HUMAN RESOURCES MANAGEMENT & HUMAN RESOURCES DEVELOPMENT STRATEGY

2023 - 2026

1. INTRODUCTION

Human resources are the most important, and the most expensive, resource that the municipality has. Hence, it is vital that it makes optimum use of this resource. The municipality needs to have the right number, the right competencies and the most appropriate organisational and functional spread of human resources, as well as functioning systems and structures that allow it to be effective and efficient. The need for these resources will change over time as priorities and budget limitations change, and hence we need to update our Human Resource Management and Human Resource Development Strategy every year to keep it relevant.

The Human Resource Management and Human Resource Development Strategy outline the intentions of the Municipality in relation to how it should manage its human capital. It deals with:

- Planning the municipal workforce in totality;
- Developing a capable and skilled workforce that is striving towards service excellence;
- Setting guidelines to strengthen leadership and develop human capital by attracting, retaining scarce, valued and critically required skills for the Municipality.

In line with the above, the Human Resource Management Strategy are aimed at:

- Ensuring that the municipality has the right number and composition of employees with the right competencies, in the right places, to deliver on the municipality's mandate and achieve its strategic goals and objectives;
- Ensuring that the municipality makes optimum use of human resources and anticipates and manages surpluses and shortages of staff;
- Ensuring that the municipality's employees are suitably skilled and competent to add value to the municipality in delivering sustainable solutions, advice and capacity building to the municipality.

2. PURPOSE

2.1. The overall purpose of HRM Strategy is to:

2.1.1. Ensure adequate human resources to meet the strategic goals and operational plans of the Municipality - the right people with the right skills at the right time

2.1.2. Keep up with social, economic, legislative and technological trends that impact on human resources in the area and in the municipal sector

2.1.3. Remain flexible so that the Municipality can manage change if the future is different than anticipated

2.2. In essence, this HRM Strategy aims to capture the people element of what the Municipality hopes to achieve in the medium to long term, ensuring that it has the right people in place, the right mix of skills, staff members display the right attitudes and behaviours, and staff members are developed in the right way.

In order to ensure that the municipality makes the best possible use of its resources to attain its commitments and programme objectives set out in the IDP,SDBIPs and Strategic Plan, the municipality needs to have in place a well-structured HRM & HRD Strategy and Implementation Plan. This strategy informs the decision-makers on the three critical issues:

- current *supply* of human resources;
- human resources *demand*, as well as
- Prioritised and *strategic HR actions* to be taken.

3. LEGISLATIVE CONTEXT

It is also vital to ensure that the integrated HRM & HRD Strategy and Implementation Plan further address the key requirements of a wide range of legislation. Current legislation governing human resources management and human resources development planning within the local government sector is listed below:

- The Constitution of the Republic of South Africa.
- Municipal Systems Act
- Municipal Structures Act
- Municipal Demarcation Act
- Municipal Finance Management Act, 1999
- Treasury Regulations, 2002
- Employment Equity Act, 1998
- Labour Relations Act, 1995
- Basic Conditions of Employment Act, 1997
- Skills Development Act, 1998
- Skills Development Levies Act, 1999
- South African Qualifications Authority Act, 1995
- Occupational Health and Safety Act
- Compensation for Occupational Injuries and Diseases Act, 1993
- Medical Schemes Act 1998
- SADC Code of Good Practice on HIV/AIDS
- ILO Code of Practice on HIV/AIDS in the world of work

4. MUNICIPAL BUSINESS OUTLINE

4.1 Municipal Vision

The municipality's vision states as *"An economically Sustainable Community oriented and Safe City."*

4.2 Municipal Mission

The mission of the municipality is *""To provide quality services to our community through accountable governance".*

4.3 Strategic Objectives

The following objectives have been identified towards realising the vision of the municipality:

- To provide an integrated spatial development framework for sustainable development
- To ensure the provision of basic services
- To promote local economic and social development
- To ensure good governance and public participation
- To ensure financial viability and management
- To ensure municipal transformation and organisation development

4.4 Municipal Values

The values governing the way the municipality operates are:

- Integrity
- Accountable
- Committed
- Teamwork
- Proactive
- Service excellence.

