

# CAPACITY BUILDING AND TRAINING FOR MUNICIPAL COUNCILLORS POLICY

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## 1. DEFINITIONS OF TERMS



<b>Benchmarks</b>	<b>Targets that should be achieved if a municipality is to be considered to be sustainable; in terms of functionality, performance and adequate service delivery at an individual, institutional and environmental level.</b>
<b>Capacity</b>	<b>In relation to a municipality, as including the administrative and financial management capacity and infrastructure that enables a municipality to collect revenue and to govern the local government affairs of its community on its own initiative.</b>
<b>Capacity building</b>	<b>A process through which required abilities are obtained, strengthened, adapted and maintained over time". In relation to the three inter-related core elements, i.e. individual capacity, institutional capacity and environmental capacity</b>
<b>Education, Training and Development</b>	<b>The term used to describe the practices which directly or indirectly promote or support learning.</b>
<b>Environmental capacity</b>	<b>the potential or competence, or lack thereof, found outside of municipalities' formal structures. The components that constitute a conducive environment for a municipality to operate in must be deliberated on continuously and challenges made known to other spheres. These are elements that a municipality has little to no influence or direct impact on but that it may require for it to be considered operational. It also encompasses the social-economic (e.g. tax base), demographic, geography, non-municipal infrastructure, natural, mineral and environmental and non-municipal resources.</b>
<b>HRD Division</b>	<b>Human Resources Development Division</b>
<b>IDP</b>	<b>Integrated Development Plan</b>
<b>Individual capacity</b>	<b>the potential of staff to occupy a job or the relevance of the combination of their qualifications, experience and competence (knowledge, skills and attitude) in relation to the job they occupy</b>
<b>Institutional capacity</b>	<b>The potential or competence (or lack thereof) found within municipalities. The aim in structuring a business unit and municipality should be to ensure that it is functional, performs and adequately delivers its services, that is, it has the required operational capacity. This capacity is normally reflected through human resources (adequacy of competent individuals in the municipality); physical resources (facilities, equipment, materials, etc) and budget; intellectual resources (organisational vision, strategy, planning, performance management, business know-how and technology, inter-institutional linkages, etc.); organisational structure and systems that enable efficient utilisation of resources to realise developmental goals; leadership of the change; policy instruments, including policies, laws, regulations, administrative rules, standards, etc. and the enforcement of the policy instruments.</b>

<b>Learning Programmes</b>	Skills programmes, Learnerships and Apprenticeships are structured learning programmes that combine learning at a Training Institution with practical work- based learning in an integrated programme. They may lead to a formal qualification.
<b>Continuous Professional Development</b>	Professional, credit-bearing short training courses, including conferences and seminars where specific learning outcomes are assessed for the purposes of eligibility for professional registration with a professional body.
<b>National Qualifications Framework (NQF)</b>	A framework which consists of 10 hierarchical levels, including AET, for the registration of national standards and qualifications in the education and training system.
<b>NCBF-LG</b>	National Capacity Building Framework for Local Government.
<b>SALGA</b>	South African Local Government Association.
<b>SALGA - EC</b>	South African Local Government Association – Eastern Cape
<b>South African Qualification Authority (SAQA)</b>	Responsible for overseeing the development and implementation of the National Qualifications Framework. The South African Qualifications Authority (SAQA) came into being through the promulgation of the SAQA Act.
<b>Sector Education and Training Authority (SETA)</b>	A body established under the Skills Development Act in terms of section 9(1). Its main purpose is to contribute to the improvement of skills in South Africa through achieving a more favourable balance between demand and supply. In addition, SETA's will monitor education and training in the sector, and therefore will fulfill all the functions of ETQA's.
<b>Workplace Skills Plan (WSP)</b>	A Workplace Skills Plan is a formal documented plan of individual and organizational training interventions within an annual training cycle. The requirement to develop such a plan arises from the Skills Development Act. The process of developing this plan is contained within the act and includes consultation with staff and trade unions. The plan is submitted to the relevant SETA on an annual basis.

## 2. PREAMBLE

The Municipality is fully committed to the structured, systematic and fully effective training, developing and capacitating its Councillors on an ongoing basis to enable them to perform their duties and mandate effectively and efficiently. This will also be provided to enable Councillors to acquire the skills, knowledge, related qualifications and to unlock their potential to meet the vision and mission of the municipality.

