

C-7.8

"The City of Heritage"



COMMUNICATION STRATEGY

DRAFT 1

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1. INTRODUCTION

The Communication Strategy is aimed to meet the objectives of the council and to provide a record of the service delivery activities of the municipality. It is also aimed at communicating effectively its achievements to communities within Ulundi Municipality as well as relevant stakeholders.

Overview

Ulundi Local Municipality is located on the southern boundary of the Zululand District Municipality in north-eastern KwaZulu-Natal. The Ulundi municipal area is approximately 3,250 km² in extent and includes the towns and settlements of Ulundi, Nqulwane, Mahlabathini, Babanango, Mpungamhlophe and Ceza as well as the Traditional Authorities of Buthelezi (KwaPhindangene & KwaNondayana), Buthelezi (Empithimpithini) Mbatha, Mpungose, Ndebele, Ntombela, Ximba, Zungu, Zulu (KwaNsimbi).

The largest part of its area is rural and underdeveloped. Approximately half of the Municipal area consists of commercial farms and the area supports a substantial agricultural community. The town of Ulundi represents the only urban centre in the Ulundi Local Municipal area and accommodates approximately 40,000 people. The settlement pattern reveals a high population concentration in the town of Ulundi and densely populated peri-urban area surrounding the town and along the main routes R34, R66 and P700. Further settlement concentrations include:

- Nqulwane in the eastern part of Ulundi with the Okhukho Coal Mine;
- Babanango, which developed as a result of the agriculture and forestry industries;
- Denny Dalton/Mpungamhlophe, which developed as a result of road R34 and rail infrastructure; and
- Ceza to the north, which developed in response to the establishment of supportive land uses such as a hospital, clinic and other related social support services in the area. It is also situated on the road network system. (R66, 33, 34, P700, P701 etc) It is therefore a connection and concentration point for people and activities.

Ulundi Municipality is one of the five local municipalities that constitute the area of jurisdiction of the Zululand District Municipality – the other four local municipalities are the eDumbe Municipality, the Abaqulusi Municipality, the uPhongolo Municipality and the Nongoma Municipality.

The Vision

“A developmental city of heritage focusing on good governance, socio-economic development and upholding tradition to promote sustainable service delivery”

Mission Statement

- Dedication to democratic through partnering with private and public strategic stakeholders;
- Promotion of eco-tourism and cultural activities whilst maintaining good relations with traditional structures and special groups;
- Value for money driven infrastructure, well-structured spatial development and management of natural resources;
- Creating an environment that fosters a dynamic, innovative and vibrant work force and the inculcation of a good work ethic.

In order to achieve its Vision and Mission, uLundi Municipality will uphold the Values of:

The municipality will continue to be driven by and observe the following service delivery principles of Batho Pele;

- Consultation
- Service Standards
- Access
- Courtesy
- Information
- Openness and transparency
- Redress
- Value for money

2. BACKGROUND

Developmental local government as prescribed by national legislation, seeks to forge a partnership between government and the citizens for effective service delivery. Communication therefore becomes central to the work of local government, the sphere of government closest to the people.

Communication has a significant impact on how local residents judge their local council. Research shows that well informed residents are more likely to be satisfied with council services and to be supportive of its work. Furthermore people are unlikely to participate actively in the development agenda unless they:

- a) have information;
- b) can access information and their local Council via a range of media; and
- c) opportunities have been created by the Council for people to receive information, give feedback and know how they can get involved.

Research also shows a direct link between good internal communication and the high performance and motivation of staff. Effective communication is therefore vital to the successful implementation of the Council's vision and mission.

This communications strategy provides a framework for communication to all audiences of Ulundi Municipality as guided by the Local Government Municipal Systems Act in Section 18(1) where it states that "a municipality must communicate to its community information concerning:

- a) the available mechanisms, processes and procedures to encourage and facilitate community participation".

THE STRATEGY FRAMEWORK:

- Is the basis for work action plans and communication from the Municipality;
- Lays the framework for the work of the Communications Director and his team;
- Provides a basis for communication to advance Council's development agenda;
- Lays the basis for the promotion of the political leadership of the Council;
- Requires all employees and representatives of the municipality to communicate the strategy, vision and action plans of the Municipality; within the district.
- Is a set of "rules" by which all employees of the municipality will abide;
- The communications strategy will be updated annually to ensure it is relevant, and that it promotes the Council's Strategic Direction and therefore the Executive Committees priorities each year.

3. COMMUNICATION OBJECTIVES

To promote, enhance public awareness, and understanding of Municipal programs, services and achievements. Research has proven that communication has in modern times become a fundamental tool used by organizations to remain in touch with their clientele. In this light, the objective of this strategy is to ensure that the municipality does not lose touch with its constituency. The municipality plans to do this by;

- Fulfilling constitutional and legal mandate and obligation of deepening democracy.
- Forging and maintain improved links between the municipality and sector departments and other important stakeholders and promotion of intergovernmental relations.
- Maintaining good relations with the media by forging good relations all the times.
- Publicizing Ulundi Municipality's Program of Action in line with the District, Provincial and National programs of action.
- Communicating the achievements and challenges of the municipality with regard to service delivery as advised by the Mayor.
- Informing communities of the available economic opportunities in the municipality to enhance public participation.
- Branding of Ulundi Municipality as a destination for tourists, leisure, business and residence and market the municipal area to current and potential residents and investors.

3.1 LOCAL MUNICIPALITY

Encourage participation by establishing clear channels of communication by being responsive to the local community.

1. Promote development and clearer channels of communication in the municipality.
2. To establish a more interactive local governance structure which will speed up service delivery.
3. To promote and market the opportunities which exist within the municipality.
4. To create and project a more transparent organisation.
5. Contribute to the progressive realisation of the fundamental rights contained in the Constitution.
6. Empowering Citizens through effective profiling of the Municipality, its services and projects.
 - a. Promote the Municipality's skills development programme to both internal and external stakeholders.
7. Good Governance
 - a. Promote the corporate identity and image of Ulundi Municipality and ensure compliance.
8. To forge a partnership between the Municipality and its stakeholders for effective service delivery and economic development.

4. COMMUNICATION ENVIRONMENT

Ulundi Municipality has the potential to be very economically viable for development and financial sustainability for all citizens. The mood of communities we are talking to may be negative or positive.

POSITIVE

- Business opportunities - The municipality creates business opportunities through various municipal economic development programmes

- Tourism opportunities – Ulundi offers a vast array of tourism hotspots, especially in areas which are rich in natural resources
- Service Delivery – The municipality has implemented various new projects, which have contributed towards making the environment more economically viable and self-sustainable

NEGATIVE

- Unrealistic service delivery expectations
- Unemployment and poverty, the municipality's Social Environment remains a challenge to the institution as a large number of people are unemployed and illiterate.
- Poor Media Perception
- Perception by communities about poor consultation and involvement
- Perception that there is slow development in delivery of services

5. COMMUNICATION CHALLENGES

INTRODUCTION

The municipality faces various challenges from its citizens and stakeholders alike. In order to communicate effectively the strategy needs to identify the challenges and adopt proactive measures to counter these challenges. The following challenges were noted:

INTERNAL COMMUNICATION CHALLENGES

- Lack of a stable internet network, which slows down the internal communication
- Lack of an intranet to keep staff up to date on municipal matters

INTERNAL COMMUNICATION CHALLENGES

- Getting buy-in from Civil Society Organisations, staff, media and political principals
- Reaching all communities through conventional communication methods
- Communicating mainly in Zulu
- Creating ownership by various stakeholders
- Mobilising Resources
- The Municipality does not have editorial control over news reports
- The message of Municipality does not get same amount of media coverage.
- Increasing advertising; purchasing quarterly radio slots to report on the progress and the status of the municipality.
- Geographical positioning of communities
- Challenge to shape the public perception with regards to how Government operates and service delivery.

6. MESSAGES AND THEMES

- A progressive and developing municipality
- An equal opportunity and democratic municipality
- National Message *"Working Together, We Can Do More"*

- Provincial Message *“Building a Better Future Together”*
- Local Message *“Working together, to build better communities”*

7. COMMUNICATION MESSENGERS, AUDIENCES, CHANNELS AND TYPE OF EVENTS

7.1 COMMUNICATION MESSENGERS

The Local Government Municipal Systems Act in Section 18(1), states that “municipality must communicate to its community, information concerning: (a) the available mechanisms, processes and procedures to encourage and facilitate community participation”. The communications messengers, audiences, channels and event also form a part of this process.

PRIMARY MESSENGERS

- Mayor
- Municipal Manager
- EXCO
- MANCO
- Councillors

SECONDARY MESSENGERS

- All municipal officials and communicators

7.2 COMMUNICATION AUDIENCE

INTERNAL AND EXTERNAL AUDIENCE

- Communities / Ratepayers
- Tourists
- Investors
- Municipal employees
- Stakeholders
- Media

7.3 COMMUNICATION CHANNELS

LANGUAGE

All communications tools should reflect the area and its people, therefore all staff and investor communications should be in English whilst communication to the community should be in English and Zulu.

CRISIS PR PLAN

A separate Crisis PR Team and plan needs to be developed to address reputational risks and unforeseen emergencies and disasters.

COMMUNICATION CHANNELS

AUDIENCE	TOOLS
Staff	<ol style="list-style-type: none"> 1. Intranet 2. Internet newsletter 3. Administrator 4. Structured induction programme 5. Notice boards 6. Workshops
Community	<ol style="list-style-type: none"> 1. Communiqués from the Mayor and MM, Council vacancies, tenders and notices. 2. A quarterly newsletter promoting municipal activities and people of the area. 3. Interactive website 4. Road shows, Imbizos and regular briefings 5. Annual Report and Five-Year Report 6. Use of local, commercial and community media both print and radio. 7. An in-house communication tool at a customer care centre. 8. Loudhailing 9. Pamphlet Distribution
Media	<ol style="list-style-type: none"> 1. Press releases 2. Media briefings 3. Media tours
Local organisations and other spheres of government	<ol style="list-style-type: none"> 1. Municipal newsletter 2. Website 3. Stakeholder Forums 4. Government communications forum
External stakeholders with regards to tourism and economic development	<ol style="list-style-type: none"> 1. Website 2. Regular communications tools such as brochures and annual reports.

7.4 TYPES OF EVENTS FOR MUNICIPALITY

- Mayoral Izimbizo
- Ward Committee meetings
- Editors' Forum
- Annual Mayor's Journalists' Izimbizo
- Council meetings
- Internal Briefing sessions with the MM/Mayors
- Budget Speech and the passing thereof
- State of the Municipality address

8. A PHASED COMMUNICATIONS PROGRAMME

PHASE 1 - PRE-LAUNCH

- Circulating the draft to EXCO and MANCO
- Table the draft to EXCO and MANCO
- Council for adoption

PHASE 2 - LAUNCH OF THE STRATEGY

- Communicate key messages about the Strategy to internal employees

PHASE 3 - IMPLEMENTATION PLAN

OUTPUT	ACTIVITIES	METHOD	TIME FRAME
Internal communication	Publish Programme articles in online staff newsletter	Write article about the programme and its various projects	Monthly
	Website page	Regularly bring up to date the information on Intra/Internet.	
	Bulk e-mails	Sending out e-mails to all staff members	As required
	Notice boards		As required
V	V	V	V

OUTPUT	ACTIVITIES	METHOD	TIME FRAME
Communicating and marketing the Council externally	Develop and implement communication plans for Council programmes		As required
	Develop materials for information dissemination	Distribute through Call Center, Municipality offices & events, izimbizos	On regular basis
	Website	Regularly update and develop new information on Intra/Internet.	On regular basis
	Adverts	Place ads in print & radio to inform the public of Municipality programs	As per communication plans
	Publications	Use "Ulundi News" - Newsletter & Annual Report	Quarterly Annually
Media	Send out media statements on various issues		As required
	Media Monitoring	Coordinate media responses to media articles	On regular basis
	Radio Interviews	Interviews on Regional current affairs programme	As required
	Roadshows	Mayoral road shows to communities	As required

MONITORING AND EVALUATION

Communication is only as effective as the target it reaches and the exposure it receives. Therefore, Monitoring and Evaluation will be monitored by Media Monitoring, which is an independent media service. This service will monitor the publicity and exposure of the messages released from the municipality. Articles and values are calculated on a monthly basis.

9. MAYORAL OFFICE COMMUNICATION

GCIS in 2016 has noted that more needs to be done on communicating the strategic service delivery targets that the municipalities meet. Against this backdrop the strategy has been reviewed and realigned to ensure that the municipality conveys these service targets effectively.

The office of the mayor creates the opportunity for the mayor to showcase and promote the positive changes that can be seen throughout the municipality. The approach and methodology to be adopted is two fold:

INTERNAL COMMUNICATION

- Creating a positive and moral boosting work environment where staff can see the changes that is taking place within the municipality as well as establishing the mayor's credibility with politicians and officials.
- Develop departmental communication plans. Ensure that plans with each department addresses their specific communications needs, media contacts and protocol, proactive communications, messaging, etc. The plans would also indicate upcoming issues/events/programs and focused tactics to communication both internally and to the communities, and through partnership opportunities.

EXTERNAL COMMUNICATION

- Developing and promoting the mayor as a credible, effective, disciplined leader, who is effecting change by reducing service delivery back logs, promoting cohesive collusion of communities within the municipality, fast tracking service delivery programs, communicating municipal achievements timeously and taking on the role of being an ambassador of change.
- Ensuring that the residents feel assured that the leadership of the municipality is in experienced and trustworthy hands.

MULTI-PURPOSE INITIATIVES

The Key to successfully communicating each departments' achievements is to centralize the various strategic projects, communicate what the challenge was and how it has been addressed. The communication initiatives will need to be inclusive, wide-reaching and hit the intended audiences through multiple platforms in order to be effective.

ENCOURAGE PUBLIC INPUT

Accessibility of the mayor is key to ensuring that residents and stakeholders view him as a "People's Leader" who promotes two-way communication. This should be a strong area of initial focus for the Town and input should still be strategically solicited from audiences where appropriate. Moreover, methods to be put in place in order to easily capture and review it. Residents will feel more involved and positively vested in Town initiatives if there is the opportunity to influence decisions. This will of course raise the profile of the mayor as well as authenticate his leadership style as a community builder and champion.

9.1 IMPLEMENTATION

GENERATE REGULAR PRESS RELEASES

- Content Generation - Internal

Draw from Departmental Liaisons, news releases and other activities to create a core repository for updates and detailed information on key projects that have been completed or almost nearing completion, especially infrastructure projects.

RESEARCH AND COMPILATION OF PRESS RELEASES

- Produce a Bi Monthly Newsletter

COMPILE, EDIT AND WRITE A NEWSLETTER

- (4 Page Newsletter in English and Zulu)

SETUP COMMUNICATIONS WORKSHOPS FOR COUNCILLORS

- How to deal with the media
- What to talk about at the interview.
- How to engage the media to generate positive publicity

DISTRIBUTION OF NEWSLETTERS

- Local Community Newspapers
- Regional Newspapers

EMAIL PDF VERSIONS OF THE NEWSLETTER

- Newsletter releases to be distributed to Mainstream media not included in community newspapers

RADIO INTERVIEWS

- Research and Compilation of newsworthy stories
- Local Economic Development Updates
- Municipal Achievements
- Infrastructure Updates
- Community Developments

SCRIPT WRITE UP FOR INTERVIEWS

- Scripted interview type responses with Mayor responding to interviewer
- 1 x 5 min interview on a mainstream radio station like Ukhozi
- 3 x 5 min interview on local community radio stations

TARGETTED GOVERNMENT PUBLICATIONS

- Research and Compilation of Newsletters
- Advertorial on infrastructure developments
- LED Plans progress
- IDP Plans progress

DISTRIBUTION

- Municipal Magazines x 1 edition x 1 full page
- Community Newspapers
- Research and Compilation
- Arrange individual interviews with journalists
- Respond personally to each negative comment in the media
- Brief journalists regularly
- Take out Advertorials weekly

MEDIA BRIEFINGS

- Research and Compilation
- Hold at least one media briefing per month
- Briefing should be held to highlight infrastructure developments,
- Community benefit programs
- Economic recovery programs
- Job Creation initiatives

VENUE PREPARATION

- Ideally the venue if its an infrastructure development briefing, it should be held on site
- Media Invites should be extended to all media houses
- Online Viral Campaigning

RESEARCH AND COMPILATION

- Daily Updating of Website with service delivery stories and important news utilising the mayors image
- Make available a eNewsletter for downloading

DISTRIBUTION

- Facebook,
- Twitter,
- SMS

BROCHURES

- Research and Compilation
- Regular municipal program brochures utilising the mayor's image must be printed and distributed at schools, sizakala centres, libraries, and regular knock and drops

9.2 CALL CENTRE AND COMPLAINTS MANAGEMENT SYSTEM

- Research and Compilation of information to be addressed
- Draw out stats from all complaints logged telephonically, written, smsed, emailed and those sent via the customers' services portal.
- Utilise the stats to address key areas of concern, especially those concerning essential services and infrastructure support.

IMPLEMENTATION

- Adhoc Mayoral telephonic calls made strategically to complainants that logged calls, in order to indicate that the system is effective and that the Mayor is concerned about the residents within the municipality.
- "Unannounced" walk about with the ward councillor, in communities where high complaints are logged and engaging informally with members of the public.

This strategy will reassure the residents that the mayor is adopting a hands on approach in his management style. It will also convey that the mayor is accessible, caring and can be trusted to deliver on promises made during the elections.

10. STRUCTURES AND PROCESSES

10.1 EXCO AND COUNCIL RESPONSIBILITIES

- Good communication needs everyone to play their part but there must also be a clear understanding of particular roles and responsibilities.
- Better communication skills are needed across the organization and this must be given priority. Some responsibilities of groups are set out below:
- The Mayor and the Executive Committee set the tone for Council and are the ultimate spokespeople and role models for Council.
- EXCO with ward Councillors have the key role in setting the overall goals for the Council and leading communication and consultation internally and externally.
- The Municipal Manager and his management team have to engage with the other local municipalities MMs, listen to their views and comments, propose and explain ideas; explain decisions and the reasons why those decisions have been made and ensure opportunities exist for two-way communications.
- Staff has to engage with the public to listen to enquiries, help decide how needs can best be met, explain about options or limits to services, refer to partners or other agencies. Members of staff also have to communicate with each other as colleagues, managers, team members, customers and suppliers.
- Everyone has to promote the Council to support the creation of a positive image at regional, national and international level.

10.2 SPOKESPERSONS AND THEIR RESPONSIBILITIES

- In the spirit of being a transparent organization, the municipality should not seek to prevent people from speaking to the media but should give clear guidance on areas for comments. The primary spokesperson will be the Mayor and then the Municipal Manager. Municipal Employees are not allowed to speak to the press without authority from either the Mayor or Municipal Manager.

ENTITY	RESPONSIBILITIES
Mayor	All aspects of Council policy and programs
	Matters of policy yet to be adopted/enacted
	All political comment must come from the Mayor
	Is key person for all public participation unless he delegates otherwise
Municipal Manager	Any area of the municipal administration
	Matters of policy yet to be adopted/enacted
	Information around any legal processes the City might be engaged in
	Any matter that relates to the running of the city as a whole and is not specific to existing policy, program or activity of a specific department

ENTITY	RESPOSIBILITIES – comment through the Mayor or MM
EXCO members	All aspects of Council policy and programs in their portfolio
	May be delegated spokespersons on an issue by the Mayor
Speaker	All comment relating to Council “housekeeping” must come from the Speaker
Councillors	Comment on all activity in their ward except for matters that are policy still to be adopted/enacted
Heads	Any area of business in their department
	May be delegated spokespersons on an issue by the MM
	On all aspects of their service areas
	Queries from journalists will be referred to Heads for comment/clarification/information. Comment will then go out in the name of the Unit Head unless that Head decides otherwise. Heads therefore will carry the can for comment from any person in their Unit.
Municipal Spokesperson or Communications Director	Co-ordination of media communication
	Media conferences
	Media statements and handling media queries
	Writing Mayor's speeches.

10.3 RULES FOR COMMENT

The rule is that no employee or elected official of the Municipality will ever respond to the media. All queries and statements must be referred to the authorized spokesperson of the municipality. No employee or elected official of the municipality will ever respond with a “no comment” to a media enquiry. Where possible, the Mayor and delegated spokespersons will be the ultimate spokes people, having been briefed and supported by the Communications Department and EXCO.

When approached for comment, questions need to be requested in writing and, in turn, responses need to be sent out in writing. The mayor will be the official spokesperson for the municipality, followed by the municipal manager.

11. CORPORATE IDENTITY MANUAL

“The City of Heritage”





ULUNDI CORPORATE IDENTITY 2018

"The City of Heritage"



INTRODUCTION

This First Edition of the Ulundi Municipality's Corporate Identity Manual is intended to provide guidelines in the application of the Ulundi Municipality's brand. Corporate branding defines the vision, mission and core values of the Municipality. More importantly it differentiates the organization and communicates a unique identity that is in line with our strategic focus areas.

The corporate identity of any organization is captured in its logo, typeface and positioning statement. The importance of the consistent use of these elements – on letterheads, advertisements, websites, publications, posters, memorabilia, power-point presentations and indeed all communication material signals a strong and clear identity. It defines a professional and cohesive identity. The Corporate ID Manual sets out the official application of the use of the elements and colours of the Municipality's Corporate Signature. This manual has been developed showcasing the already existing Municipalities logo. A guideline of colours have been introduced as grounding support to the logo to create a complete identity which can be used across the marketing spectrum.

This manual informs the Municipality of standards or benchmarks for multidimensional applications, specifications, and style of the Ulundi Municipality's Corporate Signature. The Communications Division, as the custodian of the Ulundi Municipality's brand, is available to consult to all members of the Municipality community and external stakeholders on the application of the logo. The Municipality will not support any deviation from the options stated in this manual.

HOW TO USE THE CORPORATE IDENTITY MANUAL

This Ulundi Municipality Corporate Identity Manual contains the rules and guidelines as they relate to the correct visual portrayal of the Ulundi Municipality's as a Brand.

There are guidelines for the official colours, fonts (typefaces), as well as other visual iconography, and how they may be merged into acceptable documents or communications.

Do not use this manual to replicate artwork as this may cause the colours and graphics to be distorted. Original artwork is available from the appointed Communications Agency (for PC and MAC). The logo may not be used if it does not conform to the guidelines and colours stated herein.

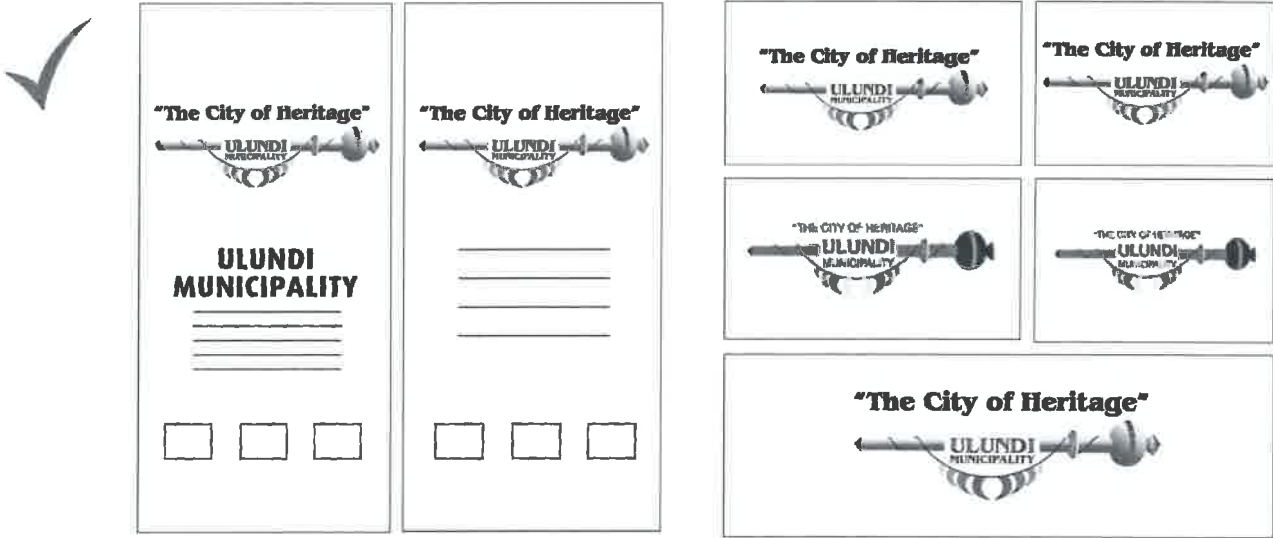
"The City of Heritage"



CORRECT LOGO USAGE

EXAMPLES

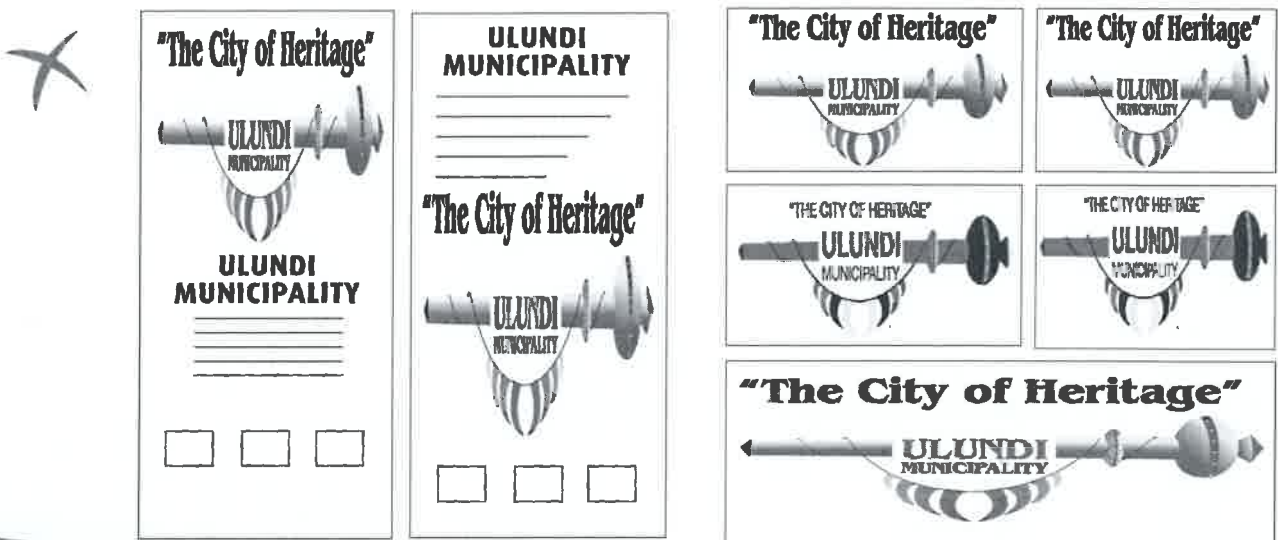
The logo must always keep the same proportions (WIDTH x HEIGHT).
The logo may not be stretched to fit any given layout.



INCORRECT LOGO USAGE

EXAMPLES

The logo may not be redrawn. The logo must confirm to the original specifications and not be distorted in any way.
The logo may not be stretched either vertically or horizontally, or placed on a background where the logo will not stand out.



FONTS FOR ADVERTISING AND PROMOTIONAL MATERIAL

The standard Unlundi fonts are those used in the design of corporate stationery, customised advertising and general marketing material.

GENERAL HEADINGS AND TYPE USAGE

HEADINGS	Dax Medium or Regular horizontal scale 100%, left justified or centered
Line 1	Dax Regular, Title Case
Line 2	Dax Regular, Title Case
Line 3	Dax Light, Title Case

EXAMPLE

Heading	Unlundi Municipality
Line 1	— Operational Entity
Line 2	— Service Unit
Lines 3	— Department

REFERENCES

Avenir Next Medium was selected for the headers, and Avenir Next Regular for the body copy.

EXAMPLE

OUR REF
Your Ref
Enquiries

STATIONARY E.G. LETTERHEADS, COMPLIMENT CARDS & FAX COVER PAGES

HEADINGS	Dax Medium or Regular horizontal scale 100%, left justified
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BUSINESS CARDS

HEADINGS	Dax Medium or Regular, left justified
----------	---------------------------------------

Operation...	Dax Regular, Title Case
Department...	Dax Light, Title Case
Address...	Dax Light, Title Case

EXAMPLE

**Unlundi
Municipality**

Operational Entity
Service Unit
Department Name
Detail of office or sub-unit

Address 1
Postal address, Postal address
Tel + (code) number
Fax + (code) number



LOGO COLOURS

PANTONE Coated



PANTONE 5195C



PANTONE 448C



PANTONE 4505C



PANTONE 119C



PANTONE 4525C



PANTONE 4485C

PANTONE
Process Black C

PANTONE 555C



PANTONE 408C

PANTONE Uncoated



PANTONE 208U



PANTONE 3995U



PANTONE 105U



PANTONE 111U



PANTONE 5515U



PANTONE 4485U

PANTONE
Process Black U

PANTONE 349U



PANTONE 7540U

CMYK



C = 49 M = 72 Y = 51 K = 29



C = 62 M = 57 Y = 92 K = 63



C = 48 M = 42 Y = 49 K = 17



C = 40 M = 38 Y = 97 K = 10



C = 26 M = 23 Y = 56 K = 0



C = 83 M = 6 Y = 97 K = 0



C = 100 M = 100 Y = 100 K = 100



C = 90 M = 40 Y = 78 K = 38



C = 0 M = 0 Y = 0 K = 60



CORPORATE COLOURS

PANTONE Coated

PANTONE Process
Yellow C

PANTONE 402C

PANTONE
Process Black C

PANTONE 335C

PANTONE Uncoated



PANTONE Yellow U



PANTONE 7536U

PANTONE
Process Black U

PANTONE 348U

CMYK



C = 0 M = 12 Y = 100 K = 0



C = 10 M = 100 Y = 100 K = 0



C = 0 M = 0 Y = 0 K = 100



C = 83 M = 6 Y = 97 K = 0



BUSINESS CARD OPTIONS

The Business Card is a straight forward and simple layout, yet detailed in information and incorporates Operational Entity, Service Unit, Dept. Name and details of office etc.