4.5   The Role of the Human Resources Function

The role of the human resource unit \ function within the municipality is as follows:

- Planning the municipal workforce in totality;
- Developing a capable and skilled workforce that is striving towards service excellence;
- Setting guidelines to strengthen leadership and develop human capital by attracting, retaining scarce, valued and critically required skills for the municipality.

In line with the above, the HR unit is responsible for ensuring that the municipality:

- has the right number and composition of employees with the right competencies, in the right places, to deliver on the Municipality's mandate and achieve its strategic goals and objectives;
- makes optimum use of human resources and anticipates and manages surpluses and shortages of staff;
- has a suitably skilled and competent workforce to add value to municipality in delivering sustainable solutions, advice and capacity building to the municipality in the following areas:
    - Human resource planning
    - Equal employment opportunity
    - Staffing (recruitment and selection)
    - Compensation and benefits
    - Employee and labor relations
    - Health, safety, and security
    - Human resource development
    - Organization and job design
    - Performance management/ performance appraisal systems
    - Research and information systems
    - Training and development (T&D)
    - Organisational Development
    - Career development

5. STRATEGIC ALIGNMENT

Table 1: Municipal IDP Objectives

#	IDP Strategic Goals and Objectives
1.	**To provide an integrated spatial development framework for sustainable development** o Land use management o Spatial planning o Human settlements management o Infrastructure master planning o Environmental management o Rural development planning
2.	**To ensure the provision of basic services** o Physical infrastructure o Municipal services
3.	**To promote local economic and social development** o Economic development o Social development o Rural development
4.	**To ensure good governance and public participation** o Corporate governance o Broaden local democracy o Local government accountability
5.	**To ensure financial viability and management** a. Financial viability b. Financial management

6.	• **To ensure municipal transformation and organisation development**
	o Business management / leadership
	    ▪ Strategic positioning (policies, structures, strategic planning, operational planning, focus on core business)
	    ▪ Organizational culture
	    ▪ Stakeholder relations management / communication

- Business performance management
- Resource management
  - Human resource management
  - ICT management
  - Record / knowledge management
  - Asset management

6. Human Resources Status Quo

6.1   External Analysis

The municipality recognises the economic, social and political environment (within South Africa) that exists and operates within. Factors with significant implications for the municipality human capital management relate mainly to the following key factors:

Demographics of the region

The municipality seeks to ensure that its workforce, to the greatest extent possible, is a reflection of the South African population demographics. The municipality will continue to analyse and remove the systemic organisational barriers to designated groups' advancement and encourage diversity within all levels. Consistent review and update of the Employment Equity Plan and Employment Equity Strategies become vital in ensuring a diverse workforce.

Skills mobility

- ❑ There are significant challenges in maintaining high levels of productivity in a skills constrained economic climate where mobility of skilled professionals skews a demand supply and inflates salaries at all professional levels.

Fierce talent competition in the market

- ❑ Recruiting and retaining high quality employees at a time of significant competition from similar institutions nationally, poses a further challenge. A comprehensive approach to personal and professional development is necessary so that the municipality can create the career opportunities and reward structures that contribute to ongoing job satisfaction and, hence, retention.

6.2 Internal Analysis

The ultimate end result of the situation analysis is to arrive at a set of action steps that need to be taken in order to move the municipality's HRM & HRD practices, systems and process from "where they are" to "where they should be". The following tables show all the challenges identified and the proposed ideal state for all identified challenges. While the initial analysis focused on the following key areas;

- Human Resource Management and Human Resources Development
- Labour Relations
- Organisation Structure and
- Performance Management System;

There are other areas identified from other documents analysed. The desired state for each of the current challenges is highlighted in the following table:

Table 2: Current Challenges and Ideal State

CURRENT CHALLENGES	IDEAL STATE
HUMAN RESOURCE MANAGEMENT AND HUMAN RESOURCES DEVELOPMENT	
Municipal HRM & HRD strategic planning attempts are constrained by lack of resources (financial and human)	Fully – fledged HRM & HRD Strategic Planning Committee
Incomplete set of HRM & HRD Policies	Complete HRM & HRD Policies Manual accompanied by SOPs and Processes
Municipal HRM & HRD strategic planning processes not aligned to best practices	Planning conducted according to DLGH Guideline and best practice
No Recruitment and Retention Strategy	Approved Recruitment Strategy implemented municipality-wide
No supply and demand forecasting processes	Approved supply and demand forecasting processes implemented across the municipality
LABOUR RELATIONS	
Inadequate policies and procedures to	Approved Labour Relations Policies,

