#### INSTITUTIONAL DEVELOPMENT PLAN

* + - * 1. INTRODUCTION

#### 

The integrated institutional development plan provides a framework for the functional improvement of the Kareeberg Municipality as an institution. The formulation of the Institutional capacity is a critical success factor for managing, implementing and monitoring development related activities. An integrated institutional development plan of a municipality should take into consideration the following essential and key factors:

7.4.1.1 A clear understanding of the legal and institutional framework that should contribute to shaping organisational design and the structure of the municipality

* + - The key roles defined for the respective departments of the municipality
    - The functional and administrative requirements of the respective departments

7.4.1.2 An audit of existing municipal institutional capacities and constraints by

* Preparing an outline of current political governance and administrative structures, depicting existing institutional capacities
* Preparing a skills audit of the existing skills and capacities within the municipality

7.4.1.3 An audit of all policies, by-laws, plans, procedures and practices in relation with development priorities emerging from the IDP

The focus of this document is therefore to determine the current status of the capability of the Kareeberg Municipality to strive to reach its strategic objectives, reflected in the human capacity, systems, procedures and plans. In order to understand the purpose of an institutional developmental plan, various concepts will first be defined before a thorough analysis will be presented.

7.4.2 DEFINING THE KEY CONCEPTS

**Institutional:**

“the action taken that leads to implementing something”

“the implementation, creation or erection of a new order”

“the formulation of plans to be performed that lead to the final implementation thereof”

“the identification and removal of obstacles that prevent implementation”

“the implementation of steps that will result in successful outcomes”

**Plan:**

“a design or scheme carefully thought out that directs the actions to be taken and guaranteed success for the institution”

**Institutional plan:**

“An Institutional plan stipulates steps to be taken to achieve desirable organisational outcomes and support all other stated strategic objectives and processes to ultimately achieve the vision and mission of the municipality.”

**Human Resources:**

“Refer to the capacity and related processes of the human being as labour resource in the total service delivery line of an institution to produce goods or render services.”

**Institutional plan for Human Resources:**

“A Human Resource Institutional plan stipulates steps to be taken relevant **to capacitate the human being**, as well as identifying any **human related obstacles** or **processes** hindering desirable organisational outcomes and formulate plans to support all other stated strategic objectives and processes to ultimately achieve the vision and mission of the municipality.”

7.4.3 POLITICAL GOVERNANCE

For a pro-active structuring of the resources for effective implementation of all policies, plans (including IDP and the related sectoral plans) and procedures Kareeberg Municipality consists of two organisational streams. One stream provides the political leadership and the other the administrative function (see section 4).

7.4.3.1 The political structure can be depicted as follows:

**MUNICIPAL COUNCIL**

**(MAYOR)**

**TECHNICAL COMMITTEE**

**FINANCE COMMITTEE**

**PERSONNEL AND ADMINISTRATIVE COMMITTEE**

**SOCIAL AND ECONOMIC COMMITTEE**

Figure 1: The Political Structure

* + - 1. The composition of the Council is as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| **COMPOSITION** | **MEMBERS** | **ANC** | **DA** |
| COUNCIL  7 COUNCILLORS | Mayor (ANC)  Total members | 1  5 | 2 |
| Finance Committee | Total members | 4 | 1 |
| Personnel and admin Committee | Total members | 3 | 1 |
| Technical and Services Committee | Total members | 3 | 1 |
| Social and Economic Committee | Total members | 3 | 1 |

\* The Mayor is ex-officio on all the committees

|  |  |
| --- | --- |
| **Institutional recommendations** | Consider changing the name of the Committee: Personnel and Administration to Committee: Corporate and Community Services |
|  | Consider changing the name of the Committee: Technical to Committee: Infrastructure and Services |
|  | Consider changing the name of the Committee: Social and Economic to Committee: LED and Development |

* + - 1. The proposed political structure can be depicted as follows:

**MUNICIPAL COUNCIL**

**(MAYOR)**

**INFRASTRUCTURE COMMITTEE**

**FINANCE COMMITTEE**

**CORPORATE AND COMMUNITY COMMITTEE**

**LED AND DEVELOPMENT COMMITTEE**

Figure 2: The Proposed Political Structure

\* COMMUNITY SERVICES TO BE EXPLAINED IN NEXT SECTION

ADMINISTRATIVE Structure and capacity in key positions

The municipality consists of three departments, namely Finances, Personnel and Administration as well as Technical. It can be depicted as follows:

**MUNICIPAL MANAGER**

**FINANCIAL SERVICES**

**PERSONNEL AND ADMINISTRATION**

**TECHNICAL SERVICES**

**Figure 3: Organogram of the Administrative Structure**

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| --- | --- |
| **Institutional recommendations** | It is recommended that the names be changed to align with the committees, meaning that Technical must change to Infrastructure, and Personnel and Administration to Corporate Services (also see next recommendation) |
|  | It is furthermore recommended that Corporate Services name be changed to Corporate and Community Services. This recommendation is envisaged as part of the strategic objectives concerning LED, IDP and other non-technical community functions such as the library.  Clarifying notes:  Corporate services refer to in-house services such as administration, committee services, cleaning services and human resource functions (correctly classified as staff functions and meaning rendering services to other staff members). Community services refer to services delivered directly to the community such as the library, IDP, LED, clinic services etc. of a non-technical in nature. A change of name to Corporate and Community Services is probably more accurate. |

7.4.4.1 Proposed administrative structure:

**MUNICIPAL MANAGER**

**FINANCIAL SERVICES**

**CORPORATE AND COMMUNITY SERVICES**

**INFRASTRUCTURE**

**SERVICES**

Figure 4: Proposed administrative structure

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| --- | --- |
| **Institutional recommendations** | Plan in advance when work contracts expire and make sure that no lengthy periods incur the vacandy of critical positions which will seriously hamper service delivery. |
|  | An organisational structure does not exist. It is therefore recommended that a thorough analysis be conducted. |
|  | Retain expertise and skills to create continuity when dealing with new contracts. |

Organisational processes influencing the Institutional development plan for KAREEBERG MUNICIPALITY

7.4.5.1 Strategic plan (Vision, mission and strategic guidelines)

The vision, mission and strategic objectives are stated and should be revisited regularly. The institutional plan should be linked to the vision and mission, as it is important always to realise that any strategic guideline can only be achieved through human capacities, competencies and skills. The strategic plan for 2008/9 has been drafted and is ready for approval.

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| **Institutional recommendation** | Evaluate the vision, mission and strategic guidelines annually and strive to create strategic plans as a natural outflow to make it operational, tangible and visible. |

7.4.5.2 Integrated Development Plan (IDP)

The IDP is an important vehicle in writing an institutional plan for any organisation. After evaluation of the perception of management regarding the IDP the following conclusions can be made:

7.4.5.2.1 The IDP is in place, but the challenge is to change it from a “word on paper” document to an integrative workable document in all budget, community and daily operations respects.

7.4.5.2.2 Improvements through consultants to drive the IDP forward are evident. There are, however, important challenges ahead.

7.4.5.2.3 Personnel are generally well capacitated regarding the IDP and possess the necessary expertise.

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| **Institutional recommendations** | It is recommended that ownership of the IDP, as well as discussions that lead to specific operational actions, should receive attention. |
|  | Sectoral plans that support the IDP should be identified and implemented (discussed in more detail in this report) |

7.4.5.3 Sectoral plans (as result of the IDP)

|  |  |  |
| --- | --- | --- |
| **Sectoral plan** | **Comments** | **Institutional recommendation** |
| Financial Policy | Not formally drafted, but follow MFMA guidelines | MFMA provides sufficient guidelines – strictly adhere to guidelines |
| Integrated transport plan | No, form part of the region |  |
| Water services development plan | Yes | Integrate own and regions, review regularly |
| Local Development Plan | No | Develop one (in process) |
| Integrated poverty reduction plan | No | Guided on District level |
| Gender Equity Plan | No | Develop |
| Integrated monitor and performance management system | No | In process of developing |
| HIV/AIDS | Yes |  |
| Disaster management plan | Yes |  |
| Spatial Development Land Use Plan | PIM Centre SHARED | Busy drafting one for region |

