

letsatsi fm 93.3

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The Chairperson

Independent Communications Authority of South Africa (ICASA)

350 Witch-Hazel Ave

Eco-Park Estate

Centurion

0144

Dear Chairperson

REGISTRATION LETSATSI FM COMMUNITY SOUND BROADCASTING SERVICE/SPECTRUM LICENSE

1. **Letsatsi FM** hereby submits a pre- registration application for community sound broadcasting service in Bojanala District Municipality, North-West Province. The coverage area/License Area shall be Bojanala District Municipality.
2. The Station shall assist in the community development of Bojanala municipal area through the broadcasting service.

3. **Letsatsi fm fm** shall also contribute to economic and social development of Bojanala municipal area.
4. There is a need and demand for **Letsatsi fm** broadcasting service in Bojanala municipal area in line with the provisions of the Electronic Communications Act and related Regulations.
5. The broadcasting service shall be a game changer for Bojanala municipal area. The station shall fund its own operations internally.
6. Please find attached proof of payment for the application.
7. The Registration is attached herein with supporting documents.
8. It has been challenging to compile the documents and the surveys during the lockdown and we wish to request to submit the tax clearance and some letters of support once stage four of the lockdown is open since some of the organisations were not available during the lockdown.

Regards,

Mmapula Fisha (Makola)

Name and Surname

Chairperson

079 256 8893

Letsatsi fm 93.3

Date:28 04 2020

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INVITATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING SERVICES AND FREQUENCY SPECTRUM LICENSES

ICASA

2019/2020

VOLUME ONE

LEGAL STATUS AND GOVERNANCE

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COMPANY PROFILE

BANABAKA INSTITUTE T/A TSHONO DEVELOPMENT INSTITUTE

(herein referred to as Tshono)

Background ;

Tshono (Tswana word for Opportunity) is a non – profit organization that creates opportunities to empower and develop local communities through dissemination of information and partnerships with key community stakeholders to leverage existing capacity.

Our services have in the past been provided in three provinces namely: Gauteng (Ekurhuleni Municipality and Tshwane Municipality), Limpopo Province (Aganang Municipality) and Norhtwest Bojanala District Municipality. We have since taken a decision to focus our efforts in Bojanala District only from 2020, with special focus on the following local municipalities : Madibeng local municipality, Moses Kotane Local Municipaplity and Rustenburg Local Municipality).

We empower and develop communities through:

- Program 1: Partnerships with existing structures to fulfill basic needs of local communities.
- Program 2: Economic Empowerment and general Development through dissemination of information, linking of communities to relevant opportunities and job creation.
- Program 3: Preservation of cultural norms and community values (future program).

Governance:

Tshono is managed through a Board of Directors with various skills and networks within the community, which ensure local understanding and knowledge regarding relevant community programs. Our Board of Directors are members of good standing in the communities, selected to represent various communities in which we operate. (see attached detailed profiles of all Board Members)

Due to the lockdown, we were unable to obtain updated documents from the CIPC to show that our directors have since changed. We provide these as soon as the CIPC is functioning again.

The New Board of Directors will be as follows (please find attached affidavits in this regard):

- 1) Ms. Mmapula Fisha : Board Chairman (extensive involvement in Community empowerment in Gauteng, Limpopo and North West Provinces, media Content Regulation, Business Management, and is currently Executive Chairman of a Healthcare group operating in both Gauteng and North West Province (Madibeng and Rustenburg local municipalities).
- 2) Rev. Mosimanegape Masimong - (Community activist who has worked extensively with youth, Pastor, extensive work with community radio station as presenter and producer, Customer Services : Pilanesberg National Park : all in Moses Kotane Municipality).
- 3) Mr. Senathi Thusi - Non – executive Director (marketing and communication graduate)
- 4) Mr. Mpho Modisakeng Non executive Director (extensive work with municipalities, community development(Royal Bafokeng), all in Rustenburg local municipality)

To date tshono has been involved in various community empowerment projects in several communities in Bojanala District as detailed below:

Community Work done in Bojanala District Municipality (covering mainly Madibeng Local Municipality, Rustenburg Local Municipality and Moses Kotane Local Municipality) (2015 – Date)

