



Tourism information, Town Entrance, Port St John's, 5120

P.O. Box 253, Port St John's, 5120

Tel: 047-5641188; Fax: 047-564 1319 Email Address: [info@psjdevagency.co.za](mailto:info@psjdevagency.co.za)

---

## **HUMAN RESOURCES AND REMUNERATION COMMITTEE REPORT: SECOND QUARTER 2025/2026**

---

### **1. PURPOSE OF THE REPORT**

1.1 The purpose of the report is to provide the Human Resources and Remuneration Committee with information regarding the status of the human resources and related issues in the Port St Johns Development Agency.

### **2. Background**

2.1 The report covers the period since October to December 2025, on issues related to the performance management, human resources, training and capacity building, employee health and wellness as well as labour relations matters.

2.2 The report will give first an overview of the Port St Johns Development Agency Organogram and indicate comments that are provided regarding various Divisions that are contained in the Organogram approved by the Board on the 20<sup>th</sup> of June 2023. These Divisions are the following: There are four divisions in the Organogram, namely – The Office of the Chief Executive Officer; Chief Financial Officer; Corporate Services; and Programmes (and Projects). Issues indicated in the paragraph above i.e. paragraph 2.1 will be covered thereafter.

## **A. OVERVIEW OF THE PORT ST JOHNS DEVELOPMENT AGENCY ORGANOGRAM**

**Organizational Structure and Recruitment Update:** The Entity operates according to approved 2023/2024 organizational structure, which was approved by the Board on 20<sup>th</sup> of June 2026, it comprises a total of seventy (70) positions.

### **I. THE OFFICE OF THE CHIEF EXECUTIVE OFFICER**

As contained in the Organogram approved by the Board on the 20<sup>th</sup> of June 2023, the staff complement in the Office of the Chief Executive Officer is composed of the Chief Executive Officer, the Manager in the Office of the Chief Executive Officer as well as the Executive Assistant (position currently performed by the intern).

**Vacancies not filled:** The Internal Auditor and the Company Secretary are vacant, with the function of the Internal Auditor being performed through the assistance of the recently appointed Internal Auditor in the Port St Johns Local Municipality while the Company Secretary function is performed by the Company Secretary seconded from the O.R Tambo District Municipality. The two vacancies are critical positions that support both governance and internal controls to ensure that the Entity is compliant with various pieces of legislations including MFMA. The Company Secretary is very instrumental in providing sound legal advice to avoid litigation. The Company Secretary working with the Chief Executive Officer also ensures that the Board resolutions are implemented to strengthen the governance of the Entity. On the other hand, the Internal Auditor is instrumental in risk identification as well as the establishment of internal controls and ensure that the Audit findings are addressed to promote good governance and financial transparency.

**Comment/s on the Organogram Review:** There is no comment

#### **Key functions of the Division are as follows:**

- Board and Investor Relationship Management
- Stakeholder Relations Management
- Risk Management and mitigation
- Strategic Direction and Strategy Execution
- Overall management of the Entity
- Establishment of Strategic Partnerships and Collaborations

- Investor Relationships Management

## **II. THE CORPORATE SERVICES REPORT AS OF 05 JANUARY 2026**

According to the Entity's organogram approved by the Board on the 20<sup>th</sup> of June 2023, the corporate services is composed of Corporate Services Executive Manager at the Head of the Division supported by three managers, namely Human Resources Manager, Information and Communication Technology (ICT) Manager, and Stakeholder and Communication Coordinator (at Manager level). The Corporate Service in the organogram has 21 personnel. Under the Human Resources manager 1) Human Resources Administration Officer, 2) two Human Resources Administration Clerks, 3) one Receptionist, 4) three General Assistants, and 5) three security guards.

**Vacancies filled:** There are six (9) vacancies that are filled which are a) human resources manager, b) three (3) security guards and three (3) general workers. The other staff complements are composed of four (1) intern.

**Vacancies not filled:** ICT Manager, HR Officer, Stakeholder and Communications Coordinator (manager), two HR Clerks, Receptionist, one General worker, two IT Practitioners, Systems administrator, Communication assistant, and Stakeholder relations assistant.

