

MUNICIPAL DEMARCATION BOARD

2021

Self and Peer Evaluation Report

Facilitated by Acorim (Pty) Ltd

Section A: Executive Management

1. Self-evaluation

Each of the Executive Management confirmed the following:

- They are aware of what is expected of them as Management and are familiar with the Institution's Board and Committee Charters and other governing policies;
- They stay informed about issues relevant to the Institution and bring relevant information to the attention of the Board including the latest market, industry and regulatory developments;
- When they have a differing opinion from the majority, they feel comfortable to raise it and confident that they will be heard;
- They support Board decisions to outside parties once they are made;
- They consider themselves objective and are able to maintain unfettered discretion when exercising judgement on any matter before the Board;
- They act with intellectual honesty and independence of mind in the best interests of the Institution and show diligence when performing their duties.
- They maintain the confidentiality of all Board discussions and decisions;
- They contribute to robust and effective strategy development and risk management; and
- They dedicate sufficient time and attention to the needs of the Institution and are available and accessible whenever necessary.

2. Peer-evaluation

In evaluating the overall performance of the Executive Management, the Board confirmed the following:

- They provide information and reports timeously in a relevant and understandable manner;
- They are responsive to requests for clarification or amplification with respect to the information or reports that they provide to the Board;
- They are well prepared and informed for meetings;
- They provide meaningful insight during meetings and contribute adequately to the overall effectiveness of the Board;
- They clearly demonstrate ethical values during Board and Committee meetings as well as in their interactions with the Institution and its stakeholders;
- They dedicate sufficient time and attention to the day-to-day running of the Institution;
- They have performed adequately against a clearly defined set of performance measures;
- They are receptive to feedback on their performance;
- They contribute to robust and effective strategy development and risk management;
- They respond effectively and efficiently to any problems or crises that may emerge; and
- They are effective in executing requests made by the Board.

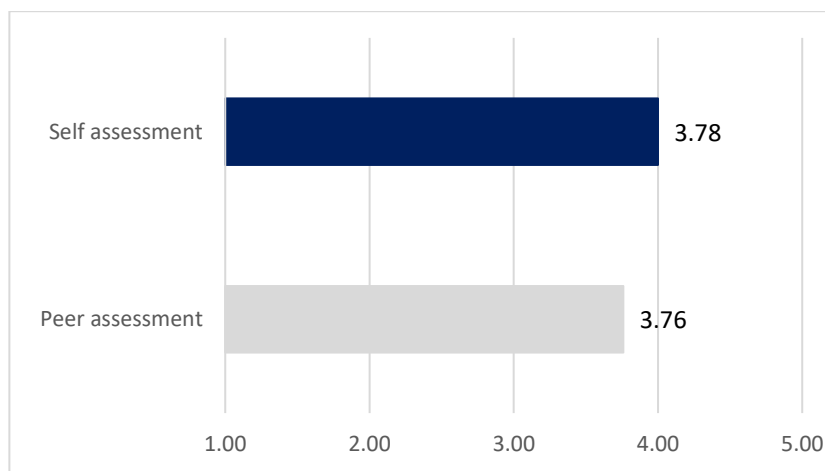
3. Individual performance

Muthotho Sigidi

Mr Sigidi's responses indicated that he is satisfied with his overall performance.

Members noted the following:

- Mr Sigidi is sometimes defensive in Board meetings in his response to questions from the Board on management issues.
- Mr Sigidi is a reliable employee who executes his tasks timeously.

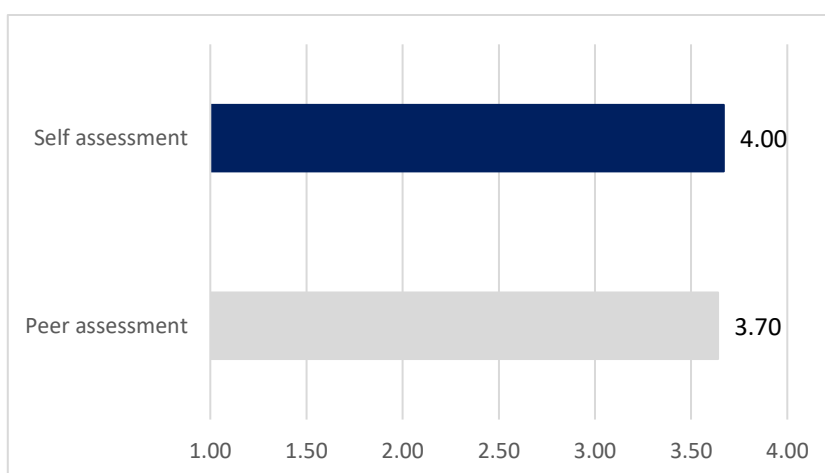


Thabo Manyoni

Mr Manyoni's responses indicated that he is satisfied with his overall performance.

