

## **SECTION F 4: MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT**

### **I. INSTITUTIONAL TRANSFORMATION**

The Kouga Municipality, like any other municipality in South Africa, is currently in a process of transformation. Transformation will remain a challenge in the local government sphere, and also in other spheres of government, as long as the environment in which it operates is constantly changing. Thus transformation strategies will always be part and parcel of the Kouga Municipality, as they ensure that the Municipality keeps abreast of the changing circumstances and latest developments aimed at maximizing sustainable service delivery and development. Kouga Municipality realizes a need for the reviewed Institutional Transformation Plan with new Council mandate. The Institutional Reorganization team is driving the establishment of the plan and Organogram and is envisaged to be complete by June 2012. It is further envisaged that MISA program will provide technical assistance for the said function.

Transformation requires detailed planning, resource allocation and constant meaningful evaluation of the progress made. All these aspects are to be taken into account if the Municipality's Institutional (Transformation) Plan is to make an impact. Transforming the Kouga Municipality into a fully developmental municipality is the guiding principle of this plan. The plan also ensures that all stakeholders in the Kouga Municipality have a common vision and understanding of the various transformation issues and challenges confronting the institution. The plan therefore outlines the overall nature and scope of the institutional transformation task faced by the Municipality and proposes a series of actions aimed at coordinating the transformation process in an integrated manner.

Transformation is seen in our institution as an inherent part of maximizing sustainable service delivery. Improving service delivery is therefore the ultimate goal of the Kouga Municipality's Institutional Transformation Plan. It is essential that internal processes which enable service delivery, together with systems to improve on these processes, be looked into. Lastly, of utmost importance is the product that is rendered. Sustainable service delivery is an important tool in pushing back the frontiers of poverty, attaining the ideals of Kouga's Vision and the creation of a developmental municipality. Any development initiatives start with service delivery. This will enable the Kouga Municipality to fulfill the following Constitutional mandates:-

- Provides democratic and accountable local government for local communities.
- Provides services to communities in a sustainable manner.
- Promotes social and economic development.
- Promotes safe and healthy environments.
- Encourages the involvement of communities and community organizations in local matters.

#### **I.1 Analysis of Institutional Transformation key issues**

A clear analysis of issues that need transformation as reflected in the draft Institutional Plan reveals that the focus of transformation in the context of the Kouga Municipality is on people, processes and products. At the Strategic Planning Session held on the 18 -21 January 2010 an intensive analysis of municipal transformation status was analysed. What is acknowledged is that what is essential to build a successful organization, the aspects of both human resources and municipal customers be given attention. Following are the key issues and challenges identified by the institution that are critical for transformation:

<i>Key Issues</i>	<i>Challenges</i>
Lack of career planning	Lack of linkage of skills audit and plan to skills needed to perform functions effectively. Career Pathing.
Lack of Integrated Training Plans	Trainings coordinated ad-hocly per individual demand not per institutional gap analysis
Staff morale	Low morale due to lack of office space, Unclear job description, misplaced staff and long term contract appointments, subjective staff relocation
Transformed Institution	Lack of budget to implementation the adopted Institutional Transformation Plan
Staff shortages and filling of vacancies	Organogram not reviewed. Staffing and vacancies not informed by a real delivery need and not reflected in the organogram. Appointments not linked to organogram nor to budget plan and dragging restructuring process organogram finalization.
Uncertainty about future	Casualization and temporary appointments. Employees are not always informed of what is happening in their surroundings.
Control measures and monitoring systems	No individual PMS.

## 1.2 Institutional Transformation Priorities: Status Quo

<b>PRIORITIES ISSUES</b>	<b>INFORMED</b>	<b>MOST URGENT</b>	<b>URGENT</b>	<b>NECESSARY TO DO</b>	<b>STATUS QUO</b>
<b>Realign the organizational structure for service delivery</b>	Staff per capita ratio - 1 staff member: 100 people. Management & control in the HR section does not support operational objectives	<b>X</b>		<b>X</b>	HR Plan in place; needed is records and Recruitment system
	Inappropriate organizational structure resulting in poor service delivery & inefficient administration	<b>X</b>			90%, to be complete by June
	Employees not optimally used for their skills	<b>X</b>			90%,
	Low staff morale			<b>X</b>	<b>X</b>
<b>Compliance and implementation</b>	Review delegation of powers and accountability structures			<b>X</b>	Delegation completed

<b>of all applicable local government legislation</b>	Understanding of the respective role of political office bearers and municipal manager		X		Policy sessions held with improvement
	Relationship problems between political office bearers and senior management			X	Improved, roles and responsibilities defined
	Implementation of a strategic planning	X			Budget a hindrance
	No implementation of PMS	X			Commenced with a plan- Needs attention
	Health and safety in the workplace			X	Employee appointed
<b>Strategic Management and Planning</b>	Tolerance of misconduct and poor time keeping			X	Strategy in place and implemented
	Improve level of advice being provided to councilors by senior management	X	X		Policy session held with councilors
	Lack of strategic planning and leadership		X	X	Strategic Planning Meetings held

An analysis of the abovementioned issues indicate that if the identified areas are transformed, the Kouga Municipality will have taken a tremendous stride toward realizing and meeting its Constitutional mandate, as well as its Vision.

The Kouga Municipality has made important strides in terms of transformation. However, there are still other areas that require change and intervention. These areas, both new and old, are explained in detail in the plan as well as Management Plan. These areas are as follows:-

- The IDP does not respond entirely to the community needs.
- Lack of co-ordination between departments. Departments are still operating independently despite the IDP system in place.
- Communities of the Kouga Municipality are still fragmented along racial lines, although people are free to stay wherever they want to irrespective of race. There is no proper integration of communities.
- There are no formal mechanisms to ensure that non-core functions of the Municipality are rather left to the private sector so that more effort could be directed towards core-functions that ensure service delivery.
- Although the Municipality has some progress with regard to poverty alleviation, there is no integrated approach to poverty alleviation.

