

PERFORMANCE AGREEMENT

Made and entered into by and between:

Maluti-A-Phofung Municipality

[AS REPRESENTED BY THE MUNICIPAL MANAGER]

Adv. Motswahae Matthews Mofokeng

AND

Director: Local Economic Development, Tourism, SMMEs, and Agriculture

Godfrey Mbuyiselo Sipho Tshabalala

for the

FINANCIAL YEAR: 01 JULY 2025 - 30 JUNE 2026

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ENTERED INTO BY AND BETWEEN:

The Municipality of **Maluti-A-Phofung Municipality** herein represented by **Motswahae Matthews Mofokeng** in his capacity as the **Municipal Manager** (hereinafter referred to as the Employer or Supervisor) and **Godfrey Mbuyiselo Sipho Tshabalala** in his capacity as the **Director: Local Economic Development, Tourism, SMMEs, and Agriculture** (hereinafter referred to as an 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 of 2000 (hereinafter referred to as the "Systems Act"). The Employer and the Employee (are hereinafter referred to as "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.
- 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(4)(a), 57(4)(b) 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), (4)(a), (4)(b) and (5) of the Systems Act as well the Contract of Employment entered into between the parties;
- 2.2 specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of Employee's performance expectations and accountabilities;
- 2.3 specify accountability as set out in the Performance Plan (Annexure A);
- 2.4 monitor and measure performance against set targeted outputs;

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- 2.5 use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his job;
- 2.6 appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This agreement will commence on **01 July 2025** and will remain in force until **30 June 2026** where after 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 at least once a year, 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 abovementioned 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.

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4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the Employee; and
 - 4.1.2 the quality requirements and 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 and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates, quality requirements and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The quality requirements define the quality standards which the indicators must meet. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee on the specific performance standards that will be included in the performance management system as applicable to the Employee.

6 AGREEMENT TO COMPLY WITH EMPLOYER'S SYSTEM

- 6.1 The Employee agrees to participate in the performance management and development system that the Employer adopts.
- 6.2 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.
- 6.3 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.
- 6.3.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Leadership Competencies respectively.
- 6.3.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.3.3 KPAs covering the main areas of work will account for 80% and Leading Competency Requirements will account for 20% of the final assessment.
- 6.4 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
1.	Good Governance, Leadership and Public Participation	
2.	Municipal Institutional Development and Transformation	
3.	Basic Service Delivery	
4.	Local Economic Development	
5.	Municipal Financial Viability and Management	
Total		100

6.5 The leading Competencies make up the other 20% of the Employee's assessment score. The table below depicts the leading competencies assigned to the senior manager as per the Local Government "Regulation" on the appointment and conditions of employment of senior manager

#	CORE COMPETENCY	Institutional Standard	Director: Public Safety, Transport and Protection Services' Standard	
1.	Communication	Able to share information, knowledge and ideas in a clear focused and concise manner appropriate for the audience in order to effectively convey, persuade, and influence stakeholders to achieve the desired outcome	Disseminate and convey information and knowledge adequately	10
2.	Result and Quality Focus	Able to maintain the high quality standard focus on achieving results and objectives while consistently striving to exceed expectation and encourage others to meet the quality standard, further to actively monitor and measure results and quality against identified objectives	Monitors progress, quality of work, and use of resource, provides status updates and make adjustments as needed	10
3.	Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	Schedule tasks in order to ensure that they are performed within budget and with efficient use of time and resources	10
4.	Knowledge and Information management	Able to promote the generation and sharing of knowledge and information through various processes and media in order to	Regularly share information and knowledge with stakeholders and team members	5

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#	CORE COMPETENCY	Institutional Standard	Director: Public Safety, Transport and Protection Services' Standard	
		enhance the collective knowledge base of local government		
5.	Analysis and Innovation	Able to analyse information, challenges, and trends to establish and implement facts-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	Identify solutions on various areas in the department	5
6.	Moral Competencies	Able to identify moral trigger, apply reasoning that promotes honesty and integrity consistently, display behaviour that reflects moral competence	Identify, develop and apply measures of self-correction	10
Total 50				

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#	Leadership Competencies	Generic Standards	Director: Public Safety, Transport and Protection Services' standard	Weight
1	Strategic direction and leadership	Provide and direct a vision for the institution and inspire and deploy others to deliver on the strategic institutional mandate	Actively define performance measures to monitor the progress and effectiveness of the department	15
2	People Management	Effectively manage, inspire, and encourage people respect diversity, optimise talent and build nurture relationship in order to achieve institutional objectives	Provide mentoring and guidance to others in order to increase personal effectiveness Identify development and learning needs within the department	10
3	Program and Project Management	Able to understand program and project management methodology plan, management, monitoring and evaluate specific activities in order to deliver set objectives	To ensure that departmental programs monitored to track progress and optimal resource utilisation and adjustments are made as needed	10
4	Financial Management	Able to compile plan and manage budget, control cash flow, institute financial risk management and administer procurement processes in accordance with the recognised financial practises. Further to ensure that all financial transactions are managed in an ethical manner	Identify and implement proper monitoring and evaluation practises to ensure appropriate spending against budget	5
5	Changed leadership	Able to direct and initiate transformation in departmental e employees in order to successfully drive and implement new	Motivate and inspire others around change initiatives	5

		initiatives and deliver professional and quality service to the communities.		
6	Governance Leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practises and obligations. Further able to deliver to direct the conceptualisation of relevant policies and enhance co-operative governance relationship.	Demonstrate a high level of commitment in complying with governance requirements	5
	Total 50			

7. EVALUATING PERFORMANCE

7.1 The Performance Plan (Annexure A) to this Agreement sets out:

- 7.1.1 the standards and procedures for evaluating the Employee's performance; and
- 7.1.2 the intervals for the evaluation of the Employee's performance.

