	Y	AC 04	New	10 New Names for Municipal Buildings and Offices on 30 June 2022	-	-	-	-	O4 New Names for Municipal Buildings and Offices on 30 June 2022	15		
Number of renovated buildings and routes re-established on the 30 June 2022	OPEX	Q	AC 05	New	1 established Liberation Heritage Routes re-established on the 30th June 2022	-	-	-	-	1 established Liberation Heritage Routes established on 30 June 2022	16		
MUNICIPAL HEALTH & EMERGENCY SERVICES													
To improve the District Disaster Management Centre	Develop Information Management and Emergency Communication Software	OPEX	R 354 915	Y	E5 01	New	Developing I.M.E.C Software on the 28 February 2022	-	Appoint service provider	Developing I.M.E.C Software on the 28 February 2022	-	Closing Certificate	17
To educate community on disaster management and fire services related matters	To host Disaster Risk Reduction International Day on the 30 October 2021	OPEX	Y	E5 02	23-Oct-19	Host Disaster Risk Reduction International Day on the 31st October 2021	-	-	Biasse Risk Reduction International Day on the 31st October 2021	-	-	Invitation,Attendance Register, Pictures & Report of the Event	18
To educate community on disaster management and fire services related matters	To conduct Safety awareness campaigns to the community	OPEX	Q	E5 03	04 Safety Awareness Campaigns	1 Safety Awareness Campaigns on 29 June 2022	1 Awareness Campaign	1 Awareness Campaign	1 Awareness Campaign	1 Awareness Campaign	Invitations, Attendance Register, Pictures & Report	19	
To improve the municipal emergency services (Disaster Management and Fire Services) operations.	To hold quarterly stakeholders meeting	OPEX	Q	E5 04	03 Stakeholders meetings	4 Stakeholders meetings on the 30 June 2022	1 stakeholders meeting	1 stakeholders meeting	1 stakeholders meeting	1 stakeholders meeting	Invitation, Attendance Register & Approved signed Minutes of Meeting	20	
BASIC SERVICE DELIVERY													
Food control	Number of Monthly reports indicating the status of food safety 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	Monthly reports indicating number of food selling outlets complying with relevant legislation.	21	
Water Quality monitoring	Number of Monthly reports indicating the status of water in various towns across the local municipalities in the district on the 30 June 2022.	OPEX	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 Water Quality reports per Local Municipality	Monthly reports indicating the status of food sampled in various towns across the 6 local municipalities in the district	22	
Environmental health awareness	Number of monthly water quality reports indicating the status of water in various towns across the local municipalities in the district on the 30 June 2022.	OPEX	Q	MHS03	New	12 Monthly Water Quality reports per Local Municipality	3 Monthly Water Quality reports per Local Municipality	3 Monthly Water Quality reports per Local Municipality	3 Monthly Water Quality reports per Local Municipality	3 Monthly Water Quality reports per Local Municipality	Monthly Water Quality reports indicating the status of water in various towns across the 6 local municipalities in the district	23	
Air Quality licences issued and audited	Number of Air Quality Management reports on the 30 June 2022.	OPEX	Q	MHS04	New	4 Quarterly reports indicating awareness campaigns conducted per Local Municipality	1 Quarterly report indicating awareness campaigns conducted per Local Municipality	1 Quarterly report indicating awareness campaigns conducted per Local Municipality	1 Quarterly report indicating awareness campaigns conducted per Local Municipality	1 Quarterly report indicating awareness campaigns conducted per Local Municipality	Quarterly reports indicating awareness campaigns conducted in respect of Municipal Health Services across 6 Local Municipalities in the district	24	
To provide Municipal Health Services effectively and equitably in the Thabo Mofutsanyana District	Waste management monitoring	OPEX	Q	MHS05	New	4 Quarterly Air Quality Management reports per Local Municipality	1 Quarterly Air Quality Management report per Local Municipality	1 Quarterly Environmental services reports per Local Municipality	1 Quarterly Environmental services report per Local Municipality	1 Quarterly Environmental services report per Local Municipality	Quarterly Air Quality Management, reports indicating waste management activities informed in various towns across the 6 local municipalities in the district	25	
Waste management campaigns	Number of Reports 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 reports on waste management awareness campaign conducted per Local Municipality	1 Quarterly report on waste management awareness campaign conducted	1 Quarterly environmental services report per Local Municipality	1 Quarterly environmental services report per Local Municipality	1 Quarterly environmental services report per Local Municipality	Quarterly reports on waste management awareness campaigns conducted across the 6 local municipalities in the district	26	
Waste management campaigns	Number of Reports on waste management activities performed 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 campaign 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	Quarterly reports on waste management awareness campaigns conducted in various areas across the 6 local municipalities in the district	27	