- Different conditions of service still apply. Although uniform conditions of service were adopted at the national level, there is no clear plan in terms of how to deal with the existing disparities and how to ensure smooth transition, which includes overcoming potential problems of the current situation.
- No progress has been made with regard to employment equity targets, and the targets have been with regard to race only. Aspects of gender equality, capacity development and spreading of technical skills have not been accommodated satisfactorily.
- There still is a need to redress service delivery. It is still being rendered along traditional lines and there is little consistent bias towards the poor and Black Economic Empowerment. The rendering mechanism is still the same.
- Public participation Communication Strategies are in place, but they should be matched by appropriate systems and strategies to make them more effective.
- The Ward Committee System, which is a cornerstone of public participation, is not functioning as it should. It should be acknowledged that it contributes a lot to public participation, but more needs to be done.

### 1.3 Five year Cycle Paradigm Shift ( Cross / disect to relavant depts)

Key Strategies for A caring Institution

- i) Institutional commitment to LED through SMME Cooperatives' Development ;
- ii) Agrarian and land reform through access to land for such development
- iii) Expanded Public works Programme through infrastructure projects;
- iv) Commitment to Home Based Care Programmes;
- v) Business to local entrepreneurs in the Supply Chain Processes;
- vi) Revitalization of Focused Civil Stakeholder Committees and renewed relations with State Commission supporting democracy for a focused communication platform
- vii) Creating an conducive environment for decent work and job creation
- viii) Decision making that takes into account environment preservation, conservation and management
- ix) Commitment to local orientated skill development
- x) Conducting the business municipality in an Economic, Efficient and effective manor
- xi) Accountable and Transparent institution to its constituencies through effective through ward councilors
- xii) Revive Street Committees

### 1.3 Turn Around Strategy Priorities

The institution has developed a draft turnaround strategy where later an implementation plan will be drawn from. These documents are planned to be adopted in May 2010.

<i>Key Issues</i>	<i>Turn Around Strategy</i>	<i>Time Frames</i>	<i>Areas for IGR Intervention</i>
Lack of career planning	Identification of critical positions and development of succession plan	June 2014	
Lack of Integrated	Strategic Leadership and Management Training	March - May 2014	

Training Plans	Commitment by all directorates to plan for strategic training needs	March 2014	
	Relocate services of Supply Chain from Financial Services to Corporate Services.	March - June 2014	
	Establishment of Institutional Training Centre	July 2014	
Staff morale	Job Purification / optimal utilization of staff  Implementation of Staff wellness programme	March – May 2014	
Transformed Institution	Source alternate funding for the implementation of Institutional Plan	July 2014	
Allowances; cell phone, petrol	Develop and adopt a policy on administration of staff benefits.		
Staff shortages and filling of vacancies	Turnaround time in terms of filling of vacant positions. Expedite adoption of an ideal organogram which response to the strategy and budget. Development of a policy on filling of vacancies	2014	
Transformation	Appointment and training of change management agents and Knowledge Management agents	July 2014	
Understanding of institutional vision & mission.	Solicit a shared vision by communicating it to the entire workforce and the public.  Change Management Agent	June 2012	
Review of outdated policies	The Municipal Manager to invoke section 66 of the Systems Act in as far as operational policies are concerned. A team of highly trained employees, councilors to develop, review and monitor policies in conjunction with labour	July 2012	
Control measures and monitoring systems	Implement control measures and monitoring systems	July 2012	

## 2. Institutional plan

Strides have been made in terms of the following six pillars:

- ❖ Concentrate on core functions and cut loose any unfunded mandates (investigate external options to service delivery);
- ❖ Revise the organizational structure and re-organize (reduce payroll costs);
- ❖ Draft a Financial Recovery Plan;
- ❖ Develop revenue generating strategies and reduce unnecessary expenditure;
- ❖ Establish effective governance structures; and
- ❖ Establishment of Monitoring & Evaluation.

The Institutional Plan for the Kouga Municipality as it responds to the IDP it subsequently informs the Performance Management System and, thus, attempt to address the following areas:

- ❖ Lack of experienced employees in key positions to deal with complex problems;
- ❖ Capacity problems as evidenced by the vacant posts of the municipal manager and four senior managers, etc;
- ❖ Low staff morale;
- ❖ Reviewing and linking the organizational structure to the IDP, Performance Management System and the Batho Pele Principles.