7.2 Despite the establishment of the agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage (*e.g. quarterly – highly recommended*) while the contract of employment remains in force.

7.3 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 implemented within the agreed upon time frames.

7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

7.5 The annual performance appraisal will involve the following:

7.5.1 Assessment of the achievement of results as outlined in the performance plan:

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- (a) Each KPA shall be assessed according to the extent to which the specified standards or performance indicators have been met or exceeded 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 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the leading and Core Competency Requirements:

- (a) Each Assessment of the leading and Core Competency Requirements 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 Assessment of the leading and Core Competency Requirements.
- (c) The applicable assessment rating calculator (refer to paragraph 7.5.1) must then be used to add the scores and calculate a final Assessment of the leading and Core Competency Requirements score.

7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

7.6 Assessment of the performance of the employee

The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:

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					

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LEVEL	TERMINOLOGY	DESCRIPTION	RATING				
			1	2	3	4	5
		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	Full effective	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.					

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LEVEL	TERMINOLOGY	DESCRIPTION	RATING				
			1	2	3	4	5
2	Not fully effective	<p>Performance is below the standard required for the job in key areas.</p> <p>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.</p>					
1	Unacceptable performance	<p>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 of 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.</p>					

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

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7.7.1 Municipal Manager;

7.7.2 Member of the Audit Committee;

7.7.3 Member of the Mayoral Committee; and

7.7.4 Municipal Manager from another municipality

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to his 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:

INTERVAL	PERIOD	EVALUATION DEADLINE
First quarter	(July – September)	Before end October
*Second quarter	(October – December)	Before end January
Third quarter	(January – March)	Before end April
*Fourth quarter	(April – June)	Before end December

* These performance reviews **must** be formal and documented

8.2 The Employer **shall** keep a record of the mid-year review and annual assessment meetings.

8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

8.4 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.

8.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be.

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

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9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is included below.

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall:

10.1.1 create an enabling environment to facilitate effective performance by the employee;

10.1.2 provide access to skills development and capacity building opportunities;

10.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

10.1.4 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

10.1.5 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.

11. CONSULTATION

11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others:

- a) a direct effect on the performance of any of the Employee's functions;
- b) commit the Employee to implement or to give effect to a decision made by the Employer; and
- c) a substantial financial effect on the Employer.

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

12.2 A discretionary performance bonus of up to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.

12.3 A performance bonus may be granted to an employee in recognition of performance based on the Performance Management Regulations of 2006. Section 8 of the regulations state that a performance bonus, based on affordability, may be paid to the employee, only after:

- a) An evaluation of performance in accordance with the provisions of Regulation 23;
- b) The approval of such evaluation by the municipal council, and
- c) The annual report for the financial year under review has been tabled and adopted through an oversight report by the municipal council.

12.4 As per the Performance Regulations, the s57 Managers shall be able to qualify for performance bonuses according to the following score:

- a) A score of 99% and below will require compulsory Performance Counselling,
- b) A score of 100% to 129% is awarded a performance bonus ranging from 1 – 4%,
- c) A score of 130% to 149% is awarded a performance bonus ranging from 5 – 9%, and
- d) A score of 150 and above is awarded a performance bonus ranging from 10% - 14%.

FINAL SCORE	BONUS/REWARD
150 and above	10% to 14% of the annual total remuneration package
130 to 149%	5% to 9% of the annual total remuneration package
100% to 129%	1% to 4% of the annual total remuneration package
99% and below	Compulsory Performance Counselling

12.5 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12)

service at the current remuneration package on 30 June (end of financial year) subject to a fully effective assessment.

12.6 In the case of unacceptable performance, the Employer shall:

- a) provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
- b) 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.

13. DISPUTE RESOLUTION

13.1 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 the Mayor within thirty (30) days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both parties.

13.2 Any dispute about the outcome of the employee's performance evaluation shall be mediated by a member of the municipal council, appointed by the Mayor, provided that such a member was not part of the evaluation panel provided for in paragraph 7.7 above, within thirty (30) days of receipt of a formal dispute from the employee, whose decision shall be binding on both parties.


14. GENERAL

14.1 The contents of the performance agreement shall be made available to the public by the Employer in accordance with the Municipal Finance Management Act, 2003 and section 46 of the Municipal Systems Act, 2000.

14.2 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.

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Thus done and signed at PHUTHADI JHABA on this the 26 day of July 2025

Between:  (Signature)

GMS TSHABALALA (Full Name)

(EMPLOYEE)

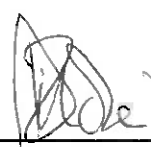
AND

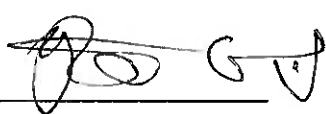
 (Signature)

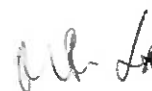
M. Mefokeng (Full Name)

(REPRESENTING EMPLOYER)

AS WITNESSES:

1. 

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15. PERFORMANCE PLAN

Entered into

by and between

Motswahae Matthews Mofokeng

in his capacity as

Municipal Manager

of the **Maluti-A-Phofung Municipality**

(hereinafter referred to as the Representative of the Municipality, the Employer)

and

Godfrey Mbuyiselo Sipho Tshabalala

in his capacity as

Director: Local Economic Development, Tourism, SMMEs, and Agriculture

of

Maluti-A-Phofung Municipality

(hereinafter referred to as the Employee)

FINANCIAL YEAR: 01 JULY 2025 - 30 June 2026

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16. Introduction

A Performance Plan is a strategic management tool that enables the performance of the employee to be assessed in an objective and fair manner. It defines the Council's expectations of the Director: Local Economic Development, Tourism, SMME's and Agriculture 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.

