

ANNEXURE 'A'

➤ PERFORMANCE AGREEMENT

➤ PERFORMANCE PLAN

➤ PERSONAL DEVELOPMENT
PLAN



PERFORMANCE AGREEMENT

Ms. Lebenya Takatso Philliat Maureen
Municipal Manager

of

Thabo Mofutsanyana District Municipality

For the financial year:

01 December 2017 to 30 June 2018

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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.

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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.

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3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st of December 2017** and will remain in force until **30th of June 2018** 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.

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- 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.

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- 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**:

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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 Manager and Managers directly accountable to the Municipal Manager:

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COMPETENCY REQUIREMENTS FOR EMPLOYEES		
LEADING COMPETENCIES		WEIGHT
Strategic Direction and Leadership		30
People Management		20
Program and Project Management		
Financial Management		20
Change Leadership		10
Governance Leadership		10
CORE COMPETENCIES		
Moral Competence		
Planning and Organising		
Analysis and Innovation		
Knowledge and Information Management		
Communication		10
Results and Quality Focus		
Total percentage	-	100%

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6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out –
- 6.1.1 the standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 the intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 6.5 The annual performance appraisal will involve:
- 6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**
 - (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
 - (b) An indicative rating on the five-point scale should be provided for each KPA.
 - (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.

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- (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.					





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

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- 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).

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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:

<u>QUARTER</u>	<u>PERIOD</u>	<u>ASSESSMENT DATE</u>
1 st Quarter	Not Applicable	Not Applicable
2 nd Quarter	October - December	25/01/2018
3 rd Quarter	January – March	19/04/2018
4 th Quarter	April – June	26/07/2018

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.

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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

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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.

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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.

12. 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

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government, within fourteen (14) days after the conclusion of the assessment.

Thus, done and signed at Phuthaditjhaba 13th Day of December 2017

As Witnesses:

1.  _____

2.  _____



Municipal Manager
Thabo Mofutsanyana District Municipality

Thus, done and signed at Phuthaditjhaba 13th Day of December 2017

As Witnesses:

1.  _____

2.  _____


Executive Mayor
Thabo Mofutsanyana District Municipality

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PERFORMANCE PLAN



PERFORMANCE PLAN
2017/2018 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 (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

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

Key Performance Area	Weighting	Performance Indicator	Target	Resource requirements	Progress on date of review
1. Municipal 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. 			

Key Performance Area	Weighting	Performance Indicator	Target	Resource requirements	Progress on date of review
2. Infrastructure Development and Service Delivery	15	<p>➤ Infrastructure Development and Investment Model implemented. (In the said model, there should be a dynamic relationship between population growth projections, service delivery backlogs, revenue generation capacity and institutional capacity):</p> <p>➤ Reduction in reticulation losses for water and electricity (Rand-value)</p> <p>➤ % Reduction in number of complaints from residents</p> <p>➤ % Increase in response time and resolution of complaints</p> <p>➤ % Increase in payment of municipal services</p> <p>➤ Asset register for all infrastructure and municipal property rehabilitated periodically maintained</p> <p>➤ The provision of basic municipal services to the satisfaction of residents (That is, clear delivery programmes and projects to</p>			

Key Performance Area	Weighting	Performance Indicator	Target	Resource requirements	Progress on date of review
		<p>progressively achieve national service delivery targets in terms of):</p> <ul style="list-style-type: none"> ➤ Water ➤ Sanitation ➤ Electricity ➤ Refuse removal ➤ Municipal access roads and public transport ➤ Municipal health services, etc. ➤ Sustainable human settlement development facilitated through engagement with sector departments in line with the IDP and through IGR structures to ensure that IDP integrates sector plans, including but not limited to, the Departments of: <ul style="list-style-type: none"> ➤ Housing, Health, ➤ Social Development, ➤ Home Affairs, ➤ Minerals and Energy, ➤ Water Affairs and Forestry 			

Key Performance Area	Weighting	Performance Indicator	Target	Resource requirements	Progress on date of review
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: ➤ Market and public confidence in municipal functioning, infrastructure 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 			