PRINT SPECIFICATIONS

Paper	280 Gram, Haddonia Ivory, Smooth Ultra White
Print	Full Colour - 4 Process Colour CMYK
Trim Size	90mm x 50mm
Logo	Ulundi

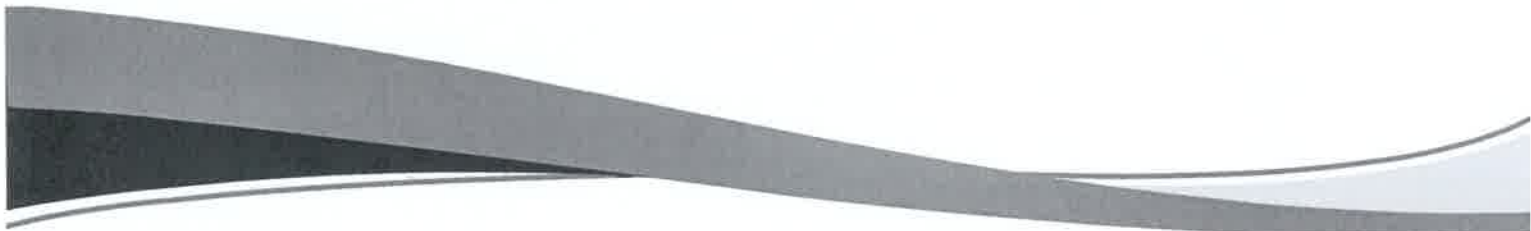
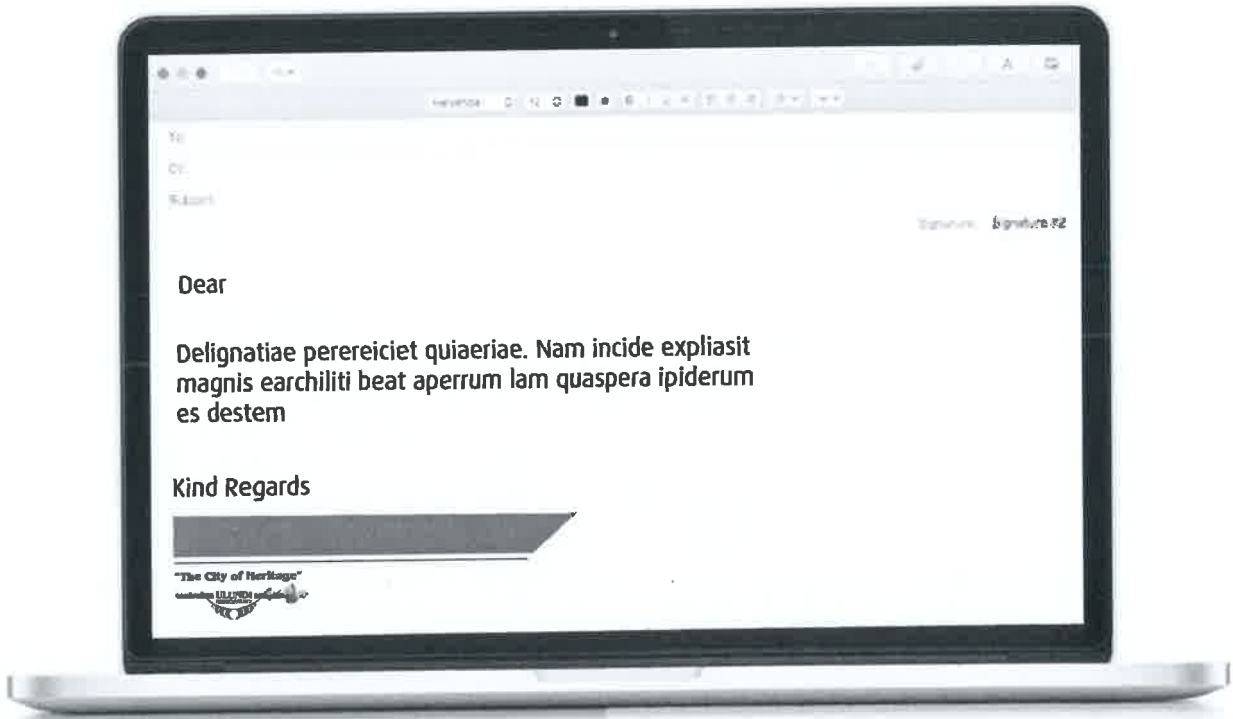


EMAIL SIGNATURE

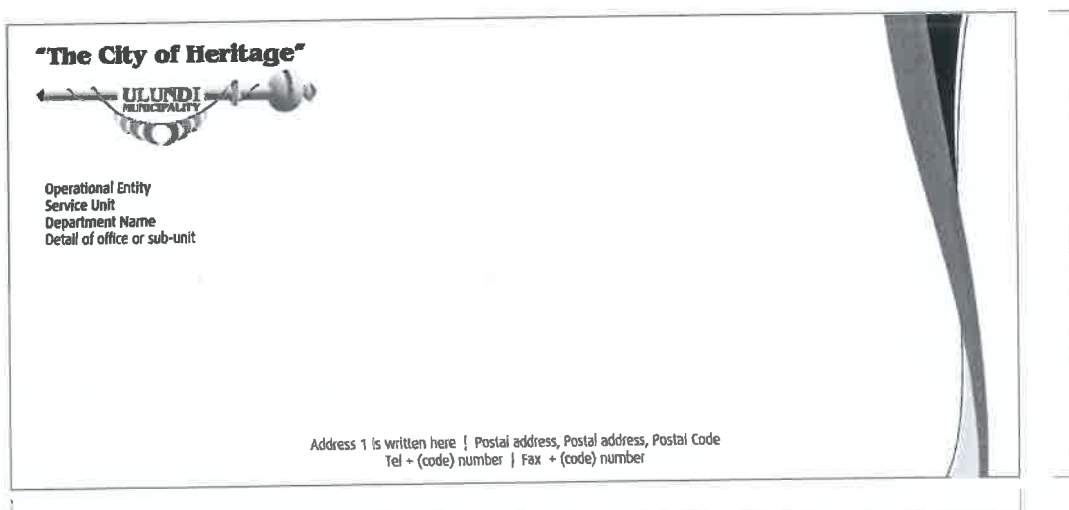
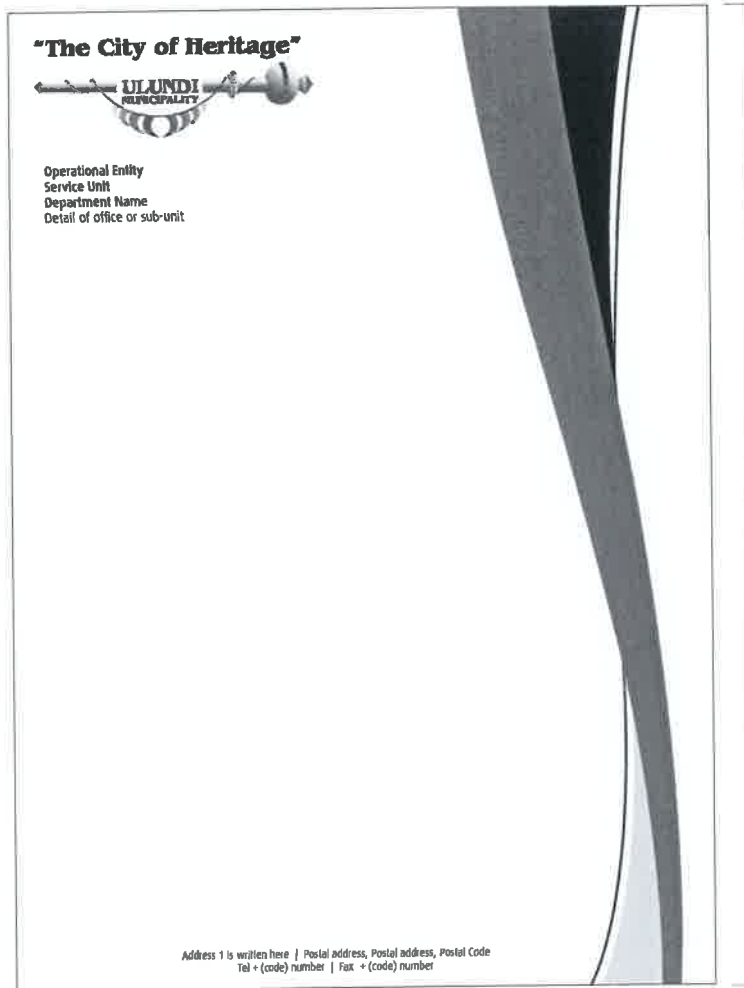
Name and Surname:
Department:
Tel:
Fax:



"The City of Heritage"



LETTERHEAD & COMPLIMENTS SLIP



205mm

C5 P & DL ENVELOPE



FAX SHEET



FAX TRANSMISSION COVER PAGE

To From
Your Ref. Section Revenue Billing
Fax Number Date
Subject

MESSAGE:

If this message or copy you receive is incomplete or indistinct, please advise us immediately.

Address 1 is written here, Postal address, Postal address, Postal Code
Tel + (code) number | Fax + (code) number



A-FRAME BANNERS

The illustrations below are examples of Corporate Promotional Advertising items. They are designed in such a way as to retain the spirit of the corporate identity, while allowing design creativity.

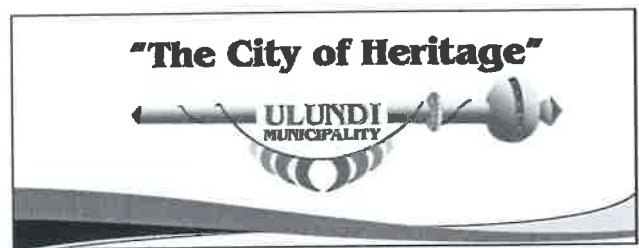
BANNER DETAILS

Logo Ulundi Municipality

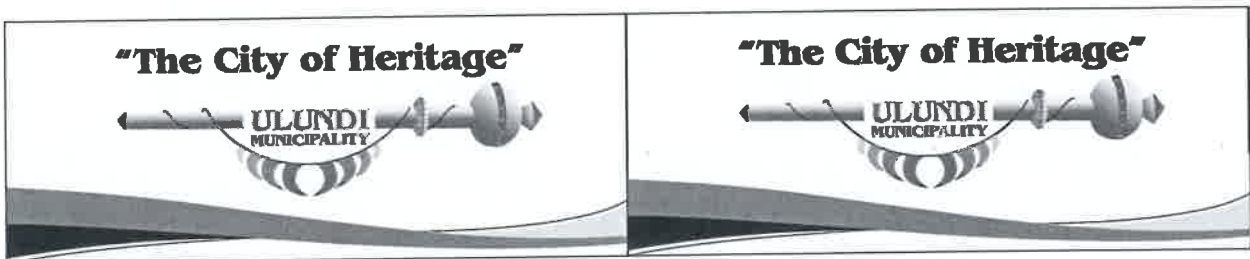
A-FRAME ROUNDED POP-UP



A-FRAME STRAIGHT



EXAMPLE: The A-Frame banners can be placed up against each other to create a logo continuation wall.



FLAG BANNERS

The illustrations below are examples of Corporate Promotional Advertising items. They are designed in such a way as to retain the spirit of the corporate identity, while allowing design creativity.

BANNER DETAILS

HEADINGS **Dax Bold**
Logo Ulundi Municipality

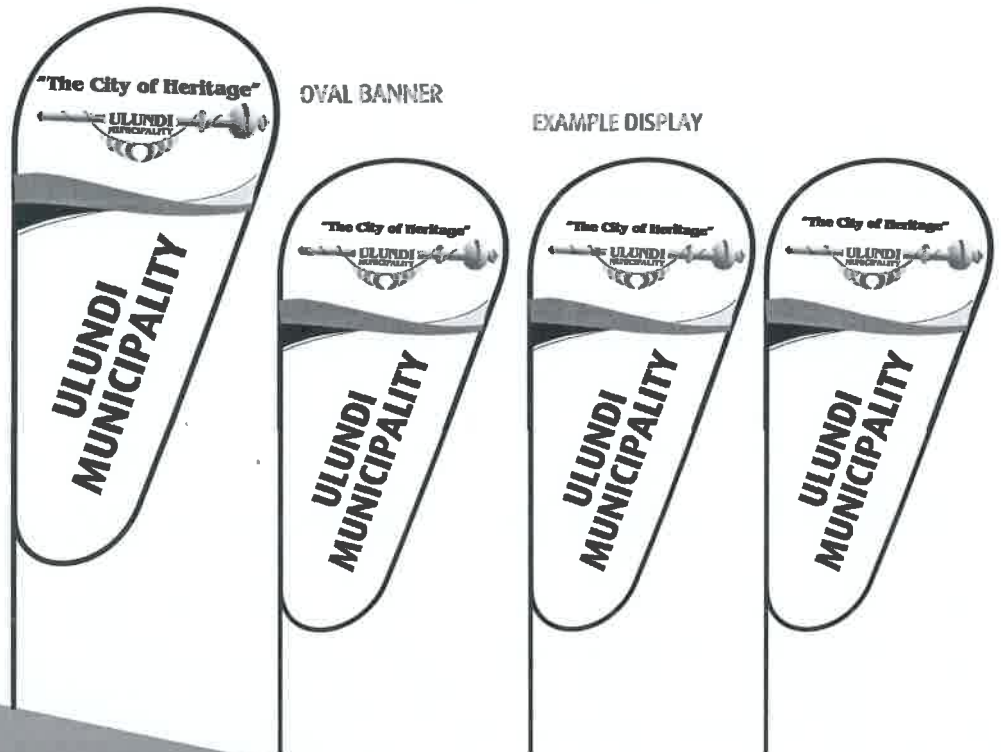
EXAMPLE DISPLAY

TELESCOPIC BANNER



OVAL BANNER

EXAMPLE DISPLAY

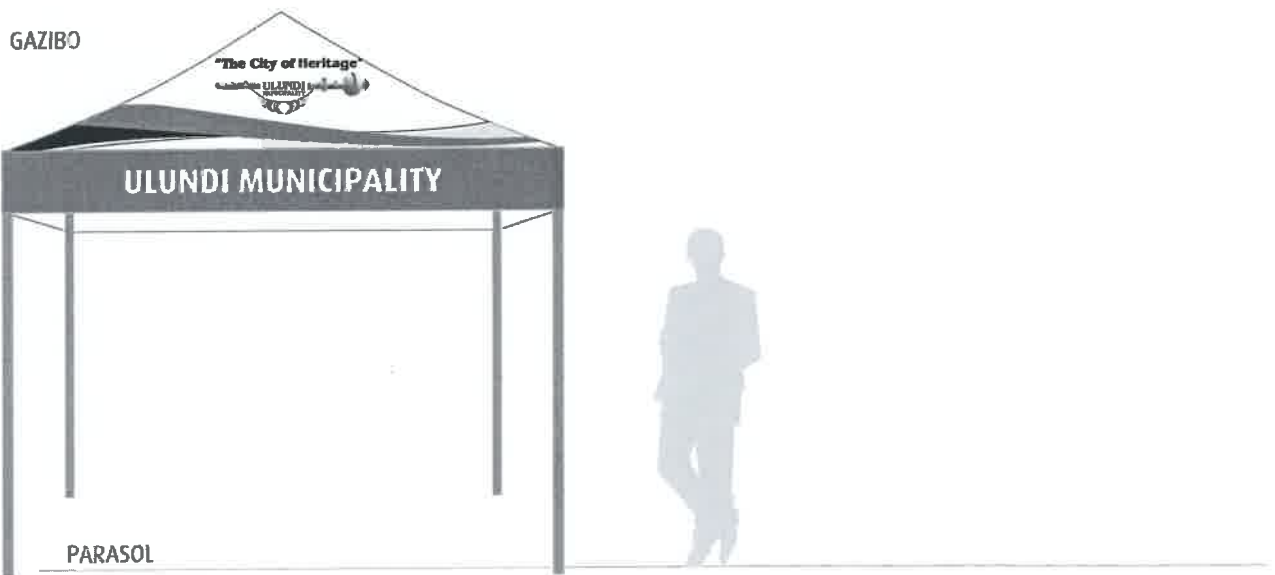


GAZIBO & PARASOL

The illustrations below are examples of Corporate Promotional Advertising items. They are designed in such a way as to retain the spirit of the corporate identity, while allowing design creativity.

DETAILS

HEADINGS **Dax Extra Bold**
Logo Ulundi Municipality

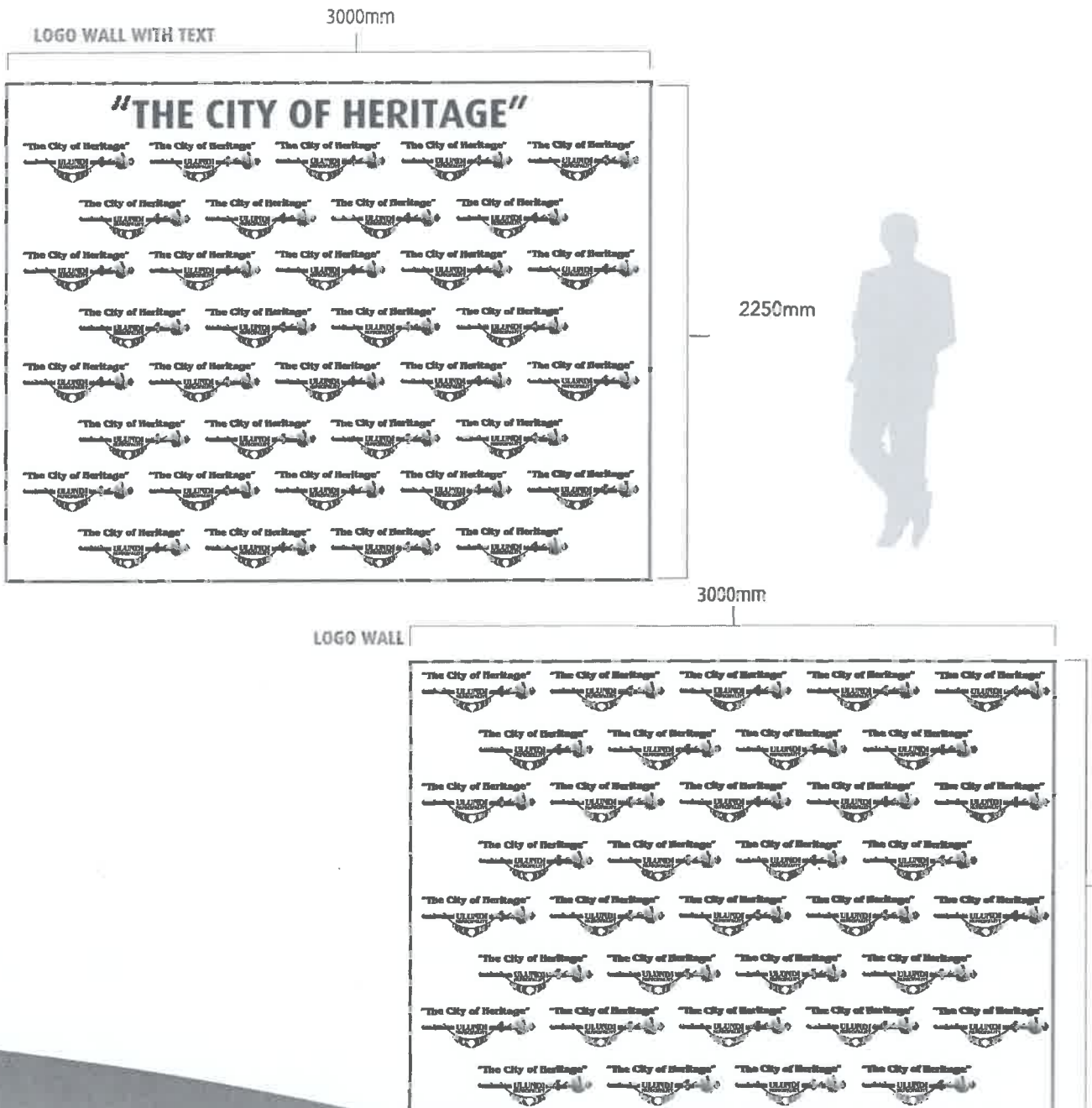


BANNER WALL

The illustrations below are examples of Corporate Promotional Advertising items. They are designed in such a way as to retain the spirit of the corporate identity, while allowing design creativity.

DETAILS

HEADINGS Dax Medium
Logo Ulundi Municipality



PROMOTIONAL CLOTHING

T-shirts and caps have the logo printed in full colour as per the master logo specifications. Only white t-shirts and caps should be used. See below for logo placement. Size of logo is 140mm wide. The logo should always be placed in the center chest area. Logo is to be embroidered on both t-shirts and caps. Cotton to be matched to pantone colours of master logo. Quality of Shirts is 180gms.

Caps - 6 Panel white with logo embroidered on front in full colour. Size of logo is 70mm Wide.
Sport drinking water bottles, of silver material with the logo printed in full colour.



PROMOTIONAL ITEMS

USB

Corporate USB drives with the Ulundi logo icon printed the one side, and the website running along the other side.



PEN



Corporate promotional pens with the Ulundi logo icon printed on the end of the pen, and the website running along the one side.

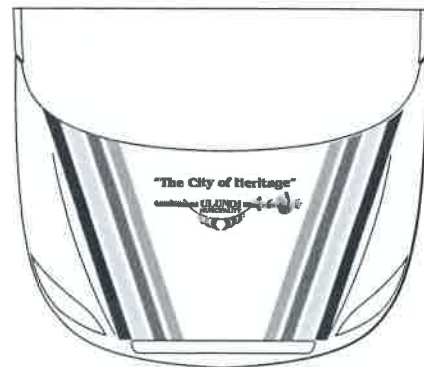
MUG



SUV / BAKKIE / PASSENGER VEHICLE



HOT HATCH EXAMPLE



BUS/PASSENGER VEHICLE - QUANTUM



SUV (FORTUNA WHITE)



SUV (FORTUNA BLACK)



C.7.5

" The City of Heritage "



CLAIM FORM FOR THE PAYMENT OF OUT OF POCKET ALLOWANCE

TO: CHIEF FINANCIAL OFFICER

VOTE NUMBER

Please note that the undersigned Traditional Leader attended the Council Meeting in her/his capacity as indicated below:-

O	0	0	0	1	1	E	0	0	5	9	2				
F	0	0	4	1	X	0	4	4	R	0	0	7	0	0	1

Name of Claimant:-		Date:
Particulars of Claim:- Attending Ordinary Council Meeting		
Source Document:- As per the Attached Attendance Register		
	R	C
Allowance payable per meeting R800,00	800	00
Total	800	00

I hereby certify that I attended the Portfolio Committee meeting in my capacity as a member, and that the information supplied above is true and correct.

Signature/Sayina

Date/Usuku

For office use:-

APPROVED BY HOD/MUNICIPAL MANAGER: _____

DATE: _____

<i>Receipt is hereby acknowledged of the sum of R 800,00</i>	
Date: _____	Signature: _____

Certified for payment in terms of Section 62 of the MFMA Act No. 56 of 2003

DATE: _____

SIGNATURE _____

C.7.5

" The City of Heritage "



ATTENDANCE REGISTER

SPECIAL COUNCIL MEETING

DATE: 23-01-2020

COUNCILLORS NAMES	ON LEAVE	ARRIVAL	DEPARTURE	SIGNATURE
N.J. MANANA			14h00	<i>[Signature]</i>
W.M. NTSHANGASE			14h00	<i>[Signature]</i>
T.G. MADELA	✓			
INKOSI M.D. BUTHELEZI			14h00	<i>[Signature]</i>
INKOSI N.N.E. MPUNGOSE				
INKOSI S.T.Z. NDEBELE				
INKOSI B. ZULU			14h00	<i>[Signature]</i>
INKOSI F.A. ZUNGU				
J.V BUTHELEZI				
M.E. BUTHELEZI			14h00	<i>[Signature]</i>
M.S. BUTHELEZI			14h00	<i>[Signature]</i>
Prince T.M. BUTHELEZI				
S.M. BUTHELEZI			14h00	<i>[Signature]</i>
S.N. BUTHELEZI			14h00	<i>[Signature]</i>
S.S BUTHELEZI			14h00	<i>[Signature]</i>
S.F. CINDI			14h	<i>[Signature]</i>
N.G. DLAMINI			14h00	<i>[Signature]</i>
M.R. DUBAZANE	✓			
J.T. GASA			14h00	<i>[Signature]</i>
T.P. KHANYILE			14h00	<i>[Signature]</i>
B.L. KHUMALO			14h00	<i>[Signature]</i>
D. KHOZA			14h00	<i>[Signature]</i>
N.D. MASONDO			14h00	<i>[Signature]</i>

" The City of Heritage "



ATTENDANCE REGISTER

SPECIAL COUNCIL MEETING

DATE: 11-10-2019

COUNCILLORS NAMES	ON LEAVE	ARRIVAL	DEPARTURE	SIGNATURE
N.J. MANANA		9H00		<i>N. Manana</i>
W.M. NTSHANGASE		9H00		<i>W. Ntshangase</i>
T.G. MADELA		9H00		<i>T.G. Madela</i>
INKOSI M.D. BUTHELEZI		9H00		<i>M.D. Buthelezi</i>
INKOSI N.N.E. MPUNGOSE				
INKOSI S.T.Z. NDEBELE				
INKOSI B. ZULU				
INKOSI F.A. ZUNGU				
J.V BUTHELEZI		9H00		<i>J. Buthelezi</i>
M.E. BUTHELEZI		9H00		<i>M.E. Buthelezi</i>
M.S. BUTHELEZI		9H00		<i>M.S. Buthelezi</i>
Prince T.M. BUTHELEZI		9H00		<i>Prince T.M. Buthelezi</i>
S.M. BUTHELEZI				
S.N. BUTHELEZI				
S.S BUTHELEZI				
S.F. CINDI		9H00		<i>S. Cindi</i>
N.G. DLAMINI				
M.R. DUBAZANE				
J.T. GASA		9H00		<i>J.T. Gasa</i>
T.P. KHANYILE		9H00		<i>T.P. Khanyile</i>
B.L. KHUMALO		9H00		<i>B.L. Khumalo</i>
D. KHOZA				
N.D. MASONDO		9H00		<i>N.D. Masondo</i>

" The City of Heritage "



ATTENDANCE REGISTER

SPECIAL COUNCIL MEETING

DATE: 11-10-2019

COUNCILLORS NAMES	ON LEAVE	ARRIVAL	DEPARTURE	SIGNATURE
N.J. MANANA		9:40		<i>J. Manana</i>
W.M. NTSHANGASE				
T.G. MADELA				
INKOSI M.D. BUTHELEZI			9:40	<i>M.D. Buthelezi</i>
INKOSI N.N.E. MPUNGOSE				
INKOSI S.T.Z. NDEBELE				
INKOSI B. ZULU			9:40	<i>B. Zulu</i>
INKOSI Z.A. ZUNGU				
J.V BUTHELEZI				<i>J. Buthelezi</i>
M.E. BUTHELEZI				<i>M.E. Buthelezi</i>
M.S. BUTHELEZI				<i>M.S. Buthelezi</i>
Prince T.M. BUTHELEZI		9:50		<i>T.M. Buthelezi</i>
S.M. BUTHELEZI				
S.N. BUTHELEZI				
S.S BUTHELEZI			9:00	<i>S.S. Buthelezi</i>
S.F. CINDI			9:40	<i>S.F. Cindi</i>
N.G. DLAMINI				
M.R. DUBAZANE				
J.T. GASA			9:40	<i>J.T. Gasa</i>
T.P. KHANYILE			9:40	<i>T.P. Khanyile</i>
B.L. KHUMALO			9:40	<i>B.L. Khumalo</i>
D. KHOZA				
N.D. MASONDO			9:40	<i>N.D. Masondo</i>

" The City of Heritage "



ATTENDANCE REGISTER

ORDINARY COUNCIL MEETING

DATE: 11 DECEMBER 2019

COUNCILLORS NAMES	ON LEAVE	ARRIVAL	DEPARTURE	SIGN
N.J. MANANA				<i>N. Manana</i>
W.M. NTSHANGASE				<i>W. Ntshangase</i>
T.G. MADELA		<i>10h00</i>		<i>T. Madela</i>
INKOSI M.D. BUTHELEZI		<i>10h00</i>		<i>M.D. Buthelezi</i>
INKOSI S.T.Z. NDEBELE				
IBAMBA BUKHOSI N.N.E. MPUNGOSE				
INKOSI B. ZULU				<i>B. Zulu</i>
INKOSI F.A. ZUNGU				
J.V BUTHELEZI				
M.E. BUTHELEZI		<i>10h00</i>		<i>M.E. Buthelezi</i>
M.S. BUTHELEZI				
Prince T.M. BUTHELEZI		<i>10h00</i>		<i>T.M. Buthelezi</i>
S.M. BUTHELEZI		<i>10h00</i>		<i>S.M. Buthelezi</i>
S.N. BUTHELEZI	✓			
S.S BUTHELEZI		<i>10h00</i>		<i>S.S. Buthelezi</i>
S.F. CINDI		<i>10h00</i>		<i>S.F. Cindi</i>
N.G. DLAMINI		<i>10h00</i>		<i>N.G. Dlamini</i>
M.R. DUBAZANE	✓			
J.T. GASA		<i>10h00</i>		<i>J.T. Gasa</i>

" The City of Heritage "



ATTENDANCE REGISTER

SPECIAL COUNCIL MEETING

DATE: 07 NOVEMBER 2019

COUNCILLORS NAMES	ON LEAVE	ARRIVAL	DEPARTURE	SIGN
N.J. MANANA	12H00			<i>[Signature]</i>
W.M. NTSHANGASE	12H00			<i>[Signature]</i>
T.G. MADELA	12H00			<i>[Signature]</i>
INKOSI M.D. BUTHELEZI	12h00			<i>[Signature]</i>
INKOSI S.T.Z. NDEBELE				
IBAMBA BUKHOSI N.N.E. MPUNGOSE				
INKOSI B. ZULU				
INKOSI F.A. ZUNGU				
J.V BUTHELEZI	12400			<i>[Signature]</i>
M.E. BUTHELEZI	12H00			<i>[Signature]</i>
M.S. BUTHELEZI	12H00			<i>[Signature]</i>
Prince T.M. BUTHELEZI	12400			<i>[Signature]</i>
S.M. BUTHELEZI	12h00			<i>[Signature]</i>
S.N. BUTHELEZI	12H00			<i>[Signature]</i>
S.S BUTHELEZI	12H00			<i>[Signature]</i>
S.F. CINDI	12h00			<i>[Signature]</i>
N.G. DLAMINI	12:400			<i>[Signature]</i>
M.R. DUBAZANE	12H00			<i>[Signature]</i>
J.T. GASA	12h00			<i>[Signature]</i>

" The City of Heritage "



ATTENDANCE REGISTER

SPECIAL COUNCIL MEETING

DATE: 20 AUGUST 2019

COUNCILLORS NAMES	ON LEAVE	ARRIVAL	DEPARTURE	SIGN
N.J. MANANA		14H00		<i>N.J. Manana</i>
W.M. NTSHANGASE		14H00		<i>W.M. Ntshangase</i>
T.G. MADELA	✓			
INKOSI M.D. BUTHELEZI		14h00		<i>M.D. Buthelezi</i>
INKOSI S.T.Z. NDEBELE				<i>S.T.Z. Ndebele</i>
IBAMBA BUKHOSI N.N.E. MPUNGOSE				
INKOSI B. ZULU		14h00		<i>B. Zulu</i>
INKOSI F.A. ZUNGU	✓			
J.V BUTHELEZI				
M.E. BUTHELEZI		14h00		<i>M.E. Buthelezi</i>
M.S. BUTHELEZI		14h00		<i>M.S. Buthelezi</i>
Prince T.M. BUTHELEZI		14h00		<i>T.M. Buthelezi</i>
S.M. BUTHELEZI		14h00		<i>S.M. Buthelezi</i>
S.N. BUTHELEZI		14h00		<i>S.N. Buthelezi</i>
S.S BUTHELEZI		14h00		<i>S.S. Buthelezi</i>
S.F. CINDI				
N.G. DLAMINI		14h00		<i>N.G. Dlamini</i>
M.R. DUBAZANE		14H00		<i>M.R. Dubazane</i>
J.T. GASA		14H00		<i>J.T. Gasa</i>

" The City of Heritage "



ATTENDANCE REGISTER

**COMMUNITY SERVICES PORTFOLIO COMMITTEE
ORDINARY MEETING SCHEDULED FOR 08-10-2019**

COUNCILLOR'S NAME	LEAVE APPLICATION	ARRIVAL	DEPARTURE	SIGNATURE
Cllr M.S. Buthelezi		14h00		
Inkosi M.D. Buthelezi		14h00		M. D. Buthelezi
Cllr S.N. Buthelezi		14h00		
Cllr M.E. Buthelezi		14h00		
Cllr J.V. Buthelezi				
Cllr N.D. Masondo		14h00		N.D. Masondo
Cllr S.Z. Mkhize	✓			
Cllr S.P. Nakin		14h00		
Also in attendance				
T.A. NTOMBISA				
M. X. BUTHELEZI				

" The City of Heritage "



ATTENDANCE REGISTER

**COMMUNITY SERVICES PORTFOLIO COMMITTEE
ORDINARY MEETING SCHEDULED FOR 13-08-2019**

COUNCILLOR'S NAME	LEAVE APPLICATION	ARRIVAL	DEPARTURE	SIGNATURE
Cllr M.S. Buthelezi		14h00		<i>[Signature]</i>
Inkosi M.D. Buthelezi		14h00		<i>[Signature]</i>
Cllr S.N. Buthelezi		14h00		<i>[Signature]</i>
Cllr M.E. Buthelezi				
Cllr J.V. Buthelezi	✓			
Cllr N.D. Masondo		14h00		<i>[Signature]</i>
Cllr S.Z. Mkhize	✓			
Also in attendance				

Lack of quorum

Reschedule for 22-08-2019

" The City of Heritage "



ATTENDANCE REGISTER

PROTECTION SERVICES PORTFOLIO COMMITTEE

DATE: 02-12-2019

Name	LEAVE APPLICATION	ARRIVAL	DEPARTURE	SIGNATURE
Cllr C.K. Zungu (Chairperson)		10:10		
Inkosi S.T.Z. Ndebele		10:10		
Cllr W.V. Mbatha				
Cllr A.M. Sibiya		10:10		
Cllr Z.B. Mncube		10:10		
Cllr T.P. Khanyile		10:23		
Cllr N.G. Dlamini				
Cllr X.T. Mbatha				

" The City of Heritage "



ATTENDANCE REGISTER

ORDINARY MEETING- PROTECTION SERVICES PORTFOLIO COMMITTEE-

SCHEDULED FOR 11 JULY 2019

COUNCILLORS NAMES	LEAVE APPLICATION	ARRIVAL	DEPARTURE	SIGNATURE
C.K. Zungu Chairperson		10H00		
Inkosi S.T.Z. Ndebele		10H00		
W.V. Mbatha		10H00		
A.M. Sibiyi				
Z.B. Mncube		10H50		
T.P. Khanyile				
N.G. Dlamini				
X.T. Mbatha		10H00		

" The City of Heritage "



ATTENDANCE REGISTER FOR PLANNING & DEVELOPMENT PORTFOLIO

09 DECEMBER 2019.

COUNCILLORS NAMES	LEAVE APPLICATION	ARRIVAL	DEPARTURE	SIGNATURE
H.J. Mlambo Chairperson				
Inkosi B.Zulu				
Prince T.M. Buthelezi		10:00		
I.P. Ngobese		10:40		
B.L. Khumalo		10:10		
S. Ntshingila				
K.P. Ngema		10:00		
S.V. Zondo		10:10		

ALSO IN ATTENDANCE

" The City of Heritage "



ATTENDANCE REGISTER FOR PLANNING & DEVELOPMENT PORTFOLIO SCHEDULED FOR 11 JULY 2019.