Members noted the following:

- Mr Manyoni is highly professional, has leadership qualities and is able to perform his tasks on time and effectively.
- At times Mr Manyoni rushes to make decisions before engaging the Board.
- Mr Manyoni has all the attributes to be an effective executive director but lacks time to engage in the critical aspects of the Institution.
- Mr Manyoni at times allows some board members to dominate discussions and focus on non-critical issues.

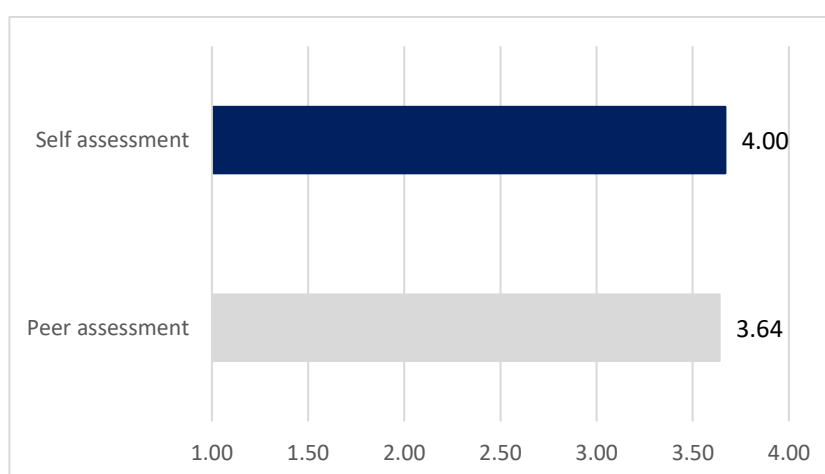


Tintswalo Baadjie

Ms Baadjie's responses indicated that she is satisfied with her overall performance.

Members noted the following:

- Ms Baadjie is a very responsive and dynamic individual.
- Ms Baadjie at times challenges the Board unnecessarily.
- Ms Baadjie needs to improve on her understanding of the oversight responsibility of the Board.



Section B: Non-Executive Directors

1. Self-evaluation

Each of the Non-Executive Directors confirmed the following:

- They are aware of what is expected of them as Directors of the Institution and are familiar with the Institution's Board and Committee Charters and other governing policies;
- They stay informed about issues relevant to the Institution and bring relevant information to the attention of the Board, including the latest market, industry and regulatory developments.
- They understand the legislative and regulatory provisions that apply to the Institution and have the ability to understand the technical aspects of the business;
- When they have a differing opinion from the majority, they are comfortable to raise it and confident that they will be heard;
- They support Board decisions to outside parties once they are made;
- They consider themselves to be objective and are able to maintain unfettered discretion when exercising judgement on any matter before the Board;
- They act with intellectual honesty and independence of mind in the best interests of the Institution and show diligence when performing their duties;
- They maintain the confidentiality of all Board discussions and decisions;
- They contribute to robust and effective strategy development and risk management;
- They allocate sufficient time to meet the expectations of their roles as Non-Executive Directors;
- They are well prepared and informed for meetings and attend all Board and relevant committee meetings scheduled for the year; and
- Where necessary, they take the initiative to obtain relevant information on issues facing the Institution or own areas of concern.

2. Peer-evaluation

In evaluating the overall performance of the Non-Executive Directors, the Board confirmed the following:

- They stay informed about issues relevant to the Institution including the latest market, industry and regulatory developments;
- They dedicate sufficient time and attention to the needs of the Institution and is available and accessible when necessary, irrespective of the number of Boards or governing bodies they are a member of;
- Is available and accessible when necessary;
- They are well prepared and informed for meetings;
- Attends all Board and relevant committee meetings scheduled for the year;
- They demonstrate a readiness to participate in Institution events outside of the boardroom;
- They are objective and able to maintain unfettered discretion when exercising judgement on any matter before the Board;
- They provide adequate support to the Institution to assist the management team in effectively discharging their duties;
- They understand the separation of the executive and non-executive roles and respect management's role in the day-to-day running of the Institution;
- They clearly demonstrate ethical values during Board and Committee meetings as well as in their interactions with the Institution and its stakeholders; and
- They contribute to robust and effective strategy development and risk management.

