

Ethekwini Municipality Diversity Project
Project Status Report - PMC Meeting 9
Consultant's Report

25/2/2005 - Updated ver 1.01.

1. **Preamble**

The preamble to the contract states:-

“WHEREAS:

A. The Client aspires to achieve a harmonious workplace wherein its employees and Councillors operate with an appreciation for the diversity of their associates in so far as race, gender, religion, tradition, ethics, culture, origin, history, ancestry and wishes to engage a Professional Consultant to design and offer a formalized Diversity Project including a Pilot diversity programme, a train-the-trainer programme and support for those trainers to enable the programme to roll-out to the balance of the Client's officials via the Council's trainers. The Consultant will provide support to those of Client's trainers who have successfully completed the above training for a weaning period;”

2. **Venues and food/ refreshment**

- a. The venue for training facilitators is no longer a challenge. BG10 at the Electricity Training centre has been made available as a “diversity room”.
- b. Venues for the rollout may still be a challenge.

3. **Facilitators**

- a. Of the 68 people have gone through the 2 day Foundation programme, 36 attended the Understanding Diversity programme and 30 have completed the assignments and have been assessed and accepted to continue as aspirant facilitators.
- b. A number have dropped out due to “work pressures.” 21 now remain on the programme. A further 2 may not be able to continue for various reasons.
- c. Communication with facilitators. A number of facilitators say that they are not receiving follow-up notices re: training dates. This includes Mala Maharaj.
- d. Continuation of M Maharaj in the programme. This is a challenge as no assignment has been received from Mala and she has missed 4 sessions.

4. **Report on immersion process**

The immersion programme has been postponed until joint organiser - Jeff Thomas - is back to normal health.

5. **Facilitator development training**

- a. The Values Circle© for the final group of facilitators was facilitated on 3/2/2005 at 22 Supply Road.
 - i. Feedback from the delegates at the Values Circle© workshop has been very good and some feedback is included with this report.
 - ii. The trainers Values Circle© agreement is included with this report. The Group is known as Ikhwezi - Catalysts of Change.
 - iii. Facilitators will meet monthly on the 1st Friday of each month at 8.30 in BG10 at 8.30 am to maintain the Values Circle© agreement.
- b. During February 3 days of facilitator development were facilitated in the area of

- Exhilarating Learning© training and a 1 day Eye-Opener© programme has been run.
- c. Further dates for the next stages of training, at 22 Supply Road, have been set as follows:
 - i. 8,9,14, March - Further delegate trials and understanding manual material.
 - ii. 15,16,22,23 March - Live training sessions by facilitators with new delegates.
 - iii. It is at this point that delegates will be assessed on their abilities to present.
 - d. 4 days in April 2005
 - i. 7, 8 - Report, feedback and adjust
 - ii. 14, 15 - Live training sessions by facilitators with new delegates.
 - iii. A further day is needed for the immersion process. Date TBA.
 - e. The qualified facilitators must then be made available for the roll out of the diversity training programme. (If 15 lead trainers qualify each would have to facilitate 51 days of the Eye-Opener© and 40 days of Values Circles©.)
 6. Managers are asked to send new delegates to the one day Eye-Opener© training programmes on 15,16,22,23 March and 14,15 April, so that the facilitators can train "live" groups.

7. Leadership Programme

- a. The Values Circle© for managers **was cancelled again** due to low attendance and limited representation by leadership. No charge has been levied for the late cancellation.
- b. It must be again brought to the attention of the management and leadership of the Municipality that the diversity programme has numerous outcomes. Amongst these outcomes are the following:-
 - i. Developing teamwork and unity.
 - ii. Creating an environment of respect, understanding and communication.
 - iii. Improving relationships and knowledge of diversity.
 - iv. With the implementation of the ongoing Values Circle©:-
 - (1) Peer involvement and agreement on acceptable positive and unacceptable negative behaviours.
 - (2) Commitment to operate respectfully and professionally with all members of the organisation and those that they represent.
 - (3) Peer guidance, support and discipline.
 - (4) Accountability to self, team and the organisation.
 - (5) Improved communication.
 - (6) Clearing of past interpersonal challenges.
- c. Quote from the supervisor of a highly conflict-ridden Eskom group, **15 months after the Harvest©** - culminating in the **Values Circle© programme was facilitated:-**
 - i. "I had a group of 30 people from diverse cultures. They could not get on with each other, there was **continuous friction between the different race groups, and between people from the same race and cultural group.**
 - ii. The people **were negative** and were **not satisfied with anything. Complaints were the order of the day**, this also placed our Depot in a bad light with management.
 - (1) We decided on the Celebrating Humanity training, the people were **very negative about the programme initially.** As the course progressed the people's attitudes changed from negative to positive.
 - (1) **30% of the personnel initially felt totally threatened** by the course, mainly those who were most negative, and the rest of the group was neutral about the course.
 - (2) During the course the whole group of people **changed systematically** and began to be **completely positive towards each other, the company** and the supervisor.
 - (3) **Communication, respect and ownership improved from all**

sides by 100%. The respect between different race groups has been restored and some of the people who were negative have changed so much that they have been promoted to higher positions with greater responsibility.

- (4) The way in which the interactive exercises were facilitated was very interesting. The foundation of the **entire course was so successful that the group** is now going ahead with a leadership course from March to November 2003.”
- b. The full programme has incredible potential to positively change the way Ethekwini Municipality team members operate.
- i. **If properly implemented with the full participation of all levels of leadership and management**, these changes will be at the level of:
- (1) Management and Leadership communication and relationships
 - (2) Interpersonal/ Inter-departmental communication and relationships at all levels.
 - (3) Customer/ client relationships.
 - (4) Individual and team performance.
- ii. Challenges which will be positively impacted include:
- (1) Negativity and racism.
 - (2) A lack of respect at all levels, including issues of gender and race.
 - (3) Poor communication and understanding of diversity issues.
 - (4) A lack of professionalism.
 - (5) Poor teamwork and co-operation.
 - (6) Backbiting and gossiping.
 - (7) Absenteeism.
- c. We hereby formally request an urgent meeting with the Ombudsperson, the City manager and the relevant stakeholders to discuss the further rollout of the Celebrating Humanity© programme and the value that it will bring to Ethekwini Municipality and people of the KZN province.

2. **Project Awareness and Marketing**

- a. The project marketing campaign, through Metro Beat has not begun yet. A concerted effort from all role players is needed to ensure that it begins.

3. **Financial Report and Billing**

Invoice no. 10084 (Claim 9) is attached for the processing.

1. **Date and Venue of next meetings**

Next PMC meetings, at 10 am on : 31/3/2005 at Rennies House on the 10th Floor.

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