COUNCILLORS NAMES	LEAVE APPLICATION	ARRIVAL	DEPARTURE	SIGNATURE
H.J. Mlambo		14h00		
Inkosi B.Zulu		14h00		
Prince T.M. Buthelezi		14h00		
T.K. Mkhize		14h15		
K.P. Ngema	<i>in previous weeks 14h00-13h</i>	14h00		
I.P. Ngobese		14h00		
B.L. Khumalo		14h00		
S. Ntshingila		14h00		
S.V. Zondo				

OFFICIALS

R. MARIK		14h00pm		
T.S. NDWANDWE		14h00		
B. Mpulo		14h00		

" The City of Heritage "



ATTENDANCE REGISTER

TOURISM PORTFOLIO COMMITTEE

DATE: 29-08-2019

COUNCILLOR'S NAMES	LEAVE APPLICATION	ARRIVAL	DEPARTURE	SIGNATURE
Cllr Adv.R.V. Sibiya (Chairperson)		14:00		
* IBamba buKhosi N.N.E. Mpungose		14:12		
Cllr D. Khoza	✓			
Cllr M.R. Dubazane	✓			
Cllr M.Z. Sikhakhane		14:00		
Cllr J.T. Gasa		14:00		
Cllr M. Mdlalose		14:00		
Cllr M.S. Mhlongo		14:00		
Cllr P.M. Mthethwa		14:00		

**UMASIPALA
WASOLUNDI**



**ULUNDI
MUNICIPALITY**

Private Bag X17
ULUNDI
3838

Tel: 035-874 5100
Fax: 035-874 5176

E-mail: nsikhakhane@ulundi.gov.za

WARD COMMITTEE 1ST QUARTER COGTA VERIFICATION RESULTS

CoGTA verified the functionality and confirmed that all Ulundi Municipality Ward Committees to be functional.

Provincial Ward Committees Verification Results confirmed by Public Participation Business Unit which reflects that Ulundi Municipality has obtained 100% and that all evidence was presented in all indicators in all 24 Wards. **(results attached)**

WARD COMMITTEE 2ND QUARTER COGTA VERIFICATION RESULTS

Ulundi Municipality has received the letter from CoGTA a Schedule of dates of the Provincial Ward Committee Functionality Verification Process.

The schedule indicates that Ulundi will be verified on the 11th February 2020. The results will then be announced after the verification process. **(letter attached)**.

ZULULAND	Abaqulusi	22	21 (95%)	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20 & 21	1 (5%)	Ward 22 – No community meetings
	Nongoma	21	18 (86%)	2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 16, 17, 19, 20 & 21	3 (14%)	Ward 1 – No evidence in all indicators Ward 14 & 18 – No community meetings & ward report not signed by Cllr
	eDumbe	8	8 (100%)	All wards	0 (0%)	Evidence presented in all indicators
	uPhongolo	15	15 (100%)	All wards	0 (0%)	Evidence presented in all indicators
	Ulundi	24	24 (100%)	All wards	0 (0%)	Evidence presented in all indicators
	TOTAL	90	86 (96%)	86 wards	4 (4%)	



CoGTA

Department:
Cooperative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

Tel. +27 33 395 2838 Fax. +27 33 394 5668
Postal. Private Bag X 9078, Pietermaritzburg, 3200
Office. Natala Building, 330 Langalibalele Street,
Pietermaritzburg 3201

PUBLIC PARTICIPATION

ENGABENI M Shangele
Mkhizvo
Nkomo

Mvshangele
Nkomo
Mvshangele
Email: mshangele@coyta.org.za

Date
Week: 30 December 2019
Caption

TO : ALL MUNICIPAL MANAGERS

Cc : PUBLIC PARTICIPATION PRACTITIONERS
: MUNICIPAL RAPID RESPONSE COORDINATORS
: CHAIRPERSONS OF DISTRICT PUBLIC PARTICIPATION FORUMS
: MUNICIPAL SPECIAL PROGRAMS OFFICIALS
: MUNICIPAL OFFICIALS RESPONSIBLE FOR YOUTH PROGRAMS
: MUNICIPAL SPEAKERS
: ALL WARD COUNCILLORS

DATE : 30th DECEMBER 2019

SUBJECT: WARD COMMITTEE FUNCTIONALITY VERIFICATION PROCESS: 27th JANUARY – 20th FEBRUARY 2020

Dear Sir / Madam

Kindly be informed that the Department will be conducting public participation structures functionality assessment and verification process in the province. The verification process will be held as per the schedule outlined below:

MUNICIPALITY	DATE	TIME	VENUE
EThekweni Metro	27 January 2020	09:00	TBC
Ugu District & family of municipalities	28 January 2020	09:00	TBC
Harry Gwala District & family of municipalities	29 January 2020	09:00	TBC
Umgungundlovu District & family of municipalities	30 January 2020	09:00	TBC
Capturing Office Day	31 January 2020	08:00	TBC
	03 February 2020	08:00	Mayville office
Uthukela District & family of municipalities	04 February 2020	09:00	TBC
Amauba District & family of municipalities	05 February 2020	09:00	TBC
Umzintathi District & family of municipalities	06 February 2020	09:00	TBC
Capturing Office Day	07 February 2020	08:00	TBC
	10 February 2020	08:00	Mayville office
Zululand District & family of municipalities	11 February 2020	09:00	TBC
Umkhanyakude District & family of municipalities	12 February 2020	09:00	TBC
King Cetshwayo District & family of municipalities	13 February 2020	09:00	TBC
Capturing Office Day	14 February 2020	08:00	TBC
	17 February 2020	08:00	Mayville office
ILembe District & family of municipalities	18 February 2020	09:00	TBC
Capturing	19 February 2020	09:00	Mayville office

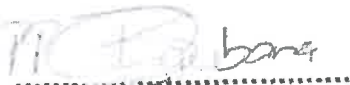
The following stakeholders are expected to attend the Public Participation structures verification process:

- Municipal Speakers
- Ward Councilors
- District officials responsible for public participation function,
- At least 2 ward committee members per ward,
- Municipal Public Participation Practitioners
- Municipal Rapid Response Team coordinators
- Special Programs officials
- Municipal officials responsible for Youth Programs

Local municipal officials to bring along copies of portfolio of evidence and all public participation structures
*functionality indicators for October, November and December 2019

Municipalities are responsible to communicate venue with Cogta at least 5 days prior to the verification date.

Yours in Service delivery



Ms. BFN Mahanya
For / Chief Director: Public Participation

" The City of Heritage "



ULUNDI LOCAL MUNICIPALITY

BATHO PELE POLICY

DRAFT

INTRODUCTION

This document provides the background, the purpose, the objectives and the principles of Batho Pele. The Batho Pele policy recognises both internal and external customers. Internal customers refer to the employees of Ulundi Local Municipality who provide services to one another in order to serve the public. These employees should feel happy to serve the public because the working environment in which they serve is conducive to service delivery and enables them to serve others with dignity and pride; whereas the external customer refers to the general public, who hold the employees accountable for the service they receive.

Ulundi Municipality hereby pledge to abide by the following Batho Pele principles in all its and endeavors in promoting its relationships with its Stakeholders and promoting the rendering of services in an efficient, effective, equitable and sustainable manner

The Municipality endeavors to workshop its employees on these principles and to place them at places accessible to all to employees. Furthermore, employees will be expected to sign and acknowledgement to the effect that they will abide by these principles in the daily performance of their duties

DEFINATIONS

CUSTOMERS: are those people who use the services of Ulundi Local Municipality regardless whether they pay directly for those services or not and also whether they reside within the boundaries of the Ulundi Local Municipality or they are tourists.

BACKGROUND

Batho Pele was initiated by the National Government in 1997. It is specifically concerned with improving the effectiveness and efficiency of the way in which services are delivered. It introduces a customer - oriented approach to transforming service delivery, in accordance with a national policy framework contained in the Batho Pele White Paper which was gazetted on 01 October 1997.

The Ulundi Local Municipality recognises the need for the existence of Batho Pele and its importance as a service provider and it also acknowledges that a guiding philosophy in service delivery is to get all its employees to be service oriented, to strive for excellence in service delivery and to commit to continuous service delivery improvement.

PURPOSE

The purpose of this policy is to enable the Municipal employees to deliver services in a customer focused way stated in the Batho Pele national policy and ensuring that the Ulundi Local Municipality's systems and procedures and attitudes of its employees are reoriented in favour of service delivery.

OBJECTIVES

- 1 To have a customer –centric approach to service delivery
- 2 To improve service delivery, with a shift way away from inward looking, bureaucratic systems, processes and attitudes as an increased commitment, personal sacrifice, dedication and a search for new ways of working which puts the needs of the public first, which are better , faster and more responsive to the citizens' needs.
- 3 To provide easy access to information and services of Ulundi Municipality, as provided by Access to Public Information Act.
- 4 To make the employees of Ulundi Local Municipality more accountable to citizens.
- 5 To build effective relationships with the end users of public services (consultation).
- 6 To apply high standards and professional ethics.

TRANSFORMATION PRIORITIES:

- Representivity and affirmative action
- Human resource development and training
- Employment conditions and labor relations
 - and restructuring
- Transforming service delivery
 - Information technology
 - Promoting a professional service ethos
- Institution-building and management, and Democratizing the State.

BATHO PELE PRINCIPLES:

Consultation: Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered.

Service Standards: Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect.

Access: All citizens should have equal access to the services to which they are entitled.

Courtesy: Citizens should be treated with courtesy and consideration.

Information: Citizens should be given full, accurate information about the public services they are entitled to receive.

Openness and transparency: Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge.

Redress: If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when the complaints are made, citizens should receive a sympathetic, positive response.

Value for Money: Public services should be provided economically and efficiently in order to give citizens the best possible value for money.

Encouraging Innovation and Rewarding Excellence: Innovation can be new ways of providing better service, cutting costs, improving conditions, streamlining and generally making changes which tie in with the spirit of Batho Pele. It is also about rewarding the staff who "go the extra mile" in making it all happen.

Customer Impact: Impact means looking at the benefits we have provided for our customers both internal and external – it's how the nine principles link together to show how we have improved our overall service delivery and customer satisfaction. It is also about making sure that all our customers are aware of and exercising their rights in terms of the Batho Pele principles.

Leadership and Strategic Direction: Good leadership is one of the most critical ingredients for successful organisations. Organisations who do well in serving their customers can demonstrate that they have leaders who lead by example, who set the vision, and ensure that the strategy for achieving the vision is owned by all and properly deployed throughout the organisation. They take an active role in the organisation's success.

ISIZULU

IMIGOMO EYISHUMI NANYE -BATHO PELE

IziNhloko zeMinyango okuyizona ezingamafolosi ziyiqinisekisa ukuthi abasebenzi abangaphansi kwazo bayayilandela le imigomo elandelayo njengalokhu iyingxenye yemisebenzi yazo.

UKUXHUMANA: Izakhamuzi kumele zaziswe mayelana nezinga, iqophelo kanye nohlobo lwemisebenzi ezenzelwa yona futhi uma kunokwenzeka, kumele zinikezwe ithuba lokuzikukhethela imisebenzi ezenzelwa yona. Ukuqinisekisa ukuthi lokhu kuyenzeka, kumele kubhekwe lokhu okulandelayo.

Bonke okusetshenziswana nabo abangaphakathi kanye nabangaphandle kumele baziswe ngohlobo, inani kanye neqophelo lemisebenzi ezohlinzekwa ukuze kuhlonzwe izidingo kanye nokulindelwe umphakathi.

IQOPHELO LOMSEBENZI : Izakhamuzi kumele zitshelwe ngezinga kanye neqophelo lemisebenzi yomphakathi ezizokwenzelwa yona ukuze zazi ukuthi yini okumele ziyilindele. Iqophelo lomsebenzi liyizitatimende ezilinganisekayo ezicacile zezinga lokwenziwa komsebenzi elidingekile nelethenjisiwe, eziqukethe izimpawu eziphathelene nokwenziwa komsebenzi ngendlela encomekayo. Lezi zimpawu zisetshenziselwa ukulinganisa noma ukuhlola ukwenziwa komsebenzi kumbe izidingo ezilethelwe umphakathi. Lokhu kusiza amakhasimende ukuba akwazi ukubona ukuthi ngabe umsebenzi enzelwa wona usezingeni ebelethenjisiwe yini noma cha. (Zonke izimpiko kuyodingeka ukuba zikhiphe Imiqulu yemisebenzi echaza ngemisebenzi evela ikhona kanye nemisebenzi emisha.

Izinhlolo Zeminyango kumele ziqinisekise ukuthi okulandelayo kuyenziwa:-

Kumele kwakhiwe uMqulu Wokunikezela Ngezinsiza (i-Service Charter) uphinde ukhishelwe umphakathi.

Iqophelo lomsebenzi kumele lishicilelwe futhi kuxoxiswane ngalo nalabo abahlinzekwayo kuphinde kugqugquzelwe ukuba umphakathi ubeke imibono ngeqophelo lomsebenzi ohlinzekiwe.

UKUFINYELELA: Zonke izakhamuzi kufanele ziyithole ngokulinganayo imisebenzi ezinelungelo lokuyithola. (IMinyango kuyomele ibe nezinhlelo eziyokwenza kubelula ukufinyelela kubasebenzi bayo kanye nemisebenzi kahulumeni. Kumele yakhe iphinde iqalise izinhlelo eziyisipesheli ezimaqondana nokwenziwa ngcono kokuhanjiswa kwezidingo kubantu abaphila ngokukhubazeka, abancisheke abathuba ngokwenhlalo kanye nangokwamasiko.)

INHLOKOPHO: Izakhamuzi kumele ziphathwe ngenhlonipho kanye nangokucazibangela. Yonke iMinyango kuyomele ibeke iqophelo maqondana nokuphathwa komphakathi bese lokho ikufaka kwiMigomo Yokuziphatha yayo, kumagugungangi kanye nasezinhlweni zokuqeqesha. Indlela abasebenzi abenza ngayo umsebenzi kumele ihlale iqashelwa njalo, kanti futhi ukungahloniphi kwabasebenzi angeke kubezekezelelwe neze. INhloko yoMnyango ngayinye kumele yenze uhlelo lokuthola uvo lomphakathi owenzelwa imisebenzi ukuze ithole ukuthi linjani izinga lenhlonipho kubasebenzi.

ULWAZI: Izakhamuzi kumele zinikezwe ulwazi olugcwele nokuyilona ngemisebenzi kahulumeni ezinelungelo lokuyithola. (Umphakathi uyothola ulwazi olugcwele, olugondile nolosuku nosuku maqondana nemisebenzi ezinelungelo lokuyithola. Ulwazi kumele luhlinzekwe ezindaweni okwenziwa kuzo umsebenzi, emaphephandabeni kanye nasemisakazweni yendawo futhi nangezilimi ezahlukene ezisemthethweni. Izinombolo zokuxhumana kanye namagama kumele kuvele kwezokuxhumana zazo zonke izimpiko).

UKUVULELEKA KANYE NOKUBA SOBALA: Izakhamuzi kumele zitshelwe ukuthi uMasipala waseMnambithi uphethwe kanjani, ngamalini kanye nokuthi ubani ophethe. (Umphakathi uyokuba nelungelo lokwazi abasebenzi boPhiko ngalunye, imininingwane yezikhulu eziphezulu, ukusetsheniswa kwezimali kanye nokwenziwa komsebenzi uma kuqhathaniswa neqophelo elibekiwe angeke kube yimfihlo.) Amakhasimende kumele azi ukuthi uban iNhloko yoPhiko, Amakasimende kumele azi ukuthi kudla malini ukusebenza ko Phiko. Lolu lwazi olungenhla kumele amakhasimende akwazi ukuthola ngaso sonke isikhathi.

UKULUNGISA OKONAKELE: Uma umsebenzi owenziwe ungafiki eqophelweni ebelethenjisiwe, kumele kuxoliswe kwikhasimende, bese linikezwa incazelo egcwele kanye nesixazululo esisheshayo nesizolungisa lesi simo. Uma ikhasimende linesikhalo, kumele liphendulwe ngendlela enozwelo nelibeka ethembeni. (Kuyosungulwa izindlela zokubhekana nokungagculiseki komphakathi kanti futhi bonke abasebenzi bayoqeqeshwa maqondana nokubhekana nezikhalo ngokushesha nangempumelo). UMnyango ngamunye kumele ube nohlelo lokubhekana nezikhalo. Lolu hlelo kumele lulokhu luhlolwa ukuqinisekisa ukuthi lusebenza ngempumelelo noma cha.

UMSEBENZI OSEQOPHELWENI LEMALI: Imisebenzi yomphakathi kumele yenziwe ngendlela eyongayo neyimpumelelo ukuze amakhasimende athole okufanele imali yawo. (Umphakathi yiwona okhokha imali yentela, ngakho-ke unelungelo lokuphoqa ukuthi imali yawo isetshenziswe ngendlela efanele. Izimpiko kumele zenze ngokusemandleni ukuthi zihlinzeka umsebenzi ngendlela eyonga nangempumelelo kanye nokuthuthukiswa kwendlela yokuhanjiswa kwezidingo okusezinhlweni.

UKUKHUTHAZA IMIQONDO EMISHA KANYE NOKUKLOMELISA UMSEBENZI ONCOMEKAYO: UMasipala uyoqinisekisa ukuthi udala isimo esivumela ukuhanjiswa

kwezidingo ngendlela encomekayo, ukuhlomisa abasebenzi ngamakhono ukuze bahlinzeke izidingo ngempumelelo.

UMTHELELA WOKULETHWA KWEZIDINGO: Ukusebenzisa Izinhlelo zethu Zokuphathwa Kokwenziwa Komsebenzi kanye nokubandakanya Umphakathi ukulawula kanye nokuhlola imiphumela yokuhanjiswa kwezidingo kubantu.

UBUHOLI KANYE NAMASU OKUHOLA: Bonke abaholi abathintekayo maqondana nokuhanjiswa kwezidingo bayonikeza umkhombandlela, bahlelembe, baxoxisane nabasebenzi, bakhe ubudlelwano obuqinile nokubanjiswene nabo baphinde bakhombise ukuziphatha ngendlela eyamukelekile kanye namagugungqangi aphasile.

"The City of Heritage"



SERVICE DELIVERY CHARTER 2018-2022

5. Constitutional Mandate of the Municipality

Our Developmental objectives are grounded in Section 152 of the Constitution of the Republic of South Africa Act No.109 of 1996 as follows:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organizations in the matters of local government.

6. List of Services

We provide the following services:

Office of the Municipal Manager

- Legal Services
- Internal Audit
- Performance Management
- Risk Management

Financial Services

- Revenue Collection
- Budget and Expenditure Management
- Supply Chain Management
- Asset Management
- Information Technology

Community Services

- Environmental Services (Parks, Gardens and Cemeteries)
- Culture, Sports and Recreation Services
- Library and Information Services
- Waste Management & Cleansing Services
- Youth Development
- Special Programs

Technical Services

- Electrical Services
- Roads and Storm Water Drainage
- Project Management Services
- Fleet and Loss Control Management
- Municipal Buildings Maintenance

Corporate and Management Services

- Council Support
- Human Resource Management and Development

- You have a right to be treated fair and reasonable
- You have a right to be treated courteously and considerate at all times
- You have a right to be provided with clear and accurate information at all times
- You deserve an apology for any lapse in service delivery

10. Your Obligations as a Customer

- You are expected to be courteous, civil, and respectful to the dignity and integrity of the officials you interact with.
- You are expected to utilise services provided by the municipality properly and also pay for them.
- You are also expected to do the following:
 - Provide the municipality with all the information it needs
 - Attend all community, IDP and Budget meetings as scheduled
 - Direct all complaints to the municipality
 - Comply with all the prescribed laws and bylaws governing the municipality
 - Report all fraudulent activities to the municipality

11. Our Core Service Standards

We undertake to provide services of high quality; in this regard we aim to:

- Ensure that all municipal employees wear their name tags
- Ensure that all municipal officials be formally dressed and be presentable
- Ensure that complaints raised by the public shall be treated as confidential
- Attend to all queries within 10 working days
- Answer the telephone calls within 5 rings
- Process applications within 30 days
- Deal with written requests within 21 days
- The municipality shall provide services to the best interests of its service beneficiaries
- The municipal employees shall be beyond reproach and never be seen exercising an unfair discrimination against service beneficiaries
- Political affiliation shall not determine the manner in which service beneficiaries are serviced
- Whenever any external person walks into any office of the municipality, there should be a sense of warm welcome and high level of professionalism
- An instrument to assess the standard of service being provided by the municipality will be implemented and reviewed on annual basis
- The municipality shall always strive for a proactive approach in particular task and not merely reactive on task at hand
- Performance information shall be provided on our website, newsletter and annual report
- If it happens that the person you wish to talk to is not available another official will be assigned to deal with your query or will return your call within 24 hours and recorded messages shall be responded to within 1 working day
- Contact details of the municipality shall always appear on the website and newsletters

14. Measuring Our Standard

We shall endeavor to assess the impact of our services annually and ascertain whether we are achieving our specified objectives, in this regard we will:

- Evaluate the performance of staff at all levels on quarterly basis
- Implement a performance management system for each service delivery unit, to enhance productivity and effectiveness
- Implement Integrated Quality Management System in all departments
- Appraise the quality of services we render from time to time

"The City of Heritage"



SERVICE DELIVERY IMPROVEMENT PLAN

2018/2019

- Shortage of business skills.
- Shortage of municipal-owned land for economic development.
- High levels of unemployment.
- Sub-optimal outcomes due to unco-ordinated LED Effort.
- Lack of common understanding of LED by internal and external stake holders.

Process for Technical Support

To aggressively promote LED Coordination with LED Practitioners and LED role-players with the district thereby facilitating and maintaining a platform for sharing of programs expertise and optimal strategies and approaches to LED implementation.

KEY SERVICES	SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD
LED Co-ordination	Direct: LMs, Ulundi Entities and Sector Departments Indirect: Ulundi community	Quantity:	5%	30%
		Quality:	<ul style="list-style-type: none"> LED stakeholders' meetings ED/IDP Road shows LED workshops; The State of the City address or Mayoral budget inputs are the tools that we use for consultation 	<ul style="list-style-type: none"> Ulundi Municipality has 5 Nodal points; it is LED's desire to host workshops in all the Nodal Points. Foster positive working relationship between public and private sectors
		Consultation	<ul style="list-style-type: none"> It is benchmarked by provision of similar resources in all 24 Wards in terms of LED interventions and funding; All Wards are represented in Economic emancipation structures such as Ward Committees, Informal traders, Co-orps and subsistence farmers 	<ul style="list-style-type: none"> The study has shown that Ulundi Municipal area has a great potential in agriculture and tourism therefore, all our economic efforts are focussed primarily on these sectors and secondarily in enhancing other business sectors
		Service Standards	<ul style="list-style-type: none"> Emails, Telephones, Walk-ins, Workshops, Training, LED Roadshows, Municipal Website 	<ul style="list-style-type: none"> Maintain the standard.
	Access			

			<ul style="list-style-type: none"> • Creation of job opportunities; • Community has acquired business and financial management skills through workshops and training. 	<ul style="list-style-type: none"> • To conduct 4 – 8 workshops for SMME's and Co-op's annually. • To conduct 4 – 8 agricultural workshops concentrating on food security. • Double the number of jobs created through these training workshops, focusing on agriculture and tourism • Maintain the standard
Service Delivery impact			<ul style="list-style-type: none"> • LED Portfolio Committee where all LED matters are dealt with 	
Leadership and strategic direction				
Time:	2018	2019		
Cost:	R 7 350 000	R 11 850 000		
Human Resources:	4	6		

2. Electrical: Technical Services

Vision

Delivering safe and easily accessible electricity service to all.

Mission

To provide excellent high quality of safe electricity with no interruption and ensure everyone has an access to electricity in accordance with NRS 048 AND NRS 047 Standards.

Mandate:

Provision of safe uninterrupted electricity supply to all customers in accordance with OHS Act.

Key Service

			<ul style="list-style-type: none"> • Treating people with dignity and respect • Help desk personal 	<ul style="list-style-type: none"> • After hours phone to be diverted to standby personal
	Open & Transparency	<ul style="list-style-type: none"> • Maintain works order system and work done by each employee. • Community Meetings conducted regularly. 	<ul style="list-style-type: none"> • Maintain current standard. 	
	Redress / Dealing with Complaints	<ul style="list-style-type: none"> • Complaints received from the customer care. • We insure to attend customer complaints within 24hrs • Any emergency or unattended customers in 3hrs are automatically prioritized 	<ul style="list-style-type: none"> • Maintain current standard 	
	Value for Money	<ul style="list-style-type: none"> • Customer complaints are attended free of charge unless if it's a new application. • Work carried out according to work management processes. • Our electricity rate/ tariffs charged according to NERSA standard 	<ul style="list-style-type: none"> • Maintain standard 	
	Encouraging innovation and recognition	<ul style="list-style-type: none"> • Training of staff (cable testing machinery) • New technology and new ideas from staff are encouraged (relays testing machinery) 	<ul style="list-style-type: none"> • Vending electricity through ATM'S 	
	Service Delivery impact	<ul style="list-style-type: none"> • Improving lives of community 	<ul style="list-style-type: none"> • All citizen have an access to electricity 	

Mandate:

Provision of effective waste management services

Key Service:

Ensure proper waste collection and disposal

Problem Statement:

- Non availability of the Landfill site
- High cost of transportation for final disposal
- High cost of maintenance of the waste transfer station
- Low level of recycling
- Unavailability of refuse collection trucks
- Unavailability of budget to expand waste collection service to all wards
- Illegal dumping

Process for Technical Support:

- Enforcement of waste management by- laws
- Provision of the Landfill site by the Zululand District Municipality
- Proper implementation of Integrated Waste Management Plan and Recycling Policy

KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD	DESIRED STANDARD
Waste collection and disposal	Ulundu community	6924 (households & businesses) 20% Quantity: Quality: Consultation	17599 (households & businesses) 50% • 2 awareness campaigns per quarter • 2 meetings annually with beneficiaries • Tariffs and budget should be made available for public comments

Customer impact	<ul style="list-style-type: none"> Functional buy-back centre Awareness campaigns on waste minimization and recycling Increase number of complaints due to illegal dumps 	<ul style="list-style-type: none"> Form cooperative engagement with focus groups e.g. rate payers To have buy back-centres in all nodal points Increase of awareness campaigns on waste minimization, recycling and proper disposal of waste
Leadership and strategic direction	<ul style="list-style-type: none"> Currently there is engagement with senior managers 	<ul style="list-style-type: none"> Section visits to operational units by the departmental head
Time:	June 2018	June 2023
Cost:	Current Budget R8 240 844 p.a.	Budget required R8 652 886 p.a.