This Performance Plan is composed of three distinct plans:

a. Output Plan

The output plan is a plan of what outputs the employee is expected to deliver on. The outputs are defined in terms of the tangible deliverables (product or service). The quality requirements include the standard of the product or service and the time frame within which it must be delivered. Finally, the indicator must reflect what evidence must be produced to demonstrate the delivery.

b. Competency Plan

The competency plan is a plan of what competencies (skills, knowledge, and attitude) the employee must acquire to be able to perform and deliver on the set objectives effectively. It entails the determination of the gap between the required level of competence and the employee's actual level of competence.

c. Development Plan

The development plan is a plan of what development interventions will be undertaken to bridge the gap between the required level of competence and the employee's actual level of competence and thus bring the employee to the desired competency level.

17. Output Plan

17.1 Introduction

The output plan is a plan of what outputs the employee is expected to deliver on. It consists of the key performance areas (KPA's), weighting, outputs, performance indicator, baseline information and a target. A key performance area is a defined or demarcated area of performance. The outputs are defined in terms of the tangible deliverables (product or service).

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The quality requirements include the standard of the product or service and the time frame within which it must be delivered. The quality requirements are the standards which measure the quality of the service or product.

The baseline information is the current information which is used as a starting point from which performance will be measured. Finally, the indicator must reflect what evidence must be produced to demonstrate the delivery.

a. Key Performance Areas

The following are Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2006) and the Municipality's IDP:

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18. OUP TUT PLAN

KEY PERFORMANCE AREA (KPA) 1: BASIC SERVICE DELIVERY

Goal(s) 1: Accelerate service delivery and infrastructure development

Strategic Objective	KPI NO	Project Name	Indicator	Budget Allocation 2025/2026	Baseline	Spatial Reference	Annual Target 2025/2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian	
To promote basic services to household and business	244	New Infrastructure Projects	Setting Upgrade on the construction of Bluegumbosch Mall Phase 2; Mall opposite Phuthaditjhaba Taxi Rank) by 30 June 2026	Operational Budget	4	Whole Municipality	16 progress reports	4 Progress reports	4 Progress reports	4 Progress reports	4 Progress reports	Project Report Signed by Director	Manager: LED	
	245	Hawker Stalls	Facilitate the construction of new hawker stalls by the end of 30 June 2026	Operational Budget	250	Whole Municipality	250	Progress Reports	Progress Reports	Progress Reports	250	Progress Reports and Completion Certificate	Manager: LED	
	246	Neighbourhood Grant	Facilitate the construction and revamping of infrastructure services by 30 June 2026	Operational Budget	1	Whole Municipality	4	Progress Reports	Progress Reports	Progress Reports	Progress Reports	Progress Reports	Progress Reports	Manager: LED
	247	Revitalization of Industrial Areas 1, 2 and 3	Facilitate the revitalization of Phuthaditjhaba Industrial Areas 1,2 and 3 by 30 June 2026	Operational Budget	New Indicator	Phuthaditjhaba	4	Progress Reports	Progress Reports	Progress Reports	Progress Reports	Progress Reports	Progress Reports on revitalization of Phuthaditjhaba Industrial Areas 1,2 and 3	Manager: LED

KEY PERFORMANCE AREA (KPA) 2: LOCAL ECONOMIC DEVELOPMENT

Goal(s) 2: Promote Sustainable economic growth and creation of decent jobs

Strategic Objective	KPI NO	Project Name	Indicator	Budget Allocation 2025/2026	Baseline	Spatial Reference	Annual Target 2025/2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
To support the development of SMME to participate in a diversified and growing economy.	248	Implementation of LED Strategy	Implementation of LED Strategy 30 September 2025	Investors	100%	Whole Municipality	100% (cumulative)	Progress report	-	-	-	Progress reports on the implementation of the LED Strategy	Manager: SMME
	249	SMME & Cooperative Development Program	Number of SMMEs & Cooperatives benefitted from LED Programs by 30 June 2026	Investors	120	Whole Municipality	120 x reports	-	40 x reports	40 x reports	40 x reports	Invites, Attendance register, report signed by the Director	Manager: SMME

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	250	Sector Based Training and Mentorship	Number of SMMEs and Cooperatives trained by 30 June 2026	Investors	120	Whole Municipality	120 x reports	-	40 x reports	40 x reports	40 x reports	Training Report and attendance registers	Manager: SMME
To support the development of SMME to participate in a diversified and growing economy.	251	Business Regulation	Number of businesses licensed (All submitted ones) by 30 June 2026	Investors	120	Whole Municipality	100	Development of database	Progress report	50	50	Report of businesses licenced	Manager: SMME
	252	Sector Plan	Number of Tourism Sector Plans Reviewed by 31 March 2026	Operational Budget	1	Whole Municipality	1	-	-	Council resolution	-	Copy of the approved Tourism Sector Plan Council Resolution	Manager: Tourism
To support the development of SMME to participate in a diversified and growing economy.	253	Tourism Projects	Number of Tourism Projects implemented by 30 June 2026	Investors	1	Whole Municipality	2 x reports	-	-	1 x report	1 x report	Progress Report, Commitment certificate from the funders	Manager: Tourism
	AGRICULTURE												
To support the development of SMME to participate in a diversified and growing economy.	254	Agricultural Projects	Number of new agriculture projects facilitated by 30 June 2026	Operational Budget	1	Whole of municipality	4	1 x report	1 x report	1 x report	1 x report	List of beneficiaries assisted	Manager: Agriculture and Rural Development
	255		Number of Agriculture Sector Plan developed by 30 June 2026	Operational Budget	New Indicator	Whole of municipality	4 Progress reports	Progress report	Progress report	Progress report	Progress Report	✓ Copy of the approved Agricultural Sector Plan Council Resolution	Manager: Agriculture and Rural Development
TOURISM													
To support the development of SMME to participate in a diversified and growing economy.	256	Incubation Centres	Number of SMMEs Incubation centres assisted by 30 June 2026	Investors	1	Whole of municipality	4	Progress report	Progress report	Progress report	Progress report	Reports, agenda, invite, attendance register and minutes	Manager: SMME
	257	SMME Funding	Number of SMMEs assisted with funding applications by DFI's by 30 June 2026	Investors	120	Whole of municipality	60	15 accepted applicants	15 accepted applicants	15 accepted applicants	15 accepted applicants	List of applicants and applications,	Manager: SMME
	258	Local Contractor Training	Number of trainings conducted for local contractors by 30 June 2026	Investors	120	Whole of municipality	100	-	-	50	50	Training Report and attendance registers, Invitation, Agenda and Minutes	Manager: SMME