## 3. OBJECTIVES

3.1. To enable local government elected representatives to upgrade their knowledge and skills to better perform their responsibilities, such as implementing programmes equitably, enabling them to think in terms of concrete actions which they can take or facilitate and equipping them with the skills required for day-to-day performance of executive duties.

3.2. To provide an approach that will enable sustainable municipal

**capacity;**

- 3.3. To improve the coordination and monitoring of the provision and resourcing of support, capacity building and training to municipalities;**
- 3.4. To determine where municipal capacity is at and introduce relevant initiatives that achieve the pre-determined impact**
- 3.5. To provide a framework for aligning training needs with the strategic objectives of the Municipality.**
- 3.6. To equip Municipal Councillors with the necessary skills for outstanding service delivery.**
- 3.7. To manage skills development processes within the Municipality.**
- 3.8. To promotes the achievement of organisational goals and objectives as expressed in the Integrated Development Plan (IDP)**
- 3.9. To ensure Councillors have access to quality Training and Development Opportunities**
- 3.10. To ensure that Matatiele Local Municipality complies with national guidelines and criteria for skills Development.**

#### **4. APPLICATION OF THE POLICY**

**This policy shall apply only to Councillors of Matatiele Local Municipality**

#### **5. LEGISLATIVE FRAMEWORK**

- 5.1. The South African Qualifications Authority Act, 58 of 1995;**
- 5.2. The Labour Relations Act, 65 of 1995;**
- 5.3. Employment Equity Act, 55 of 1998;**
- 5.4. Municipal Systems Act, 32 of 2000 (as amended);**
- 5.5. Municipal Finance Management Act;**
- 5.6. The Skills Development Act, 97 of 1998;**
- 5.7. The Skills Development Levies Act, 9 of 1999;**
- 5.8. Basic Conditions of Employment Act 75 of 1997;**
- 5.9. Occupational Health & Safety Act 85 of 1993;**
- 5.10. ABET Act 52 of 2000**
- 5.11. Determination of upper limits for public office bearers, 2013/14**
- 5.12. National Capacity Building Framework for Local Government -2012 to 2016**

#### **6. TRAINING AND DEVELOPMENT STRATEGY**

- 6.1 This Policy is a strategic framework designed to serve as a guide and shall be executed and administered for Councillors at Matatiele Local Municipality**
- 6.2 Training and Capacity development plans and programmes shall support the Municipality's strategies, action plans, human resources planning process as well as any other present and future training and development needs.**
- 6.3 All training and development initiatives shall be properly planned, programmed and recorded, and the results reviewed to determine how training methods can be improved and how maximum benefit can be obtained from resources devoted to training and development.**
- 6.4 This will inter alia include a systematic and cost-effective training development approach, consisting of externally developed and presented, as well as in-house training and development Programmes.**

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- 6.5 In respect of all training and development activities, the following shall apply.**
- 6.5.1 A structured approach to identify training and capacity development needs; cost-effective procurement and/or development of training courses or programmes based on needs and evaluated in terms of criteria laid down from time to time;**
  - 6.5.2 Training needs will be prioritized as per the Council skills gaps provided that it is in the opinion of the Speaker and will be presented through an annual training programme.**
  - 6.5.3 The evaluation of training in terms of trainee reaction, learning practical application, and results achieved;**
  - 6.5.4 Annual reporting on training interventions.**
- 6.6 The Corporate Services Department shall provide advice and assistance on capacity building and training activities, and it will be responsible for administrative and operative co-ordination of the training process and programmes.**
- 6.7 Capacity Building and Training budget for the whole Municipality will be centralized and be under the control of Corporate Services Department.**
- 6.8 Use of training funds will be strictly authorized by Corporate Services Department.**
- 6.9 These funds will be used strictly according to the approved annual training plan, Workplace Skills Plan, and the training standards & principles set out by the South African Qualifications Authority (SAQA) and Sector for Education and Training (SETA's)**
- 6.10 The Municipality shall be liable for the expenses incurred for travelling and accommodation for Councillors undergoing Capacity Building training process and programmes, and for formal qualifications, individual Councillor shall be responsible for his or her travelling and accommodation costs where applicable. The Capacity Building and Training funds will be used solely for training costs.**
- 6.11 Council training schedule based on the assessment of individual training needs will be drawn up annually to take full account of the human resources needs and shall include budgetary provisions.**
- 6.12 All capacity building and training interventions must be work-related and the results measurable against pre-determined objectives.**
- 6.13 These results, where possible, are to be expressed in cost benefits.**
- 6.14 Annual Workplace Skills Plan will be submitted to the Local Government Sector Education and Training Authority (LGSETA) in terms of the Skills Development Act of 1998 and will be based on the training programme that is designed for the respective financial year.**
- 6.15 Councillors who wish to be or are members of professional bodies or institute in respect of Local Government or Municipal Initiatives shall be authorised by the Office of the Speaker or Mayor to attend workshops, conferences, seminars and any other relevant meetings.**
- 6.16 The Municipality shall pay the full amount of annual membership fee upon receipt of a request and remittance advice from the Councillor**