4. Revenue: Financial Services

Vision:

A Developmental City of Heritage underpinned by sound financial management and sustainable revenue collection

Mission:

- To develop and maintain a sound financial management system
- To develop and implement revenue policies, internal controls and operating procedures (manuals)
- To develop and implementation of measures to expand the revenue base
- To collect outstanding debt
- To manage cash flow

KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD	DESIRED STANDARD
Quantity:		R141 501 000	R148 712 000
Quality:		70%	95%

	Encouraging innovation and recognition	<ul style="list-style-type: none"> Enter into agreement with Government and business for annual billing and payment. Customers are not acknowledge for consistent payments 	<ul style="list-style-type: none"> Recognise and encourage customers who have not defaulted in accounts; by email or sms. An employee who comes up with innovative ideas to receive a recognition award.
	Service Delivery impact	<ul style="list-style-type: none"> Collection ratio = 70% 	<ul style="list-style-type: none"> Collection ratio = 95%
	Leadership and strategic direction	<ul style="list-style-type: none"> Revenue Steering Committee is currently in operation to enhance revenue collection 	<ul style="list-style-type: none"> Maintain the standard
	Time:	<ul style="list-style-type: none"> July 2018 	<ul style="list-style-type: none"> June 2019
	Cost:	<ul style="list-style-type: none"> R5 773 318 	<ul style="list-style-type: none"> R6 177 450
	Human Resources:	20	20

5. Drivers Licence Testing Centre (DLTC): Protection Services

Vision

To promote a safe, reliable, effective, efficient, coordinated, integrated, and environmentally friendly land passenger transport system in Ulundi urban and rural areas, managed in an accountable manner to ensure that people experience improved levels of mobility, safety and accessibility.

Mission

To provide and manage a world-class transport system with a public transport focus, providing high levels of mobility and accessibility for the movement of people and goods in a safe, sustainable and affordable manner.

Mandate

Service Standards	<ul style="list-style-type: none"> Comply with the National Road Traffic Act No. 93 of 1996 	<ul style="list-style-type: none"> Maintain the standard
Access	<ul style="list-style-type: none"> Customers use only cash to make payment at the counter Unlimited access to everyone who qualifies to get a licence in terms of the law 	<ul style="list-style-type: none"> To obtain Treasury approval for introduction of a speed point facility To maintain unlimited access to everyone
Courtesy	<ul style="list-style-type: none"> Have name tags but some officials do not wear them Departmental service commitment charter is in place 	<ul style="list-style-type: none"> To develop a Standard Procedure to ensure that all officials wear name tags To review and standardise the commitment charter for the DLTC
Openness & Transparency	<ul style="list-style-type: none"> Started with a Help Desk to assist the public 	<ul style="list-style-type: none"> Placement of tariffs and other information from DoT at strategic places
Information	<ul style="list-style-type: none"> Limited information available at the Help Desk 	<ul style="list-style-type: none"> Upgrade the Help Desk by obtaining information material from DoT
Redress	<ul style="list-style-type: none"> Complaints regarding processes and procedures are forwarded to DoT Complaints regarding staff are handled by the Management Rep. 	<ul style="list-style-type: none"> Introduce a Complaints Register system Follow-up on complaints referred to DoT
Value for Money	<ul style="list-style-type: none"> Charges / tariffs are standardised by national DoT 	<ul style="list-style-type: none"> Give feedback to complainants Maintain standard
Encouraging innovation and recognition	<ul style="list-style-type: none"> Section meetings conducted Skilled personnel encouraged to train junior staff – transfer of skills 	<ul style="list-style-type: none"> Section visits to operational units by HoD Hold monthly section meetings (schedule of meetings) Encourage the public to make suggestions (Suggestion Box)

C-6.2 (3)

KZN266 Ulundi - Supporting Table SB1 Supporting detail to 'Budgeted Financial Performance' -

Ref	Description	Budget Year 2019/20										Budget Year +1 2020/21	Budget Year +2 2021/22
		Original Budget	Prior Adjusted	Accum. Funds	Multi-year capital	Unfore. Unavoid.	Nat. or Prov. Govt	Other Adjusts.	Total Adjusts.	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
		A	6 A1	7 B	8 C	9 D	10 E	11 F	12 G	13 H			
	R thousands												
	REVENUE ITEMS												
	<u>Property rates</u>												
	Total Property Rates	75,541						5,193	5,193	80,734	84,932	89,349	
	less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)							1,693	1,693	1,693	1,781	1,873	
	Net Property Rates	75,541						3,500	3,500	79,041	83,151	87,475	
	<u>Service charges - electricity revenue</u>												
	Total Service charges - electricity revenue	75,168						666	666	75,834	79,777	83,926	
	less Revenue Foregone (in excess of 50 kwh per indigent household per month)							566	566	666	701	737	
	less Cost of Free Basis Services (50 kwh per indigent household per month)												
	Net Service charges - electricity revenue	75,168								75,168	79,077	83,189	
	<u>Service charges - refuse revenue</u>												
	Total refuse removal revenue	9,200						865	865	10,065	10,589	11,139	
	Total landfill revenue												
	less Revenue Foregone (in excess of one removal a week to indigent households)							762	762	762	802	843	
	less Cost of Free Basis Services (removed once a week to indigent households)												
	Net Service charges - refuse revenue	9,200						103	103	9,303	9,787	10,296	
	<u>Other Revenue By Source</u>												
	Fuel Levy							200000	200	1,266	#####	1400734.624	
	Other Revenue	1065681.36											
	Total 'Other' Revenue	1,066						200	200	1,266	1,331	1,401	

Is Indigent increasing or decreasing in the past 3 yrs.

* 2017 | 2018 - 8225

* 2018 | 2019 - 6125

* 2019 | 2020 - 7820

~~C.6.2.(7)~~

C.6.2.(1)

Ulundi Local Municipality

“ The City of Heritage ”



Indigent Policy

Compiled by: Corporate and Management Services

Contact No. 035 874 5100

Ulundi Local Municipality Indigent Policy

1. PREAMBLE

- 1.1. Whereas the municipality receives an equitable share contribution from National Treasury annually;
- 1.2. And whereas the National Department of Provincial and Local Government has issued guidelines regarding indigent support;
- 1.3. And whereas the municipal council wishes to give access to basic services for all of its communities;
- 1.4. Now therefore the Municipal Council of Ulundi adopts the following Indigent Policy.

1.5. In this policy, unless inconsistent with the context:

TERM	DETAIL
"Account holder"	Means any person over 18 years of age who is responsible for the family unit and/or for the payment of any services accounts.
"Commercial activity"	Means any activity for profit or gain.
"Financial year"	means the financial year of the municipality that runs from July to June.
"Industrial activity"	means any activity that involves the manufacturing or production of a product.
"Municipality"	Means the Ulundi Local Municipality.
"Resident"	means a person or family unit that ordinarily resides within the area of jurisdiction of Ulundi Local Municipality either within their own or leased accommodation.
'Basic municipal services'	means a municipal service that is necessary to ensure an acceptable and reasonable quality of life that if not provided, would endanger public health or safety or the environment, i.e. electricity, alternative energy, refuse removal and indigent burials.
'Child headed households'	means households headed by a person under the age of 21 years but with all other requirements for an indigent household as stated in this document.
'Consumer'	means any occupier of premises to which the Council has agreed to provide or is actually providing any municipal service, or if there is no occupier, the owner of the premises concerned.

Ulundi Local Municipality Indigent Policy

- 'Free Basic Alternative Energy'*** means any other form of basic energy excluding electricity and solar home systems deemed necessary to support the basic energy needs of an indigent household as determined from time to time and funded by the government.
- 'Household'*** refers to a house and its occupants regarded as a unit or the people in a family or other group that are living together in one house, including biological/foster/adopted children.
- 'Indigent'*** means any household or category of households, including a child headed household, earning less than a combined gross income, as determined by the municipality during the compilation of annual budget in terms of a social and economic analysis of its area, as vested in the municipal policy, which qualifies for rebates or remissions, support or a services subsidy, provided that child support grant is not included when calculating such household income;
- 'Indigent register'*** means the municipal list of indigent customers as per the municipal policy, which has to be updated on a monthly basis, designed to contain all the data contained within completed indigent application forms.
- 'Municipal tariff'*** means a tariff for a service which a municipality may set for the provision of a service to the local community, and includes a surcharge on such tariff.
- 'Occupier'*** means any person who occupies any premises or part thereof, without regard to the title under which he or she so occupies.
- 'Poor household'*** refers to a house and its occupants regarded as a unit or the people in a family or other group that are living together in one house but cannot afford to sustain or afford basic services for themselves, including biological/foster/adopted children.
- 'Property owner'*** means a person in whose name property is registered/ the holder of a title deed.

Ulundi Local Municipality Indigent Policy

Representative'

means the Board of Trustees/Managing Agents of retirement centers and old age homes

'Restricted service levels'

refers to metering and billing system that restricts the household's consumption of free basic service to the predetermined level allocated to a particular household.

3.TARGET APPROACH

(1) Ulundi Municipality in consultation with community based public participation structures must adopt and implement an approach that:

- (i) meets its diverse needs;
- (ii) is cost effective and sustainable;
- (iii) maintains consistency and equal treatment of indigent households; and
- (iv) ensures that all and only indigent households are the beneficiaries of the programme.

(2) The following are additional approaches that municipalities must consider:

- (i) Property value, as an indication of the level of household wealth, and hence income;
- (ii) Means testing, applied with targeted credits or subsidy to those households which are below a household income threshold;
- (iii) Plot size, using a charge based on plot size, with a zero rating for properties under a determined threshold;

4. PURPOSES OF THE INDIGENT POLICY

4.1 The purposes of the indigent policy are to:

- (i) Provide basic services to the community within the financial and administrative capacity of the Municipality;
- (ii) Provide procedures and guidelines for the subsidisation of basic service charges to indigent households using the equitable share allocation, received from national government and other budgetary provisions; and
- (iii) Ensure affordability by subsidising tariffs calculated in terms of the municipality's tariff policy and by setting appropriate service levels in accordance with the municipality's service delivery plan.
- (iv) Ensure that equitable share for indigent budget allocation benefits the poor households to improve their social, economic and development conditions.
- (v) Ensure that there is proper and consistent indigent management by all municipalities within KZN province.
- (vi) Ensure that there is proper accountability on the use of Indigent Budget Allocation.
- (vii) Ensure that the indigent policy of the municipality has fraud prevention measures to ensure that only qualifying households benefits from Free Basic Services allocation
- (ix) Ensure that free basic services are provided to the community in a sustainable manner within the financial and administrative capacity of the Council.
- (x) Ensure that free basic services are financially stabilised through the determination of appropriate tariffs that contribute to such sustainability through cross subsidisation.
- (xi) Ensure that a policy for the identification, verification and management of indigent households is established including a socio-economic analysis and the indigent exit strategy.
- (xii) Ensure procedures and guidelines for the subsidisation of basic charges and the provision of free basic energy to indigent households are provided.
- (xiii) Ensure that Co-operative governance with other spheres of government is achieved, the situational and financial capacity of the municipality to implement the policy is enhanced.

5. LEGISLATIVE FRAMEWORK

This policy is designed and implemented within the contexts, but not limited to other prescripts:

- (a) the Constitution of the Republic of South Africa, 1996;
- (b) the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003);
- (c) the Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000);
- (d) the Promotion of Access to Information Act, 2000 (Act No. 2 of 2000);
- (e) the Property Rates Act, 2004 (Act No. 6 of 2004);
- (f) the Local Government: Municipal Property Rates Act, 2004 (Act No. 6 of 2004);
- (g) the Local Government: Municipal Structures Act 2000, (Act No. of 2000);
- (h) the Local Government Municipal Systems Act 2003 (Act No. 32 of 2003);
- (i) the Free Basic Alternative Energy Policy 2007;
- (j) the Free Basic Electricity Policy 2003;
- (k) the National Policy for the Provision of Basic Refuse Removal Services to Indigent Households 2011;
- (l) the Local Government Equitable Share Municipal Demonstration Spreadsheet for 5 year (2013/14 to 2017/18 financial year).

6. CRITERIA FOR QUALIFICATION

A. Subsidies apply to households and not individuals. In order to qualify for indigent support the following criteria must be met:

- (i) The verified combined gross monthly income of all household occupants over 18 years of age may not exceed **R2 500 per month exclusive of government provided social grants** or any other amount approved by Council from time to time during the budget process.
- (ii) The account holder must complete an official application form.
- (iii) The account holder must reside in the municipal area and may not conduct any commercial or industrial activity from the property.
- (iv) The applicant must be a full-time occupant and may not own any other property, whether in or outside of the municipal area.

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- (v) The subsidy will only be valid for 12 months whereafter the consumer who occupy or own the property must reapply.
- (vi) The application may be approved by the Municipality after the information supplied has been verified.
- (vii) The applicant must be a resident of the municipality;
- (viii) The applicant must be eighteen (18) years of age and above;
- (ix) The applicant must be the owner or tenant who receives municipal services and is registered as an account holder on the municipal financial system. This does not apply to households in informal settlements where no accounts are rendered;
- (x) The applicant must be the resident of a single property (stand) and applicants with one property registered under their names will be considered. In the event of recognised polygamous customary marriages the applicant should provide property registration documents (title deed/lease agreement) for each property;
- (xi) All households that are child headed, even if they are below eighteen (18) years of age, are eligible to apply for the indigent support;
- (xii) All households applying for Free Basic Electricity must have electricity connected to the household;

7. APPLICATION PROCEDURE

- (1)(a) Registration must have been completed at least three months before the beginning of each financial year.
- (b) The onus for applying for indigent subsidy, in terms of this policy, rests with the consumer who has low income and cannot afford to pay the full municipal tariff for services received.
- (c) The onus of ensuring that indigent budget allocation is spent on indigent households rests with the municipality who has the responsibility to identify indigent households, provide and maintain services, and implement an indigent exit strategy.
- (d) An indigent application must be done on a specific council application form obtainable from customer care office designated at their respective areas.
- (e) The programme officers must provide the applicant with a reference number during application and verification phases.

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(f) The following documentary proof has to accompany the indigent application form:

- (i) Applicant's identity document;
- (ii) The applicant biological/foster/adopted children's identity documents;
- (iii) Proof of residence;
- (iv) Proof of ownership or Lease of the premises where the applicant is not yet connected to electricity.
- (v) Proof of connection to electricity.
- (vi) Documentary proof of total monthly income of the household;
- (vii) In addition, a recommendation by a Ward Councillor or local traditional council (Induna/Secretary/Inkosi) detailing qualifying reasons;
- (viii) Bank Statement where applicable;
- (ix) Copy of a certified Government grant card (state pensioners, disability, foster etc.)
- (x) A sworn affidavit to the effect that all information supplied is true and that income from all sources has been declared; and
- (xi) In addition, a recommendation by a Ward Councillor or local traditional council (Induna/Secretary/Inkosi) detailing qualifying reasons.

(g) Councillors and Ward Committee members must visit the applicants household to verify the correctness of the information provided on the application form, which may include verification of unemployment status of household members including that of biological/foster/adopted children using information verified physically as acquired from neighbours and from Induna in that ward".

(h) The Accounting Officer must, on recommendations by the Chief Financial Officer approve or disapprove the submitted application forms and also approve the list of identified indigent beneficiaries and determine the subsidy amount granted as per the indigent policy.

(i) Once the forms are captured on the municipal indigent database the indigent management system must generate a recommended draft indigent register that

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must be dealt with in terms of the municipal indigent management system guidelines and this policy.

(j) All applicants must be informed in writing about the outcome of their applications, which should also include the date of commencement and termination of the subsidy, where applicable.

(2)(a) The subsidy must only be valid for a period of 12 months where after the consumers who occupy or own the property must re-apply.

(b) The re-application for indigent support must be done before the end of March each year.

(c) State pensioners and disabled beneficiaries need not re-apply for the support.

(d) The re-application for indigent support must be screened before granting approval, where the consumer's account for electricity:-

(i) exceeds the free basic service approved by the council over a 12 month period, and

(ii) is not paid up to date, according to the Credit Control and Debt Collection by-laws.

The reapplication should not be approved unless the applicant has made an arrangement with the municipality to settle the outstanding debt.

(3) An applicant who is the registered household owner living within the municipal jurisdiction who feels aggrieved by a decision taken in respect of his or her application may lodge an appeal with the council in line with the municipality's appeals processes.

(4) In the event that the approved applicant is deceased, the heir/s of the property must re-apply for indigent support, provided that the stipulated criteria are met as per the municipal indigent policy.

8. INDIGENT HOUSEHOLDS IN RETIREMENT CENTRES AND OLD AGE HOMES

Indigent consumers living in retirement centers or old age homes are eligible to qualify for assistance and support in terms of the municipal policy, subjected to the following rules and procedures:

- (a) The onus is on the Property owner to apply to the municipality for indigent status to be granted in respect of charges related to property rates.
- (b) The institution's representative must submit applications to the customer care office.
- (c) The customer care office must verify all applications and notify the representative or the property owner, whether the application was successful or not, with regard to property rates, water and electricity consumption; and the respective amounts determined by the municipality.
- (d) The Chief Financial Officer must credit the monthly municipal accounts with electricity and refuse disposal of the Retirement Centre or Old Age Home, where the municipality serves as a provider.

9. EXTENT OF INDIGENT SUPPORT

- a. Subsidies shall be limited to electricity; rates; refuse removal and indigent burial services.
- b. Subsidies will be determined during the compilation of the annual budget.
- c. The source of funding of the indigent subsidy is that portion of the equitable share contribution received from National Treasury and any additional provisions made by council and provided for in the annual operating budget.
- d. The subsidy will only be credited to the qualifying customer's accounts until the amount provided on the budget has been exhausted.
- e. In respect of electricity supply services, a free basic electricity of 50kWh per month will apply.
- f. In respect of refuse removal services a 100% subsidy will apply.

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- g. Owner or occupiers may also receive additional subsidy for rates and housing instalments and rent in terms of the Municipality's Rates Policy and National Housing Act.
 - h. If a customer's consumption or use of municipal service is less than the subsidised service, the unused portion may not be accrued and the customer will not be entitled to a cash rebate in respect of the unused portion.
 - i. Annual service charges on the indigent's account will automatically be converted to monthly instalments.
 - j. The accounts of indigent households will be **exempted** from interest.
 - k. Where it occurs that consumers are minors due to circumstances (Child-headed households), the support will be determined as per Council decision from time to time.
- (a) The extent of the monthly, indigent support granted to indigent households must be based on budgetary allocations for a particular financial year and the tariffs determined for each financial year.
- (b) Subsidised service charges must be limited to refuse removal, electricity, and burial services.
- (c) Assessment rates in respect of residential property registered in the name of a qualifying indigent owner must be subject to the maximum amount as determined by Council from time to time.
- (d) Where a customer's consumption or use of municipal service is less than the subsidized service, the unused portion may not be accrued and the customer is not entitled to a cash rebate in respect of the unused portion.
- (e) Annual service charges on the indigent's account must automatically be converted to monthly instalments.

10. SOURCES OF FUNDING

- (a) The council must provide funds annually on the budget for the subsidization of indigent households on electricity, refuse removal and burial services.
- (b) Funds are already allocated to the municipality to fund the implementation of free basic services and for the free basic alternative energy program through the equitable share grant disbursed by the National Treasury to municipalities.
- (c) Some of these funds are classified as free Basic Electricity, and where no

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electricity infrastructure exists, these funds must be channeled to fund free basic alternative Energy.

- (d) Free basic service subsidies must be determined during the compilation of the annual budget and must be calculated by dividing the budget provision for indigent support by the number of applications already approved less 10 percent.
- (e) The ten percent of the provision held back may be used to finance applications received after the budget date.
- (f) The subsidy must only be credited to the qualifying customer's accounts until the amount provided on the budget by the municipality has been exhausted whereupon no further credits must be made.

11. FREE BASIC SERVICES SOCIAL PACKAGE OR INTEGRATED BASIC SOCIAL SERVICES AND PROVISION

- (1) The municipality must determine the suitable social package for its indigent beneficiaries.
- (2) The social package may be extended to include households where eligible applicants are not municipal account holders and registered indigent households in rural areas. The social package comprise of the following:
 - (a) Electricity - all approved beneficiaries for the indigent support automatically qualify for Free Basic Electricity whether on 20Amps or 60Amps supply under the following conditions:
 - (i) approved Indigent registered household must receive electricity fully subsidised at a minimum of 50 kWh per month.
 - (ii) where an Indigent consumer's consumption of municipal services is less than the subsidized service or free basic services, the unused portion must not be accrued by the customers and the customers must not cash or receive a rebate in respect of the unused portion.
 - (b) Refuse removal - approved indigent households must be fully subsidised for refuse removals in the annual budget.
 - (c) Property rates - approved indigent households must be fully subsidised for property rates as provided in the municipal annual budget and be subjected to the provision of the Municipal Property Rates Act 2006. Approved indigent

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households accounts must have the interest indicators flagged and included in the arrears which are to be written off in terms of the municipal indigent policy.

- (d) Burial Services – approved indigent households must be fully subsidised for burial services as provided in the municipal annual budget and be subjected to the provision of the Municipality's Burial Policy.
- (3) Depending on annual tariff changes and council's resolution, indigent customers must contribute towards the payment of their accounts.

12. COMMUNICATION PROCEDURES AND FREE BASIC SERVICES IMPLEMENTATION STRATEGY

- (a) The municipality must develop a free basic services communication and implementation strategy through which communities must be informed and educated about the indigent programme in line with this and its implementation.
- (b) Regular information dissemination and awareness campaigns must be undertaken to eliminate unrealistic expectations both in terms of qualifying for the free basic services subsidy as well as the services that are rendered in general. The following are methods of communication that must be used, but not be limited to:
 - (i) ward committees;
 - (ii) Traditional leaders, where applicable
 - (iii) Community based organisations;
 - (iv) local radio stations and newspaper;
 - (v) municipal accounts;
 - (vi) preparation of a separate notice to accompany the annual report publication;
 - (vii) izimbizo and road shows;
 - (viii) public participation structures; and
 - (ix) jamborees where government and municipal officials are made available to assist residents with the following certified copies that must be attached to applications.

13. ARREARS AND EXCESS USAGE OF ALLOCATIONS

- (a) Upon registration as an indigent household, the arrears on the account of the applicant must be kept pending for a period of up to six months after which it may be written off, interest may be calculated on the arrears as contemplated.
- (b) If the applicant exits from the indigent support programme within the six (6) months period the arrears must be re-introduced in the account and be subjected to the credit control and debt collection policy of the municipality.

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- (c) Council may from time to time decide to write-off indigent arrears. No further legal action must be taken on such indigent arrears.
- (d) Customers who qualify for an equitable share subsidy must be placed on restricted service levels in order to limit further escalation of debt.
- (e) Where a qualifying customer's account is paid in full at the date of application, or after receiving the subsidy, and regularly maintains a paid up monthly account including any arrangements made, the restriction on service levels must be waived.
- (f) Where the municipal Budget permits, customers who qualify for equitable share subsidy and are still in arrears, must be placed on the pre-paid services system where after 50% of electricity purchases be allocated to the arrear debt.

14. DISHONESTY AND NON-COMPLIANCE OF HOUSEHOLDS REGISTERED AS INDIGENT

- (a) The Indigent status of a customer must be reviewed at intervals determined by Council before the beginning of a new financial year.
- (b) Where a registered indigent is found to have provided fraudulent information to the municipality with regard to any material condition for registration as an indigent, such person must immediately be removed from the register of indigents, and must be liable to repay the municipality with immediate effect all indigent relief received from the date of such fraudulent registration. Moreover, such a person must not be considered for indigent relief for a period of five years beyond the financial year in which the misdemeanour is detected.
- (c) A property owner or accountholder who has registered as an indigent and who fails to comply with any arrangements or conditions materially relevant to the receipt of indigent relief must forfeit his or her status as a registered indigent with immediate effect, and must thereafter be treated as an ordinary accountholder for the financial year concerned.
- (d) The onus is on each registered indigent to advise the Municipal Manager of any changes likely to impact or impacting on their qualifying criteria.
- (e) If an Indigent Household falls into arrears the property owner or account holder concerned must make arrangements with the Municipal Manager to pay off these arrears. If these arrangements are not made, no subsidies must be paid or free services provided, and services must be terminated in terms of the municipality's credit control and debt collection policy.

15. REGISTER OF INDIGENT HOUSEHOLDS

- (a) The municipality must in consultation with community based public participation structures and by consulting Statistics South Africa latest released data develop and keep an updated register of indigent households.
- (b) The indigent register, after approval by the Council must be distributed to all the Municipal pay points for public perusal.
- (c) The indigent register must be updated annually and the verification process undertaken throughout the year for any necessary change of circumstances.
- (d) The municipality must conduct regular audits and where necessary review the status of the applicant as indicated under section 14(a) of this policy. The frequency of such audits is dependent on the institutional capacity of the municipality.

16. EXIT PROGRAM

- (a) The Ulundi Municipality shall promote exit from indigent by prioritising indigent group to access employment programmes, identify and implement programmes to help indigents become economical self-reliant and ultimately uplift themselves beyond indigent status.
- (b) Ulundi municipality shall make an effort to obtain academic qualifications or skills from indigent household for the purpose of prioritising indigent groups, to access employment programmes. In terms of section 16 (a).
- (c) An indigent customer must immediately request deregistration where his or her circumstances have changed to the extent that he or she no longer complies with the requirements set out in section 6 of this policy.
- (d) In addition to the circumstances stated in section 6, indigent support must be terminated under the following circumstances:
 - (i) Upon death of the account-holder or the head of the household where no accounts are rendered.
 - (ii) Upon sales of the property in respect of which support is granted.
 - (iii) When circumstances in the indigent household have improved to the extent where the income threshold as determined is exceeded.
- (e) The exit strategy of indigent beneficiaries from the approved indigent register must ensure:

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- (i) continuous verification of the register;
 - (ii) involvement of all stakeholders including government departments, stakeholders involved, sector departments and private sector;
 - (iii) participation of members of households registered as indigent
- (f) The municipality may promote exit from indigence by identifying indigents for inclusion in public works projects.

17. ROLES AND RESPONSIBILITIES

- (1)(a) The municipality must designate the administration of this policy to the customer care division or any other unit with the similar functions.
- (b) Upon registration of an application the customer care division must capture and verify all information according to the procedures vested on the municipal indigent policy and guidelines provided by the Manager by-laws and policies.
- (2) Head of Department-Corporate and Management Services must report on a monthly basis to the Executive and Finance Committee for the month concerned and by municipal ward:
- (a) The number of households registered as indigents and brief explanation of any movement in such numbers;
 - (b) the monetary value of actual subsidies and rebates granted;
 - (c) the budgeted value of the actual subsidies and rebates concerned; and
 - (d) the above information cumulatively for the financial year to date.
- (3) The Executive and Finance Committee must submit a summation of the indigent reports submitted on a monthly basis by the Municipal Manager to the Council quarterly.
- (4) Head of Department – Corporate and Management Services must submit quarterly reports regarding the execution of the policy on indigent households in the affected areas within their jurisdiction to the Department of Cooperative Governance and Traditional Affairs in order for the department to report to Cabinet regarding the execution of the policy on indigent households.

18. POLICY MONITORING

The implementation of this policy must be monitored by the Department Corporate and Management Services.

19. POLICY REVIEW

This policy on the indigent households must be reviewed annually, subject to major changes in the demographic, social and economic conditions of communities and individual households. The reviewed policy must be endorsed by the Department of Cooperative Governance and Traditional Affairs and thereafter be approved by Ulundi Municipal Council.

20. EFFECTIVE DATE

This policy comes into effect on the date it is approved by the Council of Ulundi Municipality.

Minutes – 1st 2019/2020 Ordinary Council Meeting : 25-09-2019

Item No.	Description	Action
* A14.	<p><u>REVIEW OF INDIGENT POLICY FOR 2019/2020 ULUNDI MUNICIPALITY</u> (A14./188) 13/1/P</p> <p><u>RESOLVED: -</u></p> <p>1. THAT the review of indigent policy for 2019/2020 financial year be approved. 2. THAT no beneficiary should receive benefit without verification.</p>	Corp.Serv
* A15.	<p><u>REVIEW OF THE ULUNDI MUNICIPALITY BATHO PELE POLICY FOR 2019/2020 FIANANCIAL YEAR</u> (A15./205) 2/2/1/6</p> <p><u>RESOLVED: -</u></p> <p>THAT the reviewed Service Delivery Improvement Plan and Service Delivery Charter be approved.</p>	Corp.Serv
A16.	<p><u>REVIEW OF TELECOMMUNICATION POLICY</u> (A16./229) 6/1/3/9/P</p> <p><u>RESOLVED: -</u></p> <p>THAT the reviewed telecommunication policy that will ensure proper use of telephone and facsimile facilities be approved.</p>	Corp.Serv
A17.	<p><u>RETURN OF ATTENDANCE MEETINGS BY COUNCILLORS: 2018/2019 FINANCIAL YEAR</u> (A17./234) 2/4/6</p> <p><u>RESOLVED: -</u></p> <p>THAT the contents of the report regarding the return of attendance meetings by Councillors in the 2018/2019 financial year be noted.</p>	Corp.Serv
A18.	<p><u>PROTEST ACTION AROUND ULUNDI</u> (A18./244) 13/3/1/1</p> <p><u>RESOLVED: -</u></p> <p>THAT the contents of the report regarding protest action around Ulundi be noted with grave concern.</p>	Office of th MM

HJM.

**UMASIPALA
WASOLUNDI**

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Ulundi
3838

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" The City of Heritage "



**ULUNDI
MUNICIPALITY**

Tel: 035 8745100
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EXTRACT

FROM MINUTES OF THE 4TH 2018/2019 ORDINARY MEETING OF THE ULUNDI MUNICIPAL COUNCIL IN ACCORDANCE WITH SECTION 29 (1) READ WITH SECTION 18 (2) OF THE LOCAL GOVERNMENT MUNICIPAL STRUCTURES ACT NO 117 OF 1998 HELD IN THE COUNCIL CHAMBER, ULUNDI CIVIC CENTRE AT BA 81, PRINCE MANGOSUTHU STREET ON WEDNESDAY, 26 JUNE 2019 AT 12H00

A16. REVIEW OF THE STAFF RETENTION POLICY
2/3/1

(A16./213)

RESOLVED:-

THAT the reviewed Staff Retention Policy be adopted.

CERTIFIED A TRUE COPY



**Z.G. DHLAMINI: DIRECTOR
CORPORATE AND MANAGEMENT SERVICES**

ULUNDI
29-01-2020

“ The City of Heritage ”



ULUNDI LOCAL MUNICIPALITY

(“The Municipality”)

STAFF RETENTION POLICY

1. INTRODUCTION

- 1.1 The Municipality values its staff members and recognizes their vital contribution to its success.
- 1.2 The Municipality acknowledges, however, that certain circumstances in which it operates mean that the retention of staff is a difficult objective to achieve.
- 1.3 The municipality recognizes that in order to retain staff, it is necessary to create an environment which in which staff members are not only allowed to succeed in their jobs, but also to grow and achieve their aspirations.
- 1.4 The Municipality therefore wishes to adopt a policy which is calculated to establish, to continue to develop and to sustain such an environment.

2. OBJECTIVE OF POLICY

The objective of this policy is to establish an environment which will best ensure the retention of employees within the municipality, especially employees with valued or needed skills or experience in critical fields, so as to enable the Municipality to fulfill its functions, including that of service delivery.

3. APPLICATION OF POLICY

This policy applies to all employees of the Municipality

4. GOALS

- 4.1 This policy is predicated on the achievement of 6 different but related goals, namely:
 - 4.1.1 Increasing trust between management and staff;
 - 4.1.2. Ensuring adequate resources for workload;
 - 4.1.3 Hiring competent people;
 - 4.1.4 Creating a learning environment;
 - 4.1.5 Improving the flow of information;
 - 4.1.6 Identifying and addressing, on an ongoing basis, the causes of staff losses.