COVID-19 CHAMPIONS									
Transversal Issues									
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 Programs	12 Public Awareness Campaigns on COVID-19	3 Awareness Campaigns	3 Awareness Campaigns
To hold quarterly committee meetings.	Number of Covid-19 Committee meetings held on the 30 June 2022	OPEX	Q	MC 003	New	4 Committee meetings on the 30 June 2022	1 Committee meeting	1 Committee meeting	Reports & Images
To provide a comprehensive Municipal Health and Environmental Management Service to the Community of Thabo Mofutsanyana District Municipality	Establishment of District Crematorium on the 30 June 2022	R 2500 000	Y	MC 002	Not Realised	Establish District Crematorium on 30 June 2021	-	-	28
HIV/AIDS Programmes									
Number of District AIDS Council Sittings with Local Municipalities on the 30 June 2022	Q	HAP 01	New	04 District AIDS Council Sittings	01 DAC Council Sitting	01 DAC Council Sitting	01 DAC Council Sitting	01 DAC Council Sitting	Invitation, Attendance Register & Approved Signed Minutes of Meeting
Number of Trainings of Working Group Team on their NSP Framework held on the 31 July 2021	Q	HAP 02	New	Training of Working Group Team on their NSP Framework on the 31st July 2021	Training of Working Group Team on their NSP Framework on the 31st July 2021	-	-	-	Report/Attendance Register and Invitation
Number of Community Outreach Programme with DH and DSD Conducted on the 30 Sep 2021	R 1000 000	HAP 03	New	03 Conducting Community Outreach on the 30 Sep 2021	03 Conducting Community Outreach on the 31-Sep 2021	-	-	-	Report/Attendance Register, Invitation and Photos
Number of Meetings with Traditional Leaders and Healers on the 30 June 2022	Q	HAP 06	New	02 Meeting with Traditional Leaders and Healers on the 30 June 2022	Meeting with Traditional Leaders and Healers	-	-	-	Invitation, Attendance Register & Signed Report of Meeting
Number of Trainings of all Stakeholders on the 30 June 2022	Q	HAP 07	New	02 Trainings for all Stakeholders	Trainings of all Stakeholders	-	-	-	Report/Attendance Register & Invitation
District AIDS Day celebration held on the 30th Dec 2021	Y	HAP 08	New	Held AIDS Day celebration on the 01 Dec 2021	01-Dec-21	-	-	-	Invitation, Photos, - Signed Reports and attendance register
Gender & Disability Programmes									
Number of awareness campaigns conducted for old aged people and people with disability by 31 Dec 2022	Y	GDP 01	1 Awareness campaign	4 Awareness campaign	Awareness campaign	Awareness Campaign	Awareness Campaign	Awareness Campaign	Attendance Register & Pictures
Number of Empowerment dialogues for men and boy child conducted on 30 June 2022	Y	GDP 02	New	4 Empowerment Dialogues on the 30th June 2022	Dialogue	Dialogue	1 Dialogue	1 Dialogue	36
Number of Gender and Disability District Forum Held on the 30th June 2022	R 150 000	GDP 03	2 Pcs	3 for 6 on 30 June 2022	Forum	Forum	Forum	Forum	Attendance Register, Report & Pictures
Number of GBV workshop conducted for children and women on the 30 June 2022	Y	GDP 04	New	4 GBV workshops conducted for children and women on the 30 June 2022	Workshop	Workshop	Workshop	Workshop	Attendance Register & Minutes
Corporate Governance, Good Governance and Community Participation	Alignment of programmes for all Youth Development Officers in the District Youth Forums	OPEX	Q	YDP 01	Not Realised	4 District Youth Development Officers Meetings	1 Meeting	1 Meeting	Attendance Register & Pictures
Youth Enterprise Development	Financial Assistance for Youth SMMEs on the 30th June 2022	R 67 493	Y	YDP 02	Not Realised	Financial Assistance for Youth SMMEs on the 30th June 2022	-	-	Comprehensive Report, List of Youth SMMEs Assisted, Photos
Ensuring that Young people register and remain in schools	Number of Back to school Campaigns conducted on the 31st March 2022	Y	YDP 03	Not Realised	6 Back to school Campaigns conducted on the 31st March 2022	-	-	-	Attendance Register, Photos and Report
Youth Development Readiness	Number of awareness campaigns conducted on the 30th June	R 111 638	Q	YDP 04	New	4 awareness campaigns conducted on the 30th June	1 awareness campaigns conducted on the 30th June	1 awareness campaigns conducted on the 30th June	Attendance Register, Photos and Report
	Number of career exhibition conducted on the 30th June 2022	Y	YDP 06	New	Career exhibition conducted on the 30th June 2022	-	-	-	1 Career exhibition conducted on the 30th June
	Number of Youth Parliament conducted on the 30th June 2022	Y	YDP 05	New	Youth Parliament conducted on the 30th June 2022	-	-	-	Invitation, Agenda, Attendance Register & report
									Attendance Register, Photos and Report

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KPA 2 LOCAL ECONOMIC DEVELOPMENT								
Local Economic Development & Tourism			Local Economic Development & Tourism					
Mainstreaming youth-owned SMEs in Agriculture Sector		Number of Youth Development Workshops Hosted on the 30th June 2022	R 129 64	Y	Y02-07	New	2 Youth Development Workshops Hosted on the 30th June 2022	Hosting 1 Youth Development Workshop
SMEs Development	PROCUREMENT OF EQUIPMENT (Es per need & Shims)	Procurement of tools of trade for SMEs on the 30 June 2022	R 1500 000	Y	LED 01	Not finalised	Procurement of tools of trade for SMEs on the 30 June 2022	Report Acknowledgment of goods by the Beneficiaries & photos
	Review of District LED Strategy on the 10th June 2022	R 500 000	Y	LED 02	New	Review of District LED Strategy on the 10th June 2022	Report of District LED Strategy on the 10th June 2022	47
MARKETING & PROMOTION	Prints of Accommodation and Tourism Destination Guide	Update database of accommodation and tourism destination guide with contact details of the 30 June 2022.	Open	Y	TRSM 01	New	Updating database on the 30 June 2022	Updating database on the 30 June 2022.
	Assessment & Quality Assurance	Guide facilities Rate as 5 per hospitality rate on the 30 June 2022.	Open	Y	TRSM 02	New	Grade facilities on the 30 June 2022.	Printed Booklet
	Capacity Building	Trained Tour Operators about Tourism packages on the 31 March 2022	Open	Y	TRSM 03	New	Training Tour Operators about tourism packages on the 31 March 2022	49
	Destination Development	Erecting signage in tourism attraction areas on the 31 March 2022						Grading facilities on the 30 June 2022.
	Destination Development	Profiling tourism attraction areas on the 31 March 2022	Open	Y	TRSM 04	New	Profiling tourism attraction areas on the 31 March 2022	Assessment forms & Report
Tourism 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
	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	Assisting 6 Farmers on the 30 June 2022
	Create an Enabling Environment for Agri-Economic Growth & Development	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	Assisting 6 Farmers on the 30 June 2022
	To Ensure Capacity Building Of Emerging Farmers	Sending 13 Farmers to Afia workshop on the 3 Sep 2021	Open	Y	AGR 04	13 farmers Farmers sent to Afia workshop on 30 Sep 2019	13 farmers Farmers sent to Afia workshop on 30 Sep 2021	Assisting 6 Farmers on the 30 June 2022
	Number of Emerging farmers Trained on the following:	Poultry production, Animal Nutrition and Livestock Production on the 30 Jun 2022	R 50 000	Q	AGR 05	30 Farmers Trained Animal Health, Poultry Production, Animal Nutrition and Vegetable Production on the 30 June 2022	30 Farmers Trained Animal Health, Poultry Production, Animal Nutrition and Vegetable Production on the 30 June 2022	Assisting 6 Farmers on the 30 June 2022
LOCAL ECONOMIC DEVELOPMENT	To create jobs through Various Programmes and Projects	Number of jobs to be created through EPWP Incentive Grant on the 30 June 2022	R 5 548 600	Q	P&BL 01	62 EPWP Participants were employed	200 EPWP Employees	All Signed Employment Contracts
	Monthly Expenditure Reports on EPWP Income Grant sent to Public Works on the 10th day every month on the 30 June 2022	Open	M	P&BL 02	09 Monthly Expenditure Reports on EPWP Income Grant	12 Monthly Expenditure Reports on EPWP Income Grant	3 Monthly Expenditure Reports	Signed Monthly Reports
	Identify Poles that Create Jobs and Benefit the Community							