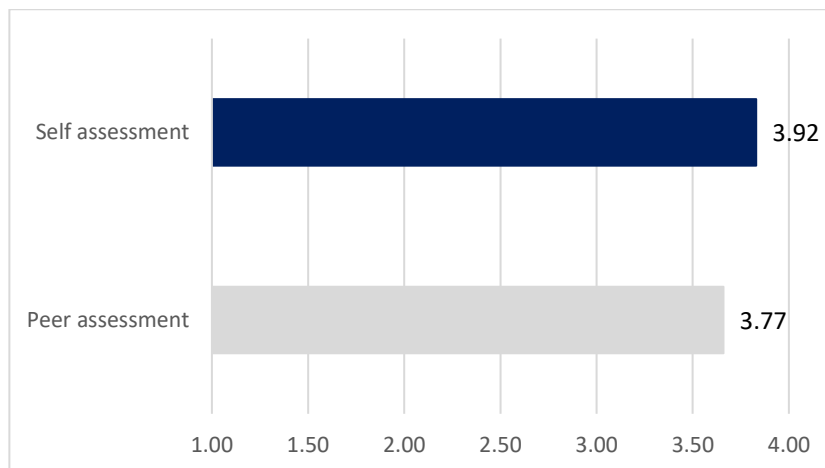
3. Individual performance

Mbali Myeni

Ms Myeni's responses indicated that she is satisfied with her overall performance.

Members noted the following:

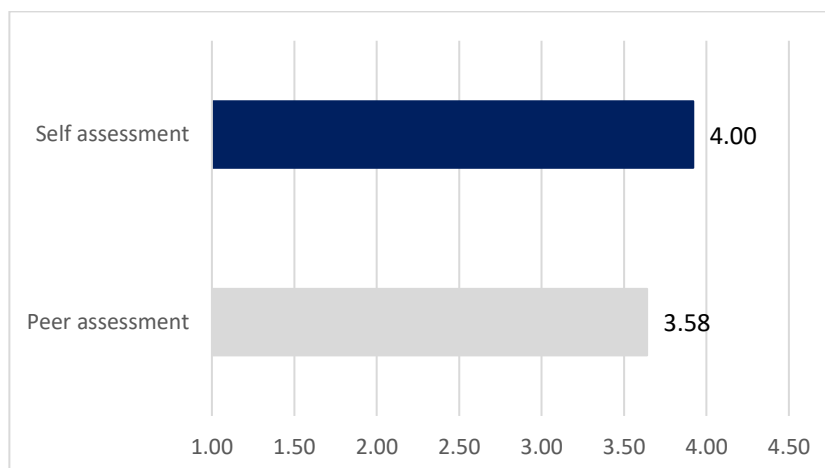
- Ms Myeni is highly reliable and a good leader.
- Ms Myeni is a very enthusiastic, dedicated and a well-rounded Board member.
- Ms Myeni attempts to be objective although she is occasionally overshadowed by other members.



Greta Apelgren-Narkedien

Ms Apelgren-Narkedien's responses indicated that she is satisfied with her overall performance.

Members noted that Ms Apelgren-Narkedien assists the Board greatly with her expertise on governance policies.