CURRENT CHALLENGES	IDEAL STATE
manage labour relations	SOPs and Processes
ORGANISATIONAL STRUCTURE	
No documented HR business processes	Approved business processes
PERFORMANCE MANAGEMENT	
Current PMS Policy not sufficiently customised to the local government environment	Fully customised and relevant PMS Policy
PMS not cascaded to lower levels \ general employees	PMS implemented to lowest level employees
PMS not aligned to the new applicable National Outcomes, CoGTA KPAs as well as KPIs	Alignment between municipal PMS and National Outcomes, CoGTA KPAs as well as KPIs
Individual Development Plans not fully implemented \ monitored \ regularly evaluated	Fully developed, monitored and evaluated Individual Development Plans
No evidence of the PM five point rating scale being fully implemented	PM five point rating scale implemented
Need to ensure alignment between Individual Performance Management and Organisational Performance Management	Alignment between Individual PM and Organisational PM

6.3 Strategic HRM challenges

Outdated Organisational structure
Inadequate Competency assessments
Challenges in Restructuring and Placements
Remuneration of scarce skills and senior managers
Change management
Lack of Capacity for HRM Unit
Limited or lack of Delegations of authority for HRM functions
Poor Performance management
Poor HRM business management systems infrastructure

Lack of Skills development
No Staffing demand schedule (HR planning)
Poor Organisational culture
Poor Retention strategy
Poor Staff member health and wellness programmes

6.4 Ongoing HRM challenges

Municipality has identified the following HRM challenges to resolve in the immediate time period. This is based on the understanding that these challenges could escalate into bigger problems and thereby frustrate the attainment of strategic objectives:

HRM audit queries such as auditing of accrued leave
Grading of posts to attain salary parity
Staff member records management
Assessment of recognition of prior learning
HR service standards
Payroll and staff establishment verification
Skills audit

7. HRM AND HRD STRATEGY

7.1 Human Resources Vision

"To be recognised as a quality, best practice and professional service provider by our customer"
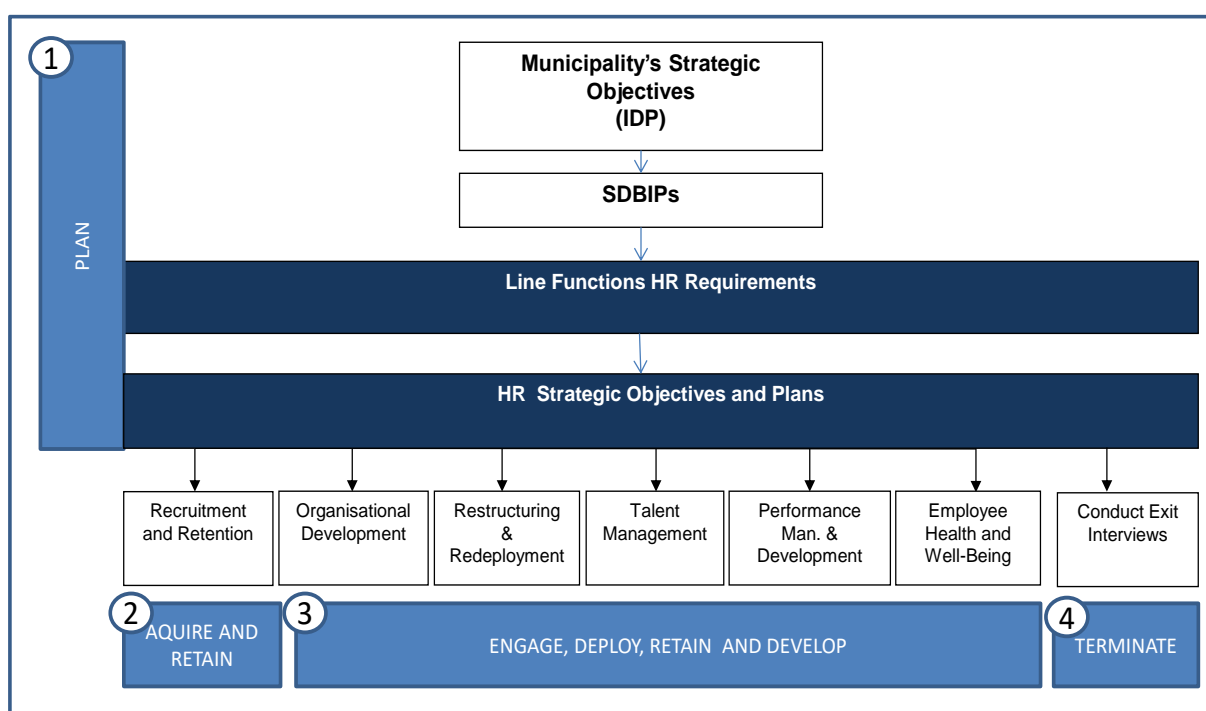
7.2 Human Resources Mission