Key Performance Area	Weighting	Performance Indicator	Target	Resource requirements	Progress on date of review
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: <ul style="list-style-type: none"> ➤ Budget aligned to development and service delivery targets that municipalities are accountable for as set out in the adopted IDP's ➤ Budget and treasury office established ➤ Budget and revenue management is effective ➤ Financial reporting and auditing is performed ➤ Institutional capacity for municipality to spend is created ➤ 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 			

Key Performance Area	Weighting	Performance Indicator	Target	Resource requirements	Progress on date of review
		<p>targets set and achieved which will ensure that:</p> <ul style="list-style-type: none"> ➤ Growth in service debtors is reduced ➤ Consumer debt exceeding 90 days is recovered ➤ % Reduction in grant dependency rate ➤ Turn around time for creditor payment improved ➤ % Personnel cost over the total operational budget is in line with regulatory framework ➤ Provision for bad debt made ➤ Financial legislation implemented, including Property Rates Act and the Division of Revenue Act 			
5. Good Governance and Public Participation	30	<ul style="list-style-type: none"> ➤ Procedures for community participation processes as set out in legislation adhered to in terms of: <ul style="list-style-type: none"> ➤ Planning ➤ Budgeting ➤ Implementation ➤ Monitoring and reporting 			

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

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Key Performance Area	Weighting	Performance Indicator	Target	Resource requirements	Progress on date of review
		<ul style="list-style-type: none"> ➤ 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 December 2017 to 30 JUNE 2018

Signed and accepted by Municipal Manager


Ms. TPM Lebenya

Date: 13/12/2017

Signed the Executive Mayor on behalf of the Council


Cllr. Malefu Vilakazi

Date: 13/12/2017

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Thabo Mofutsanyana District Municipality 2017/18 FINAL SDBIP