## **7 RIGHT AND OBLIGATIONS OF COUNCILLORS**

- 7.1 Matatiele Local Municipality shall ensure that each Councillor has a Skills Audit Form (SAF) filled which is consistent with his/her current position, mandate and responsibilities**
- 7.2 Councillors shall be required to complete the SAF annually during the month of March**
- 7.3 The SAF shall be confirmed through agreement between the Speaker and Councillor**
- 7.4 SAF shall cover a minimum period of 1 year; and reviewed annually**
- 7.5 Councillors shall have access to appropriate developmental interventions, based on their completed SAF and within available budget prioritisation.**
- 7.6 Councillors shall be required to enter into appropriate training contracts with Matatiele Local Municipality when undergoing funded interventions which lead to formal qualifications.**
- 7.7 Councillors shall be supported through appropriate mechanisms, where required provided that such support is not contradicted elsewhere in this or any other municipal policy framework.**

## **8. INDUCTION**

- 8.1. Every new Councillor, regardless of function or responsibility, shall receive systematic induction training, which will enable him / her to become fully oriented in their respective responsibilities in the shortest possible time.**
- 8.2. Every new Councillor will receive induction about the Municipality within the first three months, starting from the day he or she has been inaugurated.**

## **9. STUDY REGULATIONS**

- 9.1. This is a regulatory framework designed to afford the Councillors of Matatiele Local Municipality the opportunity to develop themselves in a formally structured way on a basis of identified requirements in the interests of the Municipality, in order to be able to cope satisfactorily with present and future allocated duties.**
- 9.2. The Municipality supports the continuous development of its Councillors and however the operational requirements of the Municipality and relevance of the studies concerned to the Department shall always be the primary concern.**
- 9.3. Councillors who wish to undertake training towards obtaining a formal qualification, a degree or equivalent qualification must first be recommended by the Executive Committee and approved by the Office of the Speaker.**
- 9.4. The Executive Committee and the Office of the Speaker shall consider each individual case upon application to ensure that the studies to be pursued by the Councillor are in the interests of the Municipality.**
- 9.5. The Speaker shall approve the attendance of Training Sessions and writing of Examinations for Councillors.**

## **10. TRAINING TOWARDS ACHIEVING FORMAL QUALIFICATION**

- 10.1. The Municipality shall approve applications for trainings towards achieving formal qualifications subject to an agreement entered into between the Municipality and the Councillor in respect of which the following conditions will be specified:**

- 10.2. The Municipality shall pay up to 100% of the cost of books, registration and tuition fees directly to the institution where possible in each academic year.
- 10.3. The total cost referred to in clause 9.1.1 shall not be recoverable from the Councillor unless conditions of the study grant are not met
- 10.4. The offer for trainings towards achieving formal qualifications by the municipality shall be renewed on an annual basis through a signed agreement, subject to performance of the Councillor.
- 10.5. If the Councillor has failed or not written exams, the Councillor must provide a written report to the Office of the Municipal Manager and the Office of the Speaker stating causes and reasons for such failure and motivating for the continuation of the training programme by the institution of which the municipality shall not unreasonably withhold.
- 10.6. The Employee Councillor who is undergoing capacity building or training towards achieving formal qualifications irrespective of whether he/ she has written or not written final exams or have passed or failed the exams, must undertake to serve the municipality for a period equal to the period of study.
- 10.7. The performance of the Councillor during the training shall be monitored on an annual basis (twelve months)
- 10.8. The Councillor shall be required to submit an original copy of the annual final examination results to the HR Section (HRD Sub – Section) of the Corporate Services Department not later than two weeks after received.
- 10.9. The municipality shall recover the registration fee, tuition fee (per module failed) once the Councillor fails to produce results indicating pass or progress to the next level.
- 10.10. The amount owed by the Councillor shall be recovered by Budget and Treasury department before the beginning of the next financial year.
- 10.11. If the Councillor fails to serve the full portion of the period referred to in Clause 9.1.5, a full or pro rata portion of the amount spent on the training towards achieving formal qualifications shall be recoverable from the Councillor without interest.
- 10.12. The Councillor must further undertake to pursue his/her studies diligently and complete the studies within a specified period.
- 10.13. Should the Councillor fail to complete the study programme owing to any reason or leave the Municipality before completing the training programme in an academic year or fail to serve the Municipality for a required period, the amount of money paid by the Municipality shall be recoverable from any pension payment or any emoluments due to the Councillor
- 10.14. Councillors shall be held financially accountable for non-attendance or failure of progress in Municipal funded interventions as required by the Municipal Finance Management Act, 56 of 2003