- 1) Partnerships with existing structures to fulfill basic needs of local communities
 - Donation of food parcels for needy communities in Bojanala District Municipality
 - Partnership with Pastors and Churches in the Moses Kotane Municipality to feed, take care of and provide cleaning services for Orphans and

- pensioners in the following areas: Mogwase, Moruleng, Welgeval, Dikweipi, Sandfontein, Manamakgotheng, Segakwana, Lerome and Rantsubane sections
 - Partnership with Pastors and Churches in kosmos informal settlement, to provide food parcels to needy communities
 - Donation of Healthcare Services
 - Partnership with Fisha Wellness Hospital to provide mental health services and medication to needy community members in Tsitsing (Moses Kotane Municipality)
 - Partnership with The Reformed Church in Moruleng to donate old clothes for needy families in Mogwase and Moruleng and other areas in Moses Kotane Municipality
 - Donation of essential community Services:
 - Partnership with Lerome Youth Unemployment Forum to secure employment opportunities for unemployed youth in Moses Kotane Municipality (assisting with writing cvs, engaging with different HR departments of companies in and around Pilanesburg, Suncity, Mines (Anglo, Pilanesburg, Northam,) and Moruleng Mall) – Moses Kotane Municipality
 - Partnership with Lerome Community Policing Forum to provide volunteer secretarial and admin services, and actual patrol services to guard against theft of Telkom and Eskom cables – Moses Kotane Municipality
 - Creation of various jobs for community members and monetary donations for essentials like funerals , food parcels, clothes etc, in the kosmos informal settlement and majakaneng (Madibeng municipality)
- Other Programs in Gauteng and Limpopo Provinces includes:
- Setup, and running of Bakery for the community in partnership with Eskom Foundation (Aganang Local Municipality)
 - Feeding scheme for orphaned and vulnerable children in DuDuza (Ekurhuleni Municipality)
 - Computer Literacy for high school learners (Aganang local municipality)
 - Donation of Mental Health Services (Tshwane Municipality)

Future Programs: Programs 2& 3: Launch of a community information dissemination and management platform to ensure empowerment and development of community whilst preserving cultural norms and values : Letsatsi FM

To ensure community empowerment through information dissemination training and creation of community engagement platform.

- application in progress

CONSTITUTION:

- **TSHONO DEVELOPMENT INSTITUTE**
- **LETSATSI FM**

Letsatsi fm

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CONSTITUTION

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1. Name

1.1 The organisation hereby constituted will be called Letsatsi fm 93.3.

1.2 Its shortened name will be Letsatsi fm 93.3.

1.3 Body corporate. The organisation shall exist in its own right, separately from its Members or Directors, continue to exist even when its membership/Directors change and there are different office bearers, be able to own property and other possessions, and be able to sue and be sued in its own name.

2. OBJECTIVES

2.1 The organisation's main objective is to establish and operate a non-profitable Community radio Station. The organisation shall be for non-profit status at all times and its activities and decisions shall reflect such.

2.2 The organisation's secondary objective will be to encourage members of the Community served by it, or persons associated with or promoting the interest of such Community, to participate in the selection and provision of programmes to be broadcast in the course of such broadcasting service.

2.3 As an organisation we plan to build and improve relationships and advance effective Communication, educates, entertain, inspire, inform and promote skills development using the broadcasting services.

2.4 We advocate and celebrate diverse cultural, social, interfaith and religious practices in the Community.

2.5 Promote economic development for the benefit of the community and celebrate achievements whilst promoting harmonious relations throughout Communities.

2.6 The broadcast content must largely be from the license area.

2.7 Develop and empower Content Producers/Engineers/Presenters from the licensed area.

3. INCOME AND PROPERTY

3.1 The organisation will keep a record of everything it owns.

3.2 The organisation may not give any of its money or property to its member or office bearers. The only time it can do this is when it pays for work that a Member /Director Office bearer has done for the organisation. The payment must be a reasonable amount for the work that has been done. Failure to adhere to this act will result in the office bearer's authority to be revoked and legal action will be taken.

3.3 A Member/Director of the organisation can only get money back from the organisation for expenses that she or he has paid for on behalf of the organisation.

3.4 Member/Director or office bearers of the organisation do not have rights over things that belong to the organisation.