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CORPORATE SERVICES										
Corporate Support										
To support council and its committees		Submissions from all departments to MAYCO Council Agenda 5 days before the Council meeting on the 30 June 2022	Open	Q	C5.01	08 Days	Submission to MAYCO 5 days before the Council meeting	5 Days before Council Meeting	5 Days before Council Meeting	Distribution List
Distribution of Agenda to Council Members 2 days before the Council meeting on the 30 June 2022		Open	Q	C5.02	05 Days	Distribution of Agenda 2 Days before the Council Meeting	2 Days Before the Council Meeting	2 Days before the Council Meeting	2 Days before the Council Meeting	Distribution List.
Submissions of Items to the Executive Mayor/Ce MAYCO Agenda 5 days before the MAYCO meeting on the 30 June 2022		Open	Q	C5.03	06 Days	Submission of Items to Executive Mayor/Ce MAYCO 5 Days before MAYCO Meeting	5 Days before MAYCO Meeting	5 Days before MAYCO Meeting	5 Days before MAYCO Meeting	Distribution List.
Distribution of MAYCO Agenda to Secretaries in the Office of Executive Mayor 2 days before the MAYCO meeting on the 30 June 2022		Open	Q	C5.04	05 Days	Distribution of MAYCO Agenda-Days before the MAYCO Meeting	2 Days Before the MAYCO Meeting	2 Days Before the MAYCO Meeting	2 Days Before the MAYCO Meeting	Distribution List
HUMAN RESOURCES										
To Promote Sound Human Resource Management Practices		Open	Q	HR 01	06 Meetings	8 Corporate Services Portfolio Committee Meetings	2 Meetings	2 Meetings	2 Meetings	Invitation-Signed minutes and attendance register.
Number of Human Resources Policies reviewed on the 30 June 2022		Open	Q	HR 02	02 HR Policies	4 Human Resource policies reviewed	1 Policy	1 Policy	1 Policy	Prod of submission to Council, Human Resources Policies and Council resolution
Review of the Municipal Organogram in order to ensure Alignment with IDP		Open	Y	HR 03	Review Municipal Organogram not done	Review Municipal Organogram on 31 May 2022	-	-	-	Signed Organogram by Municipal Manager
To develop Workplace Skills plan & ATR annual training report		Open	Y	HR 04	30-Apr-20	Workplace skills plan & ATR developed and submitted to LGSETA on the 30 June 2022	-	-	-	30-Apr-22 Screen print for submission to LGSETA
Number of employees trained on the 30 June 2022	R 66 800	Y	HR 05	05 Employees Trained	12 Employees to be trained	3 Employees	3 Employees	3 Employees	3 Employees	Distribution List From the departments
To create a safe and healthy working environment for staff, Councilors and community members		Open	Y	HR 06	No Realised	4 Occupational Health and Safety Committee Meetings	1 Meeting	1 Meeting	1 Meeting	Invitation-Signed minutes and attendance register.
Employment Equity Report to be Submitted to the Department of Labour on the 15 Jan 2022		Open	Y	HR 07	15-Jan-20	EE Report to be Submitted on the 15 Jan 2022	-	-	-	Print screen for submission to Dept of Labour and EEE Plan
To Maintain Sound Labour Relations		Open	Q	HR 08	Meetings	03 LSR Meetings	1 Meeting	1 Meetings	1 Meeting	Invitation-Attendance Register and Signed Minutes of Meetings
Number of Internal Newsletters Published on the 30 June 2022	OPEX	Y	COM 03	03 Newsletters	4 Internal Newsletters published on the 30 June 2022	1 Newsletters	1 Newsletters	1 Newsletters	1 Newsletters	Published internal Newsletters
Publicity through various Communications Tools		Open	M	COM 02	15 Communication Channels Utilized	12 Communication Channels utilized on the 30 June 2022	3 Communication Channels	3 Communication Channels	3 Communication Channels	Newspaper, Radio, TV, Online media, Social Media, Billboard, Website, Infographics, Posters, Leaflets, Brochures, Audio, Videos, Flyers, Booklets, Eventual Materials, Fashbook, Events, exhibitions, Shows and focus groups
Number of District Communicators Fra held on the 30 June 2022	OPEN	Q	COM 03	03 Fra	4 District Communicators Fra held on the 30 June 2022	1 Forum	1 Forum	1 Forum	1 Forum	Attendance Register and Minutes of Meeting.
Number of consultations with Local Municipalities communicators in local government on the 30 June 2022	OPEX	Q	COM 04	04 Consultations with Local Municipalities communicators	1 Consultations with Local Municipalities communicators	1 Consultations with Local Municipalities communicators	1 Consultations with Local Municipalities communicators	1 Consultations with Local Municipalities communicators	1 Consultations with Local Municipalities communicators	Local Municipalities communicators
Communication Plan/Strategies in offering communication assistance to TMDA departmental events on the 30 June 2022		Open	Q	COM 05	04 Event based Communication Plan	Dropbox 4 Event based Communication Riles, on the 30 June 2022	1 Event based Communication Plan	1 Event based Communication Plan	1 Event based Communication Plan / strategy	Signed event based Communication plan / strategy
Corporate Image Management and Brand Awareness		Open	Q	COM 06	11 Branding Promotions & Marketing	8 Branding/Promotion activities conducted on the 30 June 2022	2 Branding/Promotions	2 Branding/Promotions	2 Branding/Promotions	Pictures and Signed Report
Number of Campaigns and key messaging advertorials on the 30 June 2022	R 222 397	Q	COM 07	10 Key messages advertorials	1 Key messaging advertorial	1 Key messaging advertorial	1 Key messaging advertorial	1 Key messaging advertorial	1 Key messaging advertorial	Newspaper advertorials, broadcast advertorials

