



**cooperative
governance**

Department:
Cooperative Governance
REPUBLIC OF SOUTH AFRICA

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TO WHOM IT MAY CONCERN

REFERENCE LETTER FOR SUCCESSFULLY COMPLETED WORK: LEKOKO CONSULTING

DEVELOPMENT OF MUNICIPAL HUMAN RESOURCES POLICIES, PROCEDURES AND PRACTICES TO IMPLEMENT MUNICIPAL STAFF REGULATIONS AND GUIDELINES

1. Lekoko Consulting carried out a 12-month task of developing human resource policies, procedures, systems and practices to facilitate a uniform and effective implementation of Municipal Staff Regulations and Guidelines for the Department of Cooperative Governance (DCOG), after entering a service level agreement that followed the conclusion of an open bidding process. The following were carried out and completed six months ahead of time:

- i) Inception meeting and production of minutes thereof.
- ii) Development of the Project Charter, and its adoption after consultation in the Project Steering Committee.
- iii) Literature Review Report and its adoption after consultation in the Project Steering Committee, covering legislation and analysis of human resource policies from a sample of 77 municipalities.
- iv) Development of a human resources policies manual, covering policies regulated by the Municipal Staff Regulations and Guidelines, broader legislation, and those based on the collective agreements. The manual was consulted with 77 sampled municipalities and adopted after consultation in the Project Steering Committee.
- v) Development of a human resources procedures manual, based on the Municipal Staff Regulations and Guidelines. The manual was consulted with 77 sampled municipalities and adopted after consultation in the Project Steering Committee.

vi) Development of a human resources practices manual, based on the Municipal Staff Regulations and Guidelines, broader legislation, and best practice benchmarking. The manual was consulted with 77 sampled municipalities and adopted after consultation in the Project Steering Committee.

vii) Development of a change management strategy and implementation plan for municipalities to manage the implementation of the Municipal Staff Regulations and Guidelines. The strategy and plan were adopted after consultation in the Project Steering Committee.

viii) Development of a template of cost drivers for implementing the human resources policies.

2. Duration of project: 30th September 2020 to 31st March 2021

3. Contract amount: R2,917,200

4. Delivered work: Satisfactory

5. Contact person: Mr. Tebogo Motlashuping

6. Contact details: 066 484 5062 / tebogomo@cogta.gov.za



MR TEBOGO MOTLASHUPING

CHIEF DIRECTOR: MUNICIPAL ADMINISTRATION AND CAPACITY

DATE: 30 MAY 2025