- 10.15. Councillors who are repeating subjects shall be required to take responsibility for class attendance, examination preparation and writing. Such Councillors shall also be required to pay for their repeated modules/ subjects.
- 10.16. First priority for trainings towards achieving formal qualifications will always be given to Councillors who wish to register for tertiary education for junior degrees/diplomas/ certificates than to Councillors who want to further other studies, however, the nature of the job and operational requirements will take preference, taking into account the NCBF and the municipal IDP.
- 10.17. Trainings towards achieving formal qualifications will be provided for in the annual training budget by the Corporate Services Department.
- 10.18. Applications by Councillors for trainings towards achieving formal qualifications shall be made at least 6 months before commencement of the following financial year of the Municipality to the Corporate Services Department subject to whatever workable time frame for the Municipality.
- 10.19. Only trainings towards achieving formal qualifications applications processed in terms of this policy will be considered for allocation of funds and approval. There will be no retrospective payments for Councillors as reimbursement
- 10.20. If services of a Councillor are terminated before serving or completing the required period of service, the refund for trainings towards achieving formal qualifications shall be based on the following formula:
- $$\frac{A \times C}{B \times 1}$$
- Where A = amount paid by the municipality  
 Where B = study period  
 Where C = required or balance of required service period
- 10.21. Trainings towards achieving formal qualifications will be for part-time studies or distance learning only.

## 11. ADMINISTRATIVE REGULATIONS

- 11.1 The Workplace Skills Plan is a statutory requirement, arising out of the Skills Development Act, with the purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the Municipality's strategic requirements as contained in the IDP and personnel recruitment strategies.
- 11.2 The training and development programme shall be managed and Administered by the Corporate Services Department.
- 11.3 An annual training programme with full financial implications shall be drawn up and administered by the Corporate Services Department
- 11.4 All course candidates or would-be course participants will sign an undertaking to attend a planned and organised course in terms of the annual training programme or any other arrangement prior to arrangement of the course attendance.
- 11.5 All capacity building and training courses to be attended shall be communicated to the