7.4.5.4 POLICIES

7.4.5.4.1 Formal policies

An audit on existing policies indicated that the following policies were developed and is functioning properly:

|  |  |  |
| --- | --- | --- |
| **Policy** | **Comments or recommendations** | **Institutional recommendation** |
| Investment incentive policy | No | Region developing one |
| Financial Investment Policy | Yes |  |
| Supply Chain Policy | Yes |  |
| Rates Policy | No | Busy developing one |
| Performance Management Policy | In process | Busy developing one |
| Employment Equity Policy | Yes |  |
| Fixed Asset Policy | Yes |  |
| Communication Policy (GCIS) | No |  |
| Delegation of Powers | Yes |  |
| Tariff Policy | Yes |  |
| Financial Code Policy | MFMA provide guidelines |  |
| Placement Policy | Not applicable. |  |
| Code of Conduct (Ward Committees) | Regulations provide guidelines |  |
| Standing Orders Policy | Yes |  |

(See section for Human Resource Policies)

* + 1. By – laws

|  |  |  |  |
| --- | --- | --- | --- |
| **Number** | **Bylaw** | **Comments** | **Institutional recommendation** |
|  | **Carnarvon** |  |  |
| **1** | Abattoir | Dated | Review all by-laws regularly |
| **2** | Antenna | ▼ | ▼ |
| **3** | General:  (1) Streets and Traffic  (2) Stables and kept of animals  (3) Building regulations  (4) Parks, plantations etc.  (5) Public places of recreation  (6) Word explanations  (7) Storage of flammable products and material |  |  |
| **4** | Bakeries |  |  |
| **5** | Saloons (Hair) |  |  |
| **6** | Cemeteries |  |  |
| **7** | Management and control of areas provided by the Council |  |  |
| **8** | Availability Funds |  |  |
| **9** | Library |  |  |
| **10** | Build |  |  |
| **11** | Bees – kept of |  |  |
| **12** | Town spaces and ground |  |  |
| **13** | Electricity |  |  |
| **14** | Electricity, wiring of houses |  |  |
| **15** | Dogs – kept of |  |  |
| **16** | Collections from house to house |  |  |
| **17** | Milk – shops and providers |  |  |
| **18** | Nature reserve |  |  |
| **19** | Nature gardens – advice committee |  |  |
| **20** | Staff leave |  |  |
| **21** | Poultry – kept of |  |  |
| **22** | Restaurants, refreshment and tea rooms, dining houses |  |  |
| **23** | Sanitary |  |  |
| **24** | Tidiness of public areas |  |  |
| **25** | Pound monies |  |  |
| **26** | Butcheries |  |  |
| **27** | Streets |  |  |
| **28** | Swimming pool |  |  |
| **29** | Fish tradesmen |  |  |
| **30** | Water |  |  |
| **31** | Caravan Park |  |  |
| **32** | Parking |  |  |
| **33** | Public facilities |  |  |
| **34** | Public garages |  |  |
| **35** | The storage, dumping and prevention of overflow material |  |  |
| **36** | Subsidies for the households in need |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Vosburg** |  |  |
| **1** | Town |  |  |
| **2** | Abattoir |  |  |
| **3** | Kept of animals except dogs |  |  |
| **4** | Irrigation water |  |  |
| **5** | Deform of fronts of streets |  |  |

* + 1. HUMAN RESOURCE POLICIES
       1. Current status

|  |  |  |  |
| --- | --- | --- | --- |
| **Policy** | **Exists and updated** | **Implication** | **Institutional Recommendation** |
| Recruitment and Retrenchment policy | Yes | Part of equity plan |  |
| Promotion | Yes | Part of equity plan |  |
| Study | No | The employer may loose the opportunity of gain from self study efforts by employees | A policy is formulated to grant a few days study leave for employees enrolled in recognised institutions in line with their work, to obtain formal qualifications. |
| Employee Assistance | No  No | It is a well-recognised fact that personal problems influence work performance. Many organisations plan prevention sessions, provide counselling opportunities for the following problems: medical, marital, depression, trauma-related, mental, work, interpersonal, death bereavement, addiction, study guidance, career planning, parenthood, terminal illness, work conflict, motivation, financial, legal, etc. | A policy is drafted by an expert to assist employees with their personal problems at home and work to ensure a productive and satisfied work force. |