KEY PERFORMANCE AREA (KPA) 3: FINANCIAL MANAGEMENT & VIABILITY

Goal(s) 3: To improve the effectiveness of governance administrative and financial systems

Strategic Objective	KPI NO	Project Name	Indicator	Budget Allocation 2025/2026	Baseline	Spatial Reference	Annual Target 2025/2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
To support the	259	SMME beneficiation	% of infrastructure	30% of infrastructure	New	Whole Municipality	30% of infrastructure	5%	15%	22.5%	30%	Expenditure Reports verified	Manager: SMME

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development of SMME to participate in a diversified and growing economy			budget of capital projects in excess of R 6m allocated to local SMMEs through sub-constructing by 30 June 2024	e budget capital projects in excess of R6m			e budget of capital projects in excess of R 6m					by Finance Department and signed off by the Director: LED	
	260		% of operational budget actually spent on local SMMEs by 30 June 2024	30% of operational budget	New Indicator	Whole Municipality	30% of operational budget	5%	15%	22.5%	30%	Expenditure Reports verified by Finance Department and signed off by the Director: LED	Manager: SMME
To enhance organisational performance, financial viability and management of municipal resources.	261	Bids Processing	Average number of days take to process a bid submission of specification to adjudication by 30 June 2026	Operational Budget	65 days	Municipal Office	65 days	65 days	65 days	65 days	65 days	Bids Evaluation Report	Director: Local Economic Development

KEY PERFORMANCE AREA (KPA) 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Goal(s) 3: To improve the effectiveness of governance administrative and financial systems

Strategic Objective	KPI NO	Project Name	Indicator	Budget Allocation 2025/2026	Baseline	Spatial Reference	Annual Target 2025/2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
To enhance organisational performance, financial viability and management of municipal resources.	262	PMS	Turnaround time for the submission of departmental performance reports by 30 June 2026	Operational Budget	Within 10 working days after the end of each quarter	Municipal Office	Within 10 working days after the end of each quarter	Within 10 working days after the end of each quarter	Within 10 working days after the end of each quarter	Within 10 working days after the end of each quarter	Within 10 working days after the end of each quarter	Signed off POEs with all relevant attachments	Director: Local Economic Development

KEY PERFORMANCE AREA (KPA) 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION

Goal(s) 3: To improve the effectiveness of governance administrative and financial systems

Strategic Objective	KPI NO	Project Name	Indicator	Budget Allocation 2025/2026	Baseline	Spatial Reference	Annual Target 2025/2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
To improve the effectiveness of	263	Circular 88 compliance	Number of departmental Circular 88 quarterly reports	R0	New indicator	Whole Municipality	4 x reports	1 x report	1 x report	1 x report	1 x report	Circular 88 quarterly reports	Director: Local Economic Development

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governance administrative and financial systems	264	Funding Plan	submitted by 30 June 2026 % Implementation of activities in the Funding Plan for own department by 30 June 2026	Operational Budget	New Indicator	Whole Municipality	100%	100%	100%	100%	100%	Report on the Implementation of the Funding Plan signed off by the Director	Director: Local Economic Development
	265	MAYCO and Council resolutions	% of MAYCO and Council resolutions implemented by 30 June 2026	Operational Budget	100%	Whole Municipality	100%	100%	100%	100%	100%	Report on the implementation of MAYCO and Council resolutions. Resolution Register	Director: Local Economic Development
To ensure good corporate governance and public participation	266	Audit Committee Resolutions	% Implementation of departmental Audit Committee Resolutions by 30 June 2026	Operational Budget	100%	Whole Municipality	100%	100%	100%	100%	100%	Report on the implementation of Audit Committee Resolutions	Director: Local Economic Development
To improve the effectiveness of governance administrative and financial systems	267	Internal and External Audit Findings	% of departmental A-G matters addressed as per the audit action plan by 30 June 2026	Operational Budget	100%	Whole Municipality	100%	100%	100%	100%	100%	Audit action plan report	Director: Local Economic Development
	268		% Implementation of departmental Internal Audit findings by 30 June 2026	Operational Budget	100%	Whole Municipality	100%	100%	100%	100%	100%	Audit Findings Implementation Report	Director: Local Economic Development
To ensure good corporate governance and public participation	269	Risk Management	Number of reviews conducted for departmental operational risk registers to identify emerging risks by 30 June 2026	Operational Budget	4	Whole Municipality	4 x reports	1 x report	1 x report	1 x report	1 x report	Operational Risk Review Report signed off by the Director	Director: Local Economic Development
	270	MPAC/PROP EC Resolutions	% Implementation of MPAC/PROPEC Resolutions relevant to the department by 30 June 2026	Operational Budget	100%	Whole Municipality	100%	100%	100%	100%	100%	Report on the implementation of MPAC/PROPEC Resolution Register	Director: Local Economic Development

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19. PERSONAL DEVELOPMENT PLAN

The Personal Development Plan that pertains to what development interventions are envisaged and planned to bridge the gap between the required level of competence and the employee's actual (current) level of competence and thus bring the employee to the desired competency level.

