

SECTION F 4: MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT

1. INSTITUTIONAL TRANSFORMATION

The Kouga Municipality, like any other municipality in South Africa, is currently in a process of transformation, which officially started after the 2000 local government elections. The pre-election period was characterized by the establishment of transitional structures for local government. 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. 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; hence the Kouga Municipality's Institutional Transformation Plan. The Human Resource Section is driving the establishment of this plan in house and is envisaged to be complete by June 2009.

Transformation requires detailed planning, resource allocation and constant meaningful evaluation of the progress made. All these aspects have 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. The Kouga Municipality's Institutional Plan is linked to and actually gives effect to the Municipality's Vision.

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.

1.1 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.
Lack of Integrated Training Plans	Trainings coordinated adhocly per individual demand not per institutional gap analysis
Frustrated Employees	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
Allowances; cell phone, petrol	Lack of consistency /uniformity.
Staff shortages and filling of vacancies	Non adherence to best practices. 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 finalisation.
Acting in positions	Lack of clarity in as far as acting appointments is concerned.
Compliance with Legislation	There is a general lack of compliance with legislation.
Uncertainty about future	Casualization and temporary appointments. Employees are not always informed of what is happening in their surroundings.
Understanding of institutional vision & mission.	Employees do not know about the vision and there is no buy-in.
Review of outdated policies	Policies remain at draft phase indefinitely.
Control measures and monitoring systems	
Outdated equipment	
Underutilization of IT related equipment	Lack of capacitated personnel.

1.2 Institutional Transformation Priorities : Status Quo

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

and implementatio n of all applicable local government legislation	structures				completed
	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 except section 57 staff	X			Commenced with a plan- Needs attention
	Health and safety in the workplace			X	Employee appointed
Strategic Management and Planning	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		Policy session held with councilors
	Lack of strategic planning and leadership	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.

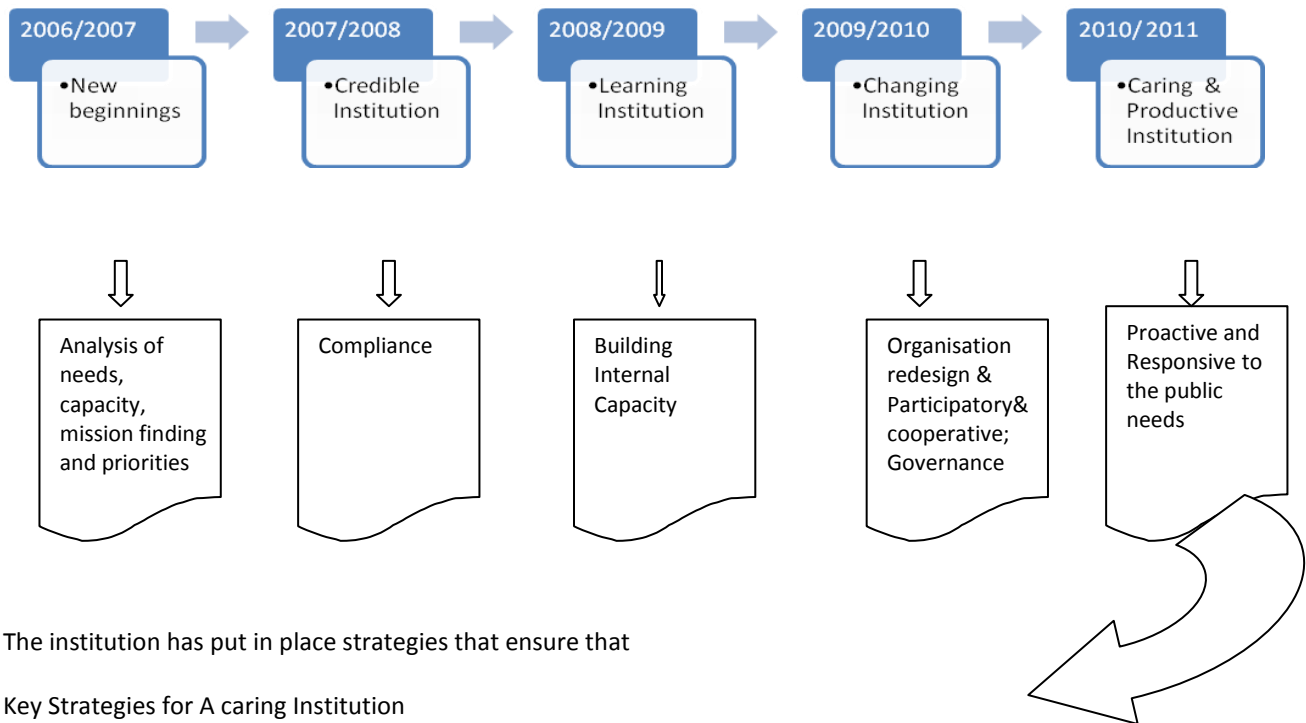
The Kouga Municipality has made important strides in terms of transformation. However, there are still many other areas that require change and intervention. These areas, both new and old, are explained in detail in the plan as well as Management Plan. These areas are as follows:-