4.2 The achievement of these goals is considered to be vital for attaining the objective referred to in 2 above. The first 5 of the goals are considered to be essential for the attainment of such an objective by any organization, including the municipality; the last goal is aimed at dealing with obstacles to the attainment of the objectives specific to the municipality.

4.3 Each of these goals is discussed below, in paragraphs 5 to 10.

5. INCREASING TRUST BETWEEN MANAGEMENT AND STAFF

5.1 The principles which guide the achievement of this goal are as follows:

5.1.1 The Municipality shall promote the development of credible and effective leaders who can create the conditions in which the people they lead can thrive;

5.1.2 The municipality shall encourage regular communications at all levels. It is important for management to be informed about the concerns staff have regarding their working relationships with management. Of particular importance are the desires of staff to be taken seriously for their contributions to the organization, to be responded to in a timely manner, to learn about the activities of the departments they serve, and to increase the opportunities for dialogue and exchange of information between management and staff;

5.1.3 The municipality shall create a climate of responsibility for individuals charged with providing leadership.

5.2 In furtherance of the above principles, the Municipality shall:

5.2.1 Ensure that all persons appointed to positions of leadership are suitably qualified for those positions, in terms of formal qualifications, experience, integrity and leadership ability; and where appropriate, to encourage and reward existing staff who are so qualified, including by means of internal promotion;

5.2.2. Undertake, on at least an annual basis, a staff morale survey (which shall include all employees) aimed at establishing the levels of morale of all staff; and promote the establishment, at both departmental and general levels, of staff forums at which concerns, grievances and suggestions may be aired and debated;

5.2.3 Allow individuals in leadership and rank and file positions must have the necessary latitude and authority to carry out their duties; and to take appropriate action in relation to those persons who, having been given such latitude and authority, fail to exercise them properly.

5.3 It is intended that the achievement of this goal will result in greater levels of trust between staff and management by ensuring that management are able to provide sound, informed leadership, and by providing staff with a means of conveying their concerns and attitudes regarding the workplace; it is intended that this in turn will lead to greater confidence and trust in the organization by staff.

6. ENSURING ADEQUATE RESOURCES FOR WORKLOAD

6.1 The principles which guide the achievement of this goal are as follows:

6.1.1 All staff members should be provided with such resources as, having regard to the availability of funds, are appropriate and sufficient to enable them to carry out their duties efficiently;

6.1.2 All staff members shall be permitted to articulate their needs as far as resources are concerned for purposes of budgeting;

6.1.3 Staff resource needs should never be the last claimant on available funding. They should be funded in partnership with other municipal requirements, and should be given the priority they deserve, having regard to the role played by staff in ensuring the Municipality's obligations regarding service delivery.

6.2 In furtherance of the above principles, the Municipality shall:

6.2.1 Ensure that all departmental heads shall regularly consult with their staff as to their resource requirements, and ensure that each staff member is provided with such resources as may be necessary to comply with the principle set out in 6.1.1, including computer software and hardware, office accommodation and furniture, stationery and communications devices: provided that only such resources as are strictly or genuinely required need be so provided;

6.2.2 Establish a consultative mechanism whereby staff resource needs may be communicated for purposes of budgeting;

6.2.3 Ensure that, for budgeting purposes, staff resource needs are given due priority so as to enable the municipality to fulfill its obligations regarding service delivery;

6.2.4 Provide incentives to departments and individual staff members to implement new organizational and work models for more efficient use of existing resources.

6.3 It is intended that the achievement of this goal will make for a more acceptable working environment for staff and allow them to focus on performing their roles, which in turn will lead to greater job satisfaction.

7. HIRING COMPETENT PEOPLE

7.1 The principles which guide the achievement of this goal are as follows:

7.1.1 Only suitably qualified people shall be appointed to positions in the Municipality, and no person other than the appropriate managers shall be allowed to influence or decide upon the appointment of staff, except where the contrary is provided for by law; (the principles espoused in the Employment Equity Act when qualification criterion is considered shall be paramount)

7.1.2 The staff complement should be maintained at such levels as are required for purposes of the Municipality fulfilling its statutory obligations;

7.2 In furtherance of the above principles, the Municipality shall:

7.2.1 Ensure that:

7.2.1.1 all applicants for positions in the Municipality are suitably qualified for such positions;

7.2.1.2 all qualifications claimed by such applicants are verified;

7.2.1.3 only the appropriate managers participate in the process of appointing staff, unless the contrary is required by any statute;

7.2.1.4 nepotism of any kind shall not be permitted;

7.2.1 Ensure that :

7.2.2.1 any staff vacancy arising shall be scrutinized to determine whether it is necessary that it be filled;

7.2.2.2 if it is determined that it needs to be filled, then it shall be so filled as soon as possible. When there is a vacancy and

relevant skill is in abundance internally a legitimate expectation for internal promotion is lived up to;

7.2.2.3 Staffing levels are regularly reviewed to ensure that the municipality is neither over-staffed nor under-staffed for purposes of meeting its statutory obligations.

7.3 It is intended that by ensuring that competent people are hired in the first place, they will be able to perform their jobs better, be more confident about their work and pass on their skills to others, thereby giving rise to greater job satisfaction and creating circumstances where staff are less likely to leave.

8. CREATING A LEARNING ENVIRONMENT

8.1 The principles which guide the achievement of this goal are as follows:

8.1.1 Staff are best able to serve the Municipality, and are more secure, confident and content in their jobs, if they are armed with the knowledge appropriate to their jobs and there are inherent skills for upward mobility;

8.1.2 It is essential that every member of staff be kept apprised of developments in the field in which he or she operates;

8.1.3 All other things being equal, the Municipality is best served by staff who are highly qualified;

8.1.4 An investment in staff training, provided that it is appropriate, is money well spent.

8.2 In furtherance of the above principles, the municipality shall:

8.2.1 Provide the opportunity to suitably promising staff to enhance and refresh their knowledge by means of attending training courses;

8.2.2 Encourage staff to further their studies at their own expense on a part-time basis, and to reward successful completion of studies, where appropriate, with increases in remuneration or promotion;

8.2.3 Ensure that the budget contains provision for training and knowledge enhancement.

8.3 It is intended that the achievement of this goal will allow staff to improve their competencies, and thereby improve their prospects of advancement, which in

turn will lead to greater job satisfaction and reduce the chances of staff leaving.

8.4 Nothing in this paragraph shall, however, be construed as encouraging the indiscriminate attending of workshops and courses. Accordingly:

8.4.1 Staff attending such courses and workshops must be carefully selected (on, amongst other grounds, their ability and willingness to communicate the knowledge gained to other staff members);

8.4.2 Workshops and courses should, wherever practically possible, be held at the Municipality premises, in order to reduce accommodation and traveling expenses, and so as to ensure that staff members are at hand in case they are required;

8.4.3 The usefulness of any course or workshop must be carefully evaluated before having any staff members attend it; only those courses and workshops which provide a clear and definite benefit should be attended;

8.4.4 It must be kept in mind that despite the advantage of attending courses and workshops, this must not be done at the expense of staff's normal duties.

9. IMPROVING THE FLOW OF INFORMATION

9.1 The principles which guide the achievement of this goal are as follows:

9.1.1 In order for a person to be a committed, useful member of an organization, he or she should be fully informed of the objectives, strategies, principles and policies guiding that organization, the processes which constitute its operations, and the events and circumstances which influence its activities and direction;

9.1.1 It is therefore appropriate and necessary for staff of the Municipality to have access to and be provided with such information;

9.1.2 In addition to performing their normal duties, staff may make a useful contribution to the success of the Municipality by conveying ideas to management.

9.2 In furtherance of the above principles, the Municipality shall:

9.2.1 Ensure that meetings of staff (which meetings may be combined with the forums referred to in 5) are regularly held at which the information referred to in 9.1.1 is conveyed to staff, and at which

an opportunity for debating such information is permitted; and that news of important events concerning the municipality is conveyed to staff by means of e-mail and notices;

9.2.2 Ensure that methods are put in place to enable staff to convey ideas and suggestions regarding the management of the Municipality.

9.3 It is intended that the achievement of this goal will result in a feeling of inclusiveness amongst staff, an understanding of the objectives and values of the Municipality, and the development of a shared vision; this is intended in turn to lead to a greater inclination on the part of staff to remain with the Municipality.

10. IDENTIFYING AND ADDRESSING THE CAUSES OF STAFF LOSSES

10.1 The principles which guide the achievement of this goal are the following:

10.1.1 Notwithstanding the application of general measures (such as those set out in 5 to 9 above) to retain staff, such staff retention cannot be assured in the absence of measures aimed at identifying and dealing with particular causes of staff losses;

10.1.2 Accordingly, the specific causes of staff losses should be continually identified and action be taken to rectify them.

10.2 In furtherance of the above principles:

10.2.1 The committee referred to in 11 ("the committee") shall on an ongoing basis:

10.2.1.1 examine the phenomenon of staff losses in the Municipality;

10.2.1.2 endeavour to ascertain the causes of such losses;

10.2.1.3 make recommendations to the Municipality regarding methods of preventing such losses;

10.2.2 In the event of any staff member resigning, the committee shall, if such staff member is agreeable, conduct an exit interview with such member in order to determine the reason for his or her resignation; provided that if the staff member is not agreeable to being interviewed by the committee, or if the Municipal Manager

is in any event of the opinion that it is advisable to do so, the Municipal Manager may appoint an independent person not employed by the Municipality to conduct such interview, and such independent person shall then report his or her findings to the committee.

10.3 It is intended that the achievement of this goal will result in a better understanding of the causes of staff losses, and provide a mechanism for recommending methods of preventing such losses.

11. STAFF RETENTION COMMITTEE

11.1 The Municipal Manager shall establish a committee consisting of the Director of Corporate Services (who shall be its chair) and at least two other Heads of Department or their deputies, which committee shall be known as the Staff Retention Committee.

11.2 The Municipal Manager shall in consultation with the Director of Corporate Services prescribe rules for the conduct by such committee of its meetings, activities, business and proceedings, including rules regarding quorum, minutes, and casting votes, and the co-opting of members.

11.3 The role of the committee shall be to:

11.3.1 Perform the functions referred to in 10.2;

11.3.2 keep statistics on staff losses, which statistics shall included the names of staff resigning, the posts held by such staff, the duration of service, the reasons for resignation and the impact of such resignation on the effectiveness of the municipality;

11.3.3 Review this policy at least annually and make recommendations regarding amendments thereto;

11.3.4 assess the risk of losing any particular staff member or group of staff members, and making recommendations to the head of department concerned or the Municipal Manager regarding the prevention of such loss;

11.3.5 make recommendations and provide advice to the Municipal Manager and Department Heads regarding the implementation of specific aspects of this policy, in particular, the provisions of 5.2, 6.2, 7.2, 8.2, and 9.2;

- 11.3.6 Develop guidelines for use by managers regarding performance encouragement, morale boosting and the like in relation to their staff.
- 11.3.7 *Seek ways of ensuring that staff members are healthy in body and mind, stress free and therefore in better state of mind to contribute to the overall goals of the organization. Activities such as Employee Wellness Day, Employee Assistance Programmes, staff monthly meetings and monthly meetings of the Local Labour Forum to discuss matters affecting employees in the work environment will be vital in ensuring this objective.*

11.3.8 LONG SERVICE LEAVE

An employee shall qualify once for the following long service leave at the Completion of the following periods from date of this agreement.

11.1.1	10 years' service	-	10 days plus Certificate of Service
11.1.2	15 years' service	-	20 days plus Certificate of Service
11.1.3	20 years' service	-	30 days plus Award
11.1.4	25 years' service	-	30 days
11.1.5	30 years' service	-	30 days
11.1.6	35 years' service	-	30 days
11.1.7	40 years' service	-	30 days
11.1.8	45 years' service	-	30 days

11.2 The encashment or the taking of the leave must take place in the same year that employee qualifies for the long service leave subject to operational requirements where the employee elects to take leave.

11.3 An employee with 10 (ten) or more years' service with the municipality and who reaches pensionable age, who is medically boarded or retrenched will be paid a pro rata long service bonus for any uncompleted period stipulated in (7.1) above

Other than the above allowances, Council to endeavor in making budget provision, subject to staff with clean records and availability of funds in order to present the undermentioned awards to its employees

12. RESPONSIBILITY FOR IMPLEMENTATION

The Municipal Manager shall be responsible for implementing this policy; provided that he may delegate in writing any or all of his duties hereunder to any senior manager of the Municipality.

13. COMMENCEMENT

This policy shall commence immediately it has been adopted by the Council.

Reviewed.....Council.....

IMATU.....DATE.....

SAMWU.....DATE.....

MUNICIPAL MANAGER..... DATE.....

**UMASIPALA
WASOLUNDI**

Private Bag X 17
Ulundi
3838

3.4 (3)
" The City of Heritage "



**ULUNDI
MUNICIPALITY**

Tel: 035 8745100
Fax: 035 870 1105

EXTRACT

FROM MINUTES OF THE 4TH 2018/2019 ORDINARY MEETING OF THE ULUNDI MUNICIPAL COUNCIL IN ACCORDANCE WITH SECTION 29 (1) READ WITH SECTION 18 (2) OF THE LOCAL GOVERNMENT MUNICIPAL STRUCTURES ACT NO 117 OF 1998 HELD IN THE COUNCIL CHAMBER, ULUNDI CIVIC CENTRE AT BA 81, PRINCE MANGOSUTHU STREET ON WEDNESDAY, 26 JUNE 2019 AT 12H00

A15. REVIEW OF THE RECRUITMENT AND APPOINTMENT POLICY (A15./212)
2/3/1

RESOLVED: -

THAT the reviewed Recruitment and Appointment Policy be adopted

CERTIFIED A TRUE COPY



**Z.G. DHLAMINI: DIRECTOR
CORPORATE AND MANAGEMENT SERVICES**

ULUNDI
29-01-2020

“ The City of Heritage ”



ULUNDI LOCAL MUNICIPALITY

(“The Municipality”)

RECRUITMENT AND APPOINTMENT POLICY

1. Preamble

The recruitment & appointment policy, together with its implementation is aimed at matching the human resources to the strategic and operational needs of Ulundi Municipality.

This policy and its objectives are aligned to all Labour legislation and aims for the process to be consistent, objective and fair. The application of this policy shall specifically exclude appointments in terms of section 56 & 57 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) as amended however, it must apply to all other recruitments & appointments.

2. Fair and equitable recruitment

All posts on the establishment of the Municipality shall be equal opportunity positions. This includes, *inter alia*, the requirement that candidates be employed purely on the basis of job related requirements, personal attributes, competencies and abilities, and that individuals must be given equal opportunities to be recruited i.e. recruitment actions must be extended to all communities. However, Employment Equity strategies and the Municipality's Employment Equity Plan and targets must be taken into consideration when recruiting candidate. As contained in the applicable job description.

The following components of the recruitment and selection process require careful attention:

Defining the job and its competencies

The municipality must first analyse the job's essential competencies in order to draw up a non-discriminatory job-specification at the beginning of the process: define the purpose of the job; identify how the job fits into the organisation; decide on the key outputs required from the job; highlight the different levels of authority; and identify some of the activities performed to meet the required outputs.

Decide what is essential and ensure that the requirements serve a common interest.

3. Recruitment sources

The choice of media for recruitment purposes should comply with the requirements of the Labour Relation Act, 1995 as amended from time to time.

Internal sources of recruitment where the HR Skills Register so indicates should be considered, since it is cost effective and serves as motivation for existing employees. External recruitment may be undertaken by means of advertisements. Career exhibitions and visits to schools, universities, etc. can also be considered for certain target groups.

Please also see the heading "Advertising" under section 3.4.3.

4. Recruitment Procedure

4.1 Determine need to fill a vacancy

When a vacancy is identified, the following factors must be taken into consideration:

- The provisions of the current IDP requirements and current budget constraints;
- Reservation of vacancy for a candidate still in training (where feasible);
- Redeployment possibilities.

4.2 Identify sources of recruitment

It must first be established (where possible) whether suitable candidates are available internally by means of an internal advertisement.

Employment and recruitment is the prerogative of an employer there is no need for consultation where an employer has decided to recruit. This recruitment is indeed subject to a standard policy.

4.3 Advertise position

- When a vacancy occurs, it will be circulated internally, placed on the internal Notice Board and/or advertised locally or externally in the press, and interested employees and applicants will be considered for appointment.
- Heads of Departments must ensure that circulated vacancies are brought to the attention of the staff. To ensure a diverse pool of candidates, advertisements shall be placed in the appropriate media if no internal candidates could be identified.
- The means of attracting applicants or the wording of advertisements shall be compiled carefully, so as not to constitute direct or indirect discrimination.
- Heads of Departments shall request the Executive Director: Corporate and Management Services or person in charge of this function, in writing, to advertise a vacant position.
- The position will only be advertised once the approval of the Municipal Manager or Acting Municipal Manager is obtained.
- This shall apply even if the position is budgeted for. Only positions that are budgeted for in the current financial year or whose funding can be sourced through the current salary budget shall be filled.
- Personal canvassing for appointment or promotion to a vacancy on the Municipality's establishment is strictly prohibited and any proof of such shall disqualify an applicant. See also Section 3.3 above.
- Councillors are strictly excluded from all recruitment procedures, save for section 56 and 57 positions, where in the case of the Executive Director it is the Municipal Manager who shall chair a panel constituted in his/her discretion. In this regard competent Councillors can be included in the panel.
- In the instance where the recruitment is for the position of a Municipal Manager, the Mayor shall chair the panel and shall include in the panel other Councillors as shall be determined by the Executive and Finance Committee.

- All appointments in respect of Managers reporting directly to the Municipal Manager and the Municipal Manager shall be approved by Council and be in line with Local Government Municipal Systems Act No 07 of 2011 as well as Regulation on appointment and conditions of employment of Senior Number dated 17 January 2014 as amended.

4.4 Advertising

Advertisements may not indicate an intention to discriminate against members of a particular group.

Adverts should not be unjustifiably confined to areas or publications that exclude, or disproportionately reduce the numbers of applicants from any particular racial group.

Internal advert should be on the internal notice board for the minimum period of seven (7) days.

External advert should be on the preferred newspaper for the period of not less than fourteen (14) days, depending on the urgency of the position.

The Municipality should not prescribe requirements that are superfluous to the job and that would have the effect of unjustifiably excluding members of particular groups.

Gender-neutral language must be used and the advert should include the phrase “equal opportunity employer”.

Head hunting may be permitted when scarce skills are needed and all other avenues have been exhausted.

Direct recruitment by Councillors of their friends and/or family members is strictly forbidden and such applicants must be disqualified as being a contravention of the Code of Conduct for Councillors as contained in Schedule 1 of the Municipal Systems Act, 2000 as amended.

5. Selection and appointment process

5.1 Gathering applicant data

Applicant information must include all relevant data, such as:

- CV;
- certified copies of personal documentation;
- certified copies of educational qualifications and/or courses attended;
- References from previous employers. Even when supplied by an applicant, the Head of Department or the HR Division must verify this information.
- Accompanied by a letter of application.

False information furnished by an applicant in his/her application for a vacancy, shall disqualify him/her and make him/her liable to summary dismissal, should he/she have been appointed and knowledge of the false information only be detected afterwards.

5.2 Age restriction

A person shall not be considered for appointment, unless he/she has reached the age of sixteen (16) years and complies with the required qualifying requirements as stipulated in the advertisement. The appointment or retention of the services of any employee older than the compulsory retirement age of 65 shall be approved by the Head of Department, subject to the submission of a satisfactory medical report and a recommendation by the Municipal Manager.

5.3 Short listing

The Shortlisting Committee as shall be constituted by the Municipal manager taking into account the inclusion of HR Division, the Organised Labour and the relevant HOD and panel members whose occupation is at least one level above the position in question or the Council Committee in case of Sec 57 employees, as the case may be, shall select from the master list not more than 10 applicants per post, who in their opinion would be the most suitable candidates to be subjected to the selection process. This list will be drawn up after due regard is given to the Municipality's Employment Equity Plan. (Checklist form which is attached as annexure 5.3).

When compiling the short list, a healthy balance must be struck between the data provided by the applicant and the job requirements. In the absence of imperative documentation (e.g. Senior Certificate), careful consideration shall be given to the short-listing of such candidates. It is unethical to promise a job prior to the finalisation of the recruitment and selection process. Under NO circumstances shall a job offer be made at this stage.

The Short List must be compiled in accordance with the following preference criteria:

- i. Internal applicants
- ii. Local applicants
- iii. Provincial applicants
- iv. National applicants

The Municipal Manager shall after consultation with the Departmental Head concerned, determine the date or dates and venue for conducting interviews with the candidates selected, and inform them accordingly.

Applicants for appointment must undergo any screening tests, when the nature of the work requires this to be done.

Reference checking: Pre-screening to validate information on the Curriculum Vitae and/or application form may be conducted in relation to the inherent requirements of the job.

The following references can be contacted to verify the employment history of the applicant:

- Current employer.
- Previous employer.
- References given by applicant.

Applicants must sign an indemnity form, to indemnify the municipality against any claims for damage, injury or illness, prior to any physical examination being undertaken.

It must be seen that those being screened take part at their own responsibility.

The result of any screening must be strictly confidential.

5.4 Undertake selection (assessment and panel interviews)

The assessment results shall not be the only tool used to decide on the best candidate for a position, but must form part of the selection process and be utilised during the final decision-making phase.

Except for appointments that must be made by the Council, interviews for all positions must be conducted by the Interviewing Committee as determined in 5.3 above.

The Municipal Manager shall confirm the appointment based on the results and recommendations by the Interviewing Committee.

Impressions gained during the interview should be clearly documented and stored for future reference.

5.4.1 Right of recusal/declaration of interest

A member of the Shortlisting Committee and Interviewing Panel has a right to apply for recusal if among the applicants there is one applicant to whom he/she is related. Also a member of the above committees has to declare his interest in the process.

An interview format must be prepared and used for each position based on the following example:

INTERVIEW RECORD: CHIEF FINANCIAL OFFICER

Name of applicant:											
Interview date:						Councillor/Official					
Dimension	Rating					Dimension	Rating				
	1	2	3	4	5		1	2	3	4	5
General: Q1& Q2						Providing direction: Q10					
Management: Q3						Building & maintaining relationships: Q11					
Financial Management: Q4						Persuasiveness: Q12					
Concern for excellence: Q5						Planning, organizing & control: Q13					
Initiative: Q6						Specialist: Head of Finance: Q14					
Analytical skills: Q7						4.2: Package required					
Judgment: Q8						4.3: Starting date					
Resource utilization and development: Q9						4.4: Contractual obligations					
						Your overall assessment:					

Key:	1	=	Poor
	2	=	Fair
	3	=	Good
	4	=	Very good
	5	=	Excellent

OUTLINE FOR OPENING THE INTERVIEW

- Greet the applicant and relax him/her - offer tea/coffee if available
- Explain the purpose of the interview
- Explain to the applicant that the interview panel will be taking notes during the interview
- Explain that the interview will concentrate on:
 1. A short background review
 2. Behaviour questions
 3. Questions on specialist skills
 4. Content of the job offer
 5. Questions by the applicant.

COUNCIL'S REQUIREMENTS:

1. Ability to speak English and one of the local African Languages
2. Not less than 3 years tertiary education or equivalent experience
3. Local Government experience related to both Management and Finance
4. Being a Team Leader of the Officials and between the Councillors
5. Being flexible and have a good understanding of the dynamics of the communities
6. Be able to communicate at all levels
7. Be a decision-maker
8. Be honest and loyal
9. Preferably comply with the requirements of the Employment Equity Plan.

1. Background Review

1.1 General

Q1: Please give us a brief overview of your present position & responsibilities

Q2: What don't you like about your current position?

1.2 Management

Q3: What Management responsibilities do you hold?

1.3 Financial Management

Q4: Please give us some background on your knowledge of Financial Management responsibilities i.e. Revenue, Expenditure, Management Accounts and Information and Stores?

2. Behavioural Questions

The questions that follow are based on eliciting Behavioural responses i.e. it is based on Situation, Action and Result. If the answer does not satisfy these requirements, ask the candidate to clarify his/her answer by explaining what action he/she took and the outcome/result of that action.

The questions consist of 6 dimensions and each is further divided into sub-dimensions as follows:

1. Dynamism
 - 1.1 Concern for excellence
 - 1.2 Initiative
2. Decision-making skills
 - 2.1 Analytical skills
 - 2.2 Judgement
3. Leadership skills
 - 3.1 Resource utilization and development
 - 3.2 Providing direction

- 4. Interpersonal skills
- 4.1 Building and maintaining relationships
- 5. Communication skills
- 5.1 Persuasiveness
- 6. Administrative skills
- 6.1 Planning, organizing and control

1. Dynamism

<p>1.1 Concern for excellence</p> <p>The drive to do one's best in everything undertaken, to set high standards of performance for oneself and subordinates with the underlying belief that reliance on one's own skills and abilities is decisive in achieving results.</p>	<p>Q5: Describe how you handled a situation where a subordinate did not perform according to the required standard and how did you determine that the work performance was poor?</p>
<p>1.2 Initiative</p> <p>Proactive, self-starting, seizes opportunities and acts upon them; actively influence events; ability and ingenuity to originate ideas and fresh approaches. Drives projects along and gets results.</p>	<p>Q6: Explain a situation where you made a suggestion to improve efficiency/save your Council money?</p>

2. Decision-making skills

<p>2.1 Analytical skills</p> <p>Examines issues prior to recommending or deciding on what course of action should be taken in order to minimize risk. It would include things like sourcing all relevant information, consulting, seeking root causes, analyzing financial data, identifying trends, weighing up alternative courses of action and the consequences thereof.</p>	<p>Q7: What sources of information do you use to keep yourself updated on new developments in the Local Government arena?</p>
<p>2.2 Judgement</p> <p>The ability to make rational and sound decisions based on considerations of all the facts, available alternatives and possible consequences.</p>	<p>Q8: Your Secretary was instructed not to disturb you whilst you were busy preparing for an ExCo meeting within the next hour. She however transferred a telephone call from a Councillor that insisted to talking to you regarding a non-work related problem, i.e. regarding the postal service in a particular area. How do you handle the Councillor and how do you deal with your Secretary afterwards?</p>

3. Leadership skills

<p>3.1 Resource utilization and development</p> <p>Delegates responsibility to appropriate subordinates, actively seeks to improve subordinates' skills and talents by providing constructive feedback, coaching, training and by extending subordinates' responsibilities through job enrichment.</p>	<p>Q9: Do you incorporate the input of your subordinates in your decision-making process? Your reasons?</p>
<p>3.2 Providing direction</p> <p>Provides subordinates with a clear sense of direction; takes charge; organizes resources, provides ideas or guidelines in order to steer others towards successful task completion.</p>	<p>Q10: We all have had to deal with individuals who do the bare minimum at work or get others to do their work. Describe how you have dealt with such a situation in the past?</p>

4. Interpersonal skills

<p>4.1 Building and maintaining relationships</p> <p>Ability to establish and maintain relationships and to interact confidently with people at all levels of the organization/public. Displaying warmth, understanding and encouragement for people and consideration for the beliefs and feelings of others; promotes harmony through diplomatic handling of disagreements and potential conflict situations.</p>	<p>Q11: From time to time all of us are confronted by someone who wastes out time at work. Tell us about such a situation and what did you do about it?</p>
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5. Communication skills

<p>5.1 Persuasiveness</p> <p>The ability to communicate in a clear, fluent, convincing and to the point manner. To think on one's feet in presenting logical and well thought out arguments and counter-arguments.</p> <p>Note: This skill is best observed during the interview by noting whether the applicant accurately interprets questions asked and the quality of verbal responses to the questions.</p>	<p>Q12: How would you go about to convince your Council to change its bank account to another bank taking into account that the account has been with the current bank for 10 years but that upon requesting new quotes another bank offered better rates? All the Councillors are banking with the current bank and one of them is the Bank Manager of the current bank.</p>
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6. Administrative skills

<p>6.1 Planning, organizing and control</p> <p>Ability to plan in the short-term determines priorities; develops alternatives and chooses the best course of action; schedules activities to ensure optimum use of time and resources, monitors performance against objectives to achieve the set objectives within the specified budget and time frame.</p>	<p>Q13: What controls would you implement to ensure your department's compliance with budget figures?</p>
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3. Questions on specialist skills

<p>1. As Head of Financial Services</p>	<p>Q14: What steps would you take to ensure the formation and development of an efficient, financially sound and performance driven administration for the Municipality?</p>
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4. Content of the job offer.

- 4.1 The post of Chief Financial Officer is subject to entering into a performance contract with the Council. The Council accepted the standard contract proposed by SALGA. Are you familiar with this contract? The Council accepted Option 3 regarding the annual increments i.e. to offer a guaranteed cost of living increase and then a performance bonus of 8.3% of the annual salary for outstanding performance according to the suggested sliding scale.
- 4.2 What would be the all-inclusive remuneration package that you would be willing to accept should the Council offer you the position of the Executive Director: Financial Services?
- 4.3 When would you be able to start should your application be successful?

4.4 Do you have any contractual obligations towards your present employer?

4.5 Should you be successful, the Council will pay the cost of furniture removal to the Ulundi area subject to 3 written quotations being supplied. This amount shall be fully repaid to the Council should you leave the Council's service within one year. 75% of this amount will have to be repaid to the Council should you leave the service within 3 years.

5. Questions by the applicant.

5.1 Do you have any questions?

6. Conclusion

6.1 Explain the next step in the selection process - when the applicant will be advised of the outcome.

6.2 Thank the applicant for a productive interview.

5.5 Competence for appointment

Prior to appointment, a successful applicant shall furnish satisfactory proof (certified copies) of his/her date of birth, marital status, academic or educational qualifications, identity, training, valid drivers license where applicable, and any other relevant documentation as may be required.

Nobody shall be appointed to the service of the Municipality unless he/she complies with the legal requirements applicable to such appointment. For example in terms of section 15(3)(a) of the Municipal Accountants Act, 1988 (Act No. 21 of 1988), no one shall be appointed to the office of the City Treasurer, subject to the stipulation of section 13(3) of the said Act. (This requirement will be replaced with the requirements of the Municipal Finance Management Act no 53 of 2003.

In terms of section 15(3)(a) of the Municipal Accountants Act, 1988 (Act No. 21 of 1988), no one who is not a Municipal Accountant shall be appointed to perform any function contemplated in section 15(1) or accept responsibility for it, subject to the stipulations of section 13(3) and the *provisos* in section 15(1) of the said Act.

Sections 55 to 58 of the Municipal Systems Act and the Minimum Competency Requirements Regulations (as amended) as promulgated by the National Treasury provide details of the requirements for the positions of Municipal Manager and Managers reporting directly to him/her.

5.6 Appointment

A written offer of employment (including conditions of service) must be made to the successful candidate and his/her formal (written) acceptance thereof, obtained, ensuring that all logistical arrangements regarding date, time and place of assumption of duty are clear. Should the need arise all employees could be issued with an identity and/or access card, which shall be carried at all times. The identity and access card shall remain the property of the Municipality, and should an employee lose the card, he/she shall be held responsible for paying the costs for its replacement.