#	Identified area of development	Outcomes expected (Proficiency level)	Suggested training/ development/ capacitation activity	Planned timeframes	Work opportunity created to practice skill/development
1					
2					
3					

Scoring Key:

COMPETENCY LEVEL		SCORE
Fully Competent	Mastered the Competency	5
Partially Competent	Has sufficient competence to operate at the required level	3
Significant Development Required	Competence falls short of the required level	1

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19. PROFICIENCY KEY:

○ **Basic**

The proficiency level required to successfully perform at the level of “new entrant” or a person who can only handle the competency in its “basic format” and requires regular supervision and direction. The purpose of training and development is to move the proficiency level from that of “basic” to at least “competent” for all middle managers.

○ **Competent**

This proficiency level indicates that the person can perform the competency at the minimum required level, i.e., able to display the competency at the required level, without supervision. This is the standard that any performance improvement programme and training or coaching effort seeks to achieve.

○ **Advanced**

This proficiency level indicates that the performer has fully mastered the competency, works without supervision, is capable of instructing others on the competency and capable of solving or applying the competency to a wide range of new or different situations.

Thus done and signed at PHU THADI JHABA on this the 06 day of July 2025

Between: [Signature] (Signature)

GIMS TSHABALALA (Full Name)

(EMPLOYEE)

AND

[Signature] (Signature)

M. Mafokang (Full Name)
(REPRESENTING EMPLOYER)

AS WITNESSES:

1. [Signature]

2. [Signature]

[Handwritten Signature]
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KEY PERFORMANCE AREA (KPA) 1: BASIC SERVICE DELIVERY

Goal(s) 1: Accelerate service delivery and infrastructure development

Strategic Objective	KPI NO	Project Name	Indicator	Budget Allocation 2025/2026	Baseline	Spatial Reference	Annual Target 2025/2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
To promote basic services to household and business	244	New Infrastructure Projects	Setsing Upgrade on the construction of Bluegumbosch Mall Phase 2; Mall opposite Phuthadijhaba Taxi Rank) by 30 June 2026	Operational Budget	4	Whole Municipality	16 progress reports	4 Progress reports	4 Progress reports	4 Progress reports	4 Progress reports	Project Report Signed by Director	Manager: LED
	245	Hawker Stalls	Facilitate the construction of new hawker stalls by the end of 30 June 2026	Operational Budget	250	Whole Municipality	250	Progress Reports	Progress Reports	Progress Reports	250	Progress Reports and Completion Certificate	Manager: LED
	246	Neighbourhood Grant	Facilitate the construction and revamping of infrastructure services by 30 June 2026	Operational Budget	1	Whole Municipality	4	Progress Reports	Progress Reports	Progress Reports	Progress Reports	Progress Reports	Manager: LED

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	247	Revitalization of Industrial Areas 1, 2 and 3	Facilitate the revitalization of Phuthaditjhaba Industrial Areas 1,2 and 3 by 30 June 2026	Operational Budget	New Indicator	Phuthaditjhaba	4	Progress Reports	Progress Reports	Progress Reports	Progress Reports	Progress Reports on revitalization of Phuthaditjhaba Industrial Areas 1,2 and 3	Manager: LED
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KEY PERFORMANCE AREA (KPA) 2: LOCAL ECONOMIC DEVELOPMENT

Goal(s) 2: Promote Sustainable economic growth and creation of decent jobs

Strategic Objective	KPI NO	Project Name	Indicator	Budget Allocation 2025/2026	Baseline	Spatial Reference	Annual Target 2025/2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
To support the development of SMME to participate in a diversified and growing economy.	248	Implementation of LED Strategy	Implementation of LED Strategy 30 September 2025	Investors	100%	Whole Municipality	100% (cumulative)	Progress report	-	-	-	Progress reports on the implementation of the LED Strategy	Manager: SMME
	249	SMME & Cooperative Development Program	Number of SMMEs & Cooperatives benefitted from LED Programs by 30 June 2026	Investors	120	Whole Municipality	120 x reports	-	40 x reports	40 x reports	40 x reports	Invites, Attendance register, report signed by the Director	Manager: SMME
	250	Sector Based Training and Mentorship	Number of SMMEs and Cooperatives trained by 30 June 2026	Investors	120	Whole Municipality	120 x reports	-	40 x reports	40 x reports	40 x reports	Training Report and attendance registers	Manager: SMME
To support the	251	Business Regulation	Number of businesses licensed (All	Investors	120	Whole Municipality	100	Development of database	Progress report	50	50	Report of businesses licenced	Manager: SMME

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development of SMME to participate in a diversified and growing economy.			submitted ones) by 30 June 2026											
	252	Sector Plan	Number of Tourism Sector Plans Reviewed by 31 March 2026	Operational Budget	1	Whole Municipality	1	-	-	Council resolution	-	Copy of the approved Tourism Sector Plan Council Resolution	Manager: Tourism	
To support the development of SMME to participate in a diversified and growing economy.	253	Tourism Projects	Number of Tourism Projects implemented by 30 June 2026	Investors	1	Whole Municipality	2 x reports	-	-	1 x report	1 x report	Progress Report, Commitment certificate from the funders	Manager: Tourism	
	AGRICULTURE													
To support the development of SMME to participate in a diversified and growing economy.	254	Agricultural Projects	Number of new agriculture projects facilitated by 30 June 2026	Operational Budget	1	Whole of municipality	4	1 x report	1 x report	1 x report	1 x report	List of beneficiaries assisted	Manager: Agriculture and Rural Development	
	255		Number of Agriculture Sector Plan developed by 30 June 2026	Operational Budget	New Indicator	Whole of municipality	4 Progress reports	Progress report	Progress report	Progress report	Progress Report	✓ Copy of the approved Agricultural Sector Plan Council Resolution	Manager: Agriculture and Rural Development	
To support the development of SMME to participate in a diversified	TOURISM													