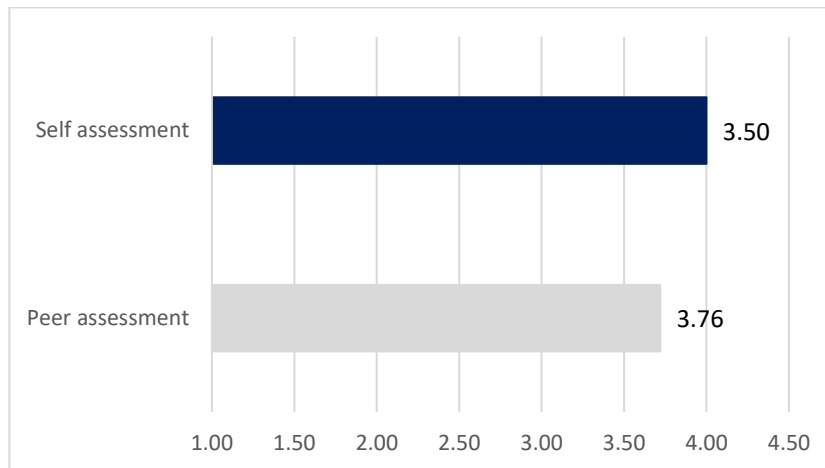


Mmatsie Mooki

Ms Mooki's responses indicated that she is satisfied with her overall performance.

Members specifically noted the following:

- Ms Mooki is a solid individual whose views are always for the wellbeing of MDB.
- Ms Mooki's legal background provides the Board with legal skills. As a former Board member in the previous Board her experience assists the Board in understanding certain challenges that the current Board faces.

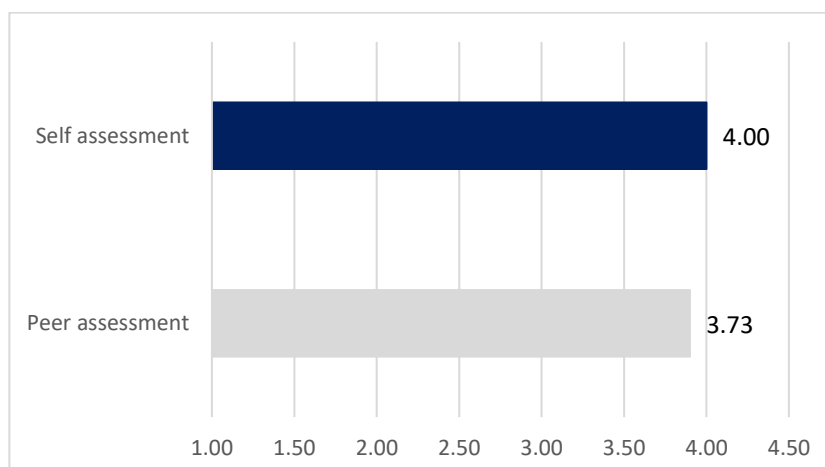


Jane Thupana

Ms Thupana's responses indicated that she is satisfied with her overall performance.

Members specifically noted the following:

- Ms Thupana is highly dependable and well informed about MDB.
- Ms Thupana is a very knowledgeable member who is always prepared but tends to not understand the separation of roles between the Board and management.
- Ms Thupana needs to improve in understanding her oversight role as a non-executive.

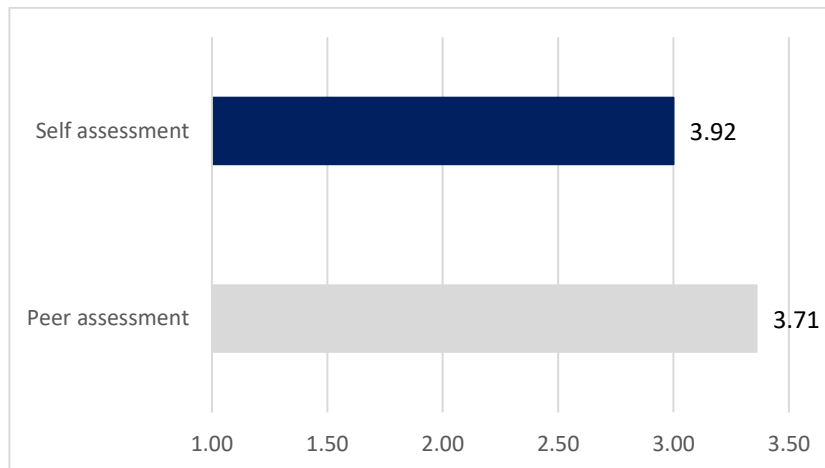


Dr David Mohale

Dr Mohale's responses indicated that he is satisfied with his overall performance.

Members specifically noted the following:

- Dr Mohale is very good when it comes to research methods that can assist MDB and is highly skilled on research outcomes and contributes positively to the Board debates.
- Dr Mohale engages management when he does not understand and will think to debate and disagree and can come with a dissenting view on a matter that is under consideration.