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	Provide photographic services to 10 TADM events provided within photographic services on the 30 June 2022	OPEN	Q	COM 08	10 TADM events provided with photographic services	12 TADM events provided with photographic services on the 30 June 2022	3 TADM events provided with photographic services	3 TADM events provided with photographic services	3 TADM events provided with photographic services	11 TADM events provided with photographic services	Requisition forms from department asking for photographic services, report and pictures.	78			
	Monthly Media Monitoring and Analysis Report Provided 10 Days After the end of the Month and be submitted to the Municipal Manager	OPEN	Q	COM 09	21 Days after the end of the quarter	4 Quarterly Media Monitoring and Analysis report submitted to the Municipal Manager and Executive major 10 Days after the end of each month	10 Days after the end of the quarter	10 Days after the end of the quarter	10 Days after the end of the quarter	10 Days after the end of the quarter	Signed Report and Submission Register	79			
	Number of Media Statements /Announcements/OpEd/Articles released on the 30 June 2022	OPEN	Q	COM 10	4 Media Statements Released	1 Media Statement Released on the 30 June 2022	1 Media Statement	1 Media Statement	1 Media Statement	1 Media Statement	Media Statements, Advertisements, Articles and Announcements	80			
Media Engagement	Number of Media Engagement Activities undertaken (Media House Visits, Networking Sessions, Trainings, Workshops, Media Support, Media Tours and Media Recognition Programmes on the 30 June 2022	OPEN	Q	COM 11	04 Media engagement sessions held on the 30 June 2022	4 Media engagement sessions on the 30 June 2022	1 Media engagement session	Attendance Register or Confirmation Letters, and Signed Reports	81						
					Information Technology										
	Ensure secure IT environment	OPEN	M	ICT 01	06 Security Reports Compiled on the 30 June 2022	12 Security Reports	3 Security Reports	3 Security Reports	3 Security Reports	3 Security Reports	Monthly System generated reports of Security Systems(Firewall/Antivirus)	82			
	Functional Disaster recovery solution	OPEN	Q	ICT 02	Not Realised	Functional Disaster Recovery Solution	Test Disaster recovery system	Test Disaster recovery system	System reports/ Application Reports	83					
	Ensure Compliance with section 75 of MFAA	OPEN	M	ICT 03	100% Website Update Requests	100% Website Update Requests	100% Website Update Requests	100% Website Update Requests	100% Website Update Requests	100% Website Update Requests	Sign Off Form	84			
	Ensure that IT Meetings are held	OPEN	Q	ICT 04	1 Meeting	4 meetings	1 Meeting	1 Meeting	1 Meeting	1 Meeting	Invitation, Agenda, Attendance Register and Minutes	85			
					Security										
	Number Of Quarterly Sectional Reports Submitted to the Manager Within 10 Days After the end of the Quarter.	OPEN	Q	SS 01	1 Quarterly Sectional Reports Submitted to the Municipal Manager 10 Days After the end of the Quarter	Quarterly Sectional Reports Submitted to the Municipal Manager 10 Days After the end of the Quarter	10 Days After the end of the Quarter	10 Days After the end of the Quarter	10 Days After the end of the Quarter	10 Days After the end of the Quarter	Copy of Signed Delivery Note	86			
	100% reporting of Fraud and theft cases to Municipal Manager	OPEN	Q	SS 02	100% Reduction of Theft and Fraudulent activities	100% Reduction of Theft and Fraudulent activities	100% Activities	100% Activities	100% Activities	100% Activities	Copy of signed Register with case number	87			
	Ensure continuous recording on movements of municipal assets	OPEN	Q	SS 03	Quarterly Records of Movements of Municipal assets	1 Record book	1 Record book	1 Record book	1 Record book	1 Record book	Outcome book and signed report	88			
					FINANCE										
	Payment of Creditors within 30 days of Receipt of invoice	OPEN	M	FIN 01	Only 97% of creditors were paid within 30 days	100% Payment of Creditors	100% Payment of Creditors	100% Payment of Creditors	100% Payment of Creditors	100% Payment of Creditors	Creditors' Ageing Analysis Report	89			
	Preparation of Creditors Reconciliation within 10 working Days After the end of the Month	OPEN	M	FIN 02	NEW	Preparation of Creditors Reconciliation within 10 working Days After the end of the Month	10 days After the end of the Month	10 days After the end of the Month	10 days After the end of the Month	10 days After the end of the Month	Preparation Date of the Recon	90			

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		100% of assets Insured on the 01st Oct 2021		Assets Insured on the 01 Oct 2021		Assets Insured on the 01 Oct 2021		Signed Policy/Cover Acceptance & Photo of Payment	
		OPEx	Y	FN 27					
Internal Audit.									
Review and Submission of Internal Audit Charter to Audit Committee on the 30 Sep 2021									
OPEx	Y	IA 01	30-Jul-19	Review and Submission of Internal Audit Charter on the 30 Sep 2021	30-Sep-21	-	-	-	Reviewed Internal Audit Charter, Audit Committee minutes
Submission of Internal Audit Charter to Council on the 31 Oct 2021	OPEx	Y	IA 02	18-Oct-19	Submission of Internal Audit Charter on the 31 Oct 2021	31-Oct-21	-	-	Reviewed Internal Audit Charter, Audit Committee minutes
Submission of Internal Audit Coverage Plan to Council on the 31st Oct 2021	OPEx	Y	IA 03	30-Jul-19	Submission of Internal Audit Coverage Plan on the 30 Sep 2021	30-Sep-21	-	-	Signed Submission Register and Adopted Internal Audit Charter and Council resolution
Submission of Internal Audit Coverage Plan to Council on the 31st Oct 2021	OPEx	Y	IA 04	18-Oct-19	Submission of Internal Audit Coverage Plan 31 Oct 2021	31-Oct-21	-	-	Approved Internal Audit Plans, Audit Committee minutes
Overall Quarterly Internal Audit Report submitted to the Municipal Manager, MDCs & the end of the Quarter	OPEx	Q	IA 05	Overall Quarterly Internal Audit Reports Submitted 30 days After the End of the Quarter	25-Jul-21	25-Oct-21	25-Jun-22	25-Apr-22	Signed Submission Register, Submitted Internal Audit Overall Reports
Review of Audit & Performance Charter on the 30 Sep 2021	OPEx	Y	IA 06	30-Jul-19	Review of Audit & Performance Charter on 30 Sep 2021	30-Sep-21	-	-	Reviewed Audit & Performance Committee Charter, Audit Committee minutes
Submission of Audit & Performance Charter to Council on the 31 Oct 2021	OPEx	Y	IA 07	18-Oct-19	Submission of Audit & Performance Charter to Council on 31 Oct 2021	31-Oct-21	-	-	Reviewed Audit & Performance Committee Charter, Audit Committee minutes
Audit and Performance Committee	OPEx	Q	IA 08	4 Meetings	4 Ordinary Audit and Performance Committee Meetings held online 6th June 2022	1 Meeting	1 Meeting	1 Meeting	Signed Submission Register
Risk Management.									
Review of Risk Management Committee Charter, Fraud Risk Management Plan, Risk Policy and Committee on the 31 May 2022	OPEx	Y	RM 01	Fraud Prevention Plan/Strategy, Risk Policy and Strategy and submitted to the Risk Committee on the 31 May 2019	31-May-19	-	-	-	Review and Submission of Fraud Prevention Plan/Strategy, Risk Policy and Strategy on 31 May 2022
Submission of Risk Management Committee Charter, Fraud Risk Management Plan, Risk Policy and Strategy to council for approval on 30 June 2022	OPEx	Y	RM 02	Fraud Prevention Plan, Risk Management Policy and Strategy submitted to council on the 30 June 2022	30-Jun-19	-	-	-	Attendance register, minutes of the Risk Management Committee
Number of risk maturity reports issued by Risk Management Committee to the Accounting Officer on the 30 June 2022	OPEx	Q	RM 03	01 Risk Maturity Report Issued	4 Signed Risk maturity Reports issued on the 30 June 2022	1 Signed Risk maturity Report	1 Signed Risk maturity Report	1 Signed Risk maturity Report	Submission of Fraud Prevention Plan, Risk Management Policy and Strategy on 30 June 2022
Number of risk assessment conducted on the 30 June 2021	OPEx	Q	RM 04	01 Risk Assessment Concluded	4 Risk Assessment Registers on the 30 June 2022	Risk assessment Register	Risk assessment Register	Risk assessment Register	Council resolutions
Number of risk management Committee Meetings Held on the 30 June 2022	OPEx	Q	RM 05	01 Meetings	4 Risk Management Committee Meetings on the 30 June 2022	1 Meeting	1 Meeting	1 Meeting	Invitation/Attendance Register & Minutes of Meetings
IDP & PMS.									
Submission of 2021/2022 IDP Process Plan on the 31st August 2021	OPEx	Y	IP 01	31-Aug-19	Submission of 2021/2022 IDP Process Plan to Council on the 31 Aug 2021	-	-	-	Internal Mail Register & Council Resolution
Submission of 2020/21 Draft Annual Report to AG on the 31st Aug 2021	OPEx	Y	IP 02	31-Aug-19	Submission of 2020/21 Draft Annual Report to AG on the 31 Aug 2021	-	-	-	AG Acknowledgment or Receipt
Tabling of 2020/21 Draft Annual Report to Council on the 31st Jan 2022	OPEx	Y	IP 03	31-Jan-20	Tabling of 2020/21 Draft Annual Report to Council on the 31 Jan 2022	-	-	-	Copy Of Draft Annual Report & Council Resolution
Submission of 2020/21 Final Annual Report to Council on the 31st Mar 2022	OPEx	Y	IP 04	31-Mar-20	Submission of Final 2020/21 Annual Report to Council on the 31 Mar 2022	-	-	-	Copy Of Draft IDP & Council Resolution
Make the IDP a working Document for all staff									
31 Mar 2022									