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and growing economy.	256	Incubation Centres	Number of SMMEs Incubation centres assisted by 30 June 2026	Investors	1	Whole of municipality	4	Progress report	Progress report	Progress report	Progress report	Reports, agenda, Invite, attendance register and minutes	Manager: SMME
	257	SMME Funding	Number of SMMEs assisted with funding applications by DFI's by 30 June 2026	Investors	120	Whole of municipality	60	15 accepted applicants	15 accepted applicants	15 accepted applicants	15 accepted applicants	List of applicants and applications,	Manager: SMME
	258	Local Contractor Training	Number of trainings conducted for local contractors by 30 June 2026	Investors	120	Whole of municipality	100	-	-	50	50	Training Report and attendance registers, Invitation, Agenda and Minutes	Manager: SMME

KEY PERFORMANCE AREA (KPA) 3: FINANCIAL MANAGEMENT & VIABILITY

Goal(s) 3: To improve the effectiveness of governance administrative and financial systems

Strategic Objective	KPI NO	Project Name	Indicator	Budget Allocation 2025/2026	Baseline	Spatial Reference	Annual Target 2025/2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
To support the development of SMME to participate	259	SMME beneficiation	% of infrastructure budget of capital projects in excess of R 6m allocated to	30% of infrastructure budget capital projects in	New	Whole Municipality	30% of infrastructure budget of capital projects in	5%	15%	22.5%	30%	Expenditure Reports verified by Finance Department and signed	Manager: SMME

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in a diversified and growing economy			local SMMEs through sub-constructing by 30 June 2024	excess of R6m			excess of R 6m					off by the Director: LED		
	260		% of operational budget actually spent on local SMMEs by 30 June 2024	30% of operational budget	New Indicator	Whole Municipality	30% of operational budget	5%	15%	22.5%	30%	Expenditure Reports verified by Finance Department and signed off by the Director: LED	Manager: SMME	
To enhance organisational performance, financial viability and management of municipal resources.	261	Bids Processing	Average number of days take to process a bid submission of specification to adjudication by 30 June 2026	Operational Budget	65 days	Municipal Office	65 days	65 days	65 days	65 days	65 days	65 day	Bids Evaluation Report	Director: Local Economic Development

KEY PERFORMANCE AREA (KPA) 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Goal(s) 3: To improve the effectiveness of governance administrative and financial systems

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Strategic Objective	KPI NO	Project Name	Indicator	Budget Allocation 2025/2026	Baseline	Spatial Reference	Annual Target 2025/2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
To enhance organisational performance, financial viability and management of municipal resources.	262	PMS	Turnaround time for the submission of departmental performance reports by 30 June 2026	Operational Budget	Within 10 working days after the end of each quarter	Municipal Office	Within 10 working days after the end of each quarter	Within 10 working days after the end of each quarter	Within 10 working days after the end of each quarter	Within 10 working days after the end of each quarter	Within 10 working days after the end of each quarter	Signed off POEs with all relevant attachments	Director: Local Economic Development

KEY PERFORMANCE AREA (KPA) 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION

Goal(s) 3: To improve the effectiveness of governance administrative and financial systems

Strategic Objective	KPI NO	Project Name	Indicator	Budget Allocation 2025/2026	Baseline	Spatial Reference	Annual Target 2025/2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
To improve the effectiveness of governance	263	Circular 88 compliance	Number of departmental Circular 88 quarterly reports submitted by 30 June 2026	R0	New indicator	Whole Municipality	4 x reports	1 x report	1 x report	1 x report	1 x report	Circular 88 quarterly reports	Director: Local Economic Development

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administrative and financial systems	264	Funding Plan	% Implementation of activities in the Funding Plan for own department by 30 June 2026	Operational Budget	New Indicator	Whole Municipality	100%	100%	100%	100%	100%	Report on the Implementation of the Funding Plan signed off by the Director	Director: Local Economic Development
To ensure good corporate governance and public participation	265	MAYCO and Council resolutions	% of MAYCO and Council resolutions implemented by 30 June 2026	Operational Budget	100%	Whole Municipality	100%	100%	100%	100%	100%	Report on the implementation of MAYCO and Council resolutions. Resolution Register	Director: Local Economic Development
To ensure good corporate governance and public participation	266	Audit Committee Resolutions	% Implementation of departmental Audit Committee Resolutions by 30 June 2026	Operational Budget	100%	Whole Municipality	100%	100%	100%	100%	100%	Report on the implementation of Audit Committee Resolutions	Director: Local Economic Development
To improve the effectiveness of governance	267	Internal and External Audit Findings	% of departmental A-G matters addressed as per the audit action plan by 30 June 2026	Operational Budget	100%	Whole Municipality	100%	100%	100%	100%	100%	Audit action plan report	Director: Local Economic Development
administrative and financial systems	268		% Implementation of departmental Internal Audit	Operational Budget	100%	Whole Municipality	100%	100%	100%	100%	100%	Audit Findings Implementation Report	Director: Local Economic Development