KPA	Weight	Strategic Objective	Measurable Objective	KPI	Budget	Frequency	Baseline	2017/18 Annual Target	Q1	Q2	Q3	Q4	Evidence
KPA 1: BASIC SERVICE DELIVERY													
Infrastructure & Transport Services													
Infrastructure													
Basic Service and Transport			Road Network Data System	Number of Arrive Alive Campaigns conducted in Second and Third Quarter of 2017/18 Fin Year	R 232 000	Q	New	2 Arrive Alive Campaigns	-	1 Campaign	1 Campaign	-	Invitation Photos, Signed Reports and attendance register
				Procurement of 6 traffic Mats by the of 31 Dec 2017		Y	New	6 Traffic Mats	-	6 Traffic Mats	-	-	Order issued to the service provider and invoice supplied by the service provider for work done and report
				Procurement of the GSI system 100% by the 30 June 2018	R 2 400 000	Q	NEW	100% Procurement of the GSI system	25 % Quarterly Report & Data Verification	25 % Quarterly Report Data Collection & Analysis	25 % Quarterly Report & GIS model Mapping	25 % Quarterly Report & Road Network Integration	Quarterly Reports, Data Verification & Collections and Analysis
				Conduct 100% Technical Energy Audits at Thabo Mofutsanyana District Municipality's Offices by 30 June 2018	R 6 000 000	Q	New	Conduct 100% Technical Energy Audits	25% Pre-Audits of Electrical works & Business Plan and Report	25% Quarterly Progress Report	25% Quarterly Progress Report	25% Close-Out Report	Pre-Audit & Quarterly Reports & Business Plan
				Number of District Energy Fora attended	OPEX	Q	4	4 Fora	1 Forum	1 Forum	1 Forum	1 Forum	Invitation Photos, Signed Reports and attendance register
To Facilitate Access to Water and Meeting Province and its Locals of Thabo Mofutsanyana			District Water and sanitation forums	Number of District Water and sanitation fora attended	OPEX	Q	4	4 Fora	1 Forum	1 Forum	1 Forum	1 Forum	Invitation Photos, Signed Reports and attendance register
				Meetings with Province (Dept. of Roads & Transport) and Local Municipality	OPEX	Q	10	10 Meetings	2 Meetings	2 Meetings	2 Meetings	2 Meetings	Invitation Photos, Signed Reports and attendance register
					OPEX	Q							
COMMUNITY SERVICES													
Social Development													
Provide a variety of sport and recreation facilities for staff and communities			To ensure that sport is promoted in all communities	Develop 2018/2019 OR Tambo games schedule by 30 June 2018.	R 405 000	Y	30-Aug-16	Schedule by 30 June 2018	-	-	-	-	Agenda, Signed minutes and Signed developed 2017/18 OR Tambo Games Schedule
				Number of OR Tambo games meetings attended by 30 Sep 2018		Q	12 Meetings	4 Meetings	2 Meetings	2 Meetings	-	-	Invitation, Agenda, Attendance Register & signed Minutes of Meeting
				Delivering District team to the provincial games. OR Tambo games by 31 Oct 2017.		Y	31-Oct-17	Delivering District team by 31 Oct 2017	-	-	-	-	Team Lists & Photos & Report
				Successful hosting of the 2017/18 District OR Tambo games by Oct 2017 and selection of team to represent the District at the provincial OR Tambo games		Y	01-Oct-17	Successful hosting of games by 31 Oct 2017	-	-	-	-	Comprehensive Report-Photos and List of Section of Team
Arts & Culture													
Promote Arts and Culture		To Promote Arts and Culture in Thabo Mofutsanyana District	Number of Arts & Culture fora sittings	Compiling Artists data base in the entire District by the 31 Dec 2017	OPEX	Q	New	Compiled data base	-	1 forum	1 forum	-	Invitation Photos, Signed Reports and attendance register
				Number of participants in the provincial Arts and Culture Festivals (Masole & Cherry Festivals)	OPEX	Q	New	2	-	-	-	-	Invitation Photos, Signed Reports and attendance register
				Number Of Auditions and Talent Identification Session Held	OPEX	Q	New	2 Auditions	-	-	-	-	Invitation Photos, Signed Reports and attendance register
				Number of Workshops and Assessment of Initiation Schools held with Traditional Leaders, Initiation Schools Committees and Community	OPEX	Q	New	16 Workshops	6 Workshops	4 Workshops	4 Workshops	2 Workshops	Invitation Photos, Signed Reports and attendance register
Initiation Schools		Promote Healthy and Safe Circumcision of Initiates	Number of meetings held with Government departments (SAF&S & Health) and Initiation Schools Leaders	Number of meetings held with Government departments (SAF&S & Health) and Initiation Schools Leaders	OPEX	Q	New	5 Meetings	-	3 Meetings	2 Meetings	-	Invitation Photos, Signed Reports and attendance register
					OPEX	Q							
Disaster Management													
Proper Contingency Plans for Disaster at Local Municipal level and District level are in Place		Repair and Maintenance of Warren Fire Station	100% Work Completion of Repairs at Warren Fire Station by the 31 Dec 2017	100% Work Completion of Repairs at Warren Fire Station by the 31 Dec 2017	R 600 000	Y	NEW	100 % work Completion	-	-	-	-	Appointment letter of the service provider, pictures of the new roof, and invoice provided by the service provider for work done and report
				100 % Procurement of Software by the 30 Apr 2018	R 33 000	Y	New	30-Apr-18	-	-	-	-	Submission request to Municipal Manager Delivery Note and Pictures
					OPEX	Q	New	2 workshops	1 Workshop	1 Workshop	1 Workshop	-	Invitation Photos, Signed Reports and attendance register
To improve the District Fire Services		Number of fire safety workshops Conducted	Number of fire safety awareness Conducted	Number of fire safety workshops Conducted	OPEX	Q	New	4 safety Awarenesses	1 Safety Awareness	1 Safety Awareness	1 Safety Awareness	1 Safety Awareness	Invitation Photos, Signed Reports and attendance register
					OPEX	Q	4	4 safety Awarenesses	1 Safety Awareness	1 Safety Awareness	1 Safety Awareness	1 Safety Awareness	Invitation Photos, Signed Reports and attendance register