3.5 The funds of the organisation may only be used for the benefit of the organization.

3.6 The treasurer or financial team must deposit funds received into the Station account within forty-eight (48) hours of receipt. In the event that this is not possible due to unforeseen circumstances, the treasurer or Financial Team shall communicate this to the Station Manager.

3.7 No person may open a Banking Account in the name of the Station or any other similar name without the explicit written authority from the BOARD OF DIRECTORS on an official Station letterhead signed by two witnesses, a member of the BOARD OF DIRECTORS and the Station Manager.

3.8 Proper recording and slips shall be kept safe for reconciliation. Failure to adhere to this act will result in the office bearer's authority to be revoked and legal action will be taken.

3.9 All funds which are deposited into the organisations Bank Account shall be monitored by the Management team under the supervision of the BOARD OF DIRECTORS.

4. MEMBERSHIP AND GENERAL MEETINGS

4.1 If a person wants to become a member of the organisation, the request shall be submitted to the Board of Directors. The Board of Directors shall approve or reject the request by the majority vote.

4.2 In an instant that membership is refused, the affected Person has a right to appeal the refusal decision to the Board of Directors.

4.3 The Board of Director decision is final after the appeal process.

4.4 Members of the organisation must attend its annual general meeting. At the annual general meeting members exercise their rights to determine the policy of the organisation.

5. BOARD OF DIRECTORS

5.1 The Board of Directors shall be the governing structure of the organisation. The Board of Directors shall control the Broadcasting License. The Board of Directors will be made up of not less than four (4) members. They are the office bearers of the organisation. The founding and permanent Members/Directors of the organisation are :

(a) Ms. Mmapula Fisha

(b) Rev Mosimanegape Masimong

(c) Mr. Senathi Thusi

Additional Board members who will be elected every two years are

(d) Mr. Mpho Modisakeng

(e) One more Board member maybe elected in this regard.

5.1.1. The Founding Members shall constitute the Initial/Founding Board of Directors.

5.1.2 The Founding Members shall comprise permanent Directors of the Board.

5.1.3 .The Board of Directors shall also comprise of additional two Directors who shall be elected at the Annual General Meeting.

5.2 Office bearers will serve for Two years, but they can stand for re-election for another Term in the office after that. Depending on what kind of services they give to the organisation. They can stand for re-election again and again.

This is so long as their services are needed and they are ready to give their services.

- 5.3 If a member of the Board of Directors does not attend three board meetings in a row, Without having applied for and obtaining leave of absence from the board, then the Board of Directors will find a new member to take that person's place.**
- 5.4 The Board of Directors will meet at least once a month. More than half of members Need to be at the meeting to make decisions that are allowed to be carried forward. This constitutes a quorum.**
- 5.5 Minutes will be taken at every meeting to record the Board of Directors decisions. The minutes of each meeting will be given to the Board of Directors at least one week before the next meeting. The minutes shall be confirmed as a true record of proceedings, by the next meeting of the Board of Directors, and shall thereafter be signed by the chairperson.**
- 5.6 The organisation has the right to form sub-committees. The decisions that Sub-committees take must be given to the Board of Directors. The Board of Directors Must decide whether to agree to them or not at its next meeting. This meeting should take place soon after the sub-committee's meeting. By agreeing to decisions the Board of Directors ratifies them.**
- 5.7 All members of the organisation have to abide by decision that are taken by the Board Of Directors.**
- 5.8 The members of the Board of Director shall not become liable for any of the obligation and liabilities of the organisation solely by virtue of their status as members or office- bearers of the organisation.**
- 5.9 The members of the Board of Director are not personally liable for any loss suffered by Any person as a result of an act or omission which occurs in good faith while the office bearer is performing functions for or on behalf of the organisation.**
- 5.10 Each director shall have the right to resign at any time upon written notice thereof to the other members of the Board of Director's. Unless otherwise specified in the notice, the resignation shall take effect upon receipt thereof, and the acceptance of such resignation shall not be necessary to make it effective.**

5.11 Any vacancy occurring in the Board of Directors shall be filled by the affirmative Vote of a majority of the remaining directors (even though less than a quorum).

A director elected to fill a vacancy shall be elected for the unexpired term of his or her predecessor in office.