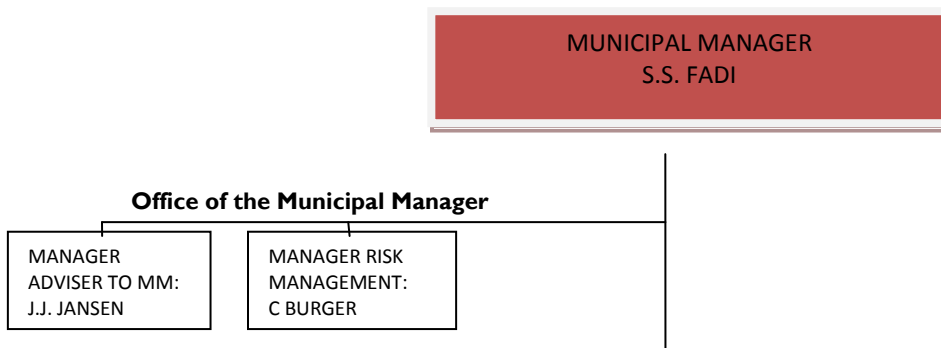
### 3. Organizational Developments

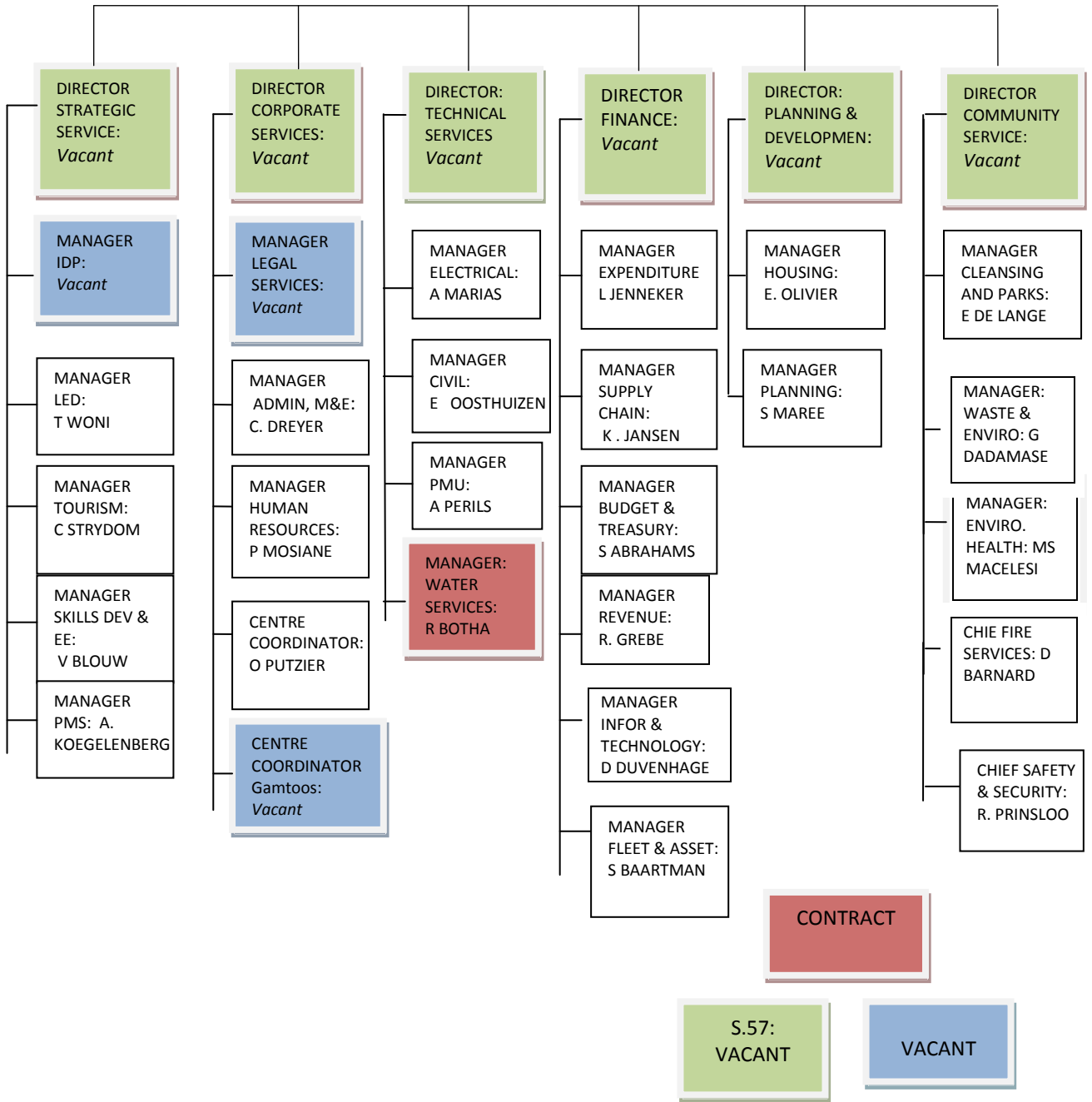
A Committee has been established to directly undertake and spearhead organizational development.

The re-organization of the Kouga Local Municipality's organizational structure is regarded as the most important element to improve operational efficiency as the addressing of the human resource aspect will contribute the most to improved service delivery. Council resolved to that the newly appointed Municipal Manager to finalize the processes by not later than 30 June 2012. Tabled below is the current structure that is undergoing review.

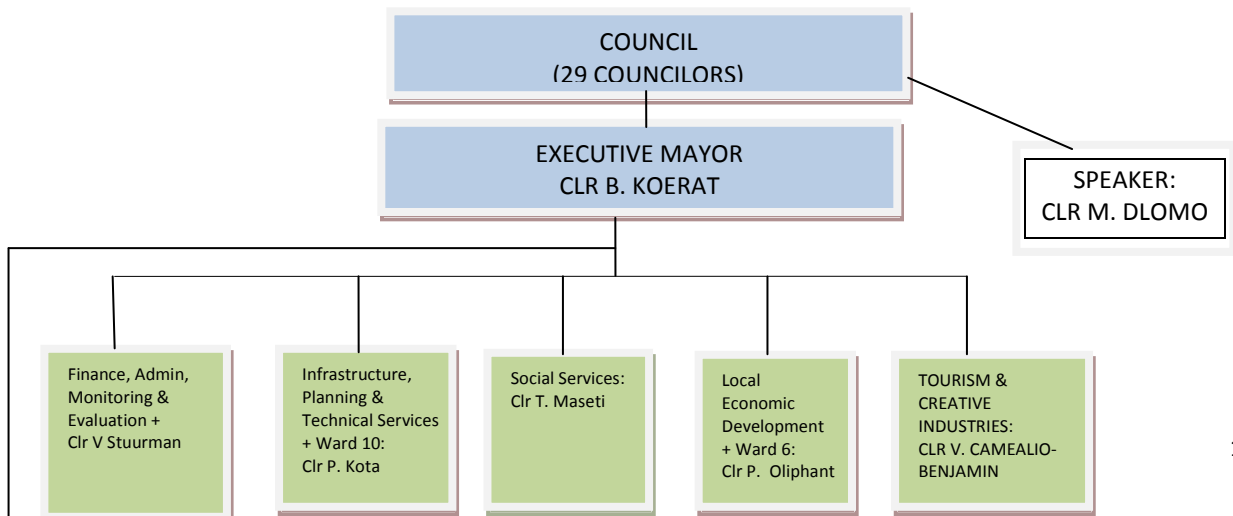
#### Structural Arrangement: ORGANIZATIONAL TOP STRUCTURE