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| --- | --- | --- | --- |
| Leave | Yes |  |  |
| Sexual Harassment | No | Employees will not be aware of how to deal with such issues and management will not have a formal guideline how to approach such cases | Draft a sexual harassment policy |
| Training | No | Skills plan serves as guideline |  |
| Disciplinary Procedure | Yes | Collective agreement |  |
| Grievance Procedure | Yes | Collective agreement |  |
| Induction | No | It is well-documented that a proper induction or orientation of a new employee will result in more commitment and productivity than when such exposure is not received. Issues to be addressed include all the HR policies, compensation, training, labour relations, conditions of services, in-role training and general conduct. | A policy be drafted of how every new employee should be orientated. |
| Performance Management | No | In the process of formulating. Special emphasis on lower level workers is important. | Develop |
| Task evaluation | No | Humans perform better when they know their jobs are correctly evaluated and levelled. | Keep personnel informed by any developments by SALGA in this regard. |

* + - 1. Work Place Skills Plan
         1. As the work place skills plan is the basis for Human resource development, it will be discussed in some detail:
         2. The above plan is updated and available. Employees were involved in contributing to the plan by specifying training needs.
         3. Unfortunately, funds obtained form the SETA are still very limited. Therefore, very few constructive developments flow from it.
         4. A training committee does not exist to execute decisions regarding this.

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| **Institutional recommendation** | The challenge, once again, is to create trust in the system by providing training, even only annually, to employees. |
|  | Form a training committee to investigate the possibility to obtain more funds and support for training. |

* + 1. Human Resource policies Check List

| **Policy** | **Developed** | **Institutional Recommendation** |
| --- | --- | --- |
| **Leave policy** |  |  |
| Annual leave | Yes, part of collective agreement |  |
| Compassionate and family responsibility leave | Yes, part of collective agreement | It would still be worthwhile to develop specific guidelines in a policy statement as an interpretation of the agreement |
| Maternity leave | Yes, part of collective agreement |  |
| Sick leave | Yes, part of collective agreement |  |
| Special leave | Yes, part of collective agreement |  |
| Study and examination leave | No | Develop |
| Unpaid leave | No | Develop |
|  |  |  |
| Working hours | Yes |  |
| Recruitment/selection policy | Yes |  |
| Retention policy | No | Develop |

| **Policy** | **Developed** | **Institutional Recommendation** |
| --- | --- | --- |
| Employment of family members | No | Develop |
| Temporary and contract employment policy | No | Develop |
| Termination of policy |  |  |
|  |  |  |
| Cellular phone policy | Yes |  |
| Business language policy | No | Develop |
| Access to Employee files policy | No | Develop  (Also see: New law of Archives) |
| Employee use of municipal assets policy | No | Develop |
| Conflict of interest policy | No | Develop  (guidelines through Supply chain management legislation and code of conduct) |
| Entertainment policy | No | Develop |
| Gifts to Municipal employees policy | No | Develop  (guidelines through Supply chain management legislation and code of conduct) |
| Membership of professional institutions policy | No | Develop |
| Travel and subsistence policy | Yes |  |
| Use of internet and e-mail policy | No | Develop |
|  |  |  |
| **Education / training** |  |  |
| Appointment in acting capacity | No | Develop |
| Promotion policy | Yes |  |
| Training and development policy | Yes |  |
| Bursary and study loan policy | No | Develop |
|  |  |  |
| **Employee assistance** |  |  |
| Sexual harassment policy | No | Develop |
| Smoking policy | No | Develop |
| Substance abuse policy | No | Develop |
| Personal and emotional problems policy | No | Develop |