5.12. The Chairperson of the Board of Directors shall be the presiding officer of the meetings of the Board.

5.13 The Board of Directors shall be at all times be separate from the Management of the Station except for ex – officio members of the Board.

5.14. The Board of Directors shall be responsible for strategic direction of the Station.

5.15. The Board of Directors shall in consultation with the Station Manager, are responsible for the development of the Station strategy.

5.16. The Board of Directors shall consist of:

Chairperson

Secretary

Treasurer

Additional Members

Station Manager (For Management) Ex Officio

Finance Manager (For Management) Ex Officio

6. POWERS OF THE ORGANISATION

The Board of Directors may take on the power and authority that it believes it needs to be

Able to achieve the objectives that are stated in paragraph 2 of this Constitution.

Its activities must abide by the law.

6.1 The Board of Directors may take on the power and authority to raise funds or to invite and receive contributions and donations.

6.2 The Board of Directors has the power to buy, hire or exchange for any property that it needs to achieve its objectives.

6.3 The Board of Directors has right to make by-laws for proper management, including procedure for application, approval and termination of membership.

6.4 Organisations will decide on the powers and functions of office bearers.

6.5 The Board of Directors shall be responsible to formulate Policies, Rules and Regulations . Receive and scrutinize the monthly reports from the Station Manager.

6.6 The Board of Directors shall annually review and approve the budget.

6.7. The Board of Directors is responsible for development of the programming strategy of the Station.

6.7.1 The Board of Directors is responsible for the compliance by the Station with ICASA license conditions, related legislation and regulations.

6.7.2 One Permanent Member of the Board of Directors shall be the contact person with ICASA ad shall also be the official Spokesperson of the organisation.

6.8. The Board of Directors is responsible for recruitment and appointment of the Station Manager, Programme Manager and Finance Manager.

6.9. The Station Manager and Programming Manager shall recruit and appoint additional staff or personnel in consultation with the Board of Directors.

6.10. The Station Manager reports to the Board of Directors.

6.10.1. The Board of Directors shall be responsible for any disciplinary process with regards to the Station Manager, management and Staff.

6.11. The Station Manager is responsible for the operations of the Station together with the Management.

6.12 All Volunteers of the Station shall at all-time act in the best interest of the organization and shall not bring the organization into disrepute.

7. MEETINGS AND PROCEDURES OF THE COMMITTEE

7.1 The Board of Directors must hold at least four ordinary meetings each year.

7.2 The chairperson, or two members of the committee, can call a special meeting if they want to. But they must let the other Executive committee members know the date of the proposed meeting not less than 21 days before it is due to take place. They must also tell the other members of the committee which issues will be discussed at the meeting. If, however, one of the matters to be discussed is to appoint a new Executive committee member, then those calling the meeting must give the other committee members not less than 30 days' notice.

7.3 The chairperson of the Board of Directors shall act as the chairperson of the Executive committee. If the chairperson does not attend a meeting, then members of the committee who are present choose which one of them will chair the meeting. This must be before the meeting starts.

7.4 There shall be a quorum whenever such a meeting is held, being 51% of the members of the Executive Committee.

7.5 When necessary, the Executive committee will vote on issues. If the votes are equal on an issue, then the chairperson has either a second or a deciding vote.

7.6 Minutes of all meetings must be kept safely and always be on hand for members of consult.

7.7 If the Executive committee thinks it is necessary, then it can decide to set up one or more sub-committee. It may decide to do this to get some work done quickly. Or it may want a sub-committee to do an inquiry, for example. There must be at least three people on a sub-committee. The sub-committee must report back to the management committee on its activities. It should do this regularly.

7.8 The Executive Committee shall comprise of a Programing Sub-Committee which shall be constituted by one Director, Station Manager and Programming Manager.

7.9 The functions of the Programming Sub-Committee are :

to solicit content from Members of the Community.

to commission programmes by internal and external Producers.

To develop and approve programming schedule.

To schedule programmes.

7.10. The Station shall establish Programming Committees in the Four local municipalities which shall meet four times a year to solicit and table programming ideas from the Communities.