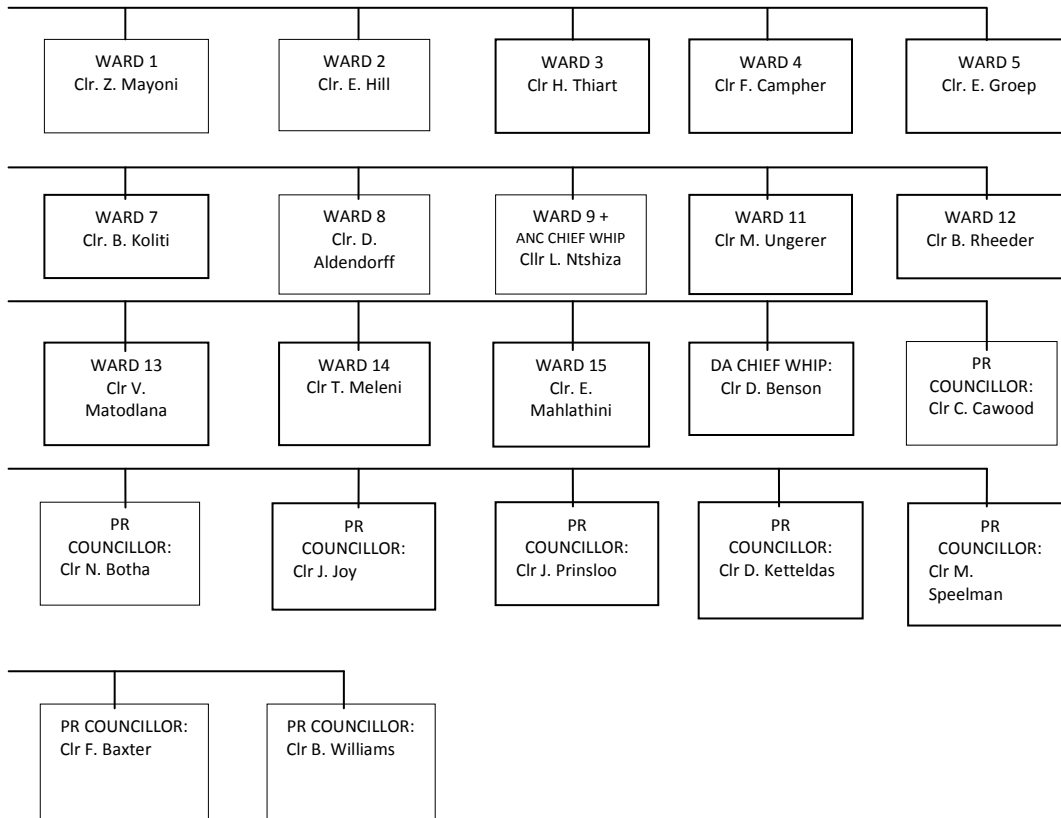
As is organogram which is under review





**Political Structural Arrangement:**





The political structure informs the organizational development.

**3.1.1 Existing Institutional Arrangement under Review**

**1) Office of the Mayor (OTM)**

Ensure the execution of special projects In the managed through Special Programmes Unit, Arts and culture and sport development and special events programmes.

**OFFICE MUNICIPAL MANAGER**



<b>Personal Assistant</b> <ul style="list-style-type: none"> <li>• Personal Assistance : Executive Mayor</li> <li>• Personal Assistance : Municipal Manager</li> </ul>	<b>Manager :</b> <ul style="list-style-type: none"> <li>• Advisor to Municipal Manager</li> <li>• Risk Management</li> </ul>
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2) **Office of the Municipal Manager ( OTMM)**

Main Functions in terms of s.55 of the Local Government: Municipal Systems Act, the municipal manager, as Head of Administration of the Municipality, is subject to the policy directions of the municipal Council and is responsible and accountable. Risk management, Anti –corruption and internal auditing

<b>OFFICE MUNICIPAL MANAGER</b>	
<b>Manager Risk Management</b> <ul style="list-style-type: none"> <li>• Risk Mitigation</li> <li>• Internal Audit</li> <li>• Anti-corruption</li> </ul>	<b>5 Directorates + I</b>

a. **Administrative Directorates**

i) **Planning and Development**

Ensure the rendering of Planning and Development Services in respect of spatial development, land use, building control and housing and that development is conducted in an orderly and procedural manner whilst simultaneously administering housing projects.

<b>DIRECTORATE: PLANNING AND DEVELOPMENT</b>	
<b>Manager: Town Planning and Development</b> <ul style="list-style-type: none"> <li>• Town Planning</li> <li>• Spatial Development and Planning</li> <li>• Building Control</li> <li>• Building Inspectorate</li> <li>• Property Valuations</li> <li>• Township Layouts &amp; GIS</li> </ul>	<b>Manager: Housing Development</b> <ul style="list-style-type: none"> <li>• New Houses</li> <li>• Site and Service</li> <li>• Housing Administration</li> </ul>

ii) **Infrastructure and Technical Services**

Ensure that services in terms of water, sewerage, roads and electricity are maintained and improved to enhance the quality of life for all communities:

<b>DIRECTORATE: INFRASTRUCTURE AND TECHNICAL SERVICES</b>
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<b>Manager Civil Water &amp; Sewer</b> <ul style="list-style-type: none"> <li>• Reticulation</li> <li>• Purification</li> <li>• Maintenance</li> <li>• Water Connections</li> <li>•</li> </ul>	<b>Electrical Bulk</b> <ul style="list-style-type: none"> <li>• Reticulation</li> <li>• Metering</li> <li>• Sub-Stations</li> <li>• Inspections</li> <li>• Connections</li> <li>• Infrastructure Projects</li> <li>• Street Lighting</li> </ul>	<b>Roads and Storm water</b> <ul style="list-style-type: none"> <li>• Building Maintenance</li> <li>• Mechanical Workshop</li> <li>• Infrastructure Projects</li> <li>• Fleet Management</li> </ul> Pavement and Curbing	<b>Civil Area Coordinator</b> <ul style="list-style-type: none"> <li>• Roads and Storm water</li> <li>• Water Bulk</li> <li>• Sewerage</li> </ul>
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iii) **Community Services**

Ensure the rendering of Community Services that comprise of Protection Services, Cleansing and Parks Services and Environmental Health Services to fulfill the needs of the community.