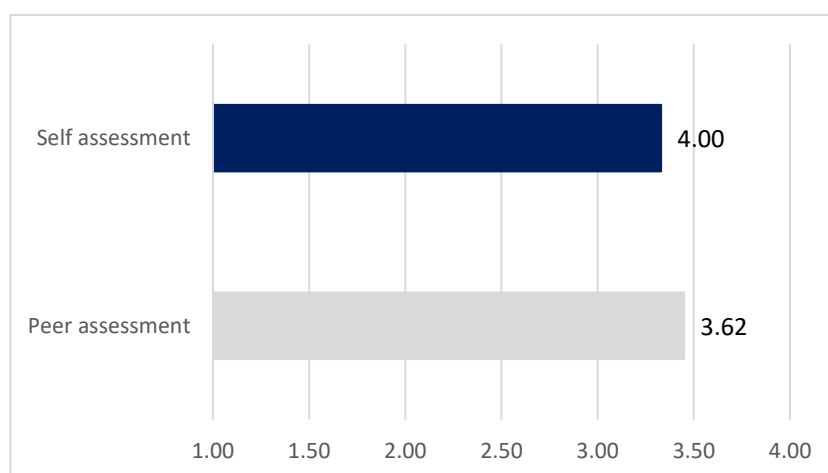


Advocate Motlogelwa Monnapula

Advocate Motlogelwa Monnapula's responses indicated that he is satisfied with his overall performance.

Members noted the following:

- Advocate Motlogelwa with his legal expertise contributes positively to Board debates.
- Advocate Motlogelwa is endowed with knowledge of how governance works and provides valuable inputs on presentations in meetings.
- Advocate Motlogelwa should adequately prepare for board meetings and read the meeting packs before the meeting.



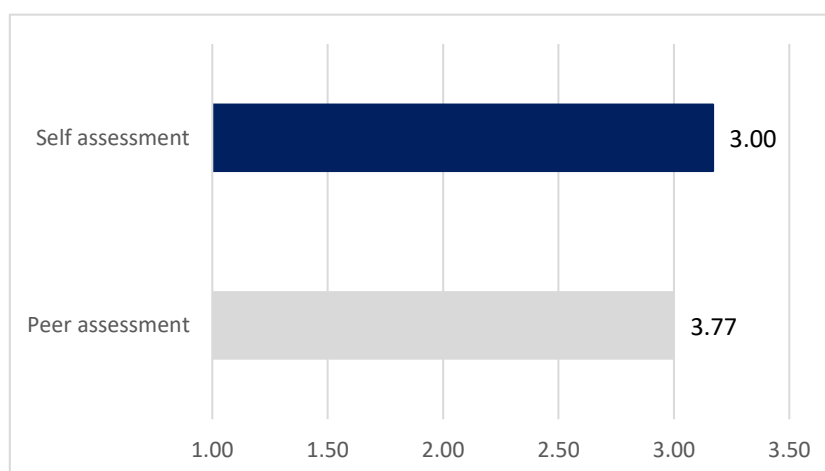
Themba Dubazana

Mr Dubazana's responses indicated that he is satisfied with his overall performance.

Members noted the following:

- Mr Dubazana's experience in the civil service comes in handy in board debates and Mr Dubazana is highly informative during Board meetings.

Some members indicated that Mr Dubazana could improve by seeking clarity on matters that he does not understand so as to contribute effectively in board discussions.

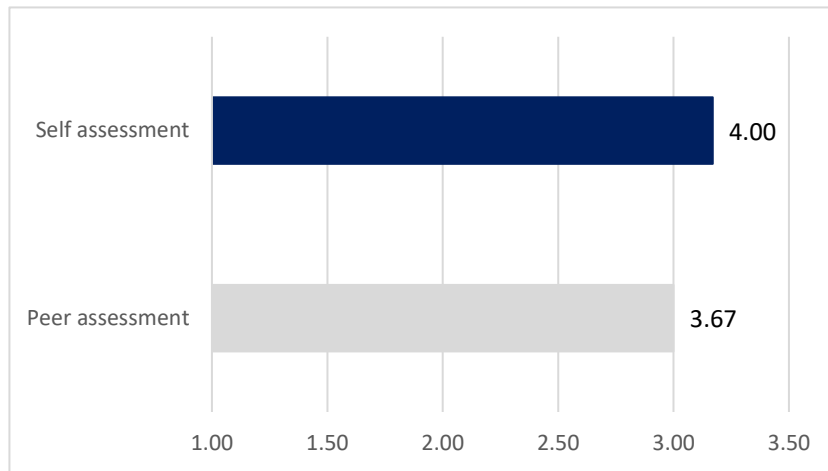


Namso Baliso

Ms Baliso's responses indicated that she is satisfied with her overall performance.