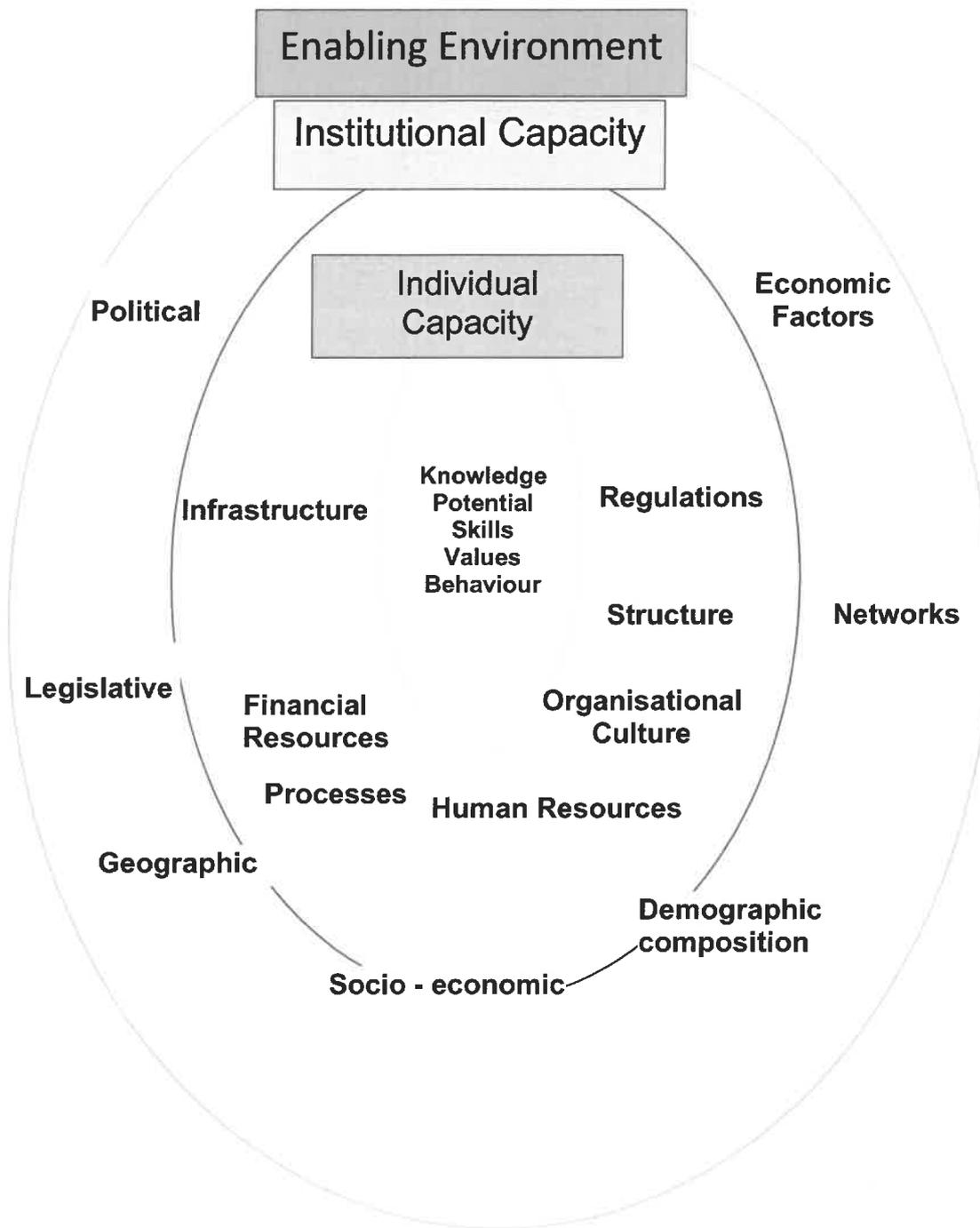
**Office of the Speaker / Mayor and Municipal Manager's Office at least 2 weeks before training is conducted in order for the Offices to prepare travelling arrangements for councillors.**

- 11.6 Transport arrangements shall be done for councillors who do not receive any travelling allowance by Corporate Services.**
- 11.7 All Councillors receiving travelling allowance shall use their own transport when attending trainings, workshops, seminars or symposiums.**
- 11.8. In instances where there will be 3 – 4 Councillors attending the same capacity building or training and receiving travelling allowance then one car has to be used or shared except when prohibited by any other policy or legislation.**
- 11.9 Cancellation of training course attendance with valid reasons must be done at least 5 days before the commencement date of training.**
- 11.10 Reasons for cancellation of the training course attendance must be objectively convincing and acceptable, failing which 100% of the irrecoverable costs will be recovered from the candidate concerned.**
- 11.11 Late cancellations will not be acceptable, and applicable training costs will be recouped from the candidates when causes of cancellation are beyond the control of the candidate.**
- 11.12 The candidate shall be liable for additional training costs incurred by him/her outside the scope of training course financial arrangements which include, travelling, accommodation, meals, course fee and incidental costs which are not directly or indirectly related to the training in question.**
- 11.13 A database of accredited training service providers shall be established and maintained by the Skills Development and Employment Equity Unit of the Municipality.**
- 11.14 Quality and expertise of training providers shall be considered as first priority in order to maintain high standard and quality of training.**
- 11.15 An Outcome Based Assessment may be conducted by the Skills Development and Office of the Speaker at least once a month after training to test cognitive abilities and skills gained by the Councillor who attended a training course.**

## **12. CAPACITY BUILDING REGULATIONS**

- 12.1. The Capacity building and training programmes shall be facilitated by the Skills Development Unit and administered by the Human Resources Division within Corporate Services Department.**
- 12.2 An annual training programme with full financial implications shall be drawn up by the Skills Development and Employment Equity Unit.**
- 12.3. A skills audit will be done on all Councillors in order to develop a five year skills development Plan which shall be reviewed every financial year.**
- 12.4. The Office of the Speaker shall consider the NCBF in prioritising and approving capacity building and training programmes for Councillors in terms of the three inter- related core elements, i.e. individual capacity, institutional capacity and environmental capacity<sup>18</sup>**
- 12.5. The Office of the Speaker will also have to consider from the capacity factors mentioned in Clause 10.4 that have been identified as affecting the achievement of developmental goals which are: (a) Competence of individuals; (b) effectiveness of organisational arrangements; (c) efficiency of policy instruments; and (d) conduciveness of socio-political environment.**

- 12.6. The Multi – dimensional approach to capacity building as illustrated in the diagram below will also have to be considered in prioritising and approving capacity building and training interventions.