8. ANNUAL GENERAL MEETINGS

The annual general meeting must be held once every year, towards the end of the organisation's financial year. The organisation should deal with the following business, amongst others, at its annual general meeting: (1) Agree to the terms to be discussed on the agenda, (2) Write down who is there and who has sent apologies because they cannot attend (3) Read and confirm the previous meeting's minutes with matters arising, (4) Chairperson's report, (5) Treasurer's report, (6) amendment to the constitution that members may want to make, (7) Elect new office bearers, (8) General, and (9) Close the meeting.

8.1 Notice of the Annual General Meeting shall be the fourteen (14) days prior to the date of the scheduled meeting. The notice or announcement of the meeting shall be accompanied by the Agenda, Date, Time and Venue of the meeting.

8.2 The quorum of the meeting shall be 51% of the Members present at the meeting.

8.3 The Executive Committee shall be elected at the Annual General Meeting duly constituted and assembled.

8.4 The Executive Committee shall comprise of the following:

- 1. Two Members from the Board of Directors**
- 2. Station Manager**
- 3. Finance Manager**
- 4. Programme Manager**

8.5 The quorum of the Executive Committee meeting shall be formed by 51% of the total number of Committee members.

8.6 The functions of the Executive Committee are the following:

- 8.6.1 Implement the programming strategy.**
- 8.6.2 Monitor compliance with ICASA License Conditions.**
- 8.6.3 Solicit programming material from the Community.**

- 8.6.4 Liaison with Community.**
- 8.6.5 Ensure continual financial viability of the organization.**
- 8.6.6 Review the Financial Reports.**
- 8.6.7 Develop annual budget.**

8.7. The Committee shall recommend to the Board of Directors for final approval of matters tabled at the Committee.

9. SPECIAL ANNUAL GENERAL MEETING

9.1 A special Annual General Meeting of the Station may be convened by the Board of Directors by means of a petition stating the purpose/s and signed by at least thirty (30) members of the community and must represent the demographics of the community targeted by the station.

9.2 Not less than one (1) months' notice of such a Special Annual General Meeting shall be given.

9.3 The date, time and venue of the Special General Meeting shall be determined by the Board of Directors and communicated to the petitioners.

10. FINANCE

10.1 The Board of Directors shall be the accounting officer of the organization.

10.2 The Treasurer, the Station Manager and the Finance Manager shall be responsible the day to day finances of the organisation in line with the Financial Management Policy.

10.2.1 The Treasurer, the Station Manager and Finance Manager shall arrange for all funds to be put into a bank account in the name of the organisation. The treasurer must also keep proper records of all the finances.

10.3 Whenever funds are taken out of the bank account, the Chairperson and at least two Directors of the organisation must sign the withdrawal or cheque.

10.4 The financial year of the organisation ends on the 30 of September of each Calendar year.

10.5 The organisation's accounting records and reports must be ready and handed to

ICASA within six months after the financial year end.

10.6 If the organisation has funds that can be invested, the funds may only be invested

With registered financial institutions. These institutions are listed in Section 1 of

The Financial Institution (Investment of Funds) Act, 1984. Or the organisation can get securities that are listed on a licensed stock exchange as set out in the Stock Exchange Control Act, 1985. The organisation can go to different bank to seek an advice on the best way to look after its funds.

11. AMENDMENT TO THE CONSTITUTION

11.1 The Constitution can be changed by a resolution. The Resolution has to be agreed

Upon and passed by not less than 51% of the members who are at the annual general meeting or special general meeting. Members must vote at this meeting to amend the Constitution.

11.2 51% of the members shall be present (“the quorum”) before a decision to amend the Constitution is taken. Any annual general meeting may vote upon such

A notion, if the details of the changes are set out in the notice referred to in 7.3 above.

11.3 A written Notice must go out not less than fourteen (14) days before the meeting . The Notice must indicate the proposed changes to the changes to the Constitution that will be discussed at the meeting.

11.4 No amendments may be made which would have the effect of making the Organisation ceases to exist.

12. COMPLAINTS

12.1 Members of the Community or Staff of the Organization, who wish to make a complaint, shall lodge such complaint in writing signed by him/her to the Secretary. If the Secretary is unable to resolve the complaint, it shall be referred to the Board of Directors or Executive Committee whose decision thereon shall be final.

13. DISSOLUTION/WINDING UP

13.1 The organisation may close down if at least 51% of members present and voting

At a meeting convened for the purpose of considering such matter, are in favour of

Closing down.