- The Municipality with a new vision underpinned by an Integrated Development Plan that is set to change the face of the Municipality and its community forever. it is still using old systems and business processes.
- There is a lack of IDP ownership by officials, councilors including Ward Committees.
- 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.

- A lengthy decision-making process due to a lack of delegation of powers, resulting in unnecessary delays in meetings and service delivery systems to the detriment of the community and creditors.
- 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.
- There are no guidelines to control and reduce the use of consultants in the institution.
- 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.
- Service delivery has not been transformed. 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.
- The organizational culture has not changed much.
- 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.
- Not enough is being done with regard to customer care and institutionalization of the Batho Pele principles in the administration.

1.3 Five year Cycle Paradigm Shift

The Executive Mayor and the Municipal Manager with their delegated authority have for the past years declared the municipality 's transformation agenda for this generation as the years of :



- 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) biasness 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

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 2010	
Lack of Integrated Training Plans	Strategic Leadership and Management Training	March - May 2010	
	Commitment by all directorates to plan for strategic training needs	March 2010	
	Relocate services of Supply Chain from Financial Services to Corporate Services.	March - June 2010	
	Establishment of Institutional Training Centre	July 2010	
Frustrated Employees	Job Purification / optimal utilization of staff	March – May 2010	
	Implementation of Staff wellness programme		
Transformed Institution	Source alternate funding for the implementation of Institutional Plan	July 2010	
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	2011	
Acting in positions	Enforcement of the Collective Agreement on Acting Allowances	July 2010	
Compliance with Legislation	Workshops and training interventions. Continuous dipstick analysis approach and enforcement.	March 2010	
Transformation	Appointment and training of change management agents	July 2010	
Uncertainty about future	Create decent jobs. Implement the communication strategy.	July 2010	
Understanding of institutional vision & mission.	Solicit a shared vision by communicating it to the entire workforce and the public. Change Management Agent	Aug 2010	
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 2010	
Control measures and monitoring systems	Implement control measures and monitoring systems	July 2010	
Outdated equipment	Solicit budget for the eradication of outdated equipment	July 2010	
Underutilization of IT related equipment	Establish user groups. Regular training of user groups. Training of data captures to understand the broader picture	July 2010	

2. Institutional plan

At the Strategic Management Workshop held on 18 – 21 January 2010, a review of performance based on the Institutional Turnaround Strategy developed in 2005 was made. Realised was that a lot of strided 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 organisational structure and re-organise (reduce payroll costs);
- ❖ Finalize the roles and responsibilities of the Mayor, councillors, municipal manager, heads of departments and delegations;
- ❖ Draft a Financial Recovery Plan;
- ❖ Develop revenue generating strategies and reduce unnecessary expenditure; and
- ❖ Establish effective governance structures.

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;
- ❖ Very high payroll; and
- ❖ Reviewing and linking the organisational structure to the IDP, Performance Management System and the Batho Pele Principles.

3 Organisational Development

The Kouga Municipality has appointed a service provider in consultation with the Department of Housing, Local Government and Traditional Affairs, for the development of performance contracts for section 56 and 57 employees (MSA) and Performance Management.