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			findings by 30 June 2026										
To ensure good corporate governance and public participation	269	Risk Management	Number of reviews conducted for departmental operational risk registers to identify emerging risks by 30 June 2026	Operational Budget	4	Whole Municipality	4 x reports	1 x report	1 x report	1 x report	1 x report	Operational Risk Review Report signed off by the Director	Director: Local Economic Development
	270	MPAC/PROPEC Resolutions	% Implementation of MPAC/PROPEC Resolutions relevant to the department by 30 June 2026	Operational Budget	100%	Whole Municipality	100%	100%	100%	100%	100%	Report on the implementation of MPAC/PROPEC Resolution Register	Director: Local Economic Development

M. Mofokeng

Adv. MM Mofokeng
Municipal Manager

Date: 06/July 2025

S. M. M. Mofokeng

Director: Local Economic Development

Date: 06 July 2025

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DEPARTMENT OF COOPERATIVE GOVERNANCE



SENIOR MANAGER ASSESSMENT REPORT

FOR

Sipho Mbuyiselo Tshabalala

Maluti-a-Phofung Local Municipality

Gijima

ASSESSMENT REPORT**STRICTLY CONFIDENTIAL**

NAME & SURNAME	Sipho Mbuyiselo Tshabalala
IDENTITY OR PASSPORT NR	7101095638085
RACE	African
GENDER	Male
DISABILITY	None
QUALIFICATIONS	Honours Degree
DATE OF ASSESSMENT	15 March 2021
MUNICIPALITY	Maluti-a-Phofung Local Municipality
CURRENT JOB TITLE	Project Manager
POSITION ASSESSED FOR	Director: LED
FUNCTIONAL AREA	Development and Planning

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 Maluti-a-Phofung Local 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.

Jolene Geldenhuys

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.

Tool Name	Assessment Type	Description	Notes
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.
Giotto	Workplace behaviour assessment	The Giotto was developed to unravel the complex nature of personal integrity, as it relates to the workplace.	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.
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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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:

- 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.

3. SCORING CRITERIA AND PROFICIENCY LEVELS

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

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4. RESULTS SUMMARY

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

OVERALL ACHIEVEMENT LEVEL	Competent
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The overall achievement level is based on a demonstration of all the competencies.

*Please note an overall achievement score of Basic falls short of the minimum requirements as stipulated in Notice 583 of Government Gazette 3/243, 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.

Jolene Geldenhuys



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.

It should be noted that Mr Tshabalala may have attempted to present himself in a socially desirable manner in the personality questionnaire. Consequently, his results on this measure should be interpreted with a degree of caution.

Mr Tshabalala's personality profile and work styles questionnaire indicate that he may not always respond resiliently in the face of difficulties and that he tends to experience feelings of anxiety when placed under extreme pressure. He is resourceful and enthusiastic about the future. In the role-play component of the assessment, he however responded calmly to questions asked despite being put on the spot.

His personality profile indicates that he may be focused on practical aspects in his work, and his cognitive profile indicates a preference for working with concrete, tangible, and pragmatic elements of information when he is solving novel challenges. His responses to the work sample were rather ordinary in nature and lacked an innovative and original quality which corresponds with the latter mentioned psychometric findings. Although his cognitive profile suggests a haphazard approach to planning, Mr Tshabalala regards himself as persevering and conscientious in his approach to work. The former was however most apparent in his tasks where his planned activities were well structured, but not linked to clear timeframes, budgets or responsibility frameworks. Awareness was however displayed of policies and legislative prescripts in his tasks which showcased his rule-following side, and emphasis was placed on maximising adherence to legislative prescripts across exercises.

Mr Tshabalala's cognitive profile suggests a preference for structured work contexts where he can capitalise on his previous knowledge and experience to diagnose challenges and come up with respective solutions. In novel contexts, he applies random and impulsive problem-solving styles and approaches which suggests that he adopts trial and error tactics when required to process information he has not encountered before. In the competency exercise, Mr Tshabalala tended to conduct a fairly detailed SWOT analysis in his first task but did not always scrutinise challenges closely in remaining tasks which corresponds with the aforementioned psychometric findings and confirms his development areas in the analysis of novel data, from the cognitive profile. He could have given more attention to the underlying causes of challenges, or the possible relationships between them to showcase his evaluation, and analytical capabilities more clearly. However, while his cognitive results reveal a short-term focus in the resolution of ambiguous challenges, he however managed to focus on macro-contextual concerns in his case study exercise and paid specific attention to the promotion of local economic development. He also drafted proposals that held long-term value, for both the fictional municipality and surrounding community in his work sample which gave him a competent outcome in the area of Strategic Direction and Leadership.

Mr Tshabalala is likely to come across as an extraverted individual that enjoys teamwork. He is likely to focus on the softer side of management in decision-making processes and prefers a Negotiative leadership style where he can motivate others by offering them incentives. The

Jolene Geldenhuys

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introduction of performance rewards was proposed in his work sample which confirms the latter. Significant attention was also given to the promotion of intergovernmental networks to facilitate cooperative governance and leverage resources for project execution which showcased his preference for working collaboratively with others. Emphasis was placed on staff morale, development, teamwork and motivation, which showcased is people-focused orientation.

From a holistic perspective, it appears that Mr Tshabalala performed at a Competent level during the competency-based assessment. Basic proficiency outcomes were achieved in the areas of Financial Management, Change Leadership, Governance Leadership, Planning and Organising, Analysis and Innovation, as well as Knowledge and Information Management. Competent outcomes were achieved in all remaining areas measured during the assessment process.

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.