Members noted that Ms Baliso at times keeps quiet in meetings and her views are not heard and this denies the Board the expert knowledge she possesses.

Members indicated the Ms Baliso needs to be more vocal in meetings and participate in robust discussions at meetings.

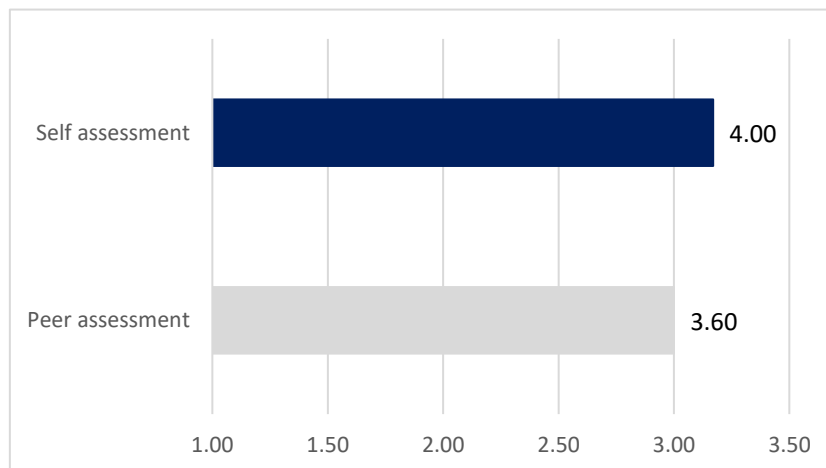


Albert Kekesi

Mr Kekesi's responses indicated that he is satisfied with his overall performance.

Members noted that Mr Kekesi is easily persuaded in meetings because he is not well prepared but prepares well for the committee he chairs.

Members indicated that Mr Kekesi could improve by adequately being prepared for meetings and reading the meeting packs before the meeting.



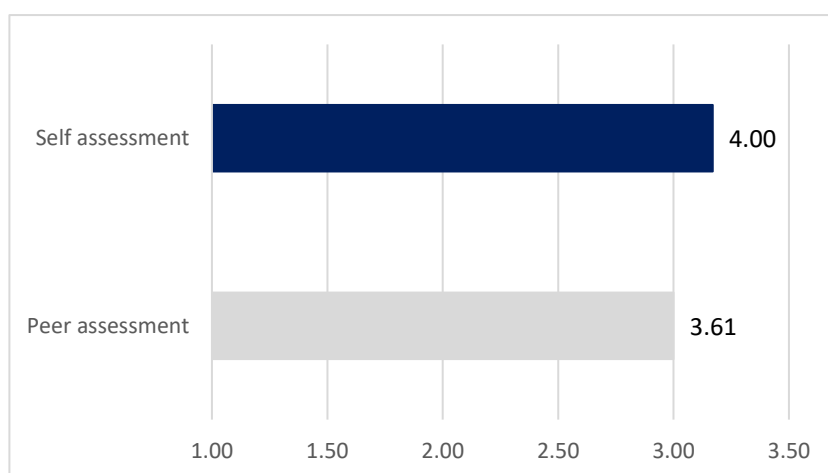
Dawood Coovadia

Mr Coovadia's responses indicated that he is satisfied with his overall performance.

Members noted the following:

- Mr Coovadia is an independent member who is supposed to advise the Board on risk and audit related matters but is easily swayed by the Board.
- The Board relies on Mr Coovadia on matters of finance and risk management, but he sometimes does not guide in this regard. He does not disagree with members even in areas where there is a lack of understanding in audit and risk matters.

Members indicated that Mr Coovadia must stand his ground when presenting on risk and audit matters to the Board and must not be easily swayed in his views to satisfy the members.



Should you have any further questions on the report, please do not hesitate to contact Acorim.

Kind Regards

Nikita Hunter