<b>DIRECTORATE: SOCIAL SERVICES</b>				
<b>Health Services</b> <ul style="list-style-type: none"> <li>• Primary Health Care Services</li> <li>• Environmental Health Services</li> <li>• HIV/AIDS Programmes</li> </ul>	<b>Cleansing, Parks and Public Amenities</b> <ul style="list-style-type: none"> <li>• Cleansing</li> <li>• Refuse Removal</li> <li>• Caravan Parks and Camps</li> <li>• Community Halls</li> <li>• Parks and Gardens</li> <li>• Cemeteries and Cemetery</li> </ul> <b>Maintenance</b> <ul style="list-style-type: none"> <li>• Sports Fields</li> <li>• Public Toilets</li> <li>• Recreational Facilities</li> <li>• Nature Reserves &amp; Taxi Ranks</li> </ul>	<b>Safety &amp; Security Services</b> <ul style="list-style-type: none"> <li>▪ Traffic</li> <li>• Law Enforcement, Awareness and Programmes</li> <li>• Traffic Sign Maintenance</li> <li>• Traffic Management Systems</li> <li>• NATIS</li> <li>• Roadworthy Certificates</li> <li>• Accidents</li> <li>• Driver Licenses</li> <li>• Vehicle Testing</li> <li>• Vehicle Registration</li> <li>• Pound</li> <li>• Parking Meters</li> </ul>	<b>Waste &amp; Environment</b> <ul style="list-style-type: none"> <li>• Tip Management</li> <li>• Landfill Disposal</li> <li>• EIA</li> <li>• Beaches</li> </ul>	<b>Fire Rescue &amp; Disaster</b> <ul style="list-style-type: none"> <li>• Fire Safety and Security Management</li> <li>• Disaster Management</li> </ul>

iv) **Socio-Economic and Local Economic Development**

Ensure the promotion of Local Economic Development and Tourism to attract investments whilst managing Social Development Strategic Planning through *IDP*, Human Resource Management and Development, Skill and *Employment Equity* and *Performance Management*. (*Italic is temporal arrangement until review of organisational development is completed*)

<b>DIRECTORATE: STRATEGIC SERVICES</b>
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<b>Manager : Integrated Development Plan</b>  <ul style="list-style-type: none"> <li>• Coordinate, Align and Integrate municipal plans</li> <li>• Align 3 spheres of government services</li> </ul>	<b>Manager: Local Economic Development</b>  <ul style="list-style-type: none"> <li>• SMME Development</li> <li>• Agriculture</li> <li>• Rural Development</li> <li>• Trade and Investment</li> </ul>	<b>Manager: Tourism and Creative Industries</b>  <ul style="list-style-type: none"> <li>• Tourism Development</li> <li>• Arts and Culture</li> <li>• Museums &amp; Heritage</li> </ul>	<b>Manager: Skills Development and Employment Equity</b>  <ul style="list-style-type: none"> <li>• Training and Development</li> <li>• Skill Development Equity and Skills Development</li> </ul>	<b>Performance Management Coordinator</b>  <ul style="list-style-type: none"> <li>• Institutional PMS</li> <li>• Individual PMS</li> <li>• Monitoring and evaluation</li> </ul>
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v) **Finance**

Ensure the provision of the budget function, supply chain management, treasury services, rates and taxes, expenditure and accounting, valuation services and the management of financial systems

<b>DIRECTORATE : FINANCE</b>		
<b>Manager: Revenue and Compliance</b>  <ul style="list-style-type: none"> <li>• Revenue Collection</li> <li>• Revenue Protection</li> <li>• Credit Control</li> <li>Debt Collection</li> </ul>	<b>Manager: Expenditure</b>  <ul style="list-style-type: none"> <li>• Payment of Accounts</li> <li>• Creditors' Administration</li> <li>• Payroll Administration</li> <li>Stores</li> </ul>	<b>Manager: Budget and Treasury</b>  <ul style="list-style-type: none"> <li>• Budget Administration</li> <li>• Annual Financial Statements</li> <li>• Asset Management</li> <li>• Information, Communication Technology</li> <li>• Fleet Management</li> </ul>

vi) **Corporate Services**

Ensure the rendering of administrative, secretarial, legal services and auxiliary services, whilst managing by-laws, policies and procedures and the administration of ward committees for the effective running of the municipality.

<b>DIRECTORATE: CORPORATE SERVICES</b>		
<b>Manager: Administration</b>  <ul style="list-style-type: none"> <li>• Secretarial Services</li> <li>• Archives and Records</li> <li>• Communication</li> <li>• Auxiliary Services</li> <li>• Housekeeping</li> </ul>	<b>Manager: Legal Services</b>  <ul style="list-style-type: none"> <li>• Litigation</li> <li>• By-laws</li> <li>• Property Management</li> <li>• Ward Committees</li> </ul>	<b>Service Centre Coordinators</b>  <ul style="list-style-type: none"> <li>▪ Coordinating of unit municipal services and programmes</li> </ul>

**3.2 Staff Component in relation to the Structural Arrangement**

The filling of position has been a priority for the municipality. The review of the reorganizational programme is not completed. The Council adopted a strategy of adopting identify critical positions to be filled and allocated a budget of R2 000 000 for the filling of those positions.

<b>DIRECTORATE</b>	<b>UNIT</b>	<b>NUMBER OF</b>	<b>FILLED</b>	<b>VACANT</b>	<b>VACANT</b>
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		<b>POSITIONS</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2012/13</b>
<b>Strategic Services</b>	Tourism	4	2	2	
	Economic Development	5	4	1	
	Integrated Development Plan	5	3	2	
	Performance Management	1	1	0	0
<b>Community Services</b>	Cleansing, Parks and Amenities	344	258	86	60
	Safety & Security	65	57	8	26
	Health Services	21	16	5	5
	Waste Management & Environment				
<b>Technical Services</b>	Civic Engineering	231	203	28	
	Electrical Engineering	91	83	8	
<b>Planning and Development</b>	Town Planning and Development	20	15	5	
	Housing Facilitation	18	6	12	
<b>Financial Services</b>	Internal controls and IT	10	10	-	
	Income	45	43	2	
	Expenditure	10	10	-	
<b>Corporate Services</b>	Administration	22	22	-	
	Legal Services	1	1	-	
	Service Centre Coordinator	3	2	1	
	Human Resource Development	4	3	1	
<b>TOTAL</b>		<b>936</b> <b>(71 New rec)</b>	<b>761</b>	<b>175</b>	

### 3.2.1 RECRUITMENTS

Total number of new recruitments including people with disabilities.