An employee to whom a firearms has been issued shall be subject to the Firearms Control Act of 2000.

An employee shall furnish his/her permanent residential address, as well as that of his/her next of kin, to the Human Resources Division.

5.7 Cost of moving

The Council shall pay the cost of transfer on appointment where the person appointed is not a resident in the Ulundi area. Three (3) written quotations shall be provided. Irrespective of which quotation is accepted by the employee, the subsidy shall be calculated on the amount of the lowest quotation, which includes insurance, or the amount indicated on the receipt, whichever is the lowest.

The amount thus paid shall be repaid by the employee if he/she leaves the service of the Municipality within 36 months of the date of entering the service.

Should the services of the employee be terminated by the Council through no fault of his/her own, no refund shall be due to the Council.

5.8 Salary on appointment or promotion

Appointment shall be made according to the qualifications and experience of the applicant, at a notch within the prescribed salary scale, provided that, if a successful applicant claims a higher notch than the starting notch of a particular salary scale, the salary notches of the existing employees occupying similar positions in the relevant department, shall be taken into consideration.

If an existing employee is promoted, his/her salary shall be adjusted to the minimum notch of the salary scale applicable to the position of promotion, provided that such salary adjustment shall be equal in salary to at least one additional notch of the scale applicable to him/her prior to the promotion.

5.9 Appointment notch of employees not complying with the minimum Qualification requirements under extraordinary circumstances

Successful external applicants shall be appointed at the starting notch of the salary scale attached to a particular position, without any further advancement on the scale, until such applicant complies with the minimum requirements. The promotion of employees in the service, who do not comply with the minimum qualifications, shall be dealt with according to the same principles as above.

Once an employee complies with the approved qualification and/or experience requirements, but less than twelve (12) months have expired since the date of appointment to the relevant post, the advancement on the salary scale shall occur after a period of twelve (12) months, calculated from the date of appointment to the relevant post.

In the instance where an employee complies with the approved qualification requirements, but more than twelve (12) months have expired after the date of appointment to such post, progression on the salary scale shall occur as from the first month following the date of the last paper the employee wrote, provided that the employee's incremental date shall change to the month in which the progression on the salary scale was implemented.

Employees appointed or promoted to a position where they do not comply with the minimum qualification requirements, shall be subjected to a Mentorship programme in terms of these HR policies.

6. Orientation & Induction

After appointment, an employee shall follow an induction program. New employees shall receive full compensation during the induction period.

Induction or orientation is the process of integrating a new recruit into the organisation and the job.

6.1 Objectives of an induction programme

Some of the more common reasons for implementing an induction programme are:

- Introducing the recruit to the organisation;
- Creating a favourable impression and realistic expectation with the recruit;
- Reducing the anxiety and uncertainty of starting a new job;
- Allowing the recruit to make a productive contribution as soon as possible;
- Reducing labour turnover by developing positive attitudes and a feeling of identification with the organisation;
- Preventing grievances – recruits have been informed of the rules and regulations of the organisation, so grievances as a result of ignorance can be prevented.

6.2 Contents of an Induction Programme

The induction programme should be designed to include all the information that the recruit will need to do his/her job effectively and to feel part of the organisation. Do not try to cover everything in one session: the information can be divided into “need to know” and “nice to know” information. The first part to be provided at the outset whilst “nice to know” information can be gradually given as the recruit settles in.

The information a recruit will require falls into a number of categories:

- **Pre-Induction** – this is the preparation of the new employee to adapt to the new work environment in general. Check on the following:
 - Contract and employment details have been communicated to the recruit
 - The new employee knows the date, time and place of reporting the 1st day
 - Remuneration has been communicated
 - Hours of work is known to the new recruit
 - The new recruit has been provided with full details of the pension/provident fund, medical aid scheme, leave regulations, housing policy/facilities, conditions of employment and details of transport/parking arrangements at the workplace.
- **Orientation** – provides the new employee with an insight into specifics of the organisation and his/her place in it. It also provides for the integration of organisational and personal objectives.

On the first day of work the new employee must be met by his/her Supervisor who must then:

- Take the new employee to meet the HR division and to complete appointment documentation
- Inform anyone else that needs to know of the recruit’s arrival, e.g. Security, switchboard etc.
- Prepare the office/equipment and materials that the new recruit will need.

- Appoint a Mentor for the new recruit where appropriate.
- Show the new recruit the clocking in and out procedures and/or attendance register where applicable.
- Show the recruit the position of lockers and cloakrooms
- Take the recruit on a tour of the premises and introduce him/her to immediate colleagues as well as staff in other departments that he/she will be dealing with
- Provide the new recruit with background information of the organisation and his/her place in it
- Provide the recruit with details on arrangements regarding fire and safety precautions; smoking on the premises; first aid arrangements; lunch breaks; method of payment of salaries/allowances; various policies applicable to him/her; etc.

- **Induction** – this refers to the transfer of the section and post specific information to enable the new employee to function effectively and efficiently. This may include a Mentorship Programme.

Job-related information – this is the information that describes what the job entails and how it is done, e.g. Tools required, how to work the machinery, safety procedures etc. It also includes details such as hours of work, basic conditions of employment and compensation.

- Allow the new employee as much time as possible to do the job
- Arrange regular interviews on progress
- Explain communication systems
- Fire drill
- Explain in more detail: grievance procedures, disciplinary procedures, other procedures and especially the performance management system.

The HR Division should also follow up the induction by providing further details on education, training, career path planning, and promotion and transfer possibilities as well as to monitor the progress of the recruit.

7. Probation

All permanent employees, shall be appointed on probation for six (6) consecutive months, except in cases of promotion. The induction process should be viewed as an integral part of an employee's probationary period. If, after the expiry of an employee's probation period, the Head of Department is convinced that the employee is suitable for the post he/she occupies, the appointment shall be confirmed by the Manager: Corporate Services.

If the confirmation of the permanent appointment of an employee appointed by the Municipal Manager: is not recommended, the Head of Department shall recommend in writing to the Municipal Manager: that either, he/she:

- extend the probationary period of the employee by a maximum of two (2) further periods, neither of which may exceed three (3) months;
- Terminate the service of such employee, subject to the stipulations of paragraph 8 & 9 of Schedule 8 of the Labour Relations Act, (Act No. 66 of 1995) as amended.

8. Promotion

The Municipality's policy regarding promotions shall be based on the following principles:

- Where possible, every vacancy that occur in the service of the Municipality must firstly be advertised internally to allow present employees that may qualify for such position, whether directly or in terms of the Council's Employment Equity Plan, the opportunity to apply for it.
- Promotions will however not be automatic but will still be subject to the normal procedures for the appointment of staff. Due cognizance must however be taken of any learnership, mentorship and/or career/succession planning of existing staff being prepared for the position involved.
- A person being promoted is not subject to another probation period.

9. Translation/ Proper placement

- Where an employee performs duties that are similar/related to another position above subject to motivation by Head of the Department and approval by the Municipal Manager the translation in rank/ proper placement, could be effected.

10. Transfer

Transfer of staff from one position to another is not regarded as a promotion and such a person will not receive an additional notch as a result of the transfer, but:

- A person being transferred to another position must not be negatively affected financially as a result of the transfer. Fair compensation should the transfer result in a financial cost to the incumbent, must be paid to the relevant employee, i.e. if the transfer results in a relocation of the person, fair relocation costs must be paid to him/her such as cost of transfer of personal belongings, additional cost of similar accommodation as that applicable to the previous position, cost of new curtains required etc.
- A person being transferred must accept the transfer willingly and not be forced in any way whatsoever to accept the new position.
- A person being transferred must already have acquired the necessary skills and qualifications required for the new position and should such a person not shape in the new position, he/she must be allowed the opportunity to revert back to their original position – in this case however the Council will not be liable for the second set of relocation costs.

11. Career/succession planning once in place

Key positions in any organization must, by definition, be filled with suitably well-qualified employees. Comprehensive, qualification-oriented succession planning is a deciding factor in the success of any organization.

Career Planning would refer to the planning of the future career of an existing employee, his/her paths for advancement and the qualifications and experience that would be required to reach the goal.

Succession Planning on the other hand, is planning and grooming a person to take over the position of a senior person in the organization that will soon retire.

The principles for both Career & Succession Planning are also related to what in this Manual is referred to as Mentoring in this policy.

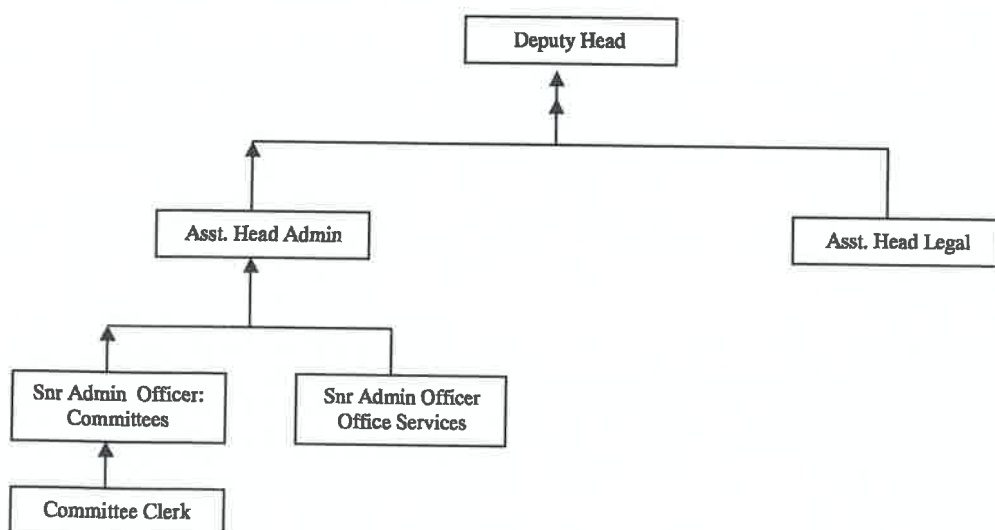
We will focus on Career Planning in this Manual since the principles remain the same in this policy.

Career decisions dramatically impact on a person's life. The path they choose will determine where they live, their income, how much time they spend at home, their travels, and how they spend their leisure time. The more a person knows about him/herself, the more likely they will be able to identify occupations and training programs that fit their personal attributes and needs. The Career Path should include the following:

- Analyze the person's current career planning status
- Assess their work interests and values
- Examine the person's educational preferences
- Assess the person's personality and life values
- Explore the person's leisure time preferences
- Assess the person's skills
- Create a Personal Development Needs Checklist

The actual Career Plan should contain and follow the same steps as with Mentoring. The only difference would be that the Career Path will cover a much longer period to achieve and progress is monitored over this whole period.

Start the Career Path with an interview with each staff member where as much as possible of the above are discussed. From the information received, draw an organization chart indicating the person's current position and all the positions higher up until the person's goal is reached. For example, a Committee Officer sees himself as becoming the Head of the Department in 10 years time. Show the Career Path as follows:



The Career Path is then plotted in a table:

Job Title	Performance Criteria	Key Skills Gained	Key Skills Required	Planned Programme
Head of Department	List all the performance criteria for each of these posts	List all the key skills for each of these posts that the incumbent already possess	List all the key skills for each of these posts that the incumbent still require.	Follow the same methodology described under Mentoring to develop a programme for the incumbent to acquire the skills still needed. This can include mentoring. The achievements must also be signed off.
Deputy Head	As above	As above	As above	As above
Asst. Head Admin	As above	As above	As above	As above
Snr. Admin Officer: Committees	As above	As above	As above	As above
Committee Clerk	As above	As above	As above	As above

Succession Planning follows the same principles except that it might need an accelerated learning process.

12. Remuneration

12.1 General

Salary adjustments due to a regrading would be automatic and part of the agreed new grading scheme.

Salary increases are considered annually on the anniversary of the employee's employment date.

12.2 Overtime

The Municipality accepts the position regarding Overtime as determined under Section 10 of the Basic Conditions of Employment Act, Act 75 of 1997 as amended. The Act determines that an employer may not require or permit an employee to work:

- Overtime except in accordance with an agreement;
- More than three hours overtime a day or ten hours overtime a week.

An agreement in terms of the above may not require an employee to work more than 12 hours on any day but might increase the maximum permitted overtime to 15 hours per week.

The Council Pay Overtime Allowance on the basis as determined by the Council, in line with section 12 of the South African Local Government Bargaining Council KZN Division Conditions of Service, which was signed by IMATU, SAMWU and Organized Labour on 01 June 2011.

12.3 Standby

Persons providing essential services will be required to do standby duty from time to time during which the person must be available should their services be needed.

The Council pay Standby Allowance on the basis as determined by the Council, in line with section 10 of the South African Local Government Bargaining Council KZN Division Conditions of Service, which was signed by IMATU, SAMWU and Organized Labour on 01 June 2011.

12.4 13th Cheque/Bonus

It is the current policy of the Council to pay a 13th Cheque/Bonus at the anniversary of the employee's appointment. If a person did not complete a twelve month period of service on termination of employment a pro rata payment will be calculated for the number of month's service completed. This is not applicable to LGMSA Section 57 employees.

The Council pay 13th Cheque in line with section 111 of the South African Local Government Bargaining Council KZN Division Conditions of Service, which was signed by IMATU, SAMWU and Organized Labour on 01 June 201

12.5 Advances of salary payments

Advance payments on salaries applies only in cases of Subsistence & Travelling Allowances in very special circumstances as determined by the Cash Flow Committee

12.6 Banking details

It is the Council's policy that all remuneration owing to employees are to be paid directly into their bank accounts. No cash or cheque payments will be made. For this reason each employee must upon appointment, provide the Municipality with full details of their banking details.

Reviewed..... Council Approval

IMATU.....DATE.....

SAMWU.....DATE.....

MUNICIPAL MANAGER..... DATE.....

DEPARTMENT OF TECHNICAL SERVICES
CHECK LIST FOR SENIOR SUPERINTENDANT POSITION (ROADS AND STORMWATER)

	Yes	N/A
Application letter		
Curriculum Vitae		
Certified Identity Document		
Grade 12		
National Diploma in Civil Engineering/ Equivalent		
NQF Level 5		
Trade Tested Artisan		
Code B Driving		
Computer Literacy		
3-4 years relevant experience		

Chairperson Signature..... Date

RECRUITMENT REQUISITION FORM

Name of Department/Section: **Requisition Date:**

Position Requested to be filled: **Post Identification No:**

Effective Date: **Date approved by Council:**

Has the budget been approved for the position: Yes/No **1.1 If yes, state Vote Number:**

2. Area where position is based:

Reasons for requiring the position (Tick only one):

PERMANENT CONTRACT TEMPORARY

If a Contract/Temp position, what is the duration?

Reason why the position is vacant (Tick only one):

NEW RESIGNATION PROMOTION RETIRED

MEDICALLY BOARDED DEATH OTHER

If other, please specify:.....

Has a Job Description been drafted for the position? Yes/No **5.1 If, yes, attach a copy to this requisition.**

Supervisor

Name: **Designation:**

Signature: **Date:**

Head of Department

Comments

Signature: **Date:**

APPROVAL:
CHIEF FINANCIAL OFFICER / BUDGET COMPLIANCE OFFICER

Salary Budget **Vote**.....**Amount Budgeted For**.....**Amount Available**

Comments

Signature: **Date:**

DIRECTOR: CORPORATE SERVICES / HRM

Post Identification No. **2. Task Grade** **3. Job Description**/.....

Comments

Signature: **Date:**

MUNICIPAL MANAGER

Comments

Signature: **Date:**

RECIPIENT:
SIGNATURE (HR DIV.): **Date:**

Kindly return your completed form to the Department of Corporate Services

NB: 1. This form is to be completed and authorized for all positions.

2. No positions will be filled without an authorized Recruitment Requisition

C.3.4 (1)

" The City of Heritage "



EXTRACT

FROM MINUTES OF THE 2017/2018 ORDINARY COUNCIL MEETING OF THE ULUNDI MUNICIPAL COUNCIL IN ACCORDANCE WITH SECTION 29 (1) READ WITH SECTION 18 (2) OF THE LOCAL GOVERNMENT MUNICIPAL STRUCTURES ACT NO 117 OF 1998 HELD IN THE COUNCIL CHAMBER, ULUNDI CIVIC CENTRE AT BA 81, PRINCE MANGOSUTHU STREET, ON **WEDNESDAY, 27 JUNE 2018 AT 10H00**

A35. REVIEW OF ULUNDI MUNICIPALITY EMPLOYMENT EQUITY PLAN 2016-2021

4/4/6

RESOLVED:

1. **THAT** Executive Director: Corporate Services be appointed as assigned Senior Manager in terms of Section 24 of the Employment Equity Act.
2. **THAT** Council approves Ulundi Senior Management structure and women representation in Top management category level i.e. 6 males and 1 female as at 30 September 2018.
3. **THAT** Council approves the analysis done pertaining to the representation of designated groups determined by taking into account the Economically Active Population as outlined in Employment Equity Act Section 8 of the regulations. (71.4% Male representation and 14.3% Female representation for Senior Managers)
4. **THAT** the reviewed of Ulundi Municipality Employment Equity Plan be adopted.

CERTIFIED A TRUE COPY

A handwritten signature in black ink, appearing to read "Z.G. Dhlamini", is written over a horizontal line.

**Z.G. DHLAMINI: DIRECTOR
CORPORATE AND MANAGEMENT SERVICES**

ULUNDI
14 -11-2018



PLEASE READ THIS FIRST



PURPOSE OF THIS FORM

Section 20 requires designated employers to prepare and implement an Employment Equity Plan which will achieve reasonable progress towards employment equity in the employer's workforce. An Employment Equity Plan must state-

- (a) The objectives to be achieved for each year of the plan
- (b) The affirmative action measures to be implemented as required by section 15(2);
- (c) Where under representation of people from designated groups has been identified by the analysis, the numerical goals to achieve the equitable representation of suitably qualified people from designated groups within each occupational level in the workforce, the timetable within which this is to be achieved, and the strategies intended to achieve those goals;
- (d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals;
- (e) The duration of the plan, this may not be shorter than one year or longer than five years;
- (f) The procedures that will be used to monitor and evaluate the implementation of the plan and whether reasonable progress is being made towards implementing employment equity;
- (g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan;
- (h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and
- (i) Any other prescribed matter.

DEPARTMENT OF LABOUR

**TEMPLATE FOR EMPLOYMENT EQUITY PLAN
(Section 20)**

Employer Details

Trade name : Ulundi Municipality

DTI Registration name:

PAYE/SARS No :0690708955

EE Ref No :12109

Industry/Sector :COMMUNITY, SOCIAL AND PERSONAL SERVICES

Province : KWAZULU NATAL

Tel No : 035 8745100

Fax No : 035 8701105

Postal address : PRIVATE BAG X17
ULUNDI
3838

Physical address :CORNER OF KING DINIZULU & PRINCE MANGOSUTHU
STREET
ULUNDI
3838

Province : KWAZULU NATAL

Name & Surname of the CEO/Accounting Officer: NKOSENYE GODFREY ZULU

Email address: ngumede@ulundi.gov.za

Please indicate below the preceding twelve month period the report covers (except for first time reporting where the period may be shorter):

From (date): **01/10/2017**

To (date): **30/09/2018**

Please indicate below the duration of your current employment equity plan:

From (date): **01/10/2018**

To (date): **30/09/2019**

PLEASE READ THIS FIRST

- a. The report should cover a twelve month period, except for first time reporting where this may not be possible and the months covered should be consistent from year to year for the duration of the plan.
- b. Employers must complete the EEA2 and the EEA4 forms and submit them together to the Department of Labour. Reports submitted by employers to the Department may only be hand delivered, posted or submitted online by the first working day of October or by 15 January of the following year only in the case of electronic reporting.
- c. An employer who becomes designated on or after the first working day of April, but before the first working day of October, must only submit its first report on the first working day of October in the following year.
- d. "Designated groups" mean Black people (i.e. Africans, Coloureds and Indians), women and people with disabilities who are citizens of the Republic of South Africa by birth or descent; or became citizens of the Republic of South Africa by naturalization (i) before 27 April 1994 or (ii) after 26 April 1994 and who would have been entitled to acquire citizenship by naturalisation prior to that date but who were precluded by apartheid policies.
- e. The alphabets "A", "C", "I", "W", "M" and "F" used in the tables have the following corresponding meanings and must be interpreted as "Africans", "Coloureds", "Indians", "Whites", "Males" and "Females" respectively.
- f. "Temporary employees" are those employees employed for less than three months.
- g. Guidelines on occupational levels are provided in the EEA9 Annexure of these regulations.
- h. Numerical goals must include the entire workforce profile, and not the difference between the current workforce profile and the projected workforce profile the employer seeks to achieve at the end employment equity plan (EE Plan).
- i. Numerical targets must include the entire workforce profile, and not the difference between the current workforce profile and the projected workforce profile the employer seeks to achieve by the next reporting period.
- j. All areas of the form must be fully and accurately completed and submitted by employers. Designated employers who fail to observe this provision will be deemed not to have reported.
- k. Employers must not leave blank spaces, use 'not applicable' (NA) or a 'dash' (-) when referring to the value "0" (Zero) or the word "No".

SECTION B: WORKFORCE PROFILE**1. WORKFORCE PROFILE**

1.1 Please report the total number of **employees** (including employees with disabilities) in each of the following occupational levels: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	5	0	0	1	1	0	0	0	0	0	7
Senior management	13	0	0	1	7	0	1	0	0	0	22
Professionally qualified and experienced specialists and mid-management	17	0	0	0	15	0	0	0	0	0	32
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	48	0	0	1	39	0	0	0	0	0	88
Semi-skilled and discretionary decision making	70	0	0	0	59	0	0	0	0	0	129
Unskilled and defined decision making	21	0	0	0	17	0	0	0	0	0	38
TOTAL PERMANENT	174	0	0	3	138	0	1	0	0	0	316
Temporary employees	24	0	0	0	31	0	0	0	0	0	55
GRAND TOTAL	198	0	0	3	169	0	1	0	0	0	371

1.2 Please report the total number of **employees with disabilities only** in each of the following occupational levels: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	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	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	0	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	1	0	0	0	0	0	0	0	0	0	1
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	1	0	0	0	0	0	0	0	0	0	1

SECTION C: WORKFORCE MOVEMENT**2. Recruitment**

2.1 Please report the total number of new recruits, including people with disabilities. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	1	0	0	0	0	0	1
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	2	0	0	0	2	0	0	0	0	0	4
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	3	0	0	0	4	0	0	0	0	0	7
Semi-skilled and discretionary decision making	13	0	0	0	18	0	0	0	0	0	31
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	18	0	0	0	25	0	0	0	0	0	43
Temporary employees	1	0	0	1	0	0	0	0	0	0	2
GRAND TOTAL	19	0	0	1	25	0	0	0	0	0	45

3. Promotion

3.1 Please report the total number of promotions into each occupational level, including people with disabilities. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	2	0	0	0	0	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management	2	0	0	0	1	0	0	0	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	0	2	0	0	0	0	0	3
Semi-skilled and discretionary decision making	1	0	0	0	1	0	0	0	0	0	2
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	6	0	0	0	4	0	0	0	0	0	10
Temporary employees	1	0	0	0	0	0	0	0	0	0	1
GRAND TOTAL	7	0	0	0	4	0	0	0	0	0	11

4. Termination

4.1 Please report the total number of terminations in each occupational level, including people with disabilities.

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

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	1	0	0	0	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	1	0	0	0	2	0	0	0	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	7	0	0	0	4	0	0	0	0	0	11
Semi-skilled and discretionary decision making	14	0	0	0	11	0	0	0	0	0	25
Unskilled and defined decision making	3	0	0	0	5	0	0	0	0	0	8
TOTAL PERMANENT	26	0	0	0	22	0	0	0	0	0	48
Temporary employees	10	0	0	0	9	0	0	0	0	0	19
GRAND TOTAL	36	0	0	0	31	0	0	0	0	0	67

SECTION D: SKILLS DEVELOPMENT**5. Skills Development**

5.1 Please report the total number of people **including people with disabilities**, who received training **ONLY** for the purpose of achieving the numerical goals, and not the number of training courses attended by individuals. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management	1	0	0	0	0	0	0	0	1
Senior management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	2	0	0	0	0	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	1	0	0	0	0	0	0	0	1
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	4	0	0	0	0	0	0	0	4
Temporary employees	1	0	0	0	0	0	0	0	1
GRAND TOTAL	5	0	0	0	0	0	0	0	5

SECTION E: NUMERICAL GOALS & TARGETS**6. Numerical Goals**

6.1 Please indicate the numerical goals as contained in the EE Plan (i.e. the entire workforce profile **including people with disabilities**) you project to achieve at the end of your current Employment Equity Plan in terms of occupational levels. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	5	0	0	1	5	0	0	0	0	0	11
Senior management	13	0	0	2	18	0	1	0	0	0	34
Professionally qualified and experienced specialists and mid-management	17	0	0	0	28	0	0	0	0	0	45
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	48	0	0	1	82	0	0	0	0	0	131
Semi-skilled and discretionary decision making	70	0	0	0	69	0	0	0	0	0	139
Unskilled and defined decision making	21	0	0	0	17	0	0	0	0	0	38
TOTAL PERMANENT	174	0	0	4	219	0	1	0	0	0	398
Temporary employees	24	0	0	0	31	0	0	0	0	0	55
GRAND TOTAL	198	0	0	4	250	0	1	0	0	0	453

7. Numerical Targets

7.1 Please indicate the numerical targets as contained in the EE Plan (i.e. the workforce profile **including people with disabilities**) you project to achieve at the end of the next reporting cycle, in terms of occupational levels. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	5	0	0	1	1	0	0	0	0	0	7
Senior management	13	0	0	1	7	0	1	0	0	0	22
Professionally qualified and experienced specialists and mid-management	17	0	0	0	15	0	0	0	0	0	32
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	48	0	0	1	39	0	0	0	0	0	88
Semi-skilled and discretionary decision making	70	0	0	0	59	0	0	0	0	0	129
Unskilled and defined decision making	21	0	0	0	17	0	0	0	0	0	38
TOTAL PERMANENT	174	0	0	3	138	0	1	0	0	0	316
Temporary employees	24	0	0	0	31	0	0	0	0	0	55
GRAND TOTAL	198	0	0	3	169	0	1	0	0	0	371

SECTION F: MONITORING & EVALUATION**8. Consultation**

8.1 Please indicate below the stakeholders that were involved in the consultation process when developing and implementing your Employment Equity Plan and the preparation of this Employment Equity Report.

	Yes	No
Consultative body or employment equity forum	Yes	
Registered trade union (s)	Yes	
Employees	Yes	

9. Barriers and affirmative action measures

9.1 Please indicate which categories of employment policy or practice barriers to employment equity were identified. If your answer is **Yes** to barriers in any of the categories, please indicate whether or not there are affirmative action measures developed and the time-frames to overcome them.

Categories	Barriers	Affirmative Action Measures	Timeframe for Implementation of AA Measures	
			Start Date (DD/MM/YYYY)	End Date (DD/MM/YYYY)
Recruitment Procedures	No	No		
Advertising Positions	No	No		
Selection criteria	No	No		
Appointments	No	No		
Job classification and grading	No	No		
Remuneration and benefits	No	No		
Terms and conditions of employment	No	No		
Job assignments	No	No		
Work environment and facilities	No	No		
Training and development	No	No		
Performance and evaluation systems	No	No		
Promotions	No	No		
Transfers	No	No		
Succession and experience planning	No	No		
Disciplinary measures	No	No		
Dismissals	No	No		
Retention of designated groups	No	No		
Corporate culture	No	No		
Reasonable accommodation	No	No		
HIV and AIDS education and prevention programmes	No	No		
Assigned senior manager(s) to manage EE Implementation	No	No		
Budget allocation in support of employment equity goals	No	No		
Time off for employment equity consultative committee to meet	No	No		

10. Monitoring and evaluation of implementation:

10.1 How regularly do you monitor progress on the Implementation of the Employment Equity Plan? Please choose one.

Monthly	Quarterly
Monthly	

10.2 Did you achieve the annual objectives as set out in your Employment Equity Plan for this period?

Yes	No	Please explain
Yes		Yes, appointment of a Black Female on Top Management occupational level. One objective that is still a challenge, people with disabilities. The municipality has exposed people with disabilities from 24 Wards into a Business Management learnership in partnership with Department of Labour in order to get them employed.

EEA2: Signature of the Chief Executive Officer/ Accounting Officer

Chief Executive Officer/Accounting Officer
<p>I Nkosenye Godfrey Zulu (full Name) CEO/Accounting Officer of ULUNDI MUNICIPALITY hereby declare that I have read, approved and authorized this report.</p> <p>Signed on this 30th day of November (month) year 2018</p> <p>At (place) : ULUNDI</p> <p>Chief Executive Officer/Accounting Officer</p>



labour

Department:
Labour
REPUBLIC OF SOUTH AFRICA

EMPLOYMENT EQUITY
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13:00

PLEASE READ THIS FIRST

SECTION A: EMPLOYER DETAILS & INSTRUCTIONS

PURPOSE OF THIS FORM

This form enables employers to comply with Section 27 (1) of the Employment Equity Act 55 of 1998 as amended.

This form contains the format for Income differential statement to be completed by designated employers to the Employment Conditions Commission.

WHO COMPLETES THIS FORM?

All designated employers who are required to submit a report in terms of Section 27 (1) of the Employment Equity Act, 55 of 1998 as amended. Employers who wish to voluntarily comply with the reporting requirements of the Act are also required to complete this form.

WHEN SHOULD EMPLOYERS REPORT?

Designated employers must submit the Income Differential Statement annually on the first working day of October or by 15 January of the following year in the case of electronic reporting.

Employers who become designated on or after the first working day of April but before the first working day of October must submit their Income Differential Statement on the first working day of October the following year.