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Tabling of 2022/23 Draft IDP to Council on the 31 Mar 2022		OPEx	Y	P 05	31-May-20	Tabling of 2022/23 Draft IDP on the 31 Mar 2022	-	-	-
Signing of Final 2022/2023 SGB#P 28 Days After Adoption of the Budget		OPEx	Y	P 06	28 Days After Budget Adoption	Sigining of Final 2022/2023 SGB#P 28 Days After Budget Adoption	-	-	-
Number of District IDP Managers Fora Held on the 30 June 2022		OPEx	Q	P 07	01 Forum	4 District IDP Managers Fora	1 Forum	1 Forum	1 Forum
Invitation/Attendance Register & Minutes of Meetings									134

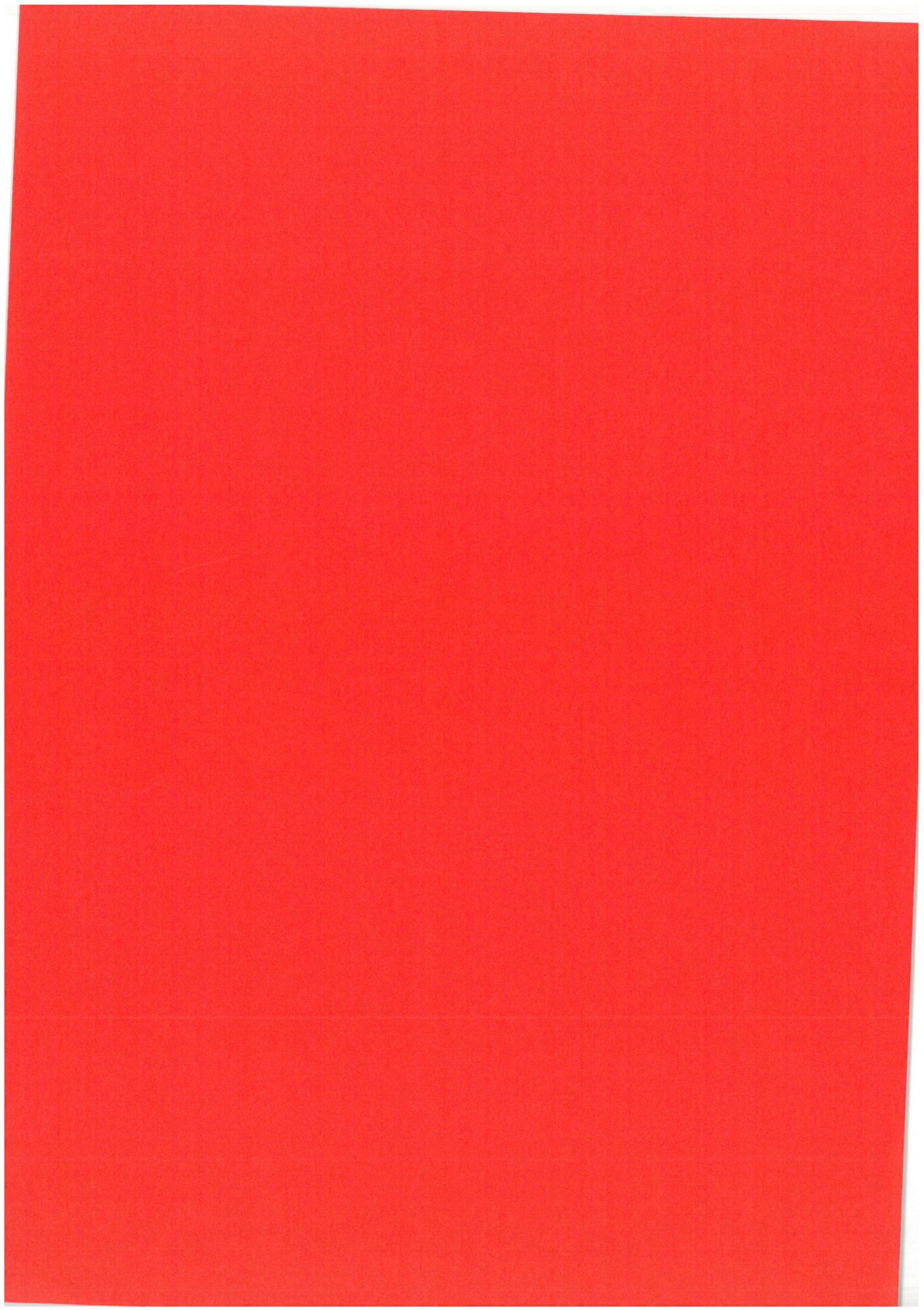
Tabling of 2022/23 Draft IDP to Council on the 31 Mar 2022		OPEx	Y	P 05	31-May-20	Tabling of 2022/23 Draft IDP on the 31 Mar 2022	-	-	-
Signing of Final 2022/2023 SGB#P 28 Days After Adoption of the Budget		OPEx	Y	P 06	28 Days After Budget Adoption	Sigining of Final 2022/2023 SGB#P 28 Days After Budget Adoption	-	-	-
Number of District IDP Managers Fora Held on the 30 June 2022		OPEx	Q	P 07	01 Forum	4 District IDP Managers Fora	1 Forum	1 Forum	1 Forum
Invitation/Attendance Register & Minutes of Meetings									134