"To creatively address our Human Resources challenges by finding cost effective, sustainable and efficient solutions to be able to provide services to our customers in a professional manner"

7.3 Human Resources Strategic Direction

The following HR Strategic Framework illustrates an integrated HR Management Approach. Integration is critical to enhance performance of the human resources value chain. Research shows that without integrating HR activities with other business processes and objectives or outcomes, the effort invested will tend to degenerate or not be fully realised. Integration lies in understanding how all the pieces of the strategy all fit together to meet the municipality's HR requirements.

To address the above-mentioned challenges and to arrive at the ideal states, the municipality has to ensure that the overall human resources strategy is linked to the overall municipal objectives as per the provided guideline. The following diagram gives a summarised illustration of the Human Resources Strategic Framework which gives structure on how to efficiently and effectively deliver human resources services to the municipality.

Figure 1: HR Strategic Framework

The table below articulates the HR strategic objectives in support of the strategic human resources management and development within the municipality. The table further gives a detailed break-down in a manner that covers the entire human capital value chain:

Table 3: High Level HR Strategic Objectives aligned to the municipality's IDP

HR STRATEGIC GOALS	HR STRATEGIC OBJECTIVES
HR Strategic Goal 1: *Strategic Alignment*	Expand human resources efforts into a comprehensive programme that includes human resources planning, collaboration with line management and accountability for human resources operations.
	Annual alignment of the organisational structure to the newly reviewed IDP and SDBIPs.
	Implement a workforce planning processes, techniques and tools to proactively identify the human resources required to meet IDP objectives

HR STRATEGIC GOALS	HR STRATEGIC OBJECTIVES
	Revamp the HR service delivery model and business processes for the municipality and introduce the Strategic Partnership Service Model
	Proactively engage customers in the analysis of their workforce management issues and identify strategies to address concerns
HR Strategic Goal 2: Effective Human Resource Planning	Effectively identify, attract and retain the best talent to help the municipality meet its IDP objectives
	Develop and deploy an integrated workforce plan which will enable the municipality to hire and retain the right talent, at the right time, in the right place
	Identify scarce and critical skills
	Partner with Institutes of Higher Learning to provide customised learning programmes to develop skills requirements specific and critical to the municipality
	Develop standardised job profiles for all positions to be used as a basis for recruitment and career pathing
HR Strategic Goal 3: Organisational Development	Conduct climate survey to understand current challenges around organisational culture, and use results to design the future/ ideal organisational culture
	Prepare and implement transition process that provide for continuity in the municipality's operations
	Establish a sound knowledge management and

HR STRATEGIC GOALS	HR STRATEGIC OBJECTIVES
	knowledge transfer programme for all key positions
	Develop a Change Management and Communication Strategy to address culture challenges and ensure effective transition of the municipality
	Conduct a formal review of municipality's orientation process and develop and implement a plan to streamline and improve employee orientation and on-boarding.
	Conduct exit surveys \ interviews to identify reasons for attrition and use the information to enhance or improve employee experience of the municipality
HR Strategic Goal 4: Build and Sustain a Capable, Diverse, Well-Trained, Workforce and Enhance Retention Through Learning and Professional Development Opportunities	Conduct an annual training needs assessment to ensure training is designed to improve organisational and individual performance.
	Develop a leadership succession plan, including a leadership gap analysis
	Establish a leadership development programme for all supervisors, managers and executives to invest in the continuous development of leadership.
	Provide coaching and consultative support to management on leadership development and people management issues
	Identify employees who need ABET up-skilling and implement relevant actions