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Municipal Health Services												
Food control	Number of food premises inspected for compliance	M	OPEX	1855	600 Inspections Dhlabeng 140 Inspections Setoto 100 Inspections Mantsope 40 Inspections Metsiama 40 Inspections Phumelela 100 Inspections Makuti A Pholung 100 Inspections 20 samples	150 Inspections 35 Inspections 25 Inspections 20 Inspections 20 Inspections 25 Inspections 25 Inspections	150 Inspections 35 Inspections 25 Inspections 20 Inspections 20 Inspections 25 Inspections 25 Inspections	150 Inspections 35 Inspections 25 Inspections 20 Inspections 20 Inspections 25 Inspections 25 Inspections	150 Inspections 35 Inspections 25 Inspections 20 Inspections 20 Inspections 25 Inspections 25 Inspections	150 Inspections 35 Inspections 25 Inspections 20 Inspections 20 Inspections 25 Inspections 25 Inspections	Inspection Report	
					Number of food samples taken	36	M	R 500 000	Samples Report from Laboratory			
					Number of milk samples taken	726	M	Samples Report from Laboratory				
								Samples Report from Laboratory				
								Samples Report from Laboratory				
	Water Quality monitoring	Number of Waste/Water treatment plants inspected for compliance	M	OPEX	1057	Setoto 36 Samples Mantsope 36 Samples Metsiama 32 Samples Phumelela 36 Samples Makuti A Pholung 36 Samples 20 Inspections	11 Samples 9 Samples 8 Samples 9 Samples 9 Samples 55	11 Samples 9 Samples 8 Samples 9 Samples 9 Samples 55	11 Samples 9 Samples 8 Samples 9 Samples 9 Samples 55	11 Samples 9 Samples 8 Samples 9 Samples 9 Samples 55	Samples Report from Laboratory	
						Number of water samples taken	1057	M	Samples Report from Laboratory			
						Number of water samples taken	1057	Samples Report from Laboratory				
								Samples Report from Laboratory				
								Samples Report from Laboratory				

BASIC SERVICE DELIVERY

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To provide a comprehensive Municipal Health and Environmental Management Service to the Community of Thabo Mofutsanyana District Municipality

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		Number of Communication Products used	OPEX	Q	Products used	6 Communication Products	2 Communication Products	1 Communication Product	2 Communication Products	1 Communication Product	1 Communication Product	Fact sheets, Speeches, Booklets and Brochures, Social Media Platforms, emails, Websites, Internet, Facebook & Times
Improve Access to Communication	Communications Support to Local Municipalities Communicators	Number of Communications fora held	OPEX	Q	5 For a	4 For a	1 Forum	1 Forum	1 Forum	1 Forum	1 Forum	Invitation, Agenda, Attendance Register and Minutes of Meetings
		Number of Communications Workshops held	OPEX	Q	2 Workshops	2 Workshops	1 Workshop	1 Workshop	1 Workshop	1 Workshop	1 Workshop	Invitation, Agenda, Attendance Register and Minutes of Meetings
		Number of consultations with Local Municipalities communicators to advise them on communication issues	OPEX	Q	4 Local Municipalities	12 days interaction with Local Municipalities communicators	3 Consultations	3 Consultations	1 Workshop	3 Consultations	3 Consultations	Signed Report and Attendance register