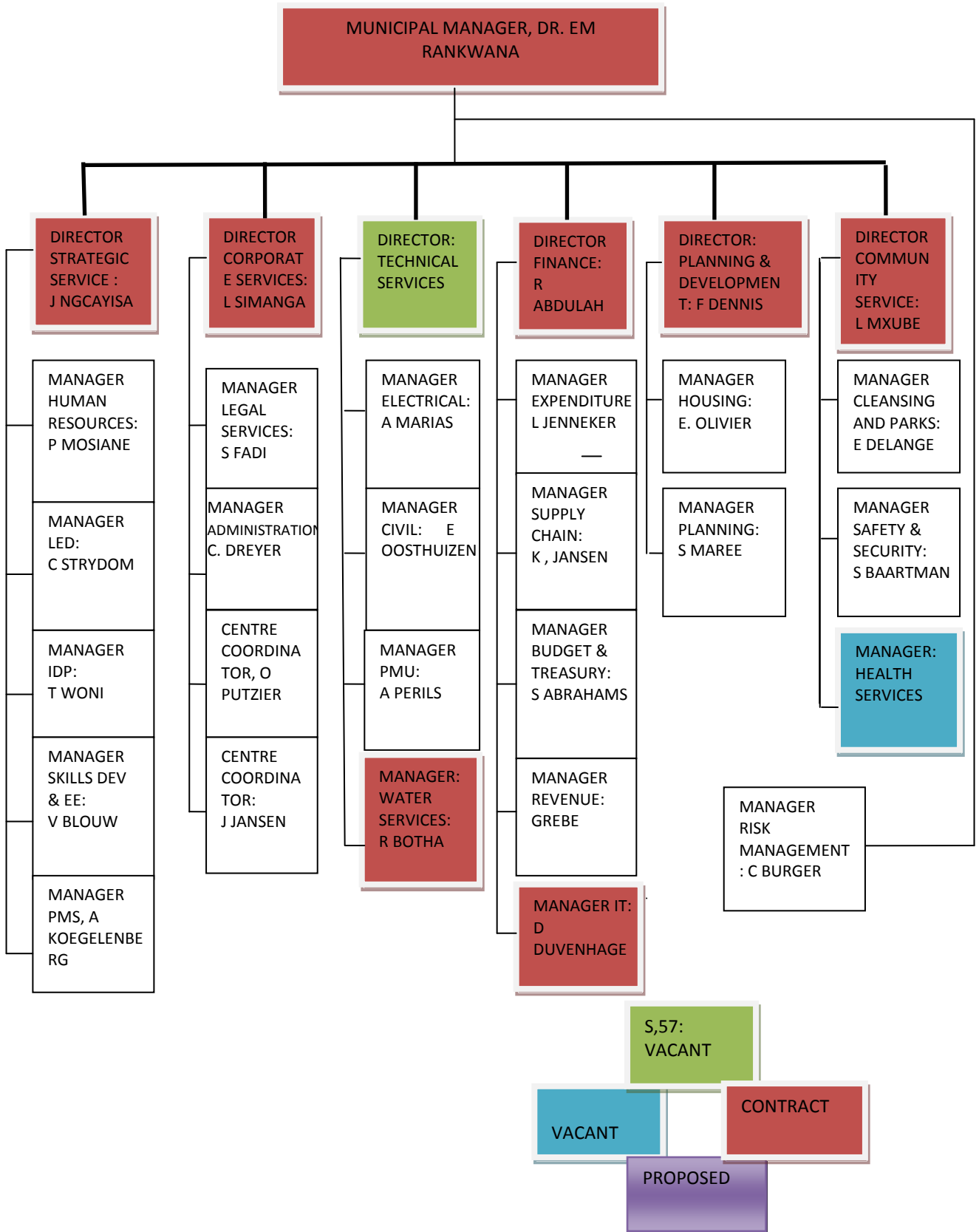
The re-organisation of the Kouga Local Municipality's organisational structure is regarded as the most important element to improve operational efficiency as the addressing of the human resource aspect will contribute the most to improved service delivery. The Municipal Manager initiated a re-organisation process in terms of section 189 of the Labour Relations Act and that the structure should be developed in a manner that will respond to the Institutional strategy (IDP). Inputs submitted by various directorates are processes and consolidated by directors for Municipal Manager to endorse after consultation with unions. Council resolved to that the newly appointed Municipal Manager to finalise the processes by not later than 30 June 2007. The processes has since not been finalised. Tabled below is the current structure that is undergoing review.

The organisational structure is reviewed using a set of guiding principles which are generic best practice Organisational Development principles and include specific customized principles such as:

- ❖ Priority Focused: the design must reflect and give optional effect to the vision, mission and strategic priorities of the Kouga Local Municipality.
- ❖ Appropriate: the design of any functional unit should be appropriate to the function. Form should follow function. Different organisational models may be applied to different parts of the organisation.
- ❖ Flexible Multi-Disciplinary Approach: the new structure should be flexible and should facilitate multi-disciplinary teamwork, e.g. professional staff will be expected to work in a number of teams focused on specific projects.
- ❖ Clear Lines of Accountability: there should be clear lines of authority, accountability and responsibility with a manageable span of control.
- ❖ Results and Performance Orientation: the design should promote a results-orientated approach and should incorporate performance management and monitoring systems to ensure impact and cost efficiency.
- ❖ Use of Information Technology: the design should exploit modern information technology to establish efficient and effective communication, information and management systems and to achieve savings.
- ❖ Flexible Approach to Centralization and Decentralization: the design should balance the elements of both centralization and decentralization in a flexible manner so as to minimize the disadvantage of scale (remoteness) but also to maximize its benefits (economies of scale, specialisation).
- ❖ Organisational and Human Resources Development: the design should promote organisational and human resources development. In this regard, more flexible approaches to job grading, evaluation and remuneration to allow for ongoing development will need to be considered.
- ❖ Simplicity: the design should be simple and as understandable as possible.
- ❖ Financial Sustainability/Viability and Cost Recovery: the design should be realistic in terms of Kouga Local Municipality's financial capacity and should support and promote the principle of cost recovery.

Process Followed in reviewing the Organisation Structure

3.1 Structural Arrangement: ORGANIZATIONAL TOP STRUCTURE



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	
Manager : Special Programmes <ul style="list-style-type: none"> • Special Programmes • Special Programmes (Youth , Disability, old age) • Arts and Culture 	Personal Assistance e <ul style="list-style-type: none"> • Administration • Personal Assistance

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

OFFICE MUNICIPAL MANAGER	
Manager Risk Management <ul style="list-style-type: none"> • Risk Mitigation • Internal Audit • Anti-corruption 	6 Directorates + 1

3) 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.

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

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

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

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.

DIRECTORATE: COMMUNITY SERVICES		
<p>Manager: Health Services</p> <ul style="list-style-type: none"> • Primary Health Care Services • Environmental Health Services • HIV/AIDS Programmes 	<p>Manager: Cleansing, Parks and Public Amenities</p> <ul style="list-style-type: none"> • Cleansing • Waste Management • Tip Management • Waste Disposal Sites • Sanitation • Caravan Parks and Camps • Street and Pavement Cleaning • Community Halls • Beaches • Parks and Gardens • Cemeteries and Cemetery <p>Maintenance</p> <ul style="list-style-type: none"> • Sports Fields • Public Toilets • Recreational Facilities • Nature Reserves & Taxi Ranks 	<p>Manager: Protection Services</p> <ul style="list-style-type: none"> ▪ Traffic • Law Enforcement, Awareness and Programmes • Traffic Sign Maintenance • Traffic Management Systems • Fire Safety and Security Management • Disaster Management • NATIS • Roadworthy Certificates • Accidents • Driver Licenses • Vehicle Testing • Vehicle Registration • Pound • Parking Meters

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*)

DIRECTORATE: STRATEGIC SERVICES			
<p>Manager : Integrated Development Plan</p> <ul style="list-style-type: none"> • Coordinate IDP processes • Coordinate, Align and Integrate municipal plans • Align 3 spheres of government services 	<p>Manager: Skills Development and Employment Equity</p> <ul style="list-style-type: none"> • Training and Development • Skill Development • Equity and Skills Development 	<p>Manager: LED</p> <ul style="list-style-type: none"> • Establishment of LED Forums • Tourism • SMME Development • LED Project Funding • Arts and Culture • Museums 	<p>Performance Management Coordinator</p> <ul style="list-style-type: none"> • Institutional PMS • Individual PMS • Monitoring and evaluation

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

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

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.

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

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.

DIRECTORATE	UNIT	NUMBER OF POSITIONS	FILLED 2008/2009	VACANT 2009/2010	VACANT 2010/11
Strategic Services	Social Development	29	24	5	
	Economic Development	13	2	11	
	Integrated Development Plan	6	3	3	
	Human Resource Development	4	3	1	
	Performance Management				
Community Services	Cleansing, Parks and Amenities	344	258	86	60
	Protection Services	65	57	8	26
	Health Services	21	16	5	5
Technical Services	Civic Engineering	231	203	28	
	Electrical Engineering	91	83	8	
Planning and Development	Town Planning and Development	20	15	5	
	Housing Facilitation	18	6	12	
Financial Services	Internal controls and IT	10	10	-	
	Income	45	43	2	
	Expenditure	10	10	-	
Corporate Services	Administration	22	22	-	
	Legal Services	1	1	-	
	Service Centre Coordinator	3	2	1	
TOTAL		936 (71 New rec)	761	175	