SEND TO:

Employment Equity Registry
The Department of Labour
Private Bag X117
Pretoria 0001

Online Reporting:
www.labour.gov.za
Helpline: 0860101018

NO FAXED OR E-MAILED REPORTS WILL BE ACCEPTED

Trade name	ULUNDI MUNICIPALITY
DTI registration name	
DTI registration number	
PAYE/SARS number	0690708955
UIF reference number	4646444
EE reference number	12109
Seta classification	LOCAL GOVERNMENT, WATER & RELATED SERVICES SECTOR
Industry/Sector	COMMUNITY, SOCIAL AND PERSONAL SERVICES
Telephone number	0358745800
Postal address	PRIVATE BAG X 17 ULUNDI ULUNDI
City/Town	ULUNDI
Province	KWAZULU NATAL
Postal code	3838
Physical address	CORNER OF KING DINUZULU & PRINCE MANGOSUTHU STREET ULUNDI
City/Town	ULUNDI
Province	KWAZULU NATAL
Postal code	3838
Details of CEO at the time of submitting this report	
Name and surname	Nkosenye Godfrey Zulu
Telephone number	0358745100
Fax number	0358701105
Email address	ngumede@ulundi.gov.za
Details of Employment Equity Manager at the time of submitting this report	
Name and surname	Zwelihle Godfrey Dhlamini
Telephone number	0358745100
Fax number	0358701164
Email address	zwelid@live.co.za
Information about the organization at the time of submitting this report	
Business type	Local Government
Number of employees in the organization	150 or more
Is your organization an organ of State?	Yes
Is your organisation part of a group / holding company? If yes, please provide the name.	No
Year for which this report is submitted	2018

SECTION B: THE FOLLOWING MUST BE TAKEN INTO CONSIDERATION WHEN COMPLETING THE EEA4 FORMS

1. All employees (including Foreign Nationals) must be included when completing the EEA4 form in the appropriate space provided in the table below. Temporary employees are employees employed to work for less than three months.
2. Calculation of remuneration must include twelve months, which must be in line with the period covered by the EEA2 reporting form. In the case of employees who have not worked a full twelve month period an amount equivalent to the annual salary should be furnished, e.g. if a person worked for three months and earned R30 000, the annual equivalent will be $(R30\ 000 / 3) * 12$, which means the annual equivalent for this person will be R120 000. All payment amounts to be reflected in the table below must be rounded to the nearest Rand (R) and included as total remuneration for each group in terms of race and gender.
3. No blank spaces, commas (,), full stops or decimal points (.) or any other separator should be included when capturing the payment amounts in each of the cells in the table below - for example R7 345 567.22 must be captured as 7345567 with no separators.
4. The payments below indicate what must be included and what must be excluded in an employee's remuneration for the purposes of calculating pay in order to complete the EEA4 form.
 - 4.1 Included
 - a. Housing or accommodation allowance or subsidy or housing or accommodation received as a benefit in kind;
 - b. Car allowance or provision of a car, except to the extent that the car is provided to enable the employee to work;
 - c. Any cash payments made to an employee, except those listed as exclusions in terms of this schedule;
 - d. Any other payment in kind received by an employee, except those listed as exclusions in terms of this schedule;
 - e. Employer's contributions to medical aid, pension, provident fund or similar schemes;
 - f. Employer's contributions to funeral or death benefit schemes.
 - 4.2 Excluded
 - a. Any cash payment or payment in kind provided to enable the employee to work (for example, an equipment, tool or similar allowance or the provision of transport or the payment of a transport allowance to enable the employee to travel to and from work);
 - b. A relocation allowance;
 - c. Gratuities (for example, tips received from customers) and gifts from the employer;
 - d. Share Incentive schemes;
 - e. Discretionary payments not related to an employee's hours of work or performance (for example, a discretionary profit-sharing scheme);
 - f. An entertainment allowance;
 - g. An education or schooling allowance.
5. The value of payments in kind must be determined as follows -
 - a. a value agreed to in either a contract of employment or collective agreement, provided that the agreed value may not be less than the cost to the employer of providing the payment in kind; or
 - b. The cost to the employer of providing the payment in kind.
6. An employee is not entitled to a payment or the cash value of a payment in kind as part of remuneration if -
 - a. the employee received the payment or enjoyed, or was entitled to enjoy, the payment in kind during the relevant period; or
 - b. In the case of a contribution to a fund or scheme that forms part of remuneration, the employer paid the contribution in respect of the relevant period.
7. If an employee's remuneration or wage fluctuates significantly from period to period, any payment to that employee in terms of the BCEA must be calculated by reference to the employee's remuneration or wage during -
 - a. the preceding 13 weeks; or
 - b. if the employee has been in employment for a shorter period, that period.

SECTION C: INCOME DIFFERENTIALS STATEMENT

Please use the table below to indicate the number of employees, including people with disabilities, and their remuneration in each occupational level in terms of race and gender.

Occupational levels	Male				Female				FOREIGN NATIONALS		Total	
	A	C	I	W	A	C	I	W	Male	Female		
Top Management	Number of workers	5	0	0	1	1	0	0	0	0	0	7
	Remuneration	2927051	0	0	807410	42836	0	0	0	0	0	3777297
Senior Management	Number of workers	13	0	0	1	7	0	1	0	0	0	22
	Remuneration	9263197	0	0	844284	5540265	0	815440	0	0	0	16463177
Professionally qualified and experienced specialists and mid-management	Number of workers	17	0	0	0	15	0	0	0	0	0	32
	Remuneration	7678231	0	0	0	5589040	0	0	0	0	0	13267271
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	Number of workers	48	0	0	1	39	0	0	0	0	0	88
	Remuneration	11961230	0	0	401219	9887609	0	0	0	0	0	22250558
Semi-skilled and discretionary decision making	Number of workers	70	0	0	0	59	0	0	0	0	0	129
	Remuneration	12979061	0	0	0	7581423	0	0	0	0	0	20560484
Unskilled and defined decision making	Number of workers	21	0	0	0	17	0	0	0	0	0	38
	Remuneration	2001201	0	0	0	1527359	0	0	0	0	0	3528560
Total Permanent	Number of workers	174	0	0	3	138	0	1	0	0	0	316
	Remuneration	46809971	0	0	2053413	30168523	0	815440	0	0	0	79847347
Temporary Employees	Number of workers	24	0	0	0	31	0	0	0	0	0	55
	Remuneration	3858892	0	0	0	3588010	0	0	0	0	0	7446902
TOTAL	Number of workers	196	0	0	3	169	0	1	0	0	0	371
	Remuneration	50668643	0	0	2053413	33756533	0	815440	0	0	0	87294249

SECTION D:

Please indicate the key reason(s) for differentiation in income in each occupational level that apply to your organisation. Please use (X) to mark the applicable key reason(s).

OCCUPATIONAL LEVELS	REASONS FOR INCOME DIFFERENTIALS						
	Seniority or length of service	Qualifications, ability, competence or potential	Performance, quantity or quality of work	Demotion	Experiential training	Shortage of relevant skills	Other relevant factor
Top Management	X	X	X				
Senior Management	X	X	X				
Professionally qualified and experienced specialists and mid-management	X	X	X				
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	X	X	X				
Semi-skilled and discretionary decision making	X	X	X				
Unskilled and defined decision making	X	X	X				
Temporary employees	X	X	X				

EEA4: Signature of the Chief Executive Officer/ Accounting Officer

Chief Executive Officer/Accounting Officer
<p>I Nkosenye Godfrey Zulu (full Name) CEO/Accounting Officer of ULUNDI MUNICIPALITY hereby declare that I have read, approved and authorized this report.</p> <p>Signed on this 30th day of November (month) year 2018</p> <p>At (place) : ULUNDI</p> <p>Chief Executive Officer/Accounting Officer</p>

1. INTRODUCTION

Section 20 requires that a designated employer prepares and implements an Employment Equity Plan which will achieve reasonable progress towards employment equity. An Employment Equity Plan must state the following:

- a. The objectives to be achieved for each year of the plan should meet the SMART principle as follows:-
 - Specific
 - Measurable
 - Attainable
 - Relevant; and
 - Time bound
- b. Barriers and Affirmative Action Measures must be aligned with those indicated in the audit analysis (section 19(1)) and meet the following requirements:
 - Include time-frames in order to track progress in the implementation of these AA Measures;
 - These time-frames should be within the duration of the EE Plan (no "on-going" permitted) and
 - Include responsible persons to monitor the implementation of these AA Measures (not names of people but designations).
- c. The workforce profile, numerical goals and targets with exact time-frames according to the duration of the plan which must be accompanied by strategies to achieve them as informed by the findings in the audit analysis (as per section 19(2)).
- d. Non-numerical goals according to paragraph b above (no need to repeat the table)
- e. The duration of the plan which may not be shorter than 1 year or longer than 5 years (it must have a start and end date in terms of day, month and year).
- f. Procedures to monitor and evaluate the implementation of the plan (which must state clear roles of stakeholders involved in the monitoring of the plan including time-frames when the monitoring takes place).
- g. Internal procedures to resolve any dispute about the interpretation or implementation of the plan (include the stakeholders involved in resolving the dispute and time-frames allocated for each step of the process)
- h. The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan.
- i. Any other prescribed matter.

NB: It is advisable that at least 6 months before the expiry of the EE Plan a designated employer should prepare a subsequent EE Plan (Successive EE Plan as required by Section 23)

DURATION OF THE PLAN

Section 20 indicates that the duration of the Employment Equity Plan may not be shorter than one year or longer than five years. The duration of the plan must have a specific start and end date, as reflected below: *(Please note that the template shown below is based on a 3 year plan)*

01/10/2016 to 30/09/2021
Start date: (dd / mm / yyyy) **End date: (dd / mm / yyyy)**

2. OBJECTIVES FOR EACH YEAR OF THE PLAN

The objectives for each year of the plan, which should be specific, measurable, attainable, relevant and time bound, are reflected in the table below:

TIMEFRAMES (e.g.)		OBJECTIVES
YEAR 1	1 October 2016 to 30 September 2017	Recruit 1 Female (black) on the Top Management position
YEAR 2	1 October 2017 to 30 September 2018	Recruit 1 Female and 1 Male with disabilities on the semi-skilled occupational level
YEAR 3	1 October 2018 to 30 September 2019	To recruit 2 Female on Senior management occupational level
YEAR 4	1 October 2019 to 30 September 2020	To recruit may be 1 Female or Male coloured to represent this category.
YEAR 5	1 October 2020 to 30 September 2021	All categories more especially the people under 30 (youth) and people with disabilities should be represented in numbers by 2021 within the municipality in terms of this EE Plan

3. BARRIERS AND AFFIRMATIVE ACTION MEASURES

The barriers and Affirmative Action Measures identified in the EE analysis conducted must be included in the EE Plan. These measures must include time-frames to track progress in the implementation of the AA Measures. The time-frames must have specific dates and be within the duration of the EE Plan (no "ongoing" permitted). The designations of responsible persons to monitor the implementation of these AA Measures should be specified.

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Recruitment procedures	✓			Redressing imbalances of the past.	Capacitating officials by offering bursary schemes offered by the municipality Municipal Finance Management Program (CPMD) for Junior and Middle management in order for them to obtain the minimum competency requirements	01/062014	31/12/2017	Human Resources Management

BARRIERS AND AFFIRMATIVE ACTION MEASURES

CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Advertising positions	✓			Failure to attract the designated groups due to Ulundi demographics area (whites, Indians and Coloureds) and lack of recreational facilities.	To have Private schools, Private hospitals etc. Recreational facilities to improve the quality of life within Ulundi Area	01/10/2016	30/09/2020	Municipality
Selection criteria	✓			No	N/A			
Appointments	✓			No	N/A			
Job classification and grading	✓			New created positions not yet evaluated in terms of job descriptions.	Job descriptions to be submitted to the Job evaluation committee.	01/09/2016	30/09/2019	JEU SALGA

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Remuneration and benefits	✓			No	N/A			
Terms & conditions of employment	✓			No	N/A			
Work environment and facilities	✓			Change rooms for employees who are working on sites (fieldworkers) Transportation trucks and work equipment.	Providing change rooms for fieldworkers to encourage team spirit and unity To identify funds in the 2018/2019 budget for the provisions of change rooms Transportation trucks to be equipped with canopies to protect workers on rainy days. Providing trailers for transporting work equipment.	01/07/2016	30/06/2019	Technical Department

BARRIERS AND AFFIRMATIVE ACTION MEASURES

CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Training and development	✓				N/A			
Performance and evaluation	✓			Individual performance and evaluation systems to lower levels	Individual performance and evaluation systems conform to the system approved by SALGA. Municipality will introduce the individual performance and evaluation system into all management thereafter to the junior staff.	01/07/2016	ongoing	Performance Management Unit
Succession & experience	✓			No	N/A			

BARRIERS AND AFFIRMATIVE ACTION MEASURES

CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
planning								
Disciplinary measures	✓			No	N/A			
Retention of designated groups	✓			No	N/A			
Corporate culture	✓			No	N/A			
Reasonable accommodation	✓			No	N/A			
HIV&AIDS prevention and wellness programmes	✓			No	N/A			
Assigned senior	✓			No	N/A			

BARRIERS AND AFFIRMATIVE ACTION MEASURES

CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
manager(s) to manage EE implementation								
Budget allocation in support of employment equity goals	✓			No	N/A			
Time off for employment equity consultative committee to meet	✓			No	N/A			

4. WORKFORCE PROFILE, NUMERICAL GOALS AND TARGETS

Workforce profile information is a snapshot of the workforce at a particular date and time, which is used below to conduct an analysis of the workforce and, at the same time, serve as baseline information for the setting of numerical goals and targets.

4.1 SNAPSHOT OF THE CURRENT WORKFORCE PROFILE

The workforce profile snapshot tables used for the conducting of the analysis to inform this plan are used below as a baseline for the setting of numerical goals and targets for each year of the plan.

Workforce profile snapshot date **01/10/2016**
DD / MM /YYYY

Table 1: Snapshot of workforce profile for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	5	0	0	1	1	0	0	0	0	0	7
Senior management	13	0	0	1	8	0	1	0	0	0	23
Professionally qualified and experienced specialists and mid-management	15	0	0	0	12	0	0	0	0	0	27
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	50	0	0	1	38	0	0	0	0	0	89
Semi-skilled and discretionary decision making	79	0	0	0	57	0	0	0	0	0	136
Unskilled and defined decision making	21	0	0	0	23	0	0	0	0	0	44
TOTAL PERMANENT	183	0	0	3	139	0	1	0	0	0	326
Temporary employees	8	0	0	8	0	0	0	0	0	0	16
GRAND TOTAL	191	0	0	3	147	0	1	0	0	0	342

4.2 NUMERICAL GOALS

Numerical goals must include the entire workforce profile, and **NOT** the difference that is projected to be achieved by the end of this EE Plan. Below are two tables on numerical goals, one covering all employees, including people with disabilities, and the other covering people with disabilities **ONLY**.

Start date: 01 October 2016
DD / MM / YYYY

End date: 30 September 2021
DD / MM / YYYY

Numerical goals for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	5	0	0	1	5	0	0	0	0	0	11
Senior management	13	0	0	1	18	0	1	0	0	0	33
Professionally qualified and experienced specialists and mid-management	15	0	0	0	25	0	0	0	0	0	40
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	50	0	0	1	81	0	0	0	0	0	132
Semi-skilled and discretionary decision making	79	0	0	0	67	0	0	0	0	0	146
Unskilled and defined decision making	21	0	0	0	23	0	0	0	0	0	44
TOTAL PERMANENT	183	0	0	3	219	0	1	0	0	0	406
Temporary employees	8	0	0	0	8	0	0	0	0	0	16
GRAND TOTAL	191	0	0	3	227	0	1	0	0	0	422

4.3 NUMERICAL TARGETS

Numerical targets must include the entire workforce profile, and **NOT** the difference that is projected to be achieved by the next reporting period. Below are two tables on numerical targets, one covering all employees, including people with disabilities, and the other only covers people with disabilities **ONLY**.

Numerical targets: Year 1	
Start date: 1 October 2016 DD / MM / YYYY	End date: 30 September 2017 DD / MM / YYYY

Numerical targets for all employees, including people with disabilities

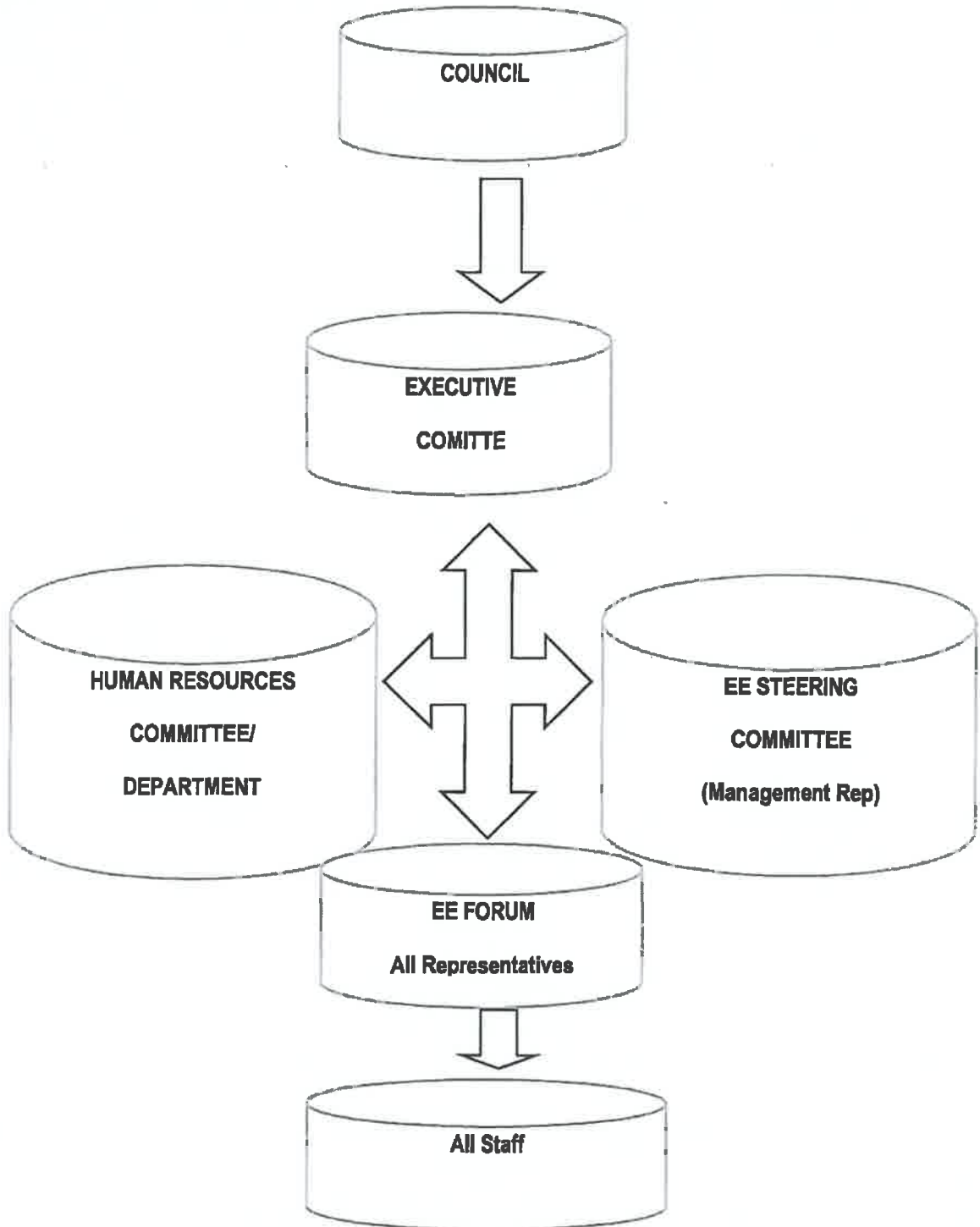
Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	6	0	0	1	0	0	0	0	0	0	7
Senior management	12	0	0	1	8	0	1	0	0	0	22
Professionally qualified and experienced specialists and mid-management	16	0	0	0	15	0	0	0	0	0	31
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	51	0	0	1	40	0	0	0	0	0	92
Semi-skilled and discretionary decision making	79	0	0	0	57	0	0	0	0	0	136
Unskilled and defined decision making	21	0	0	0	21	0	0	0	0	0	42
TOTAL PERMANENT	185	0	0	3	141	0	1	0	0	0	330
Temporary employees	17	0	0	0	17	0	0	0	0	0	34
GRAND TOTAL	202	0	0	3	158	0	1	0	0	0	364

Numerical targets: Year 2Start date: **1 October 2017**
DD / MM / YYYYEnd date: **30 September 2018**
DD / MM / YYYY**Numerical targets, including people with disabilities**

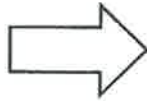
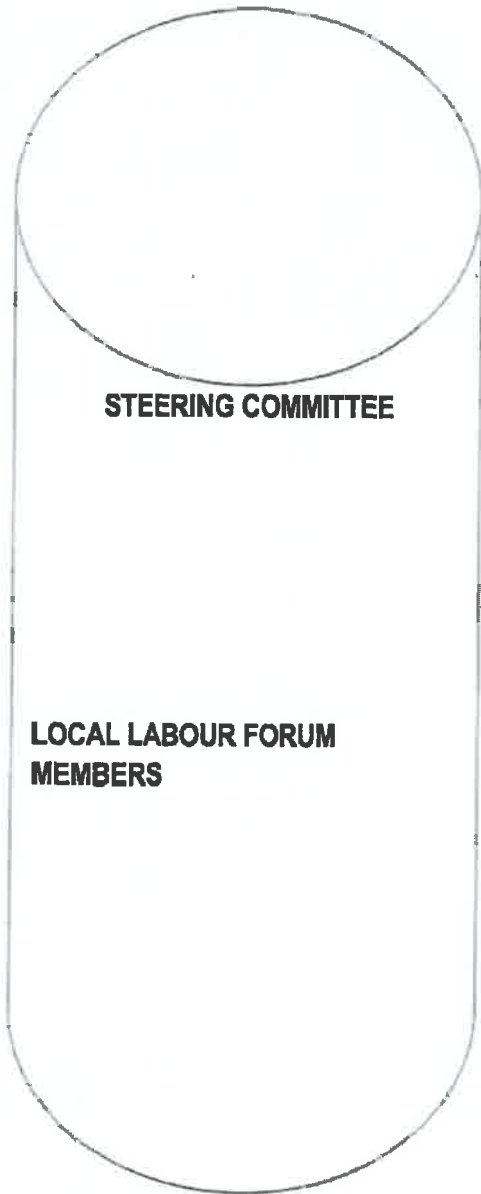
Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	5	0	0	1	1	0	0	0	0	0	7
Senior management	12	0	0	1	8	0	1	0	0	0	22
Professionally qualified and experienced specialists and mid-management	16	0	0	0	15	0	0	0	0	0	31
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	52	0	0	1	40	0	0	0	0	0	93
Semi-skilled and discretionary decision making	80	0	0	0	58	0	0	0	0	0	138
Unskilled and defined decision making	21	0	0	0	21	0	0	0	0	0	42
TOTAL PERMANENT	186	0	0	3	143	0	1	0	0	0	333
Temporary employees	17	0	0	0	17	0	0	0	0	0	34
GRAND TOTAL	203	0	0	3	160	0	1	0	0	0	367

5. PROCEDURES TO MONITOR AND EVALUATE THE IMPLEMENTATION OF THE PLAN

All the structures for monitoring and evaluating the progress of the plan should be specified with clear roles and responsibilities for the stakeholders involved including time frames when the monitoring takes place.



Support from Senior Management, Supervisors and Champions required.



5.1 Roles and responsibilities of Employment Equity Steering Committee

The Employment Equity Steering Committee is responsible for;

- The incorporation of Employment Equity initiatives into the Ulundi Local Municipality strategic objectives;
- Ensuring a budget allocation to finance Employment Equity initiatives
- Ensuring commitment by managers and that managers performance appraisal assess their contribution to Employment Equity initiatives;
- Monitoring the implementation process and liaising with the Department of Labour
- Formulating the operational vision of Ulundi Local Municipality
- Employment Equity initiatives; and
- Ensuring that the implementation of the Employment Equity plan takes place

5.2 Roles and Responsibilities of Employment Equity Consultative Forum

The Employment Equity Consultative Forum is responsible for;

- Facilitating upward and downward communication;
- Communicating initiatives to employees;
- Obtaining feedback and suggestions from employees;
- Obtaining feedback from Employment Equity Manager on the implementation of the plan;
- Reporting on progress made on equity initiatives to Employment Equity Steering Committee;
- Bringing forward issues impeding the creation of an organizational culture conducive to development and retention;
- Attending meetings and carrying out delegated tasks within the agreed time periods; being Ulundi Municipality role models
- Adhering to the ground rules and the objectives as stipulated in this document.

5.3 Roles and responsibilities of the Human Resources Department regarding Employment Equity

The Human Resources Department is responsible for;

- Contributing to the formulation of the Employment Equity Plan
- Driving the Employment Equity policy and plan of the Council particularly the targets set;
- Keeping the Council and Management apprised of Employment Equity matters
- Co-ordination Employment Equity workshops
- Co-ordination of any audits required from time to time;
- Communicating with all role players on the initiatives taken
- Career development initiatives
- Identifying training needs
- Co-ordinating mentorship programmes.

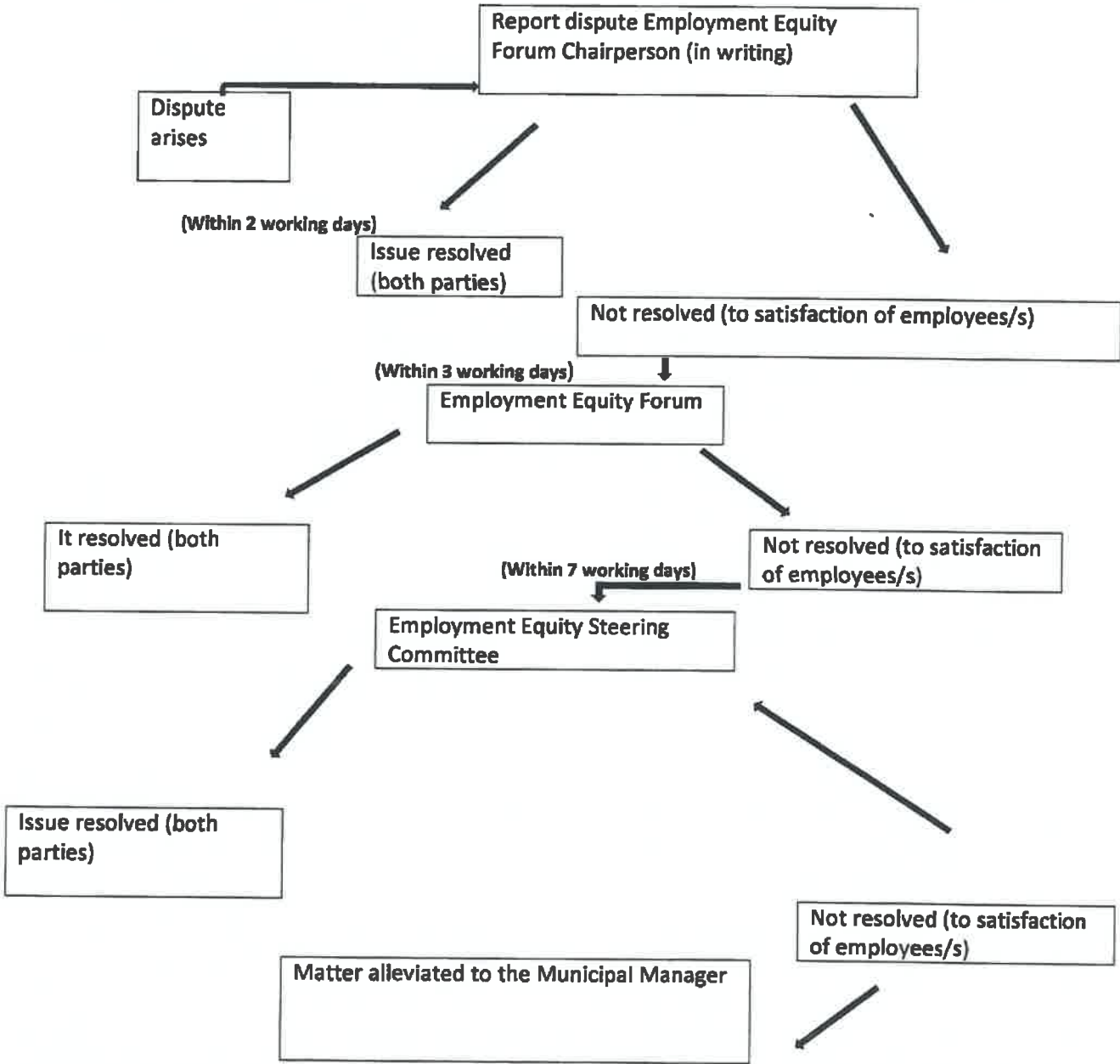
5.4 ULUNDI LOCAL MUNICIPALITY DEPARTMENTS

- **Office of the Municipal Manager**
- **Corporate and Management Services**
- **Financial Services**
- **Technical Services**
- **Community Services**
- **Protection Services**
- **Development and Town Planning**

6. DISPUTE RESOLUTION MECHANISMS

Ulundi Municipality will aim to resolve disputes with regard to the interpretation and implementation of the Employment Equity Act and the organization’s Employment Equity Plan as speedily as possible and with the minimum damage to the employment relationship.

It is envisaged that disputes shall be managed in the following way:



7. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

CODE OF GOOD PRACTICE

- Planning
- Development
- Implementation
- Monitoring

PLANNING PHASE

Duty of Employer	Progress made by the firm	Responsible person
<p>1. Assignment of a Senior Manager</p> <p>1.1 The planning phase should commence with the assignment of a Senior Manager or managers who should have a responsibility for the development, implementation and monitoring of the plan</p> <p>1.2 The assistant of the Manager implies that:</p> <ul style="list-style-type: none"> ▪ The employer should provide the assigned with the necessary authority and means such as appropriate budget, to perform allocated functions; ▪ The employer should take responsible steps to ensure that the assigned manager/s perform their allocated functions. This could be done through the incorporation of key employment equity outcomes in performance contracts of the responsible managers as well as line managers throughout organization. 	<p>The following Senior managers were appointed:</p> <ul style="list-style-type: none"> • Executive Director-Corporate Support Services; Mr Z.G. Dhlamini • Deputy Director-Corporate Services, Mr E.N. Mcaanyana • Senior Manager-Corporate Services, Mr D.N.S. Buthelezi 	

<p>2. Communication, Awareness and Consultation</p> <p>2.1 All employees should be made aware and informed of;</p> <ul style="list-style-type: none"> ▪ The content and application of the Act as preparation for their participation and consultation. ▪ Employment equity and anti-discrimination issues. ▪ The process to be followed by the Employer. ▪ The advantages to employees of participation in the process ▪ The need for the involvement of all stakeholders in order to promote positive outcomes <p>2.2 Employers should consult with regard to conducting an analysis, the preparation and implementation of the plan and the submission of the employment equity report to the department of labour.</p> <p>2.3 To ensure successful implementation of the plan the employer should make every effort to include employee representatives in all aspects of the plan, especially the planning and development phases.</p> <p>2.4 Managers should be informed of their obligations in terms of the Act and training should be provided to them where particular skills do not exist. This training could include diversity management, coaching and mentoring programs.</p> <p>2.5 The communication of an employment equity strategy should focus on positive outcomes such as the better utilization of all the employers, human resources and the creation of a diverse and more productive workforce.</p> <p>2.6 Communication should also include employees from non-designated groups and focus on the contribution that can be made by them.</p> <p>2.7 Consultation with employees should start as early as possible in the process.</p>	<p>Posters of the Act are displayed in the buildings;</p> <p>Employment Equity pamphlets will be made available</p> <p>Employment Equity Consultative Forum is in place</p> <p>Procedure are there to promote Employment Equity Plan</p> <p>This phase has been completed.</p> <p>Head of department is responsible for doing its plan in consultation with employees representatives.</p> <p>HR will conduct the skills audit in order to identify skills gaps to all departments. Training budget is available to capacitate the employees in terms of the Skills Development Act.</p> <p>In progress</p> <p>Presented in the Employment Equity Consultative Forum</p> <p>Consultation in place</p> <p>The Employment Equity Consultative Forum consists of three members from IMATU and one member from SAMWU</p>	
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2.8 A consultative forum should be established. The forum should include employee representatives reflecting the interests of employees from both designated and non-designated groups and across all occupational categories and levels of the workforce.