**Comment/s on the Organogram Review:** The management met and discussed the organogram, to assess whether the organogram was properly configured and whether the current configuration was helpful in assisting the Agency in driving development in the Port St Johns Area. In the Corporate Services, the management proposed that both the ICT Manager, the Stakeholder and Communications Coordinator to report directly to the Chief Executive Officer due to the strategic nature of the business that is conducted by the two managers.

### **Key functions of the Division are as follows:**

- Office management & general office administration.
- Front office management.
- Human resource management and development.
- Labour relations.
- Occupational health & safety.
- Skills development.

- Staff performance management.
- Provisioning Administration

## **FINANCE AND ADMINISTRATION: THE OFFICE OF THE CHIEF FINANCIAL OFFICER**

Due to the budgetary constraints, the position of the Chief Financial Officer is not filled together with several positions (twenty-four) 24 that are not filled.

**Vacancies filled:** The Division is currently headed by the Finance Manager, supported by the two supply chain management officers, together with the Asset Management officer ,as well as an intern.

**Comment/s on the Organogram Review:** There are no comments

### **Key functions of the Division are as follows:**

- Financial Strategy and Planning
- Risk Management and Compliance
- Investor Relations and Reporting
- Treasury and Capital Structure
- Cost Control and Financial Analysis
- Financial Team Oversight
- Transport administration.

## **III. PROGRAMMES (PROJECTS) DIVISION**

According to the Organogram approved by the Board on the 20<sup>th</sup> of June 2023, the Division has the Programmes Executive Manager as its head with the staff complement of twenty-two (22) personnel.

**Vacancies filled:** The vacancies filled are Tourism manager, Tourism Development Officer and Enterprise Development Officer. There is currently an Enterprise Development Manager that is irregularly appointed that currently holds the position of Enterprise Development Officer. The acting Enterprise Development Manager was previously acting Chief Executive Officer when he signed the appointment letters of managers, namely Finance Manager, Tourism Manager, Human Resources Manager, and Manager in the Office of the Chief Executive Officer. In signing these letters of appointment, he also issued his own letter of

appointment as Enterprise Development Manager which was deemed irregular by the Board. There are two interns who functions as Tourism intern.

**Irregular appointment of the Enterprise Development Manager:** The Chief Executive Officer met with the relevant officer and discussed the matter of irregular appointment and the nature of irregularity. Both the Chief Executive Officer and the relevant officer agreed that act was an act of ill-discipline and therefore the Chief Executive Officer issued a verbal warning the relevant officer.

**Proposal by the Chief Executive Officer to the Human Resources and Remuneration Committee:** The Chief Executive Officer pleads and pray that the Human Resources and Remuneration Committee recommends the approval of regularising or condoning the appointment of Mr Mafuna in the position of an Enterprise Development Manager.

**Sanction:** Following the investigation by the Chief Executive Officer, a verbal warning was issued to Mr Mafuna.

**Vacancies not filled:** There are several positions that are not filled in this Division, about 21 positions.

**Comment/s on the Organogram Review:** The management met and discussed the Division as it is contained in the organogram and proposed that the position of the Project Management Unit to report directly to the Chief Executive Officer due to the strategic nature of the functions performed under the unit. The Unit will need a direct oversight from the Chief Executive Officer regarding project conception, Project appraisal, project financing and project implementation phases. Currently, this capacity is with the Chief Executive Officer.

**Key functions of the Division are as follows:**

- Tourism Development and Marketing
- Tourism Trade and Investment Promotion
- Tourism Infrastructure Development
- Projects and Programmes Development
- Projects and Programmes Implementation
- Trade and Investment Promotion
- Market Access Development

**B. The following table portrays the current Staff Complement Representation**

DIVISIONS	NUMBER OF EMPLOYEES	MALE	FEMALE	PEOPLE WITH DISABILITY
PLANNING AND CORPORATE GOVERNANCE	3	1	2	0
FINANCE AND ADMINISTRATION	5	2	3	0
CORPORATE SERVICES	9	6	3	0
PROGRAMMES/PROJECTS	6	3	3	0

**Employment Equity:** The disaggregation of all employees culminated into 11 females and 11 men, meaning that the Agency has gender balance, although the Agency is still lacking regarding inclusion of people living with disability.

**Retirement or Resignations:** There is one male employee who retired at 65 years. There are no resignations recorded in the period under consideration.