3.2.1 RECRUITMENTS

Total number of new recruitments 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	1	1	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
TOTAL PERMANENT	36	21	1	5	5	0	3	0	0	0	71
Non – permanent employees	5	11	0	4	10	0	2	0	0	0	36
GRAND TOTAL	41	32	1	9	15	0	5	0	0	0	107

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 advertised 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
TOTAL PERMANENT	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
GRAND TOTAL	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
TOTAL	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 clear especially s57 Managers

- Municipal Manager – PhD in Public Administration
- Director Corporate Services – Masters in Public Administration
- Chief Financial Officer – Honours Degree in Finance
- Director Strategic Services – Bachelor of Business Administration
- Director Planning and Development – Vacant
- Director Technical Services – Vacant to be re-advertised
- 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	6	3	3
Managers	23	18	05
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:

OCCUPATIONAL LEVELS	TRAINING INTERVENTION	TOTAL EMPLOYEES TRAINED	TOTAL AMOUNT SPENT
Councillors	CPMD-NQFL6	4	R180 000-00
	Computer Certificate	4	R12 000-00
	Gamap	3	
	Children Rights	1	R3 500-00
	Leadership Development Programme	2	
Top Management	CPMD-NQFL6	1	R65 000-00
	Project Management-NQFL5	2	R20 000-00
	Finance For Non-Financial Managers	4	R3000-00
	Prosecution And Disciplinary Procedures	3	R3 500-00
	Strategic Management NQFL7	3	R40 000-00
	Management Skills	6	R 10 400-00
Senior Management	Project Management-NQFL5	16	R35 000-00
	Strategic Management-NQFL6	16	R45 000-00
	Bid Committee Workshop	10	R9 600-00
	Disciplinary Hearing-NQFL5	10	R9 000-00
	Finance For Non-Financial Man	10	R9 000-00
	CPMD-NQFL6	1	R45 000-00
	It Training	1	R7 800-00
	Management Skills	1	
Technicians	Project Management-NQFIL5	4	R12 000-00
	Power Transformer Course	2	R10 485-00
Clerks	Computer Certificate	2	R4 500-00
	Bookkeeping Certificate	4	
	Secretarial And Office Management Course	4	
	Supply Chain Management Course		
	Customer Care	3	R21 660-00
	Drivers License	14	R6 000-00
	Financial Accounting	3	R4 400-00
	Basic Electrical Course	2	R10 000-00
Fire Fighters	Basic Ambulance Course	4	R24 255-00
	Fire Fighter 11	1	
	Fire Fighter 1	3	
	Drivers License	1	R2 164-00
	Hazzmat Operation	1	R7 000-00
Traffic Officers	Drivers License Examiners	8	R68 000-00
	Traffic Officer Training	6	
Superintendents And Foremen	Disciplinary Hearing	10	R15 000-00
	Modern Supervision	10	R25 000-00
General Workers	Drivers License Examiner.	2	R20 000-00
	Learners And Drivers License	6	R28 000-00
	Computer Training	4	R12 000-00

3.3.1 INTERNAL BURSARIES 2009/2010 – 2010/2011

OCCUPATIONAL LEVELS	COURSE	NO EMPLOYEES	INSTITUTION
Councillors	➤ B.Com	1	UNISA
Directors	➤ MPA	2	NMMU
	➤ Masters in Public Administration		NMMU
Managers	➤ BA Gov & Admin	5	NMMU
	➤ Masters in Public & Development		WITS
	➤ Certificate in Supply Chain		NMMU
	➤ Management Diploma		UNISA
	➤ Administration Diploma		
Clerks	➤ Financial Accounting	4	NMMU
	➤ Finance		EC Midlands
	➤ Records Administration		College
	➤ Diploma in Public Management		UNISA
Superintendents	➤ Management Diploma.	2	NMMU
	➤ Certificate in Management		NMMU

Professionals	<ul style="list-style-type: none"> ➤ Diploma in Human Resources ➤ Supply Chain Management ➤ Financial Accounting ➤ Construction 	4	NMMU UNISA Varsity College Intec College
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3.3.2 EXTERNAL BURSARIES 2009/2010 – 2010/2011

COURSE	INSTITUTION	DURATION	AMOUNT PAID
BA Administration	NMMU	3 years	R10 400
Information Technology	Varsity College	3 years	R12 500
Certificate in Management Principles	Varsity College	3 years	R7 500
Electrical Engineering	NMMU	3 years	R14 500
Public Relations	Varsity College	3 years	R8 590