Communication	By personality, Mr Tshabalala is likely to be fairly lively, talkative and socially confident in nature, and he is inclined to address contentious topics with tactfulness and diplomacy. In the role play components of the assessment, he spoke concisely, fluently and clearly about his inputs which confirms his personality results. While he could have been more energetic and persuasive in his discussions at times, he was able to facilitate mutual understanding between himself and the assessor. He seemed to understand the dynamics at play in successful communication within the local government sphere and highlighted the value of providing community members with continuous feedback and updates throughout project execution.
Results and Quality Focus	By personality, Mr Tshabalala may be slightly more accommodating than most and may at times feel less comfortable to assert himself when addressing contentious topics like poor performance. During the competency exercise, he however ensured staff are kept on par by introducing performance management and training to ensure that standards are maintained. IN addition to this, he mentioned the importance of continuously tracking project progress against milestones, timeframes, key performance indicators and desired outcomes.

Jolene Geldenhuys

People Management	By personality, Mr Tshabalala may be quite accommodating of the needs, feelings and concerns of those around him. His work sample included several suggestions for participative decision making, as numerous proposals were made for employee- and community consultation. Significant attention was given to the management of employee expectations and -performance, the development of internal officials, and the continuous engagement of key role players in the execution of projects to reach a mutual understanding, resolve disputes and establish trusting relationships. Emphasis was placed on filling vacancies, establishing clear job descriptions and codes of conduct, and accurately deploying staff based on their skills and experience. Therefore, a competent score was achieved in the area of People Management.
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DEVELOPMENT AREAS

Analysis & Innovation	According to Mr Tshabalala's cognitive results, he is unlikely to successfully analyse novel data in situations where he is not the knowledge expert. This may cause him to overlook the root causes behind, and possible relationships between seemingly separate elements of data in novel work terrain. While he included a fairly detailed analysis of the internal and external organisational context in his first exercise, he did not evaluate challenges in remaining tasks with a similar amount of scrutiny. In terms of innovation, his psychometric results indicate that he regards himself as conventional and traditional in his approach to tasks at hand. This was apparent in his tasks, where he did not approach exercises from a creative mindset.
Knowledge and Information Management	Mr Tshabalala's personality profile suggests that he may be somewhat sceptical of others' motives and intentions which could make him hesitant to share information openly and freely with others at times. The importance of transparency with the community received ample attention in his tasks, and some attention was given to the use of platforms and mediums in this regard. The documentation of meeting minutes was referred to, but not properly explained, and additional attention could have been given to the storage and safekeeping of municipal records in his tasks. The role of ICI in this instance is an area that could have received additional attention.
Planning and Organising	Mr Tshabalala's personality profile reveals that he is likely to place focus on the detailed requirements of a task and could be expected to work in an organised and systematic fashion. Although his ideas were well structured and ordered in the competency exercise, he overlooked the need to include specific timeframes, budget allocation, and responsible role players in his project plans. As such, it was difficult to determine the way forward and he could have done well to provide more direction in this regard. While aspects like impact assessments and feasibility studies were noted, these suggestions were not unpacked to showcase an understanding of what they involve. His cognitive results indicate that he is likely to revert to more haphazard, less systematic styles when solving problems of a complex and ambiguous nature which corresponds with the aforementioned findings.

Name

Jolene Geldenhuys

Registration Category

Industrial Psychologist

Registration Number

PS0118044

Jolene Geldenhuys

Date 19 March 2021

Signature

Name Nadia Blay

Registration Category Psychometrist

Registration Number PMT0089907

Date 19 March 2021

Signature

Jolene Geldenhuys



MALUTI-A-PHOFUNG MUNICIPALITY

DECLARATION OF FINANCIAL INTERESTS BY AN EMPLOYEE (in terms of item 5 of the Code of Conduct for Municipal Staff Members)

Full names: GODFREY SIPHO TSHABALANA

RSA Identity Number: 7101095638085

Instructions:

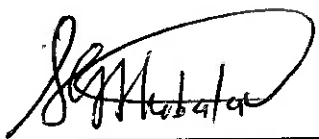
- In the column "particulars of body in which, or from which, interest is or accrues" please fill in the name of the body in which the interest is held or from which the interest accrues.
 - Shares in life insurance companies obtained due to demutualization (e.g. Old Mutual or Sanlam) must also be filled in.
 - "Interest in any trust" includes both being a trustee or a beneficiary of a trust.
 - "Other financial interests in any business undertaking" includes instances where an employee is a so-called "silent" or "sleeping" partner in any business undertaking other than those already disclosed.
 - "Employment and remuneration" other than that received as an employee.
 - "Interest in property" refers to interest in fixed property, including an employee's primary residence.
- The column "value/size of interest" the true value of the interest at the time of the declaration being made must be declared.

Type of interest	Particulars of body in, or from which, interest is or accrues	Value / size of interest
Shares and securities in any company	None / N/A	N/A
Membership of any close corporation	N/A	N/A
Interest in any trust	None / N/A	N/A
Directorships	None	N/A
Partnerships	None	N/A

Other financial interests in any business undertaking	None	N/A
Employment and remuneration	None	N/A
Interest in property	None	N/A
Pension	None	N/A
Subsidies, grants and sponsorships by any organisation	None / N/A	N/A
SPOUSE FULL NAMES	RSA IDENTITY NUMBER	BUSINESS INTERESTS (NB Attach separate sheet if provided space is not enough)
^{1ST} MB TSHABAMALA	7308300445087	None
^{2ND}		
^{3RD}		
CHILDREN FULL NAMES		
^{1ST} TLOTLISO TSHABAMALA	0109285575089	None
^{2ND} Siphokuzi TSHABAMALA	0803070333080	None
^{3RD}		

I,

- (a) Hereby declare that the information supplied on this form is, to the best of my knowledge, correct and current and that I do not have any other financial interests than those declared above; and
- (b) Understand that I must annually declare any changes in the nature or detail of my financial interests as set out above to the Municipal Manager in writing by the completion of this form.



 Signature

06 July 2025

 Date