Three Councillors, three Senior Managers, HR manager and HR Officer

Senior Managers are members of the Employment Equity Consultative Forum

2.9 One or more members of senior management should represent in employer.

In progress

2.10 Consultation should include;

- The opportunity to meet and report back to employees and management
- Reasonable opportunity for employee representatives to meet with the employer
- The request, receipt and consideration of relevant information;
- Adequate time allowed for each of these steps.

The EEC forum meet monthly

2.11 To ensure an informed and constructive consultation process structured and regular meetings of the consultative forum should be held.

2.12 The disclosure of relevant information by designated employers is vital for the successful implementation of the plan. Such information should include;

- Information relating to the relevant industry;
- The anticipated growth or reduction of the employer's workforce;
- The internal and external availability for appointment or promotion of suitable qualified people from the designated groups.
- The degree of representation of designated employees in each occupational category and level in the employer's workforce;
- Employment policies and practices of the employer.

Done

2.13 All parties should in all good faith, keep an open mind throughout the process and seriously consider proposals put forward.

2.14 Where a representative body refuses to take part in the consultation process, the employer should record the circumstances in writing, including steps taken by

the employer to communicate and initiate the consultation process. A copy of this document should be made available to the representative body concerned.

3. Conducting and analysis

1.1 Review of employment policies, practices, procedures and working environment.

- The review should include a critical examination of all established policies, practices, procedures and working environment.
- All practices should be assessed in terms of cross-cultural and gender fairness.
- The review should take into account more indirect forms of discrimination and stereotyping which could result in certain groups of people not being employed in particular jobs, or which could preclude people from being promoted.

Ongoing.

1.2 Workforce profile

- Establish which employees are members of the designated groups
- An analysis of the workforce profile should provide a comparison of designated groups by occupation categories and levels to relevant demographic data.

<p>the employer to communicate and initiate the consultation process. A copy of this document should be made available to the representative body concerned.</p> <h3>3. Conducting and analysis</h3> <h4>1.1 Review of employment policies, practices, procedures and working environment.</h4> <ul style="list-style-type: none">▪ The review should include a critical examination of all established policies, practices, procedures and working environment.▪ All practices should be assessed in terms of cross-cultural and gender fairness.▪ The review should take into account more indirect forms of discrimination and stereotyping which could result in certain groups of people not being employed in particular jobs, or which could preclude people from being promoted. <h4>1.2 Workforce profile</h4> <ul style="list-style-type: none">▪ Establish which employees are members of the designated groups▪ An analysis of the workforce profile should provide a comparison of designated groups by occupation categories and levels to relevant demographic data.	<p>Ongoing.</p>	

Duty of employer	Progress made by the firm	Person responsible
<p>1. Duration of the plan</p> <p>1.1 The duration of the plan should be for a period that will allow the employer to make reasonable progress towards achieving employment equity.</p> <p>1.2 This period should be not shorter than one year and no longer than five years</p> <p>2. Broad objectives of the plan</p> <p>2.1 Broad objectives of the plan should be specified and a timetable developed for the fulfilment of each objective.</p> <p>2.2 These objective should;</p> <ul style="list-style-type: none"> • Take into account the output of the planning phase. • Particular circumstances of the employer. • Be aligned with and included in the broader business strategy of the employer. <p>3. Affirmative action measures</p> <p>3.1 AA measures identified during the analysis should be developed to improve under-representation of designated group members. Such measures relate to but are not limited to;</p> <ul style="list-style-type: none"> • Appointment of members from the designated groups. This would include transparent recruitment strategies e.g. unbiased selection criteria, targeted advertising etc. • Increasing, the pool of availability by, for instance bringing community investments programs; • Training and developments of people from designated groups; structured training and development programs like leadership and internship; on the job 	<p>The firm's plan will be for a period of 5 years (from 01 October 2016 to 30 September 2021)</p> <p>Each department compiled its own Employment Equity Plans and submitted to the Employment Equity Consultative forum which meet monthly.</p>	<p>Heads of departments</p>

<ul style="list-style-type: none"> mentoring and coaching and accelerated training for new recruits. Diversity training, mentoring and coaching skills should be provided to responsible managers Promotion of people from designated groups. This include structured succession and experience planning. Retention of people from designated groups. This would include the promotion of a more diverse organizational culture and ongoing labour turnover analysis; Reasonable accommodation for people from designated groups. These measures include providing an enabling environment for disable workers and workers with family responsibilities so that they may participate fully and by so doing improve productivity. Steps to ensure that members of designated groups are appointed in such positions that they are able to meaningfully participate in corporate decision-making processes. A step to ensure that corporate culture of the past is transformed in a way that affirms diversity in the workplace and harnesses the potential of all employees. Such steps could include sensitizing employees with regard to the grounds of discriminating such as race, diversity, gender, disability and religious accommodation. 	<p>Affirmative action measures are incorporated into each departmental employment equity plan</p>	
<p>4. Numerical goals</p> <p>4.1 Numerical goals should be developed for the appointment and promotion of people from designated groups to increase the presentation of designated group in each occupational category and to reflect relevant demographics</p> <p>4.2 When developing numerical goals the following factors should be taken into consideration.</p> <ul style="list-style-type: none"> The degree of under-representation of people from designated groups 	<p>Numerical goals are incorporated into employment equity plans of each department.</p>	<p>Heads of Departments</p>

<ul style="list-style-type: none"> • Present and planned vacancies • The provincial and economically active population • Pool of suitably qualified people from designated groups • Present and anticipated economic and financial factors relevant to the industry in which the employer operates • Economic and financial circumstances of the employer's; • The anticipated growth or reduction in the employer's workforce during the time period for goals • Expected turnover • Labour turnover trends 		
<p>5. Consensus</p> <p>5.1 When setting objectives and developing corrective measures, parties to consultative process should attempt to reach consensus on the duration of the plan</p> <p>6. Resources</p> <p>6.1 Resources including budgets should be allocated appropriately.</p> <p>7. Assignment of responsibility</p> <p>7.1 Responsibility of implementation and monitoring of the plan as assigned during the planning phase should be confirmed and noted.</p> <p>8. Dispute resolution</p> <p>9. Communication</p>	<p>Duration of the plan is 5 years and consensus has been reached in this regard.</p> <p>Dedicated human resources have been provided for. Activities requiring finances and amounts required have been identified, budget is subject to Council approval.</p> <p>Responsibility has been assigned to Senior officials.</p> <p>Dispute resolution plan in place. Approved by Employment Equity Consultative Forum.</p> <p>Communication strategy is in place approved by Employment Equity Consultative Forum.</p>	

SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER

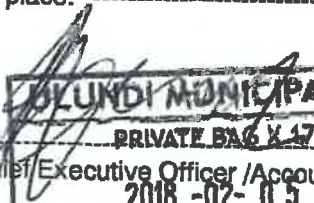
Chief Executive Officer/Accounting Officer

NKOSENJE GODFREY ZULU (full Name) CEO/Accounting Officer of
ULUNDI MUNICIPALITY

hereby declare that I have read, approved and authorized this EE Plan.

Signed on this 05th day of FEBRUARY year 2018

At place: ULUNDI


ULUNDI MUNICIPALITY
PRIVATE BAG X 17
Chief Executive Officer /Accounting Officer
2018 -02- 05
ULUNDI, 3838
**DEPARTMENT OF CORPORATE AND
MANAGEMENT SERVICES**



labour

Department:
Labour
REPUBLIC OF SOUTH AFRICA

EMPLOYMENT EQUITY
Page 1 of 10 | EEA2 29 Nov 2018
13:00

PLEASE READ THIS FIRST

SECTION A: EMPLOYER DETAILS & INSTRUCTIONS

PURPOSE OF THIS FORM

This form enables employers to comply with Section 21 of the Employment Equity Act 55 of 1998, as amended.

This form contains the format for employment equity reporting by designated employers to the Department of Labour.

WHO COMPLETES THIS FORM?

All designated employers. Employers who wish to voluntarily comply with Chapter 3 of the Act are also required to complete this form.

WHEN SHOULD EMPLOYERS REPORT?

Designated employers must submit their report annually on the first working day of October or by 15 January of the following year in the case of electronic reporting.

Employers who become designated on or after the first working day of April but before the first working day of October must only submit their first report on the first working day of October of the following year.

SEND TO:

Employment Equity Registry
The Department of Labour
Private Bag X117
Pretoria 0001

Online Reporting:
www.labour.gov.za
Helpline: 0860101018

NO FAXED OR E-MAILED REPORTS WILL BE ACCEPTED

Trade name	ULUNDI MUNICIPALITY
DTI registration name	
DTI registration number	
PAYE/SARS number	0690708955
UIF reference number	4646444
EE reference number	12109
Seta classification	LOCAL GOVERNMENT, WATER & RELATED SERVICES SECTOR
Industry/Sector	COMMUNITY, SOCIAL AND PERSONAL SERVICES
Telephone number	0358745800
Postal address	PRIVATE BAG X 17 ULUNDI ULUNDI
City/Town	ULUNDI
Postal code	3838
Province	KWAZULU NATAL
Physical address	CORNER OF KING DINUZULU & PRINCE MANGOSUTHU STREET ULUNDI
City/Town	ULUNDI
Postal code	3838
Province	KWAZULU NATAL
Details of CEO/ Accounting Officer at the time of submitting this report	
Name and surname	Nkosenye Godfrey Zulu
Telephone number	0358745100
Fax number	0358701105
Email address	ngumede@ulundi.gov.za
Details of Employment Equity Senior Manager at the time of submitting this report	
Name and surname	Zwelhile Godfrey Dhlamini
Telephone number	0358745100
Fax number	0358701164
Email address	zwelld@live.co.za
Information about the organization at the time of submitting this report	
Business type	Local Government
Number of employees in the organization	150 or more
Is your organization an organ of State?	Yes
Is your organisation part of a group / holding company? If yes, please provide the name.	No
Year for which this report is submitted	2018

C.3.1

**UMASIPALA
WASOLUNDI**

Private Bag X 17
Ulundi
3838

" The City of Heritage "



**ULUNDI
MUNICIPALITY**

Tel: 035 8745100
Fax: 035 870 1105

EXTRACT

FROM MINUTES OF THE 4th 2018/2019 ORDINARY COUNCIL MEETING OF THE ULUNDI MUNICIPAL COUNCIL IN ACCORDANCE WITH SECTION 29 (1) READ WITH SECTION 18 (2) OF THE LOCAL GOVERNMENT MUNICIPAL STRUCTURES ACT NO 117 OF 1998 HELD IN THE COUNCIL CHAMBER, ULUNDI CIVIC CENTRE AT BA 81, PRINCE MANGOSUTHU STREET ON WEDNESDAY, 26 JUNE 2019 AT 12H00

A13. REVIEW OF THE HUMAN RESOURCES PLANNING
2/3/1

(A13./211)

RESOLVED: -

THAT the Human Resources Planning be approved.

CERTIFIED A TRUE COPY



**Z.G DHLAMINI: DIRECTOR
CORPORATE AND MANAGEMENT SERVICES**

ULUNDI
02-07-2019

“ The City of Heritage ”



ULUNDI LOCAL MUNICIPALITY

HUMAN RESOURCES

PLANNING

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1. Executive summary

2. Introduction

2.1 Vision

2.2 Mission

3. Objectives

4. Situational analysis

5. Human resources gap analysis

6. Implementation, Monitoring and Evaluation

7. References

1. EXECUTIVE SUMMARY

Our municipality's mandate is derived from the Municipal Systems Act no 32 of 2000 and is further entrenched in the legislative framework which makes it obligatory for the municipality to provide sustainable development and services delivery to the local communities.

The municipality has been facing development challenges in the year where our IDP components experienced an increasing number of development applications.

Human Resource planning is the process of ensuring that an organisation has the right number of people, the right kind of the people, in the right places, at the right time doing things that are economically most useful for such organisation. Hence Ulundi Municipality is trying to achieve that by analyzing the current gap of demand and supply of skills. It is hoped that HR Plan will contribute in accelerating the implementation of the municipal IDP and the Turn around Strategy. This can be accomplished by identifying the gaps in the Human Resource in terms of the current number of employees, their skills, knowledge of the government's intentions and the future needs.

The above information will inform the municipality on the type of organisational structure needed to put in place. Presently, the Municipality employs variety of skills to be able to fulfil its mandate and those skills reside in the following departments that makes the administration of the municipality:

- ❖ Office of the Municipal Manager
- ❖ Department of Community Services
- ❖ Department of Financial Services
- ❖ Department of Corporate Services
- ❖ Department of Technical Services
- ❖ Department of Development and Town Planning

This HR Plan needs to also deal with the demands such as those that are posed by the Skills Development Act, other labour legislations including programmes and policies relating to Employment Assistant Programs which include any assistance on matters surrounding Alcohol or drug abuse or HIV/AIDS

epidemic. At the forefront of this plan will be managers that must provide professional support and development of personnel in their departments.

1.1 LEGISLATIVE FRAMEWORK

Legislative and regulatory framework guiding the formulation of Human Resource Planning:

- The Constitution of the Republic of South Africa, 108 of 1996.
- The White Paper on Human Resource Management 1997
- Employment Equity Act, 55 of 1999
- Labour Relations Act, 66 of 1995 (section 189)
- Basic Conditions of Employment Act, 75 of 1997
- Skills Development Act, 1998

CHAPTER 1

1.2 INTRODUCTION AND BACKGROUND

According to DPSA HR Planning Strategic Framework "HR Planning can be defined as an inclusive and dynamic process that involves the identification of both current and future human resource needs as well as potential challenges in order for the department to consistently achieve its organisational objectives. It is also the two-way operational link between high level strategy and action-orientated implementation that can be regularly monitored and evaluated. Therefore, HR Planning aims to ensure that an organisation has the right people at the right places at right time, all the time".

Human resource planning may provide information to help estimate future labour supply and demand by analysing current staffing levels and skill mixes, turnover, promotions and other employee movements like transfers and demotions. Ulundi Municipality will for the first time conduct a feasibility and desirable organisational strategic intervention that can be considered to convert the plans (IDP projects and private development) to a projected future labour needs (in terms of quality and quantity).

The above-mentioned strategic intervention can either indicate an employee surplus or deficit. The information obtained can then be used to develop human resources programmes to balance labour supply and demand. For example, extensive training and development through learnerships and heightened recruiting efforts could be used to increase labour supply.

The White Paper on Human Resource Management in the Public Service published on the 3 December 1997 strongly promotes the development and implementation of Human Resources Plan by National and Provincial Department. The White Paper ensured that human resource management should result in a diverse, competent and well managed workforce, capable of and committed to delivering high quality service to the people of South Africa. That view should be extended to Local Government sphere of government of which Ulundi Municipality belongs to. The Ulundi Municipality is an endeavouring to deliver efficient and effective service to its community and having such a plan will assist in realizing this objective.

Chapter 4, Section 4.2 of the White Paper on Human Resource Management in Public Service makes specific reference to Human Resource Planning in terms of what it should accomplish, steps involved, human resources requirements and capacity, succession planning and human resource strategy.

Furthermore, the Human Resources Plan will also touch on the issue of office space once it has managed to determine the possible future number of staff required by the organogram.

CHAPTER 2

2. ULUNDI MUNICIPALITY'S VISION

"A Developmental City of Heritage focusing on good governance, socio- economic development and upholding tradition to promote service delivery".

2.1 ULUNDI MUNICIPALITY'S MISSION

- To develop the institution and to facilitate institutional transformation.
- To provide infrastructure and service to all, with emphasis to rural communities, in a sustainable manner.
- To develop and support sustainable local development, through focusing on tourism development, and incorporating the youth.
- To develop and support social development initiatives, particularly those focused on the youth and the vulnerable.
- To ensure good governance through leadership excellence and community participation.
- To ensure continued sound financial management.
- To ensure effective Land Use Management, taking cognizance of sound environmental practices.

CHAPTER 3

HUMAN RESOURCES OBJECTIVES

The Human Resource Plan therefore aims to ensure that the municipality: -

- ❖ Has the human resource capability to deliver on its mandate,
- ❖ That the workforce has the necessary skills and competencies to deliver on the strategic goals and objectives as outlined in the strategic plan,

- ❖ Recruits and retains the quality and quantity of staff that it requires
- ❖ Promotes employment equity
- ❖ Optimally utilizes its human resources
- ❖ Anticipates and manages shortages and surplus of staff
- ❖ Progressively and continuously develops staff towards the developmental approach in order to meet the increasing and changing needs of clients and communities
- ❖ Develops leadership and creates a learning organization that values the importance of service delivery and hence putting people first.
- ❖ Retain critical skills

An assessment of the human resources required to deliver on the municipality's strategic objectives is presented, followed by a gap analysis indicating the current human resource needs. The plan includes the challenges and strategies aimed at resolving these. The financial implications are then set out. And the plan concludes with an explanation of the monitoring and communication strategies currently in place within the municipality.

PURPOSE OF HR PLANNING FOR ULUNDI MUNICIPALITY

The Ulundi Local Municipality has thus developed a human resource plan in accordance with mandated service delivery imperatives and legislative requirements. The information contained herein is drawn from a number of documents, notably, the IDP and Municipal Turn Around Strategy which has now been substituted by Back to Basics. **(COGTA: BACK TO BASICS)**

This plan will be utilized:

- To guide the municipality in the management of its Human Resources,
- To assist with the planning for future human resources that will accelerate the implementation of service delivery,
- To look at the size of the organogram in relation to the current office space.
- To analyse the gap between the demand and the supply and suggest strategies to close gap.

PUBLIC SERVICE HUMAN RESOURCES CONCEPTUAL FRAMEWORK

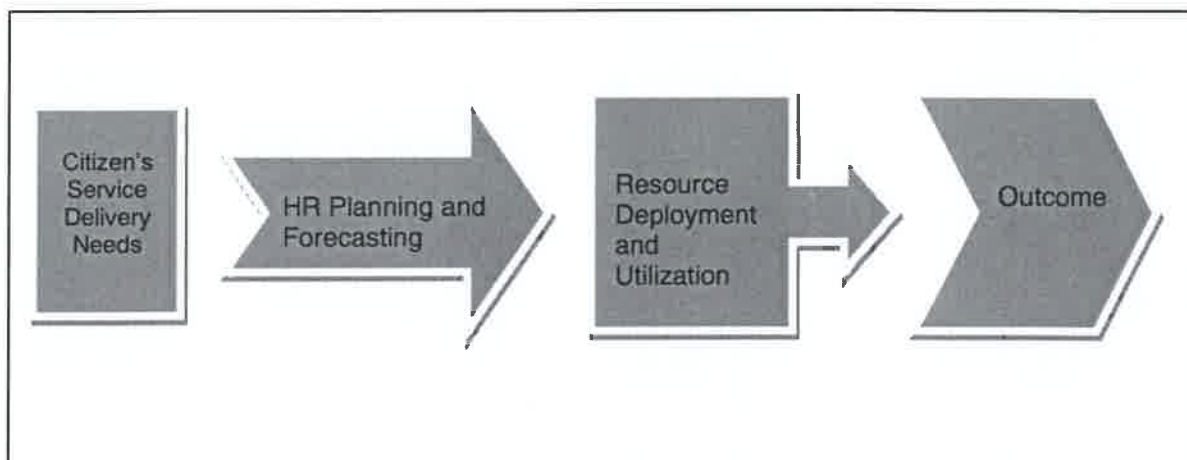
The decisions of level and deployment of staff are often made in response to short-term financial pressures as opposed to evidence of the effect of municipal staff have on service delivery outcomes.

There are general two approaches to determine staff levels and mix:

- **Use-based** (how many municipal staff are required to maintain current service levels?)
- **Effective demand based** (how many municipal staff are required to meet society's commitment to service delivery?)

It is crucial that for human resources planning to be considered to be effective, moral justifiable and political defensible, it must be matched as closely possible with citizen's service delivery needs in this instance Ulundi Municipality Integrated Development Plan. Unless the needs of the population of Ulundi is understood, it will be difficult to plan for a workforce, build conducive and accessible accommodation or offices and systems to meet those needs. Below is the simplified model for human resource planning:

Fig 1



In the Municipal context Figure 1 will indicate citizen's service delivery needs as a result of the IDP process. It is followed by the review of the organogram using the principle of functions follow people. In other words, positions will be created and others deleted. If necessary, the process of human resources deployment will be initiated through placement process and eventually have the outcome. The outcome refers to the effectiveness and efficiency of human resources to deliver on the service delivery needs or priorities from IDP.

CHAPTER 4

SITUATIONAL ANALYSIS AND HR CHALLENGES

Human Resources Demand

A pre-requisite for achieving the sustainability of service delivery is the adequate staff provisioning of the municipality. Critical posts that need to be filled as a matter of priority were identified.

It is necessary that the Municipality first determines the future supply and demand for human resource. The labour supply may come from existing employees (internal labour market) or from outside the municipality (the external labour market).

The estimate of the total number of employees needed as well as the skills required is known as the demand forecast.

Table 1: Status quo of positions according to Departments

The Ulundi Municipality has **292** number of full-time employees and **13** part-time employees to date.

Organogram 2019/2020

Department	Total No. of Posts	Filled Post	Funded Vacant Posts	Unfunded Vacant Posts	Number of Interns
Office of the Municipal Manager	17	16	01	0	0
Corporate Services	49	45	04	0	0
Financial Services	58	48	10	0	5
Community Services	66	61	05	0	0
Technical Services	70	56	14	0	0
Protection Services	88	75	13	0	0
Planning and Development	21	11	10	0	0
Total	369	305	57	0	5

Table 1.1: Management of current and envisage posts

DEPARTMENTS	CURRENT Y1 POST DEMAND (WHAT YOU NEED)				FUTURE Y2 ANTICIPATED POST DEMAND (WHAT YOU MAY NEED)			
	Y18/19 Proposed Positions	Y 18/19 Approved Positions	Y 18/19 Vacant Positions	Y 18/19 Unfunded Positions	Y 19/20 Proposed Positions	Y 19/20 Approved Positions	Y 19/20 Vacant Positions	Y 19/20 Unfunded Positions
	Municipal Manager's Office	17	17	1	0	17	17	1
Department of Corporate	49	49	4	0	49	49	4	0

Services								
Department: Finance Services	58	58	10	0	58	58	10	0
Department: Technical Services	70	70	14	0	70	70	14	0
Department: Protection Services	86	86	11	0	88	88	13	0
Department of Community Services	66	66	05	0	66	66	05	0
Development and Town Planning	21	21	10	0	21	21	10	0
Total	367	367	55	0	369	369	57	0

The organogram indicated that the Municipality has 369 proposed positions which were approved by Council for 2019/2020.

Human Resources Supply

Human resource Plan is prepared in such a way that it links with the strategic plan and turnaround strategy of the municipality. It informs the municipality of how many Human Resource Units are needed, what kind of Human Resource Units are needed, where they are needed and what they are needed for.

In order for the Municipality to implement its Strategic Plan and Turn Around strategy, it must look at its structure whether it is capable to deliver. That understanding can be drawn from Public Participation Unit which was considered and beefed up to meet the challenges demanded by the Municipal Turn Around Strategy. The supply of qualified human resource Units be obtained can internally through succession plan or externally, meaning from the community of Ulundi, Kwa-Zulu Natal Province or South Africa at large.

Table 2: Scarce skills

Scarce skills	Current supply								Future supply								Risk		Risk assessment high, medium, low		
	Internal availability				External availability				Internal availability				External availability				Yes	No	H	M	L
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D					
Technical services				x				x			X					X	x		x		
Finance		X					X				X				X		x		x		
EDP		X					X				X				X		x		x		
Management		X					X				X				X		X		x		

A=Oversupply, B=Full available, C=Available, no reserves, D=Not enough, Limited available

High risk=Severe and immediate impact on service delivery, Medium risk=Some impact on service delivery, Low risk=Minimal impact on service delivery

Table 2 was developed after having considered Local Government Sector Scarce Critical Skills Guideline 2009 -2010. While the Municipality has managed to fill some of these critical skills positions, however, it may pose a challenge in attracting them in future in case some of them become vacant. It is clear that without having these positions filled it may jeopardize service delivery in terms of the risk associated with them.

Table3: NQF level qualification

Highest qualification	Total number	No. Verified
ABET (NQF 1)	1	1
National certificate (grade 12/FET) (NQF 2- NQF 3)	28	28
Certificate (NQF 4)	117	117
Diploma (NQF 5)	22	22
Degree (NQF 6)	106	106
National certificate CPMD (NQF 7)	15	15
Post-grad diploma	0	0
Honours	2	2

Masters	3	3
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The Table shows us that majority of Municipal employees have Grade 12 or National Certificate. Followed by employees who have Certificates and that is followed by of employees who have acquired Diplomas, with degrees, Honours, with Masters and with Abet. Considering the demand presented by the IDP and possible growth of the Municipality, there is a lot that is desired in terms of upgrading the skills of the employees. The Municipality needs to increase the number of employees with Diplomas or degrees which are mostly the requirement to qualify for senior positions.

Table 4: Human Resource profile by age per Department

AGE							
	Municipal Manager	Department: Corporate Service	Department: Finance Services	Department: Technical Services	Department: Protection Services	Department of Community Services	Department of Development and Town Planning
20 – 30	03	15	19	12	11	08	03
31 – 40	05	12	11	15	25	15	02
41 – 50	06	11	13	15	26	21	05
51 – 64	02	07	05	14	15	17	01
TOTAL	16	45	48	56	77	61	11

The Municipality has about 50 employees within the bracket of age of 51-64 who are at liberty to retire since employees may retire commencing from age 55 to 64. Some employees may be working in crucial positions in their Departments or the Municipality and Technical Services, Finance and Corporate Services Departments has respectively have the majority of these employees. It is important that the Municipality prepares itself on filling these positions as soon as they become vacant to avoid service delivery being hampered. One of the interventions could be through internships, training of the junior staff to be ready to contest the senior these positions.

EMPLOYEE HEALTH AND WELLNESS

Note on table 5: substantive information regarding this analysis can only be obtained from a properly completed Integrated Health Profile (IHP) of the municipality as recommended in the relevant key HRM area discussed below. After the adoption of employee wellness policy and appointment of dedicated incumbent for such work the municipality will have a clear indication of

this area since employees will be encouraged to do health test. The information below relates to the current status quo.

Table 5: Health and wellness analysis

Employee wellness issues	Describe potential impact on the department, HR and line, clients/partners	Status (priority Issue) Yes/No	Action steps required
Personal Financial Management issues (Salary)	High staff absenteeism	Yes	More education on how to manage personal budget
Illness of employees	High staff absenteeism	Yes	More HIV programmes and other diseases
Demoralized	Lack of productivity	Yes	Acknowledgement and encouragement of good performance (motivation) and capacitate those that are lacking

The issues such as failure to manage personal budget, employee's illnesses and lack of motivation have been dominant in employee wellness. The intervention to these issues is currently being done but more effort needs to be put in to minimize them. Efforts have already been done to assist in debt management, however more programs will be used to the issue of indebted employees. Debt management consultants will be invited from the banks as well as delegate from (Financial Service Board). Health behaviour programme should be introduced using amongst others men and women forums. Performance Management System should be cascaded to lower levels of the structure of the Municipality to address demotivation of staff so that their effort can be seen to be recognised by management.

CHAPTER 5

HUMAN RESOURCES GAP ANALYSIS

Table 6: Qualitative data

Gap	Potential impact	Status	Action steps required
Skills required	Lack of innovative thinking	Risk	Encouragement of employees to apply for municipal bursary in order to pursue higher education and be ready to contest senior positions
Succession Plan for possible retiring of employees	Recruit external and unhappiness from the	Risk	Capacitate and exposed employees to the new task. Implement job rotation.

	current employees		
Employee Wellness	Unhappy staff contributing to poor performance	Risk	Financial awareness session encourage supervisors and managers to motivate their staff through recognising their work contribution. HIV Aids awareness programmes and other diseases should be implemented consistently throughout the year e.g. sport games that are currently happening and inviting health experts to come address employees
Performance management system to all employees	Improve performance	In progress	Municipality wide plan and policy is being discussed at SALGA level. Management below Senior Managers are being are being assess with performance

The development of a number of strategies and processes are underway which will address the gap between the demand and supply:-

- i) Implementation of a municipal retention and recruitment policy
- ii) The Development of programmes or learnerships on specific identified are HRs of competencies, which are currently on short supply within the municipality, in order to complement the current skills repertoire.
- iii) The municipality will embark on appointing learners thereby closing the personnel gaps that may arise in critical front-end service delivery areas.
- iv) Internship will be implemented in line with the vision to improve youth employment.

The strengthening of the employees empowers them to be in charge of service delivery and emphasizes the developmental social service delivery. This process can be seen as creating the opportunity for a new cadre of management to take up the challenges. This will contribute to staff being retained as it is an opportunity to gain experience.

A second area which requires intervention refers to more improved championing of internal staff needs in the form of the strengthening of an employee wellness programme with immediate effect to address ongoing staff mental and physical health problems. A third area in the supply value chain refers to the need for skills development of existing staff so as to strengthen their ability to deliver within the new policy context. A systematic and well-managed human resources programme will result in the following important benefits;

- i) Higher productivity,
- ii) Higher quality of services
- iii) Higher job satisfaction,
- iv) Increase readiness for change.

PRIORITY HUMAN RESOURCE PLANNING ISSUES

Table 7: Interventions in closing the gap / Human Resource Action Plan

HR planning priorities	Outcome	Approach to mitigate risk and achieve outcome	Timeframe	Responsibility
Human Resource Development / Training	Increasing number of NQF level 5 employees	Constant reporting to HRD Committee and set a target of the number of employees	June 2020	Manager: Human Resources
Implementation of the Retention Policy	Policy implemented and functional	Workshop of the policy and agree on the scarce skills	June 2020	Director: Corporate Services
Employee Wellness	Implementation of approved Employee Wellness.	Workshop the policy, Training Extended Management Committee on EAP Policy and Organized Wellness Day	June 2020	Manager: Human Resources

HUMAN RESOURCE BUDGET

The Municipality will be able to utilise the existing approved budget in implementing the programmes identified by Human Resources Plan. The Municipality will also rely of deferent grant funding for the implementation of certain projects and targets.

COMMUNICATION OF THE PLAN

The HR Plan will be presented to MANCO and Local Labour Forum for their contribution and buy in. Thereafter, submitted to Finance and Executive Committee for Councillors contribution before it is adopted by Council.

CHAPTER 6

IMPLEMENTATION, MONITOR AND EVALUATION OF THE PLAN

Corporate Services Department will lead the Municipality in ascertaining that the implementation, monitoring and evaluation of this Plan. A half yearly report will be submitted to MANCO regarding successes and challenges faced with regards to implementation of Human Resource Plan. It will also be necessary that the Plan be reviewed annually as to be aligned with strategic or IDP objectives.

REFERENCES

Ulundi Municipality Integrated Development Plan (Review) 2019-2020

HR Planning Strategy for the Public Service, DPSA strategic framework. Vision 2015

Local Government Sector Scarce and Critical Skills Guideline 2009-2010

Ulundi Municipality Workplace Skills Plan 2019-2020