Note: A=Africans, C=Coloureds, I=Indians and W=Whites

	<b>Male</b>			<b>Female</b>				<b>White Male</b>	<b>Foreign Nationals</b>		<b>Totals</b>
	<b>A</b>	<b>C</b>	<b>I</b>	<b>A</b>	<b>C</b>	<b>I</b>	<b>W</b>	<b>W</b>	<b>Male</b>	<b>Female</b>	
Top management	1	0	0	0	0	0	0		0	0	2
Senior management	1	0	1	0	0	0	0		0	0	2

professionally qualified and experienced specialists and mid-management	1	1	0	0	0	0	0		0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	4	3	0	5	2	0	1		0	0	15
Semi-skilled and discretionary decision making	4	3	0	0	0	0	2		0	0	11
Unskilled and defined decision making	25	13	0	0	1	0			0	0	39
<b>TOTAL PERMANENT</b>	<b>36</b>	<b>21</b>	<b>1</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>71</b>
Non – permanent employees	5	11	0	4	10	0	2	0	0	0	36
<b>GRAND TOTAL</b>	<b>41</b>	<b>31</b>	<b>1</b>	<b>9</b>	<b>15</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>107</b>

### Salary adjustments

- Salary adjustments of employees who have been incorrectly remunerated for the past few years was dealt with in consultation with the LLF
- There is only one (1) case where the municipality was forced in the form of an arbitration award to adjust an employee's salary.

### Contract workers:

Contract and casual workers, especially in the lower levels, are advertized internally and externally whenever there are vacancies in the municipality.

### Acting positions:

The municipality has taken a resolution through the LLF to permanently appoint all employees, up to post level 10 only, who have acted in positions for more than twelve (12) months.

## 3.3 PERFORMANCE OF THE PREVIOUS YEAR

### TERMINATIONS IN OCCUPATIONAL LEVEL

Total number of terminations in each occupational level, including people with disabilities. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

	Male			Female				White Male	Foreign Nationals		Totals
	A	C	I	A	C	I	W	W	Male	Female	
Top management	0	0	0	0	0	0	0	1			1
Senior management	0	0	0	0	0	0	0	0			0

Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0			0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	6	10	0	0	2	0	3	3			24
Semi-skilled and discretionary decision making	8	1	0	1	1	0	0	0			11
Unskilled and defined decision making	1	8	0	3	0	0	0	0			12
<b>TOTAL PERMANENT</b>	15	19	0	4	3	0	3	4	0	0	48
Non – permanent employees	0	1	0	0	2	0	1	0	0	0	4
<b>GRAND TOTAL</b>	15	20	0	4	5	0	4	4	0	0	52

### TERMINATIONS IN EACH CATEGORY

Total number of terminations in each **termination** category below.

	Male			Female				White Male	Foreign Nationals		Totals
	A	C	I	A	C	I	W	W	Male	Female	
Resignation	3	5	0	1	2	0	3	3			17
Non-renewal of contract	0	1	0	0	2	0	1	0			4
Dismissal – Operation requirements (retrenchment)	0	0	0	0	0	0	0	0			0
Dismissal - misconduct	1	3	0	1	0	0	0	0			5
Dismissal - incapacity	1	4	0	1	0	0	0	0			6
Other	10	7	0	1	1	0	0	1			20
<b>TOTAL</b>	15	20	0	4	5	0	4	4	0	0	52

### Employer/Employee relations

The collective agreement requires the municipality to establish a Local Labour Forum (LLF). Local Labour Forum Meetings are scheduled on a monthly basis. Issues are submitted by the employer and Union components for consultation. The LLF makes recommendations to the Mayoral Committee and Council for consideration. The employer and organized labour continued with their spirit of mutual respect and co-operation.

### Disciplinary Action

The report is based on formal outcomes only.

DISCIPLINARY ACTION	Male			Female				White Male	Foreign Nationals		Totals
	A	C	I	A	C	I	W	W	Male	Female	
	2	7	0	2	0	0	0	1			12

### 3.3 STAFF DEVELOPMENT INITIATIVES

The Employment Equity Plan and Skills Development based on the JIPSA and ASGISA principles are to achieve the following:

- The plan is meant to empower the officials to respond to service delivery per IDP
- It assists Council to meet its Employment Equity targets per the EEA of 1998
- It address identified weaknesses to support career pathing , growth and development of the employee
- It identifies learning opportunities for staff from designated groups
- It also gives all employee and Councillors an opportunity to be trained so as to enhance their performance in their respective jobs.

#### 3.3.1 Qualifications for professionals not available as s57 Managers vacancies are not filled

- Municipal Manager –
  - Director Corporate Services –
  - Chief Financial Officer –
  - Director Strategic Services –
  - Director Planning and Development –
  - Director Technical Services –
  - Director Community Services –
- } VACANT

Approved positions (e.g. MM-S57 etc...)	Approved and budgeted posts per position	Filled posts	Vacant posts
MM	1	1	0
Section 57, managers	5	0	5
Managers	23	18	5
Area engineers	6	6	0
Superintendants	7	7	0
Senior admin officers/ admin officers	18	16	2

The following training was successfully completed during the year in review:

<b>OCCUPATIONAL LEVELS</b>	<b>TRAINING INTERVENTION</b>	<b>NUMBER OF ATTANDEES</b>
Councillors	CPMD-NQFL6	7
Top Management	CPMD-NQFL6 Prosecution And Disciplinary Procedures	2 2
Senior Management	Project Management-NQFL5 Disciplinary Hearing-NQFL5 CPMD-NQFL6 IT Training	1 26 15 1
Technicians	Project Management-NQFIL5 Power Transformer Course	1 4
Clerks	Computer Certificate Financial Accounting ( (Bookkeeping Certificate) Secretarial And Office Management Course Supply Chain Management Course Customer Care Basic Electrical Course Plumbing Welding	20 10 4 1 20 10 10 5
Fire Fighters	Fire Fighter II Fire Fighter I (B AC, Hazzmat)	5 5
Traffic Officers	Drivers License Examiners Traffic Officer Training	1 1
Superintendents And Foremen	Disciplinary Hearing Modern Supervision	8 15
General Workers	Computer Training	

### 3.3.2 WORKPLACE SKILLS PLAN: TRAINING FOR UNEMPLOYED

<b>COURSE NAME</b>	<b>TARTGET CATERGORY</b>	<b>NUMBER OF PEOPLE</b>
Water Treatment	General unemployed	20
Business Practice	Women	15
Electrical Distribution Level	Youth	20
Auxilliary Nursing Level 2	Women	15



Tourism Level 2	Youth	15
Agriculture Level 2	Retrenched workers	20
Local Economic Development Level 2	Youth	20
Community Development Workers Level 2	Youth	20
Security Officers Grade E,D,C	General unemployed	40

### 3.3.3 SCARCE SKILLS TRAINING, INTERNAL

Strategic Priority Area:	Project Name:	Mode of delivery:
Infrastructure and service delivery	Infrastructure asset maintenance	0
	Labour intensive construction (EPWP)	RPL
	Labour intensive construction (EPWP)	Skills Programme
	Electricity reticulation	Learnerships
	Electricity Training	Apprenticeship
	Electricity reticulation	Skills Programme
	Water services	Skills Programme
	Water reticulation	Skills Programme
	Water and Waste Management	Leanship
Financial Viability	Roads	Bursary
	Property Valuation	0
	Property Valuation	Skills Programme
	Property Valuation	0
	Audit and Procurement	0
	Audit and Procurement	Skills Programme
	Audit and Procurement	0
	Municipal Finance	Skills Programme
Municipal Finance: Supply Chain management	Skills Programme	
Community Based Participation and Planning	Ward Committees	Skills Programme
	Ward Committees	0
	Ward Committees	Skills Programme
	Planning	0
	IDPs	Skills Programme
Management and Leadership	LED	Skills Programme
	Training Committees	Skills Programme
	Training Committees	Skills Programme
	Councillors	0
	Councillors	Skills Programme
ABET	Municipal Leadership Development	0
	ABET LEVEL 1-4	Structured Learning

List of pension and medical aids to whom employees belong

<b>Name of pension fund</b>	<b>Medical aids</b>
Cape Joint Retirement Fund	Bonitas
Cape Joint Pension Fund	Global Health
National Fund for Municipal Workers	Hosmed
South Africa Local Authority	LA-Health
National SAMWU Provident Fund	SAMWU-Med
Sanlam Provident Fund	

#### 4. **WORKPLACE SKILLS PLAN AND EMPLOYMENT EQUITY PLAN**

Following is the council's summary of the Workplace Skills Plan and Employment Equity Plan responding to JIPSA and ASGISA principles.

- ❖ The plan is meant to empower the officials to respond to service delivery per IDP
- ❖ It assists Council to meet its Employment Equity targets per the EEA of 1998
- ❖ It address identified weaknesses to support career pathing and growth and development of the employee
- ❖ It identifies learning opportunities for staff from designated groups
- ❖ It also gives all employee and Councillors an opportunity to be trained so as to enhance their performance in their respective jobs.
- ❖

##### 4.1. Summary of Employment Data

<b>Employment Detail</b>	<b>Number / Percentage</b>
Total number of black (African, Coloured, Indian) employees	1090
Black employees as a % of total employees	89.13%
Total number of women employees	414
Women employees as a % of total employees	33.85%
Total employees with Disabilities	0*
Employees with disabilities as a % of total employees	0%
Total employees over 51	147
Over 51 employees as a % of total employees	12.02%
Total employees between 31 & 50	773
Employees between 31 & 50 as a % of total employees	63.21%
Total employees under 30	303
Employees under 30 as a % of total employees	67.76%

Alignment Table for the Skills Development and Employment

IDP KEY PERFORMANCE AREAS	SECTIONAL OBJECTIVES	OCCUPATIONAL CATEGORIES	MALE				FEMALE				SD OBJECTIVES	EE OBJECTIVES	TRAINING INTERVENTIONS
			A	C	I	W	A	C	I	W			
<b>Infrastructure and basic service</b>	i) All households have access to affordable quality WATER and waterborne SANITATION by 2010	Legislators , senior officials and managers	5	4	0	2	0	3	0	1	To promote self employment  To improve the delivery of social service  To improve the productivity in the workplace and the competitiveness employees	Promoting equal opportunity and fair treatment through the elimination of unfair discrimination  Implementing affirmative action measures to redress imbalance	Project, Supply chain and Financial Management.
		professionals	2	2	0	1	2	2	0	0			Service delivery, water purification learnership
		Technical and associate professionals	3	3	0	2	3	3	0	2			Plumbing, Pipe fitting, First aids
		Clerks	5	5	0	3	6	6	0	2			Building maintenance, electricity
	ii)Communities have safe and convenient ROAD networks and to support economic activities	Craft and related trades workers	6	6	0	4	0	0	0	0			EPWP, Leadership skills, Public speaking
		Plant and machine operators and assemblers	9	9	0	2	0	0	0	0			
		Elementary occupations	10	8	0	1	4	4	0	1			
			0	0									
iii) All formal households have access to reliable and affordable ELECTRICITY and street lightning by 2012	Legislators , senior officials and managers	3	3	0	1	3	3	0	1	To improve the quality of life of workers their prospects. of work and labour mobility	Ensure equitable representation in all occupational categories and levels in the workplace.	Budgeting; Land Valuation	
	Professionals	9	9	0	5	6	6	0	3			Supply chain Management	
	Technical & associate professionals	8	8	0	5	6	6	0	3			Housing administration	
	Clerks	3	5	0	1	6	8	0	2			Computer training	
<b>Socio - Economic Development</b>	i) 5 % Economic growth is stimulated by 2011	Legislators , senior officials and managers	3	3	0	1	3	3	0	1	To improve the quality of life of workers their prospects. of work and labour mobility	Ensure equitable representation in all occupational categories and levels in the workplace.	Budgeting; Land Valuation
		Professionals	9	9	0	5	6	6	0	3			Supply chain Management
	Technical & associate professionals	8	8	0	5	6	6	0	3	Housing administration			
	Clerks	3	5	0	1	6	8	0	2	Computer training			
ii) Display readiness in terms of the 2010 soccer World													