		Number of brand promotion activities conducted	OPEX	Q	4 Branding from promotions & Marketing	12 brand promotion activities	3 Activities	3 Activities	3 Activities	3 Activities	3 Activities	Pictures and Signed Report
	Corporate Image and Brand Awareness	Number of brand image promotion and Campaign advertisement produced	OPEX	Q	11 Brand image promotion and Campaign advertisement	11 brand image promotion and Campaign advertisement	3 Brand Promotions	3 Brand Promotions	3 Brand Promotions	3 Brand Promotions	3 Brand Promotions	Media Adverts
		Quarterly Media Monitoring and Analysis Report Produced 10 Days After the end of the quarter and be submitted to the Municipal Manager and Executive Mayor	OPEX	Q	4 Days	10 Days after the end of the quarter	3 Media Statements	3 Media Statements	3 Media Statements	3 Media Statements	3 Media Statements	Signed Report and Submission Register
		Number of Media Statements (e.g. Advisories/Announcements/Opeds/Articles) Released	OPEX	Q	35 Media Statements Released	12 Media Statements	1 Media Statements	1 Media Statements	1 Media Statements	1 Media Statements	1 Media Statements	Media Statements, Advisories and Announcements
		Number of Media Empowerment Activities Held	OPEX	Q	4 Activities	2 Media Empowerment Activities	1 Media Empowerment Activities	1 Media Empowerment Activities	1 Media Empowerment Activities	1 Media Empowerment Activities	1 Media Empowerment Activities	Signed Report, Attendance Register & Photos
	Media Engagement	Number of Visits to Media Houses	OPEX	Q	11 Visits	4 Visits to Media Houses	1 Visit to Media House	1 Visit to Media House	1 Visit to Media House	1 Visit to Media House	1 Visit to Media House	Signed Report, Attendance Register & Photos
		Number of Media engagement sessions conducted	OPEX	Q	2 Sessions	4 Media engagement sessions	1 session	1 session	1 session	1 session	1 session	Signed Report, Attendance Register & Photos
Information Technology	Safe IT Systems are in place	Number of IT security reports compiled	OPEX	M	New	12 security reports	3 security reports	3 security reports	3 security reports	3 security reports	3 security reports	Monthly System generated reports of firewall and antivirus
		Functional Disaster recovery solution	OPEX	Q	New	4 Test disaster recovery solution	1 Test disaster recovery solution	1 Test disaster recovery solution	1 Test disaster recovery solution	1 Test disaster recovery solution	1 Test disaster recovery solution	System logs on Test Results
		Ensure Compliance with section 75 of MFMA	OPEX	M	100% Updates	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
		Ensure that IT Meetings are held	OPEX	Q	New	4 meetings	1 meeting	1 meeting	1 meeting	1 meeting	1 meeting	Invitation, Agenda, Attendance Register and Minutes
	Security	Number of Quarterly Sectional Reports Submitted to the MM within 10 Days After the end of the Quarter	OPEX	Q	Not Aligned	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	10 Days After the end of the Quarter	Copy of Signed Delivery Note
		Review of the Security Plan by the 31 March 2018	OPEX	Y	Not Aligned	31-Mar-18	-	-	31-Mar-18	-	-	Drafted Security Plan and Council Resolution
		Review of the Security Policy by the 31 March 2018	OPEX	Y	Not Aligned	31-Mar-18	-	-	31-Mar-18	-	-	Drafted Security Policy and Council Resolution

