



**LIMPOPO TOURISM AGENCY**

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Enq : Sello Maleka  
Ref : S.2/1

05 September 2017

**TO WHOM IT MAY CONCERN**

**LETTER OF REFERENCE FOR WORK COMPLETED:  
LEKOKO CONSULTING**

Lekoko Consulting commenced with the process of reviewing Organisational Structure (Organogram), development of Job Descriptions, carrying out of Paterson-based Job Evaluation, and Skills Audit, from April 2017 after a service level agreement was signed, following the open bidding process.

The following were carried out successfully, on time, and in a satisfactory manner:

- 1) Developed a functional organisational structure from a review process, in line with the revised mandate of the Agency, strategic objectives, operational and performance gaps identified by the Auditor General;
- 2) Developed an Excel database of the staff establishment, as well as carry out recommended placement of existing staff on the revised organisational structure. This Excel database serves as a source data file for making amendments or changes on the OrgPlus-based organogram;
- 3) Developed job descriptions matching the resultant organisational structure, and key performance areas with corresponding performance standards. The job descriptions were developed in view of the envisaged job evaluation using the Paterson Job Evaluation and Grading System;
- 4) Carried out job evaluation using the Paterson Job Evaluation and Grading System for all positions on the revised organisational structure;
- 5) Conducted skills audit of all existing employees, and provided appropriate report to facilitate their placement into the revised structure;
- 6) Developed a migration and placement policy to facilitate placement of all existing employees in the revised organisational structure and;



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- 7) Provided report and advised on the implications of the reviewed organisational structure on policies, service standards, processes, procedures, work tools, and the training required to enable staff to operate the total business management system of the Agency.

Based on the extent of knowledge, the quality of facilitation of consultative sessions, and the timely delivery of milestones and their associated reports, I would strongly recommend Lekoko Consulting for carrying out the above or similar for any public entity, government department, and or the private sector entities across the country.

Regards,

  
**T.G Kotsedi**  
**Interim Chief Executive Officer**  
**Limpopo Tourism Agency**



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Date : 22 MAY 2018  
Ref : 6/3/6

Enquiries: P.W Malothane

**TO WHOM IT MAY CONCERN.**

**Re: LETTER OF REFERENCE FOR COMPLETED WORK: LEKOKO CONSULTING**

1. The above mentioned bears a reference.
2. This serves to confirm that **LEKOKO CONSULTING** has implemented a project on behalf of Limpopo Tourism Agency as follows:

**Nature of project:** Organizational structure review, developing job descriptions, conducting job evaluation, conducting skills audit, developing remuneration structure, and developing a migration and placement policy.

**Duration of project:** 8 March 2017 to 31 July 2017

**Contact person :** Mr Sello Maleka, Chief Corporate Services Officer.  
**Office Telephone :** (015) 293 3626  
**Mobile Number :** 071 370 0444  
**Email :** malekas@golimpopo.com

3. The Limpopo Tourism Agency therefore recommends the service provider in the capacity and knowledge of rendering the service to your good-self.
4. Should you require any further information, please do not hesitate to contact the Agency.

Yours Faithfully,

**Ms. N. NDLOVU**  
**CHIEF EXECUTIVE OFFICER**

**Limpopo Tourism Agency:**  
Established in terms of the  
Limpopo Tourism Act 8 of 2009

**Board Members:**  
A. Dipela (Chairperson),  
M. Chikane (Deputy Chair),  
O. Phasha, P.Motene,  
T. Mabunda, M. Mokoka, J. Maeko,  
K. Ntshavheni, G. Nethengwe,  
S. Sekororo, A. De Klerk