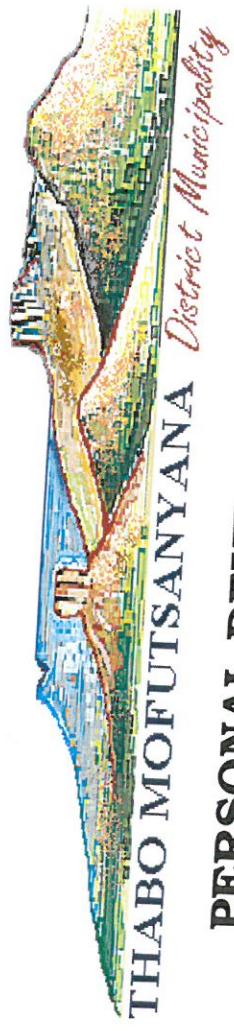
SUMMARY OF THE KEY PERFORMANCE INDICATORS		RANGE	TOTALS
ACHIEVED KEY PERFORMANCE INDICATORS			134
PARTIALLY ACHIEVED KEY PERFORMANCE INDICATORS			
NOT ACHIEVED KEY PERFORMANCE INDICATORS			
KEY PERFORMANCE INDICATORS NOT THIS QUARTER			

APPROVED BY:	
	
SIGNATURE :	CLC: Mahesh Vilankazi
EXECUTIVE MAJOR	
DATE:	22/06/2021

SUBMITTED BY:	
	
SIGNATURE :	Mr. T.P.M Lebava
Municipal Manager	
DATE:	10/06/2021

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PERSONAL DEVELOPMENT PLAN

2021/2022 FINANCIAL YEAR

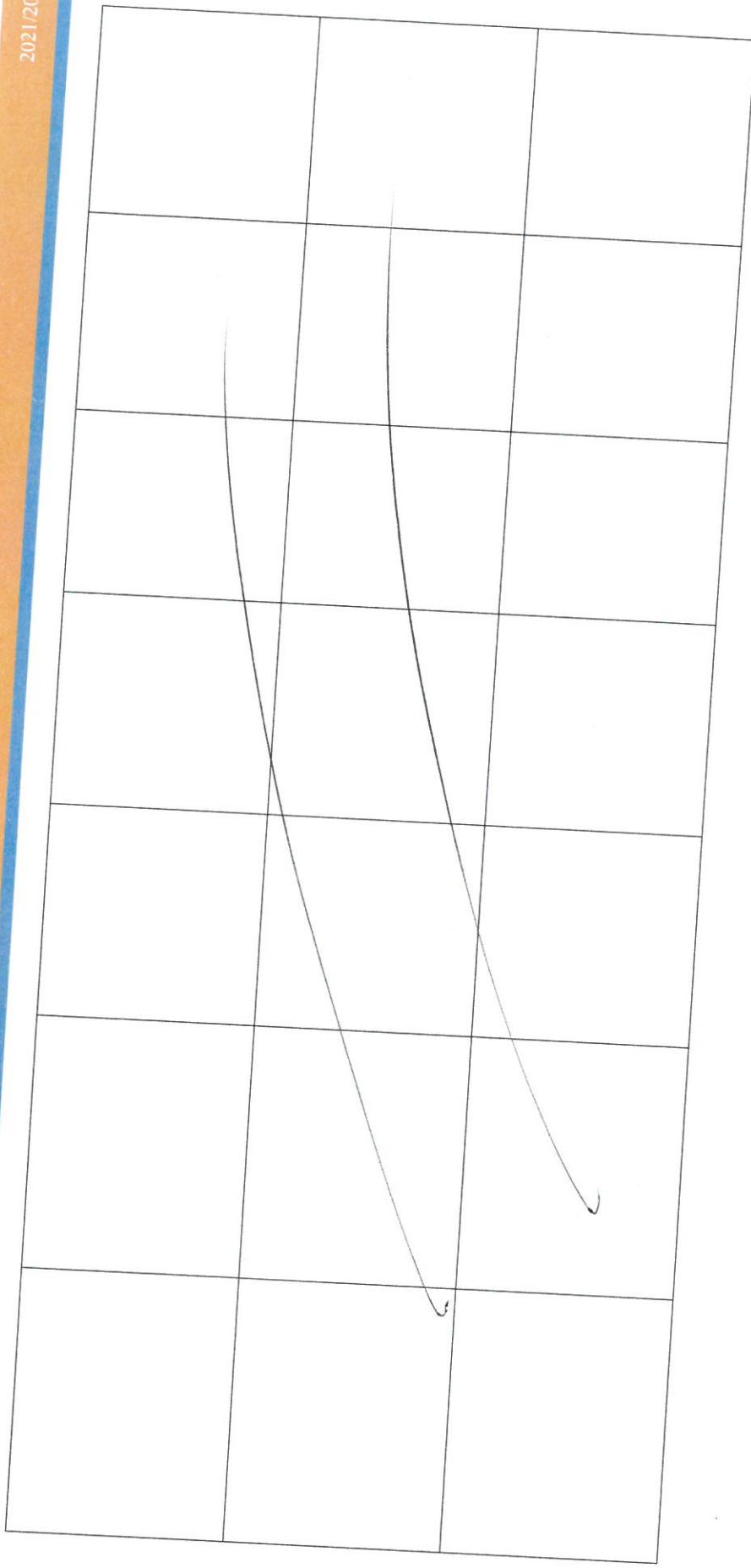
OF

MS. TPM LEBENYA

MUNICIPAL MANAGER

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



DEPARTMENT OF COOPERATIVE GOVERNANCE



SENIOR MANAGER ASSESSMENT REPORT

FOR

Takatso Philiat Maureen Lebanya

Emfuleni Local Municipality



Datadeal Place, 41 Wessels Road, Rivonia, 2191
P.O.Box 2239, Rivonia, 2191

107 A Tijgerpark 3, Willie van Schoor Drive, Tygervalley, Bellville, 7530

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ASSESSMENT REPORT***STRICTLY CONFIDENTIAL***

NAME & SURNAME	Takatso Philiat Maureen Lebanya
IDENTITY OR PASSPORT NR	6702010784095
RACE	African
GENDER	Female
DISABILITY	N/A
QUALIFICATIONS	BA Degree: Social Work
DATE OF ASSESSMENT	22 & 23 June 2017
MUNICIPALITY	Emfuleni Local Municipality
CURRENT JOB TITLE	Municipal manager
POSITION ASSESSED FOR	Municipal Manager
FUNCTIONAL AREA	Municipal Manager

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

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

*Please note an overall achievements 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.