- 12.8. Skills Development with the Speaker, using the following types of needs analysis:
- Context analysis - analysis of the Municipal needs versus training as a solution.
  - User analysis- analysis of identifying the key participants and decision-makers in implementing business needs.
  - Work analysis- analysis of the job and the requirements for performing the work.

- Content analysis-** analysis of documents, equipment and standard operating procedures (SOP) used on the job
- Training suitability-** analysis of whether training is the best  
And most Analysis appropriate solution to the Municipal needs.
- Cost-benefit analysis-** analysis of the return of investment (ROI) of training.

### **13. FORMS OF CAPACITY BUILDING AND TRAINING INTERVENTIONS SUPPORTED BY THE MUNICIPALITY**

- 13.1** The Municipality shall provide various forms of Capacity buildings and Training Developments including, but not limited to:
  - 13.1.1** Formal qualifications provided by a recognised tertiary institution in Southern Africa, and distance learning options;
    - 13.1.1.1.** for formal qualifications at Further Education Training Colleges;
    - 13.1.1.2.** Modules offered by a recognised tertiary institution or recognised service provider leading to an accredited outcome.
  - 13.1.2** Adult Education, including literacy and numeracy programmes;
  - 13.1.3** Short training courses, including both accredited and non-accredited training Programmes;
  - 13.1.4** Continued Professional Development
  - 13.1.5** SALGA initiated training interventions

### **14. RETURN OF INVESTMENT (ROI)**

- 14.1** The Speaker is responsible for ensuring that the Capacity Building and Training and Development interventions undertaken are likely to result in a tangible Return of Investment.
- 14.2** ROI can be measured in many different ways. Some examples are:
  - 14.2.1** Improved productivity
  - 14.2.2** Improved efficiency
  - 14.2.3** Reduced grievances
  - 14.2.4** Reduced absenteeism
  - 14.2.5** Improved community feedback/satisfaction
- 14.3.** In order to ensure this:
  - 14.3.1.** The annual WSP should be accompanied by the anticipated ROI on each type of training intervention.
  - 14.3.2.** At the conclusion of implementation of the annual WSP, the Speaker should submit a report on the level of ROI achieved.
  - 14.3.3.** Corporate Services shall advise the Speaker with tools to measure ROI and Training where appropriate.

### **15. COMMENCEMENT OF THIS POLICY**

15.1 This policy will come into effect on the date of adoption by Municipality.

**16. INTERPRETATION OF THIS POLICY**

16.1 All words contained in this policy shall have an ordinary meaning attached thereto, unless the definition or context indicates otherwise.

16.2 Any dispute on interpretation of this policy shall be declared in writing by any party concerned.

16.3 The Municipal Manager shall give a final interpretation of this policy in case of a written dispute.

16.4 If the party concerned is not satisfied with the interpretation, a dispute may then be pursued with the South African Local Government Bargaining Municipality/ or Arbitration

**17. PERMANENT/TEMPORARY WAIVER OR SUSPENSION OF THIS POLICY**

17.1 This policy may be partly or wholly waived or suspended by the Municipal Municipality on a temporary or permanent basis after consultation with Management and Trade Unions.

17.2 Notwithstanding clause No. 16.1 the Municipal Manager may under circumstances of emergency temporarily waive or suspend this policy subject to reporting of such waiver or suspension to Municipality and Trade Unions.

**18. AMENDMENT AND/OR ABOLITION OF THIS POLICY**

18.1 This policy may be amended or repealed by the Municipality after consultation with Management and Local Labour Forum.

**19. COMPLIANCE AND ENFORCEMENT**

19.1 Violation of or non-compliance with this policy will give a just cause for disciplinary steps to be taken.

19.2 It will be the responsibility of all Managers, Supervisors, Executive Committee and Municipality to enforce compliance with this policy.

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CR 884/28/05/2025



MR. L. MATIWANE  
MUNICIPAL  
MANAGER



CLLR M. STURMAN  
ACTING HON.  
MAYOR



CLLR N. NGWANYA  
HON. SPEAKER

**EMPLOYEE RELOCATION POLICY**

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