13.2 When the organisation closes down it has to pay off all its debts. After doing this

If there is property or money left over it should not be paid or given to members

Of the organisation. It should be given in some way to another non-profit

Organisation that has similar objectives. The organisations general meeting

Can decide what organisation this should be.

13.3 In the event of dissolution, the Board of Directors or will remain responsible

For the orderly winding up of the affairs of the broadcaster.

This constitution was approved and accepted by members .

Date: 28 /04/2020

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**INVITATION TO PRE-REGISTER FOR COMMUNITY
SOUND BROADCASTING SERVICES AND
FREQUENCY SPECTRUM
LICENSES**

ICASA
2019/2020
VOLUME TWO
MANAGEMENT AND BOARD PROFILES

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6. DIRECTORS PROFILES

7. PROPOSED ORGANOGRAM

PROFILES BOARD OF DIRECTORS:

LETSATSI FM

Please find attached profiles of the new directors of Letsatsi FM, who all reside in Bojanala District. Also find attached a resolution for the appointment of the directors for the station and their ID Documents.

Ms. Mmapula Fisha

7611190417086

(50062 Rantsubane Section, Lerome South, Moruleng, Moses Kotane Municipality
details: 079 256 8893 , letsatsifm@gmail.com)

Contact

Ms. Mmapula Fisha is the Chairman of both Banabaka Care Institute and Letsatsi FM.

Current Profile

Mmapula Fisha has extensive experience and expertise as a business and financial management professional having worked in various industries for the past 21 years, in various management and executive roles including as CFO, COO and CEO. She has extensive experience in media content regulation, healthcare business management, mining industry and non – profit sector management. Specifically Mmapula has developed the following skills financial management, and reporting, business development, strategic planning, risk and compliance management, supply chain management, forecasting and business turnaround. Mmapula has excellent written and verbal communication skills, ability to collaborate with various stakeholders at any level, and business analysis skills.

Healthcare Sector

Mmapula Fisha is the group CEO of Fisha Investment Group (a health and wellness solutions organization with special interest in mental health). She is currently involved in the following projects as part of Fisha Investment Group :

- Existing 46 bedded psychiatric hospital in Pretoria (running since 2012, from startup to expansion (19 beds to 46 beds)
- currently building two more psychiatric hospitals, one in Gaborone, Botswana (105 beds) and another in Hartebeespoort (north west) (100 beds).
- Counselling Business operating in two provinces (Rustenburg , North West, and Pretoria Gauteng)
- Medico legal business in Polokwane, LimpopoProvince, Nelspruit in Mpumalanga Province, Pretoria in Gauteng Province and Rustenburg in the North West Province.
- Primary healthcare clinics in the mining sector in North West servicing approximately 23000 people.
- FishaWellness Ministries, a church service for the spiritual upliftment of people seeking voluntary mental health services.

Mmapula has also worked for various other organizations in both the private and public sectors including Film and Publication Board (COO & CFO) and New Diamond Corporation (Financial Manager).

Media and Content Regulation

As COO at the Film and Publications Board, Mmapula was involved with media content regulation, revision of content classification guidelines, reengineering of the classification processes, amendments to the Films and Publications Act, reengineering of content regulation processes to include online and call centre processes, and various child protection programs to protect children from exposure to harmful content in the media.

Other media related projects

Mmapula is involved in other creative projects including poetry has recorded a few songs and has written a poetry book , when love speaks.

Non – Profit Sector

Mmapula has been actively involved in community development work for the past twenty years, having cofounded Banabaka Care Institute (soon to be changed to Tshono Development Institute), an NGO empowering communities in Gauteng (Ekurhuleni Municipality), Limpopo (Aganang Municipality) and North West provinces (Bojanala Municipality). She has been involved in various community development projects including feeding schemes, coaching young professionals, community literacy programs and donations of clothes, food parcels, bakery equipment, computers, medication and healthcare services. She has also worked as financial manager for Environmental Justice Network Forum. Mmapula is also currently involved with the establishment of a Children's Home in the Free State, in partnership with The Fransiscan Sisters of Assisi Mission of the Roman Catholic Church, a non profit organisation to assist vulnerable and orphaned children.