Takatso's personality profile suggests a moderate level of emotional resilience which means that she will probably cope with most of life's challenges and disappointments in a sufficiently calm and even-tempered manner. While prolonged pressure may take its toll on her, she appears to have adequate resources to generally manage stresses and strains in a composed and relaxed manner which was also demonstrated to an extent during the interactive parts of the competency-based assessment. Further to this, she appears to be fairly confident in her ability to manage situations given her somewhat self-assured orientation.

According to her personality preferences, Takatso seems fairly inclined to be conscientious, dutiful and cautious in her manner, and would probably be rather inclined to plan ahead, deliver work of high standards and ensure that most important deadlines are achieved. In addition, her workplace behaviour assessment results support the afore-mentioned as it implies that she is likely to be attentive to detail and adopt a careful and cautious approach to the execution of her responsibilities. In the competency-based exercises she presented sufficiently structured and organised responses, focusing on a few main priorities and expressing her thoughts in a systematic manner. This being said, her project and programme management approach may benefit from further development. Takatso highlighted actions to be taken to address issues identified, yet her response did not reflect a comprehensive project plan with timelines, resources or the allocation of responsibilities. In addition to this, while providing some insight with regards to the monitoring of projects and progress, it was somewhat theoretical in nature and she would have added value to her response by consistently including specific measures and mechanisms to track the progress and effectiveness of her suggested action plan.

In her response to the competency-based exercises, Takatso identified the lack of oversight and internal controls and the impact this had on complying with set regulations and procedures. While including action steps to address some of these aspects, they lacked detail and were not consistently applied throughout all exercises. Further to this, she did not include a risk mitigation plan and she had to be prompted on this aspect. Her approach to governance management would have benefitted from elaboration and she could have included possible risks and clear systems and procedures focused on specific areas to improve internal control, oversight and limit aspects such as fraud and corruption. Her personality preferences; however, suggest that she may be fairly self-disciplined and self-controlled and as such, she should mostly see the value of complying and adhering to set regulations and rules. In addition, considering her workplace behaviour assessment, she should generally tend to conform to the goals of the organisation she represents and display a fair inclination to place the company's interest ahead of her own. Nevertheless, she would have benefitted from placing more emphasis on her approach to address aspects related to irregularities, fraud and corruption.

When presented with unfamiliar situations or problems, Takatso seems inclined to work in a vague and unsystematic manner, taking quick action without necessarily ensuring an accurate understanding has been obtained. Her trial-and-error and reactive approach to the evaluation of complex and ambiguous problems suggests an emotional and impulsive response to unfamiliarity rather than logical approach. She will most likely benefit from adopting a more structured and planned approach to the evaluation of information in such situations.

When presented with unfamiliar problems, Takatso seems to apply herself optimally in a Pure Operational work environment. This environment is characterised by concrete, routine and structured tasks with clear outcomes can be achieved. Tasks may be tackled one at a time, and practical solutions may be generated. With the necessary exposure and development, she shows the potential

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to work in the Diagnostic Accumulation environment that involves following clear, linear procedures to diagnose and solve problems that are not always obvious. In this environment she may tend to draw on existing knowledge and experience to interpret information, understand needs, diagnose underlying causes and solve problems that have a shorter-term service orientation.

In the competency based assessment, she demonstrated a rather in-depth analysis of the weaknesses and challenges facing the municipality as a whole. Nevertheless, she would have benefitted from applying this more in-depth approach to all exercises, determining the underlying cause as well as identifying external opportunities to capitalise on. Her action plans and suggestions were rather high level yet applicable to the issues and challenges identified. Takatso would have added value had she been more detailed in her turn-around strategy and action plans, and from ensuring she addressed all underlying issues throughout all the exercises.

In order to meet the intellectual capability requirements of the role, Takatso needs to operate comfortably at the Diagnostic Accumulation level of work. Her performance in the cognitive assessment suggests that she does not currently meet the requirements of the role in this regard, though she displays the potential to meet the requirements of this level in future with the needed development. As such, there may be development areas in terms of dealing with ambiguity within an unstructured environment.

Takatso appears equally willing to work as part of a team, or in a more independent fashion when needed. This being said, she seems to be fairly critical and suspicious of others' motives and may take slightly longer to integrate into a new team. Nevertheless, she should present as sufficiently socially confident in her manner and very inclined to display a tender-minded and caring attitude. She tends to apply a balanced level of assertiveness, suggesting a willingness to confront poor performance in a constructive manner. However, her workplace behaviour assessment reflects a tendency to become more forceful in her manner, especially when under pressure. This would need to be further explored with Takatso in a feedback session.

Takatso is likely to have a fairly strong preference towards being a Negotiative Leader. As such, she may prefer to motivate subordinates by encouraging them to work towards common objectives, rather than by acting in an overly directive manner. Furthermore, she reports a tendency to be diplomatic and tactful in her social interactions, being concerned not to do or say anything that could be considered inappropriate or offensive. In terms of people management, Takatso did identify the lack of effective staff capacity, performance management and low staff morale during the competency-based exercise and suggested some interventions to support human capital initiatives. Attention was mostly placed on immediate issues such as filling critical vacancies, staff relationships with management and addressing staff morale; however, she would have benefited from consistently applying a longer-term approach to capacity planning, focusing on measures to motivate performance and addressing aspects related to building a diverse organisation.

Considering her tendency to approach change in a balanced manner, she may be neither inclined to implement change merely for the sake of it, nor inclined to resist opportunities for innovating. Further to this, she seems equally inclined to focus on practical and abstract information when making decisions or taking action. During the competency-based exercise, Takatso had to be prompted on what change management guidelines she would utilise or implement for her turn-around strategy. While her response focused on constant communication with staff on changes to be adopted, it was somewhat limited and lacked a degree of detail.

From a holistic perspective, it seems that Takatso performed at a basic level in the assessment. While she demonstrated a degree of insight into the context in which a municipality operates and provided a fair analysis to the current issues being experienced, her response was somewhat too high level at times and she did not consistently provide sufficient detail and effective project plans. In addition, she may feel less confident when dealing with complexities that are outside her previous experience.