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Internal Audit													
Good Governance and Public Participation	Ensure that properly Approved Internal Audit Charter and Coverage Plan are in place	Review and Submission of Internal Audit Charter to Audit Committee by 30 Sep 2017	OPEX	Y	03-Jul-15	30-Sep-17	30-Sep-17	-	-	-	-	Approved Internal Audit Charter, Council Resolution/Minutes	
		Submission of Internal Audit Charter to Council by 31 Oct 2017	OPEX	Y	05-Aug-15	31-Oct-17	-	-	31-Oct-17	-	-	Signed Submission Register, Adopted Internal Audit Charter and Council Resolution/Minutes	
		Submission of Internal Audit Coverage Plan to Audit Committee by 30 Sep 2017	OPEX	Y	Not Achieved	30-Sep-17	-	-	30-Sep-17	-	-	Approved Internal Audit Plan and Council Resolution/Minutes	
		Submission of Internal Audit Coverage Plan to Council by 31 Oct 2017	OPEX	Y	Not Achieved	31-Oct-17	-	-	31-Oct-17	-	-	Signed Submission Register, Adopted Internal Audit Plans and Council Resolution/Minutes	
	Review of Audit Performance Charter	Overall Quarterly Internal Audit Reports submitted to the Municipal Manager by the 15th after the end of the Quarter	OPEX	Q	25th After the End of the Quarter	25th After the End of the Quarter	25th After the End of the Quarter	25th After the End of the Quarter	-	-	25th After the End of the Quarter	Signed Submission Register and submitted overall Reports	
		Process of reviewing Audit & Performance Charter by 30 Sep 2017	OPEX	Y	03-Jul-15	30-Sep-17	30-Sep-17	-	-	-	-	Reviewed Audit & Performance Committee Charter, Audit Charter and Council Resolution	
		Submission of Audit & Performance Charter to Council by 31 Oct 2017	OPEX	Y	05-Aug-15	31-Oct-17	-	-	31-Oct-17	-	-	Signed Submission Register	
	Audit and Performance Committee	Number of ordinary audit and performance committee meetings	OPEX	Q	4 meetings	1 meeting	1 meeting	1 meeting	1 meeting	1 meeting	1 meeting	Minutes of Meeting 1 and attendance register	
	Risk Management												
	Corporate Governance, Good Governance and Community Participation	Ensure that Strategies and plans are in place	Review and Submission of Fraud Prevention Plan/Strategy, Risk Policy and Strategy to Risk Management Committee by 31 May 2018	OPEX	Y	28-Jul-15	30-Sep-17	-	-	-	-	-	Approved minutes of the Risk Management Committee on the reviewed Fraud Prevention Plan/Strategy, Risk Policy and Strategy
Submission and Approval of Fraud Prevention Plan/Strategy, Risk Management Policy and Strategy to Council by 30 June 2018			OPEX	Y	28-Oct-15	31-Oct-17	-	-	31-Oct-17	-	-	Attendance and Minutes of Meetings	
Review of Risk management Strategy to risk management Committee by 31 May 2018			OPEX	Y	28-Jul-15	30-Sep-17	-	-	30-Sep-17	-	-	Attendance register and Minutes of the Meeting	
Number of risk maturity Reports issued by Risk Management Committee to the Accounting Officer			OPEX	Q	3 Risk Maturity Reports	4 Signed Risk maturity Reports	1 Signed Risk maturity Report	1 Signed Risk maturity Report	1 Signed Risk maturity Report	1 Signed Risk maturity Report	1 Signed Risk Maturity Reports		
Number of risk management and fraud training sessions conducted			OPEX	Q	New	4 Training sessions	1 Training session	1 Training session	1 Training session	1 Training session	Invitations, attendance register and Signed report		
Number of risk assessment conducted			OPEX	Q	New	4 Risk assessment Registers	1 Risk assessment Register	1 Risk assessment Register	1 Risk assessment Register	1 Risk assessment Register	Signed off strategic, operational, fraud and compliance risk registers and reports submitted to council structures		
Risk Management Committee Meetings		Number of risk management Committee Meetings Held	OPEX	Q	2 Meetings	4 Meetings	1 Meeting	1 Meeting	1 Meeting	1 Meeting	Attendance Register & Minutes of Meetings		
IDP & PMS													
Make the IDP a working Document for all staff		Submission of 2018/19 IDP Process Plan by 31 August 2017	Submission of 2018/17 Draft Annual Report to AG by 31 Aug 2017	OPEX	Y	24-Jul-15	31-Aug-17	-	-	-	-	-	Internal Mail Register
			Tabling of 2016/17 Draft Annual Report to Council by 31 Jan 2018	OPEX	Y	28-Jun-16	31-Jun-18	-	-	-	-	31-Jun-18	-
	Submission of 2016/17 Final Annual Report to Council for Adoption by 31 Mar 2018		OPEX	Y	31-Mar-16	31-Mar-18	-	-	-	-	31-Mar-18	-	Copy Of Draft Annual Report & Council Resolution
	Tabling of 2018/19 Draft IDP to Council by 31 Mar 2018		OPEX	Y	31-Mar-15	31-Mar-18	-	-	-	-	31-Mar-18	-	Copy Of Draft IDP & Council Resolution
	Signing of Final 2018/19 SDRIP 28 Days After Adoption of the Budget		OPEX	Y	22-Jun-16	28 Days After Budget Adoption	-	-	-	-	31-Mar-18	-	Signed Revised IDP
	Number of District IDP Managers Fora Held		OPEX	Q	4 for a	4 Fora	1 Forum	1 Forum	1 Forum	1 Forum	28 Days After Budget Adoption	-	Signed SDRIP
	Number of District Back to Basics Coordinators Fora Held	Number of District IDP Managers Fora Held	OPEX	Q	4 for a	4 Fora	1 Forum	1 Forum	1 Forum	1 Forum	1 Forum	Attendance Register & Minutes of Meetings	
		Number of District Back to Basics Coordinators Fora Held	OPEX	Q	New	4 Fora	1 Forum	1 Forum	1 Forum	1 Forum	1 Forum	Attendance Register & Minutes of Meetings	
		Number of Spuma Meetings coordinated	OPEX	Q	New	4 meetings	1 Meeting	1 Meeting	1 Meeting	1 Meeting	1 Meeting	Attendance Register & Minutes of Meetings	
													Attendance Register & Minutes of Meetings