| HR STRATEGIC GOALS	HR STRATEGIC OBJECTIVES
HR Strategic Goal 5: Inculcate A Results-Oriented High Performance Culture	Develop employee performance management system
	Roll-out of employee Performance Management to enforce responsibility and accountability by line managers and employees to enhance organisational, team and individual performance.
	Develop Individual Development Plans for all employees and translate into Work Place Skills Plan for training interventions to address skills gaps.
HR Strategic Goal 6: Recognise & Reward Performance	Develop Remuneration Strategy to address all aspects of remuneration
	Establish a Recognition and Reward Programme with both financial and non-financial incentives
HR Strategic Goal 7: Sound Employee Relations & Human Resources Governance	Conduct a review of HR Policies, SOPs and Processes as and when required, ensuring alignment to legislative requirements and best practice
	Capacitate line management \supervisors through coaching and continuous training on grievances and disciplinary matters so that these are used as corrective and not punitive measures
	Establish Employee Forums to educate and up-skill employees on labour related matters
	Develop an effective Workplace Diversity,

HR STRATEGIC GOALS	HR STRATEGIC OBJECTIVES
	Transformation and OHS Programme
HR Strategic Goal 8: Comprehensive Employee Wellness Programme	Develop Employee Wellness Strategy and Plan

8. NEW HR STRETEGIC PARTNERSHIP MODEL

One of the weaknesses of the current human resources unit is that it is transactional, administrative and reactive in nature. In order to be a credible partner in the process of service delivery in the future, HR will need to focus less on the 'what' it is doing and more on 'what is being delivered.' This will require HR to adopt a less inward focus on what is happening within HR, and more of an outward focus to understanding what is worrying service delivery line managers and helping leaders in the municipality to reach their goals. In essence HR must realise and make the connection between what it does, and how this has meaningful strategic and delivery enhancement impact for the municipality.

In repositioning itself as a strategic partner to the municipality, the Human Resource unit needs to adopt a service model which will improve the service level of its performance. The diagram below illustrates how HR should transform from an administrative function to a strategic business partner. As the diagram below indicates, the achievement of this increase in relevance requires a shift from a primary administrative focus, to one that is more strategic and consultative.

Figure 2: New HR Strategic Partnership Model
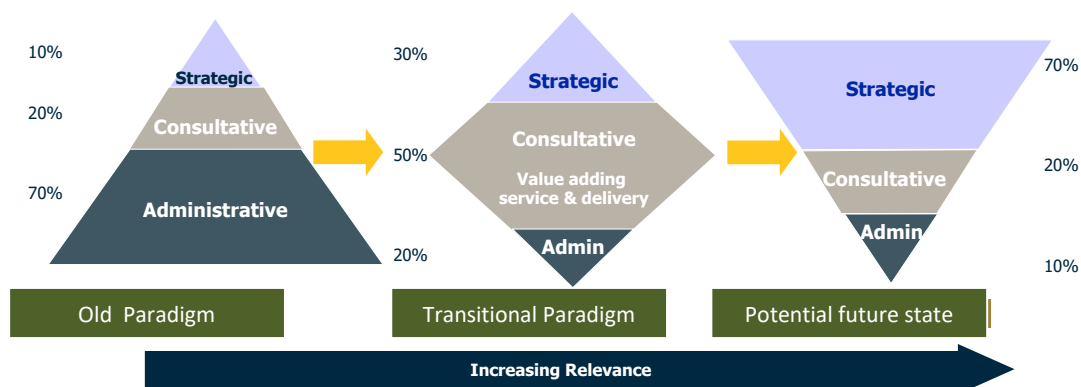
This new HR Strategic Partnership Model challenges the current adminsitrative roles and ensure that administration is just but one of the functions of HR services. The model promises to execute the HR mandate by means of the following roles:

Table 4: HR Role

Business Partner Role	
Purpose:	**Activities**
To strategically map and drive HR practices in line with municipality's objectives	▪ Drive the development and implementation of HRM & HRD Strategy ▪ Manage key HR Stakeholders ▪ Analyse trends and submit reports on HR information to all stakeholders ▪ Manage and develop subordinates ▪ Coordinate HR functional issues in line with business unit requirements ▪ Keep abreast of best practice within the sector ▪ Advise Executive Management on HR risks that affect service delivery and propose mitigation actions
Administrator Role	
Purpose:	**Activities**
To provide HR administrative support to the Municipality	▪ HR administration ▪ Maintain Human Resources Information System ▪ Provide general support in coordinating key HR initiatives ▪ Coordinate and administer HR queries ▪ Provide 'walk-in support' for relevant HR services
Specialist Role	
Purpose:	**Activities**
To provide high level support and advise to line management regarding organisational development and transformational issues **To ensure delivery on HR objectives through the attraction, retention and maintenance of competent employees**	▪ Execution of the HR objectives through various programmes ▪ Resource business units with the required employees ▪ Ensure compliance and foster sound HR legislation and corporate governance ▪ Design and implement training plans to develop organisational skills levels

Change Catalyst Role	
Purpose:	**Activities**
To provide high level support and advise to line management regarding organisational development and transformational issues	▪ Manage transformation within the municipality ▪ Develop a communication plan to actively raise the level of awareness in the executive team in respect of strategic HR issues and opportunities ▪ Drive development of a culture and value system which best supports the municipal vision and objectives ▪ Establish formal change management programme and practices ▪ Develop change management capability at all levels of the municipality and embed changes in work practices and culture ▪ Facilitate the development and implementation of improvement initiatives to enhance the municipality's strategic delivery capability ▪ Analyse individual and municipal competency requirements ▪ Support and coach line functions during change projects ▪ Support strategic initiatives and make sure they happen ▪ Mediate over issues that arise during change initiatives ▪ Act as a catalyst and driver of change

9. HRM ACTION PLAN

9.1. The HRM Action Plan is broadly based on the strategic objectives endorsed at the facilitated HRM Workshop of the Municipality's Management and Staff member Unions. The strategic thrusts have been revised to incorporate the ideas expressed during the said workshop.

9.2. The Action Plan reflects the priorities presented in the HRM strategic challenges with a clear focus on HRM issues that require conscious institutionalising and implementation. Many of the issues are complex and require a phased approach over a period of time. The Action Plan is a living document, subject to refinement and adjustment as the HRM Unit may deem appropriate. The design of the initiatives will consider sustainability of the outputs. The HRM Action Plan (2023/24 – 2025/26) is presented in Appendix 1.

10. HRM STRUCTURE AND IMPLEMENTATION ARRANGEMENTS

10.1. Institutional arrangements

The structures and operations of the institutional arrangements for implementation of the HRM Strategy would be revised and restructured to support and facilitate continuity and more regular interaction between the stakeholders. It is proposed that this will be done through more frequent meetings and feedback among stakeholders. The HRM Unit's structure and institutional arrangements will be strengthened at all levels.

10.1.1. Municipal Council, MAYCO and Portfolio Committee on HRM

The Municipal Council, MAYCO and Portfolio Committee would agree to and endorse the HRM Strategy and Action Plan. This may seem like a redundant step as everyone has been involved all the way along, but it is always good to get final confirmation on the strategy and plan, the changes brought to them, and the progress made with implementation.

10.1.2. Local Labour Forum

Staff member unions in the Local Labour Forum are the strategic partners in the HRM Strategy and Action Plan. Staff member unions are critically important to the success of the HRM Strategy, contributing to the

technical content and providing information on practical activities that facilitate coordination of HRM Strategy and Action Plan with other ongoing HRM initiatives at the coalface.

10.1.3. MANCO and EXCO

Whether the HRM Strategy and Action Plan is increasing or rearranging the number or positions of staff members, there are implications for space and equipment, and on existing resources such as payroll and benefit plans. The Municipal Manager and Heads of Department (EXCO) and middle management (MANCO) would ensure that these needs are fully quantified along the IDP and SDBIP before implementation goes ahead.

10.1.4. HRM Unit

The HRM Unit is the technical driver of the HRM Strategy and Action Plan. In so doing, the HRM Unit shall carry out the following:

(a) Communicate, without risking communicating too much or too little, and varying the amount of detail depending upon the audience, the HRM Strategy and Action Plan throughout the Municipality on:

> **(i)** How the HRM Strategy and Action Plan ties to the IDP and SDBIP

> **(ii)** What changes and additions in HRM will be made to support the IDP

> **(iii)** How staff will be supported through any changes

> **(iv)** How any changes and additions in HRM systems will impact on staff, including a timeframe if appropriate

> **(v)** How each individual staff member can contribute to the HRM Action Plan

> **(vi)** How the Municipality will be different in the future

(b) Update and continuously align the actions within the HRM Action Plan with existing laws, regulations, the constitution, and Council mandate, resolutions, and budget allocations.