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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	
Planning and Organising	Describing herself as fairly conscientious and rather self-disciplined, Takatso can be expected to come across as somewhat dutiful, planned and organised in the manner she executes her responsibilities. She should be rather persevering towards deadlines and at the same time, be fairly attentive to the detailed requirements of tasks. In addition, Takatso appears to be sober serious in her manner and may therefore be cautious in her work approach and prefer to focus on minimising mistakes when working in familiar and structured work environments. Her response to the competency-based exercises supports the afore-mentioned as she presented her thoughts and ideas in a fairly structured and organised manner, prioritising activities that would assist with turning around the situation within the presented institution. While she demonstrated a sufficiently organised approach to the completion of the competency-based exercises, her project and programme management approach may be an area that requires further attention and development.
Communication	Takatso presented her ideas in a rather clear, concise and professional manner, applying a fair degree of effort to adapt her communication style to the audience she was addressing. While some grammatical errors were identified at times, her correspondence was logical in nature and she kept her communications focused on the objective. Throughout the presentation she demonstrated no inappropriate non-verbal behaviour and created a fairly good structure for her presentation. Considering her personality preferences, although she describes herself as being serious in her approach, this did not detract too much from her ability to express herself and she generally presented as confident and relaxed during the interactive parts of the assessment. Further to this, her preferences imply that she should be inclined to express her thoughts and opinions in a restrained and diplomatic manner and as such, she should tend to refrain from being overly direct in her manner.
Knowledge and Information Management	Takatso presented sufficient evidence during the competency-based exercises of the importance she places on sharing information with the community. She focused on enhancing public participation to improve the relationship between the institution and the community. She also highlighted the need to create effective platforms, utilise resources to actively share information with communities and create opportunities for them to provide input into possible challenges and solutions. Further to this, she touched on some mechanisms that could be utilised to achieve this area of focus and mentioned the importance of continuous communication with internal stakeholders as well; yet could have been more detailed in her response with regards to this aspect.

DEVELOPMENT AREAS	
Financial Management	Her response to the competency-based exercises reflected some consideration of financial concerns and the need to follow the set procedures and processes as provided by the MMFA. She highlighted aspects related to poor cash flow and after prompting, showed some insight into the possible

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	financial implications of her suggestions. Nevertheless, her analysis of the financial situation of the institution and possible remedies were quite limited and lacked sufficient detail. There was no proposed budget for funding her action plan and no evidence was provided for addressing aspects related to wasteful expenditure. Asset management was also not considered and she would have added value by exploring additional avenues of financial savings through leveraging strategic partnerships. Overall, while some recognition was given to financial issues, clear processes and systems to improve financial reporting were not consistently defined and sufficiently addressed throughout all the exercises.
Governance Leadership	Her personality preferences suggest that she should mostly adhere to set rules and regulations, seeing the value that they add to an organisation. Similarly, during the competency-based exercises she managed to identify the lack of effective oversight and policies and prioritised these within her turnaround strategy for the institution. Her solutions and suggestions; however, lacked sufficient explanation of what these activities should entail. Similarly, while indicating that an action plan should be put in place to address AG findings, it did not reflect her insight into which processes, procedures and systems could be utilised to minimise future reoccurrence of those challenges. In terms of fraud and corruption, Takatso needed to be prompted in terms of what her actions would entail to address these aspects that were clearly present within the presented information. Her response was quite limited as it did not provide a clear and comprehensive approach to dealing with these concerns. Similarly, she could have consistently, throughout all the exercises, given more attention to systems and guidelines to ensure good governance leadership.
Project and Programme Management	From a project management perspective, Takatso gave consideration to the main challenges identified in her analysis and ensured her action plan was aligned to addressing most of these concerns. Further to this, her personality preferences suggest that she may mostly adopt a rather planned approach to her tasks. While she demonstrated some ability to define her plans during the competency-based exercises, she did not assign clear areas of responsibility, specific timelines or budget allocations and had to be prompted on which process she would utilise to track and monitor the success and impact of her action plan. In addition, a well scoped project management approach was not consistently reflected throughout all the exercises.

ASSESSOR	
Name	Lize Murray (nee Giliomee)
Registration Category	Psychometrist
Registration Number	PMT 0087050
Date	June 2017
Signature	

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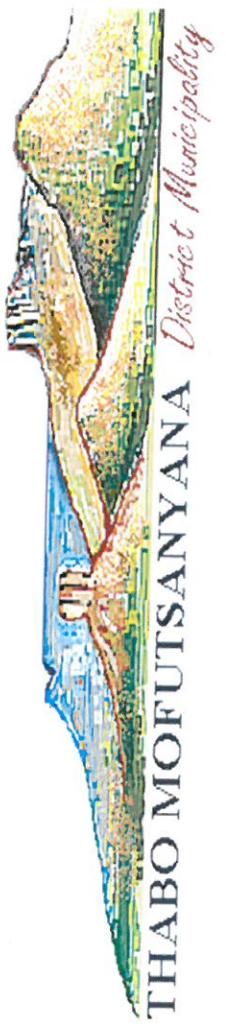
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OFFICE OF THE MUNICIPAL MANAGER

ANNEXURE “B”

➤ Code of Conduct

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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

M.J N.V
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FINANCIAL DISCLOSURE FORM

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FINANCIAL DISCLOSURE FORM(CONFIDENTIAL)

I, the undersigned

T. AICATO P. Lesenyane

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 shared value or 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

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
Manepuram Metro	Audit Committee	Sitting allowed	

See information sheet: Note (3)

CONFIDENTIAL

2. **Consultancies and retailer ships**

Name of client	Nature	Type of business activity	Value of benefits received

See information sheet: Note (4)

5. **Sponsorships**

See information sheet: Note (5)

Source of sponsorship	Description of sponsorship	Value of sponsorship

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

Gift or Hospitality	Description	Value
<i>250</i>		

See information sheet: Note (6)

Description	Value	Source
<i>250</i>		

7. Land and property

See information sheet: Note (7)

Description	Extent	Area Value
<i>Property</i>		<i>2.5m</i>

Abdullah
SIGNATURE OF EMPLOYEE

22/7/2021
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.

Simon Ntshaba
Commissioner of Oath /Justice of the Peace

Full first names and surname:

Simon
(Block letters)

Ntshaba

Designation(rank):

W/O

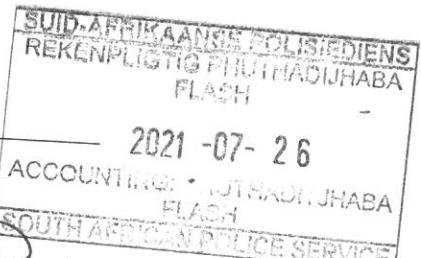
Ex Officio Republic of South Africa

Street address of institution:

SAPS E. Ros Street 1st Infantry Pretoria

Date: 2021-07-26

Place: Pretoria



CONTENTS NOTED: MUNICIPAL MANAGER.....

DATE: 2021-07-26

Abrege

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.