**Grievances:** There are two grievance that were recorded in the period under consideration. **The grievance relates to one supply chain official**, who felt that he was overlooked when appointments were made for managers. The information received by the Chief Executive Officer when investigating this case was that the appointments were made for only officials that were the Heads of Units. The official who submitted the grievance was not the Head of the Unit at the time of appointments. The official was the supply chain officer reporting to the Finance Manager according to his contract.

**The other grievance relates to the appointment of the Enterprise Development Manager.** The appointment was deemed irregular by the Board, and therefore the issue of payment of the Enterprise Development Manager at Task Grade 16 was halted, pending the investigation and consequence management. In this regard the Chief Executive Officer met with the affected official in the process of investigation, and the affected official conceded that he committed an error. Subsequent to conceding, the Chief Executive Officer issue a formal verbal waring to the official and the official committed to not committing a similar offence in the next three months.

**Way forward:** The Chief Executive Officer submits for recommendation to the Board that the appointment of Mr Mafuna be regularised / condoned by the Board.

**Request for the following positions be prioritised for filling to address capacity constraints:**

- ICT Manager.
- System Administrator.
- Internal Auditor-manager.
- Risk manager.
- Project Manager.
- Project Officer.
- Two administration clerks.
- **Operations Manager (request to convert the Manager in the Office of the CEO to Operations Manager).**

**Performance Management and Performance Contracting:** Performance contracting is pending the approval of the Performance Management Policy by the Board. It is envisaged that performance management is going to assist in creating an organizational culture of accountability to the employees and manage growth and capacity building. This would be supported by the refined and adjusted performance indicators and key performance areas. The previous key performance indicators / areas were too broad and not SMART – Specific, Measurable, Achievable, Relevant and Time-bound. The refined indicators and key performance areas are going to elicit motivation, responsibility and accountability.

### **Stakeholder Engagement Process**

- a) **Engagement with the King Sabata Dalindyebo Municipality TVET College:** The Entity has finalised the Memorandum of Understanding with the King Sabata Dalindyebo Municipality TVET College pending signing of the MoU before the end of January 2026.
- b) **Engagement with the Small Enterprise Development Finance Agency (SEDFA):** The engagements are at an advance stage; the Chief Executive Officer met with the relevant managers at SEDFA to finalise the MoU/Service Level Agreement. The document is near finalisation pending approval of the adjusted work program of the Entity by the Board. Following the approval of the Board of the adjusted work program,

these work programme will be integrated into the MoU/Service Level Agreement. This will be one of the significant strategic partnership and collaboration with a development finance institution, paving a way to establish similar strategic partnerships and collaborations.

- c) Engagements with the Eastern Cape Development Corporation (ECDC):** These discussions are ongoing, also pending approval of the adjusted work programme by the Board. The adjusted work programme will form the basis of these engagements. Similar engagements are ongoing with the Department of Agriculture and Rural Development, together with its Entity Eastern Cape Rural Development Agency.
- d) Identification of similar partnerships and collaborations:** The Chief Executive Officer has begun informal engagements with various development finance institutions; these engagements will be formalised once areas of cooperation are identified through these informal engagements.

**Employee Health and Wellness:** No Injury on Duty (IOD) cases have been reported since the last reporting period, indicating a continued adherence to safety protocols within the workplace. The entity ensures that all staff members receive protective clothing as required, further supporting a safe and compliant work environment. Forms for Occupational Health and Safety training, provided by LGSETA, have been completed. The Agency is currently awaiting confirmation of the training date, which will enhance the capacity of staff to maintain and promote health and safety standards.

The Occupational Health and Safety Policy are presently under development by the entity, reflecting a commitment to formalising and strengthening the organisation's approach to workplace health and safety.

**Labour Relations:** The Chief Executive Officer met with the Chairperson, Secretary and the Shop steward of the Municipal Union to discuss their concerns. In this meeting issues of short-term contracts were raised sharply, also indicating that the current contracts are expiring in 2027. The Union expressed its desire for permanent placements in the Agency to align with the shareholder, the Port St Johns Local Municipality.


**Disciplinary Cases:** There was no disciplinary case in the period under reporting.

**Financial Implications:** No financial implications have been reported for the period under consideration.

**Annex 1.** A report of the process following in appointing managers.

**3. Recommendation(s)**

3.1 It is recommended that the Committee recommends the report to the Board for approval.



**S.Z Qobo**

**Chief Executive Officer, PSJ Development Agency**