APPROVED BY:		RECOMMENDED BY:	
SIGNATURE :	CLUB - MURIEL VILAKAZI EXECUTIVE MANAGER	SIGNATURE :	Ms. TPM LEBENYA MUNICIPAL MANAGER
DATE :		DATE :	

APPROVED BY:		RECOMMENDED BY:	
SIGNATURE :	CLUB - MURIEL VILAKAZI EXECUTIVE MANAGER	SIGNATURE :	Ms. TPM LEBENYA MUNICIPAL MANAGER
DATE :		DATE :	

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PERSONAL DEVELOPMENT PLAN



PERSONAL DEVELOPMENT PLAN

2017/2018 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
FINANCIAL MANAGEMENT	BASIC	FINANCIAL MANAGEMENT	FINANCIAL MANAGEMENT	TRAINING	2018	
GOVERNANCE LEADERSHIP	BASIC	GOVERNANCE LEADERSHIP	GOVERNANCE LEADERSHIP	TRAINING	2019	
PROJECT AND PROGRAMME MANAGEMENT	BASIC	PROJECT AND PROGRAMME MANAGEMENT	PROJECT & PROGRAMME MANAGEMENT	TRAINING	2020	

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DEPARTMENT OF COOPERATIVE GOVERNANCE



SENIOR MANAGER ASSESSMENT REPORT FOR

Takatso Philliat Maureen Lebenya

Emfuleni Local Municipality



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

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

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ASSESSMENT REPORT**STRICTLY CONFIDENTIAL**

NAME & SURNAME	Takatso Philliat Maureen Lebenya
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. 	candidate's ability to perform within the relevant role based on displayed behaviour.
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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	

M.M

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ANNEXURE 'B'

➤ CODE OF CONDUCT



CODE OF CONDUCT

SCHEDULE 2

CODE OF CONDUCT FOR MUNICIPAL STAFF MEMBERS

1. Definitions

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

2. General conduct

A staff member of a municipality must at all times—

- (a) Loyal 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 discloses any privileged or confidential information obtain as a staff member of the municipality to an unauthorised person.

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- (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

W.N.
TPW
P.S.

(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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ANNEXURE 'C'

➤ FINANCIAL DISCLOSURE

FINANCIAL DISCLOSURE FORM

FINANCIAL DISCLOSURE FORM (CONFIDENTIAL)

I, the undersigned PHILLIAT MAUREEN LEBENYA
 _____ at Thabo Mofutsanyana District Local Municipality hereby certify that
 the following information is complete and correct to the best of my knowledge:

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

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

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

2. Directorships and Partnerships

See information sheet: Note (2)

Please Attach the Proof

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

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
	N/A		

See information sheet: Note (3)
Please Attach the Proof

CONFIDENTIAL

2. **Consultancies and retailer ships**

Name of client	Nature	Type of business activity	Value of benefits received
	N/A		

See information sheet: Note (4)
Please Attach the Proof

5. Sponsorships

See information sheet: Note (5)
Please Attach the Proof

Source of sponsorship	Description of sponsorship	Value of sponsorship
	N/A	

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

Gift or Hospitality	Description	Value

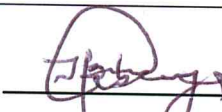
See information sheet: Note (6)
Please Attach the Proof

Description	Value	Source

7. Land and property

See information sheet: Note (7)
Please Attach the Proof

Description	Extent	Area Value
17 LEBOMBO STREET, 58, VANDERBIJLPARK	RESIDENTIAL	R2 500 000 -00
RESIDENTIAL		


SIGNATURE OF EMPLOYEE

01/12/2017
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.

[Signature]

Commissioner of Oath /Justice of the Peace

Full first names and surname:

Reeko Gerald

(Block letters)

Designation(rank):

[Signature]

Ex Officio Republic of South Africa

Street address of institution:

Namahadi SAPS - Mota Road

Date: 2017-12-01

Place: Namahadi SAPS

CONTENTS NOTED: MUNICIPAL MANAGER.....

DATE: 01/12/2017



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-month 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.