|  |  |  |
| --- | --- | --- |
| **Labour relations** |  |  |
| Disciplinary code and procedure | Yes |  |
| Industrial relations policy | Yes |  |
| Grievance policy | Yes |  |
| Time off – Union meetings policy | No | Collective Agreement  (suggest that separate policy derived from the collective agreement be drafted) |
|  |  |  |
| **Motor vehicle policy** |  |  |
| Abuse / fines/ licensing | No | Develop |
| Mayor transport | No | Investigate need and develop policy taking into consideration all legislation (MFMA, code of conduct for Councillors etc.) |
| **Salary administration policy** |  | (Derived from collective agreements) |
| Payments of salaries | No | Develop |
| Deductions from salaries | No | Develop |
| Pay-slip | No | Develop |
| Staff loans (keep MFMA in consideration) | No | Develop |
| Salary register | No | Develop |

* + 1. Physical infrastructure

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| --- | --- | --- |
| **Dimension** | **Comments** | **Institutional recommendation** |
| **Offices** | Spatial problems  Organisational Structure and offices not aligned  No provision yet made if new jobs should be created | Not an obstacle to perform functions, but do pro-active planning if new positions are envisaged |
| **Telephone system** | Sufficient | None |
| **Computers and IT** | MRS  IT sufficient | Individual e-mail installation in process and will solve confidentiality problems |

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| --- | --- | --- |
| **Vehicles**  Roads  Water  Refuge Removal  Fire Services  Electricity  Sewerage | Relatively new – no problems  “Bakkies” – functional – one new, one old  New and functional  Functional – can render service  Functional  Tractor and sewerage equipment old | Do succession planning for replacement |

**….capacity of management team (next page)**

* + 1. Capacity of the management team

|  |  |  |  |
| --- | --- | --- | --- |
| **Dimension** | **Critical evaluation** | **Recommended institutional corrective measure** | **Priority rating** |
| **Interpersonal communication** | Members of the management team are of the opinion that communication between them is satisfactory. They easily express their views and defend their perceptions. The Municipal Manager is not at any stage dominant and aggressive in communication situations. A general view amongst members of the management team is that communication skills can always be improved, but are not a hindrance, at this stage, for achieving success. Each member of this team feels that the other is approachable. | A fine tuning session from time to time for just the management team by an expert will benefit this team. | ■ No need at all  ►**Low (no urgent need)**  ■ Medium  (important, but not urgent)  ■ Important and Urgent  (impact heavily on other  organisational programmes and  outcomes) |
| **Interpersonal relations with**  **Public** | Interpersonal relations with the public seem to be very good and at acceptable levels. An open door communication policy, even without appointments, exists to solve problems. | It is always a good idea to regularly have client service courses and talks about Batho Pele principles and this is therefore recommended. | ■ No need at all  ► **Low (no urgent need)**  ■ Medium  (important, but not urgent)  ■ Important and Urgent  (impact heavily on other  organisational programmes and  outcomes) |

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| --- | --- | --- | --- |
| **Teamwork** | Teamwork is on a desirable level. |  | ► **No need at all**  ■ Low (no urgent need)  ■ Medium  (important, but not urgent)  ■ Important and Urgent  (impact heavily on other  organisational programmes and  outcomes) |
| **Leadership** | Leadership is a natural characteristic of some human beings. There seems to be sufficient leadership skills in the management team, although different levels of expertise and knowledge exist. |  | ► **No need at all**  ■ Low (no urgent need)  ■ Medium  (important, but not urgent)  ■ Important and Urgent  (impact heavily on other  organisational programmes and  outcomes) |

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| --- | --- | --- | --- |
| **Drive and energy** | This is a personal issue and could not be addressed in a team. Most members of this team seem to be motivated. However, the perception exists that nothing is being done to motivate managers. Managers also feel that they do not get the necessary recognition for what they are doing. Political / management suspicion and distrust still affects the municipality and hinders its becoming a high performance institution. | A session facilitated by an expert to generate ideas to motivate staff in general should be conducted to ensure high personal and ethical conduct resulting in high organisational morality. | ■ No need at all  ■ Low (no urgent need)  ■ Medium  (important, but not urgent)  ► **Important and Urgent**  (impact heavily on other  organisational programmes and  outcomes) |
| **Administration and information flow** | Administration refers to the ability to handle day to day demands of workload, knowledge and expertise about specific fields, the ability to create user friendly and feasible work procedures and address challenges. It also directly impacts the flow of information, which is the primary reason for all administrative tasks. | All managers must have access to information required and be fully committed to provide information needed. | ► **No need at all**  ■ Low (no urgent need)  ■ Medium  (important, but not urgent)  ■ Important and Urgent  (impact heavily on other  organisational programmes and  outcomes) |