	Cup Programme by 2008 and comply with JIPSA	Service & sales workers	9	9	0	3	1	0	0	0			Customer care,	
	iii) Communities live in a sustainable clean environment (WASTE MANAGEMENT) that by 2010	Skills agriculture & fishery workers									To encourage employers to use the workplace as an active learning environment		Contract Management	
		Craft and related trades workers	9	9	0	8	0	0	0	0				Waste Management
		Plant machine operators assembler	2	2	0	2	0	0	0	0				
		Elementary occupations	2	2	0	1	1	1	0	1				ABET,HIV AIDS Awareness
<b>Good governance and Public Participation</b>	The institution is managed in a transparent and accountable manner and improve communication	Legislators , senior officials and managers	4	6	0	3	4	4	0	2	To encourage employers to provide employees with the opportunities to acquire new skills.	Promoting equal opportunity & fair treatment through the elimination of unfair discrimination	Policy development	
		Professionals	2	2	0	2	2	2	0	3			Public Communication	
		Technical and associate professionals	2	2	0	2	2	1	0	3			Customer care	
		Clerks	4	4	0	2	5	5	0	2				
	Develop constructive relationships with all spheres of government in line with IDP targets	Skills agriculture and fishery workers									To improve the employment prospects of persons PDI by unfair discrimination	Implementing affirmative action measures to redress imbalance	Disaster Management, Traffic officers	
		Craft and trades workers	2	2	0	0	5	5	0	2			Tourism Management	
		Plant and machine operators and assemblers												
		Elementary occupations												
<b>Institutional Transformation</b>	i) Organisation structure populated with	Legislators , senior officials and managers	4	4	0	2	4	4	0	4	To redress the	Ensure equitable representation	Labour Relations	

	suitable staff to meet successful meet targets	professionals	3	3	0	1	4	2	0	0	disadvantages through training and education	in all occupational categories and levels in the workplace	Management and Leadership Training
	ii) To have an organisational structure that is populated with skilled employees	Technical and associate professionals											Policy development
		Clerks	3	3	0	1	4	2	0	0			
<b>Financial Viability</b>	To have sufficient resources to meet the operational requirements of the IDP	Legislators , senior officials and managers	3	3	0	2	2	2	0	1	Capacity of the scarce skill		Financial Management
		professionals	4	3	0	1	4	3	0	2			Supply Chain Management
		Technical and associate professionals	2	1									IT skills
		Clerks	6	6	0	4	4	3	0	2			Computer
<b>Total</b>	<b>Males</b>	<b>A = 248</b>	<b>C - 231</b>	<b>I - 2</b>	<b>W=61</b>	<b>Females</b>	<b>A =123</b>	<b>C =120</b>	<b>I=2</b>	<b>W = 37</b>			

## 5. Implementation of the Performance Management Systems (PMS)

Performance Management for contractual Section 57 Employees is regulated through the Local Government Municipal Systems Act as well as the Local Government Performance Regulations for Municipal Managers and Managers reporting directly to the Municipal Manager. Performance Areas and Performance Indicators for the Municipal Manager and Directors reporting directly to the Municipal Manager are determined in accordance with the objectives of the Integrated Development Plan for Kouga. For the period June 2008 to July 2009 Performance appraisals in respect of the Municipal Manager and Directors reporting directly to the Municipal Manager was conducted in terms of the provisions of the Performance Regulations.

Evaluation of measured performance is considered by a committee consisting of the following:

In the instance of the Municipal Manager:

- The Executive Mayor;
- The Chairperson of the audit committee;
- A member of the mayoral committee;
- The Mayor from another municipality; and
- A ward committee member nominated by the Executive Mayor.

In the instance of Directors reporting directly to the Municipal Manager:

- The Municipal Manager;
- The Chairperson of the audit committee; and
- A member of the mayoral committee.

In terms of the provisions of the Performance Regulations the Municipal Manager was awarded a performance bonus equal to 11% of his annual remuneration and Directors reporting directly to the Municipal Manager was also awarded performance bonuses equal to 11% of the annual remuneration packages.

Key Performance Area	Key Performance Indicator	Baseline	Target date	Variations and comment
			2012/13	
Performance Management	Comply with regulations relative to Performance Management of Section 57 Employees	Quarterly Performance Evaluation of Section 57 Employee Performance	September 2012 December 2012 March 2013 June 2013	Quarterly Performance Evaluation not conducted. Only Annual Performance Evaluation conducted
	Implement Institutional Performance Management	Half yearly Institutional Performance Evaluation	December 2012 June 2013	Institutional Performance not implemented

Annual performance as key performance indicators in municipal transformation

Indicator name	Total number of people (planned for) during the year under review	Achievement level during the year under review	Comments on the gap
Vacancy rate for all approved and budgeted posts			
Percentage of appointment in strategic positions (Municipal Manager and Section 57 Managers)			
Percentage of Section 57 Managers including Municipal Manager who attended at least 1 skill development training course during the financial year			
Percentage of managers in Technical Services with a professional qualification			
Percentage of municipalities that have adopted the Performance Management System within the district area			
Percentage of staff that have undergone a skills audit (including competency profiles) within the current 5 year term			
Percentage of councillors who attended a skill development training within the current 5 year term			
Percentage of staff complement with disability			
Percentage of female employees			
Percentage of employees that are aged 35 of younger			