3.4 Scarce Skills Training

Strategic Priority Area:	Project Name:	Mode of delivery:	Planned No. of Beneficiaries	Actual No. of Beneficiaries
Infrastructure and service delivery	Infrastructure asset maintenance	0	0	0
	Labour intensive construction (EPWP)	RPL	10	0
	Labour intensive construction (EPWP)	Skills Programme	15	0
	Electricity reticulation	Learnerships	15	0
	Electricity reticulation	0	0	0
	Electricity reticulation	Skills Programme	10	0
	Water services	Skills Programme	2	0
	Water services	Skills Programme	2	0
	Roads	Bursary	1	0
Financial Viability	Property Valuation	0	0	0
	Property Valuation	Skills Programme	2	0
	Property Valuation	0	0	0
	Audit and Procurement	0	0	0
	Audit and Procurement	Skills Programme	3	0
	Audit and Procurement	0	0	0
	Municipal Finance	Skills Programme	14	0
	Municipal Finance	0	0	0
Community Based Participation and Planning	Ward Committees	Skills Programme	110	110
	Ward Committees	0	0	0
	Ward Committees	Skills Programme	4	0
	Planning	0	0	0
	IDPs	Skills Programme	6	6
	LED	Skills Programme	2	2
Management and Leadership	Training Committees	Skills Programme	14	14

	Training Committees	Skills Programme	12	12
	Councillors	0	0	0
	Councillors	Skills Programme	8	16
	Municipal Leadership Development	0	0	0
ABET		Structured Learning	26	26

List of pension and medical aids to whom employees belong

Name of pension fund	Number of members	Medical aids	members
Cape Joint Retirement Fund	154	Bonitas	87
Cape Joint Pension Fund	4	Global Health	30
National Fund for Municipal Workers	12	Hosmed	57
South Africa Local Authority	41	LA-Health	71
National SAMWU Provident Fund	278	SAMWU-Med	102
Sanlam Provident Fund	240		

4. SKILLS DEVELOPMENT AND EMPLOYMENT EQUITY PLAN

Following is the council's summary of the skills development 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

Employment Detail	Number / Percentage
Total number of black (African, Coloured, Indian) employees	718
Black employees as a % of total employees	87.88%
Total number of women employees	277
Women employees as a % of total employees	33.90%
Total employees with Disabilities	1
Employees with disabilities as a % of total employees	0.12%
Total employees over 51	10
Over 51 employees as a % of total employees	1.26%

Total employees between 31& 50	245
Employees between 31 & 50 as a % of total employees	30.97%
Total employees under 30	536
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			
Infrastructure and basic service	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			
	ii)Communities have safe and convenient ROAD networks and to support economic activities	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			
	iii) All formal households have access to reliable and affordable ELECTRICITY and street lightning by 2012	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			0	0					
Socio - Economic Development	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 To encourage employers to use the workplace as an active learning environment	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
	ii) Display readiness in terms of the 2010 soccer World Cup Programme by 2008 and comply with JIPSA	Technical & associate professionals	8	8	0	5	6	6	0	3			Housing administration
		Clerks	3	5	0	1	6	8	0	2			Computer training
	iii) Communities live in a sustainable clean environment (WASTE MANAGEMENT)th at by 2010	Service & sales workers	9	9	0	3	1	0	0	0			Customer care,
		Skills agriculture & fishery workers											Contract Management
		Craft and related trades workers	9	9	0	8	0	0	0	0			

	iv) Reduce the impact HIV/Aids and the prevalence of infection	Plant machine operators assembler	2 0	2 1	0	2	0	0	0	0			Waste Management	
		Elementary occupations	2 0	2 0	0	1	1	1	0	1			ABET,HIV AIDS Awareness	
Good governance and Public Participation	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												
Institutional Transformation	i) Organisation structure populated with suitable staff to meet successful meet targets	Legislators , senior officials and managers	4	4	0	2	4	4	0	4	To redress the disadvantages through training and education	Ensure equitable representation in all occupational categories and levels in the workplace	Labour Relations	
		professionals	3	3	0	1	4	2	0	0			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				
Financial Viability	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	
Total	Males	A = 248	C - 231	I - 2	W=61					Females	A =123	C =120	I=2	W = 37

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
			2007/08	
Performance Management	Comply with regulations relative to Performance Management of Section 57 Employees	Quarterly Performance Evaluation of Section 57 Employee Performance	September 2007 December 2007 March 2008 June 2008	Quarterly Performance Evaluation not conducted. Only Annual Performance Evaluation conducted
	Implement Institutional Performance Management	Half yearly Institutional Performance Evaluation	December 2007 June 2008	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			