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| --- | --- | --- | --- |
| **Financial** | This refers to all the relevant activities of budgeting, financial systems, ability to compile statements, income and expenditure management and the ability of managers to take responsibility for their budgets and manage them properly and correctly. |  | ► **No need at all**  ■ Low (no urgent need)  ■ Medium  (important, but not urgent)  ■ Important and Urgent  (impact heavily on other  organisational programmes and  outcomes) |
| **Legislation** | Most managers seem to be well acquainted with the relevant legislation. It is however important to keep up with all the new developments in this area. | Put a system or procedure in place to keep all managers updated with any legislation. | ■ No need at all  ► **Low (no urgent need)**  ■ Medium  (important, but not urgent)  ■ Important and Urgent  (impact heavily on other  organisational’s programmes  and outcomes) |

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| --- | --- | --- | --- |
| **Labour relations** | All policies and systems are in place, and according to information, disciplinary and grievance cases are handled in accordance with procedure. There seems to be lack of discipline at lower, levels resulting in absenteeism, alcohol abuse and low productivity. This may have a serious impact on labour relations in the municipality and should be seriously addressed. | Lack of discipline at lower levels is a management problem and should be urgently attended to. It is suggested that:  (1) A workshop be arranged for all first line supervisors to plan a constructive intervention into the discipline of workers, and  (2) All workers attend a 6 M productivity and efficiency demonstration, including Batho Pele and disciplinary conduct. | ■ No need at all  ■ Low (no urgent need)  ■ Medium  (important, but not urgent)  ► **Important and Urgent**  (impact heavily on  other organisational’s  programmes and outcomes) |

* + 1. CAPACITY PER AREA

|  |  |  |  |
| --- | --- | --- | --- |
| **Dimension** | **Critical evaluation** | **Recommended institutional corrective measure** | **Priority rating** |
| **Civil engineering and related tasks** | There is expertise available regarding maintenance of roads, storm water, drainage, building regulations and other related civil engineering tasks. Crisis management can be done, although high civil engineering skills are not available internally. | None | ►**No need at all**  ■ Low (no urgent need)  ■ Medium  (important, but not urgent)  ■ Important and Urgent  (impact heavily on other  organisational programmes and  outcomes) |
| **Water and sanitation** | Competency exists to regarding water and sanitation. There is sufficient expertise available to perform tasks. |  | ► **No need at all**  ■ Low (no urgent need)  ■ Medium  (important, but not urgent)  ■ Important and Urgent  (impact heavily on other  organisational programmes and  outcomes) |

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| --- | --- | --- | --- |
| **Mechanical** | Sufficient knowledge and skills exist for smaller tasks maintaining vehicles and other machinery. More complex work is referred to outside sources. | None | ►**No need at all**  ■ Low (no urgent need)  ■ Medium  (important, but not urgent)  ■ Important and Urgent  (impact heavily on other  organisational programmes and  outcomes) |
| **Electrical** | Sufficient knowledge, skills and experience are available to render electrical services for the municipality. Expert skills are available through an electrician, on a part time basis. A full time electrician is not needed at this stage. | None | ►**No need at all**  ■ Low (no urgent need)  ■ Medium  (important, but not urgent)  ■ Important and Urgent  (impact heavily on other  organisational programmes and  outcomes) |

|  |  |  |  |
| --- | --- | --- | --- |
| **Financial** | Sufficient knowledge, skills and experience are available to manage the financial systems. | None | ►**No need at all**  ■ Low (no urgent need)  ■ Medium  (important, but not urgent)  ■ Important and Urgent  (impact heavily on other  organisational programmes and  outcomes) |
| **Administrative** | Sufficient knowledge, skills and experience are available to manage the administrative function of the municipality. | None | ►**No need at all**  ■ Low (no urgent need)  ■ Medium  (important, but not urgent)  ■ Important and Urgent  (impact heavily on other  organisational programmes and  outcomes) |