(c) Establish the information necessary to evaluate the success of the HRM Strategy and Action Plan. Benchmarks shall be selected and measured over time to determine if the HRM Strategy and Action Plan are successful in achieving the desired objectives and vision.

11. Financing

It is recognised that additional financing would be needed to undertake HRM priorities. Increased visibility and cooperation of the HRM Unit with the Municipal Council, EXCO, MANCO, line departments and staff member unions is expected to help in attracting additional resources. Financing for HRM initiatives would continue to be provided by the Corporate Services Vote during 2023/24–2025/26, but with increased levels of co-financing expected from other Votes.

It is expected that the number and importance of strategic priorities requiring attention should justify and motivate an increase in HRM funding during this period.

Estimated costs of programmes are included in the HRM Action Plan (2023/24–2025/26) presented in Appendix 1.

12. Monitoring

The Results Framework (2023/24 –2025/26) is presented in Appendix 2. A report on the progress of the implementation of the HRM Action Plan will be presented at the EXCO meeting before or by end of the ninth (9) month of each financial year (i.e. before or by end of March of each financial year) until 2025.

APPENDIX 1 – Action plans

1. Strategic Human Resources Management:	2023 - 2024	2024 - 2025	2025 - 2026
Formulation of HRM Strategy	X		
Formulation of HR Dept's Vision, Mission and value set	X		
Review HR Strategy annually (with relevant HR Policies)	X	x	X
Evaluate & analyse staff establishment anually in terms of Municipal Staff Regulations	X	x	X
Review Job Descriptions every year, and when changes in functions of organogram. Align to SOPs & **Municipal Staff Regulations**	X	X	X
Update HR Risk Plan and Profile		x	x

2. Recruitment, Selection and Workplace Planning:	2023 - 2024	2024 - 2025	2025 - 2026
Align the Recruitment Policy to the HR Strategy / Plan and **Municipal Staff Regulations**	X		
Keep record of the following and note effectiveness thereof (in order to recommend changes annually during revision of the Recruitment Policy):			
a) Time taken to fill each vacant post, measured from when the HR division is informed of the vacant post until acceptance of appointment by the successful candidate;	x	X	x
b) The relevant success of various recruitment channels utilized in relation to each post level, measured by documenting the channel(s) through which successfully shortlisted candidates applied for a specific post;	x	X	x
c) The total cost of each recruitment channel used for a specific post and the efficiency thereof in terms of relevant applications received.	X	X	x
Develop a Probation Policy.		x	
Develop an Induction & Onboarding Policy & process	X		
Develop strategy to fill vacancies, reduce turnaround times, fill funded vacancies within 6 months from becoming vacant	X	X	x

3. Individual Performance Management:	2023 - 2024	2024 - 2025	2025 - 2026
Integration between Performance Management and Training.		X	x
Align Individual Performance Management Policy and Process with Municipal Staff Regulations	x		
Review of Performance Management Policy.		X	
Awareness campaign / drive.	x	X	x
Develop Reward and Recognition Policy.		X	

4. Exit Management	2023-2024	2024-2025	2025-2026
Formulate **and implement** Exit Management Policy	x		
Formulate tools to measure termination notice, exit transition period, exit transition plan and exit governance reporting.		x	
Design reporting process to assess and address negative exit interview comments.			x

5. Employment Equity	2023-2024	2024-2025	2025-2026
Review Employment Equity Plan every year.	X	X	x
Submit Employment Equity Plan annually	X	X	x

6. Health and Safety:	2023-2024	2024-2025	2025-2026
Review OHS Policy annually.	x	x	x
Formulation of information sessions and refresher orientation for existing employees.		x	
Analyse and review H&S SOPs.	x	x	x
Analyse data on H&S audits and IOD claims, note effectiveness of process and shortcomings, amend Policy accordingly.	x	x	x

DOCUMENT MANAGEMENT

Document Name	HRM & HRD Strategy
Owner	Human Capital
Version	2
Effective Date	1 July 2024

Approval Date	

COMPILED BY:

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Ms D. Mokoma	**Executive Director: CSS**	**Signature**	**Date**

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