* + 1. Capacity / Training / skills / competencies identified by employees to capacitate themselves for each department

|  |  |  |
| --- | --- | --- |
| **FINANCES** | **PERSONNEL AND ADMINISTRATION** | **TECHNICAL** |
| A few new appointees need to learn the work | Some frustration exists with placement of fax machines, copiers etc. and pressure to answer telephones and execute tasks, is experienced | Problem exist with lower level staff regarding discipline and personal conduct |
| People are generally fully occupied | Plan for functions such as LED tourism IDP, museums and training of staff to perform tasks etc. | It is clear that first line supervisors, even with training; have no idea how to handle these workers. Please see suggestion of a one day workshop to plan an intervention solution |
| Good financial systems are in place | Trained person at tourism office recently transferred to perform her functions | Women performing traditional male positions, seem to be an issue for supervisors |
| Unqualified audit reports received – implication means high performance, sound systems and good financial management | Urgently need additional staff member in a support capacity to assist with administration such as taking minutes, general duties, filing, typing, handling of correspondence to support the Departmental Head | An additional vehicle at the workshops may improve service delivery |
| Individual need for Excel and MS Word training | Improve flow of communication as staff feel isolated in tourism, library and museums (the above recommendation will also improve communication as the Departmental Head will be more available to manage and do less operational work) |  |
| Some frustration exists with co-operation with Department of Safety and Liaison regarding licences |  |  |

GENERAL PERFORMANCE AREAS TO IMPROVE

|  |  |  |
| --- | --- | --- |
| **AREA** | **EVALUATION** | **INSTITUTIONAL CORRECTIVE ACTION** |
| **Client service** | Good | It is still important to emphasise client relations – an effort through a 6 M course for lower workers to improve client services and demonstrate the meaning of Batho Pele must be considered |
| **Telephone etiquette** | Good – Telephones not always answered immediately | Staff must learn to redirect telephones if not in office for extended periods |
| **Training for lower level workers** | Non existant | Consider capacity building course in productivity and efficiency (6M) |
| **Interpersonal communication** | Good, not many misunderstandings  The communication between councillors and officials is still “suspicious”  Communication between the Mayor and other Councillors is not clear. The expectations of what they should know and what is confidential for the Mayor only should be clarified. It might be an administrative process problem | Clarify communication problems by discussing expectations on a continuous basis, such as Council meetings, management meetings and other forums |
| **Knowledge of relevant legislation** | Good |  |
| **Ethics** | No programme exists; still room for improvement | Institutionalise ethics programme  (morality can be measured and improved by various methods) |
| **Motivation** | Low | Team building and morale building talks by experts. Once again consider 6 M course |
| **Management of conflict** | Has improved significantly. Less conflict experienced lately | Identify conflict issues and have management address them |

* + 1. Equity

|  |  |  |
| --- | --- | --- |
| **Dimension** | **Analysis** | **Institutional recommendation** |
| **Race** | Equity based on race is still a problem which should be addressed, although the appointment of the MM was a positive step in the right direction. It is however clear that equity at this stage is not an obstacle for performance. | It will be detrimental to lose any of the expertise of the managers at this stage, especially when taking into consideration that Kareeberg is definitely one of the municipalities setting the example of sound administrative management (e.g. see audit reports) |
| **Gender** | Gender is not represented on management level. | A gender appointment may be considered for the envisaged LED/IDP function |

* + 1. Institutional capacity rating compared to other municipalities

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Far below expectations** | **Below expectations** | **Average** | **Ahead of other municipalities** | **Far ahead compared to others** |
|  |  |  | x |  |

* + 1. **CONCLUSION**

The Institutional Development Plan has been compiled by making some specific recommendations. This should be seen as an important document to complying with legislation and guiding the Council and management to future success.