Qualifications:

- Diploma in Coaching – Current Studies
- Master of Business administration (MBA) – Wits Business School
- B Com (Finance) – Wits University
- Diploma – Media Law - Wits University
- Certificates in : Strategy, Valuations and Business turnarounds

Board membership:

- Non – Executive Director (Megarom - South Africa's leading interactive video game distributor and importer) (2016 - 2018)
- Non - Executive Director (Fisha and Partners) 2012 to current
- Non Executive Director : Tshono Development Institute (April 2020 to date)
- Non – executive Director : Bophelong Children's Home (August 2019 to date)

References:

- 1) Dr. Senathi Fisha – Founder Fisha Investment Group) 0798418901
- 2) Ms. Yoliswa Makhasi – Former CEO Film and Publication Board

3) Mr. Tshepho Mothibe – Chairman, Bophelong Children’s Home

Mr. Mosimanegape Masimong

9103105478088

(House No: 2794, Lerome, Leruleng Section, Moses Kotane Municipality)

(Contact details: 078 784 4928, mosimaneml@gmail.com)

Mr. Mosimanegape Masimong is the proposed Station Manager for Letsatsi FM, non – executive director of Banabaka Care Institute and executive director of Letsatsi FM.

Church and Community Involvement

Rev. Mosimanegape Masimong is an ordained Pastor of the Reformed Church. He is currently involved in running the Reformed Church branch in Moruleng and has been in this role since 2016. Prior to being ordained as Pastor Rev Masimong was also ordained as deacon of the same church in 2014. In addition Rev Masimong is a member of the local Church Council, which is the highest decision making body for the church locally, whose role is to provide strategic direction for the church, financial management, administration and operations management for the church.

Community Builder

Mr. Masimong is extensively involved in community development, volunteering in various community programs to ensure empowerment and development of the community (see Tshono Development Institute Profile).

Conservation and Customer Care

Mr. Masimong also works for the North West Parks Board , Pilanesberg National Park, providing customer liaison services, administration and management and has been involved in this for over five years.

Radio / Media Career

Mr. Masimong started his career in radio as a presenter at Kgatleng FM in 2018 as a producer, on air presenter and music manager for almost two years. In these roles Mr. Masimong has presented various shows as follows:

- Full time on air presenter for the following shows:
 - Maitiso (Sunday evening music, news and lifestyle show)
 - Diamond Lane (Wednesday – Thursday music , news and lifestyle show)
- Occasional / Standin Presenter for the following shows:
 - Metseletsele (midweek sports updates show),
 - Community Talk (a community talk show dealing with current community issues)
 - Weekend Reloaded (Saturday afternoon music and lifestyle show
 - Seraleng (midweek morning talk show on health, business and social issues)
 - Breakfast Show
 - Sosologa (midday Monday to Friday culture, language, music)
 - Drive time Show (afternoon Monday – Friday)

Other Skills

Mr. Masimong has strong written and verbal communication skills , ability to network and manage a wide range of stakeholders, and staff at various levels, excellent interpersonal and organizational skills, full understanding of labour and industrial relations and is computer literate at an advanced level.

Qualifications:

- Bachelors Degree in Theology (BTh) (2015)– University of Pretoria / The Reformed Church
- Various inhouse courses including Risk Management, Customer Care and Communications.

Board membership:

- Non – Executive Director (Tshono Development Institute (April 2020 to date)
- Member of The Reformed Church Council - (2014 to date)

Other Leadership Positions:

Secretary – Lerome Community Youth Forum (2015)

Shop Steward – NPSWU Union (2017 to date)

Secretary - Lerome Community Policing Forum (2014)

Reformed Church Youth Chairman (2012 – 2015)

References:

- 1) Mr. Bushy Manganye – Ward Councilor (ward17) Contact 0791231388
- 2) Mrs. Anna Phiri – Park Accountant, Pilanesberg National Park Contact 0736334253

Mr. Mpho Colin Modisakeng

7209075907089

(House No: 3283, Lesedi Street, Tlhabane , Rustenburg Local Municipality)

(Contact details: 0797751441, email:)

Mr. Mpho Modisakeng is the Executive Director of both Tshono Development Institute and Letsatsi FM.

With over 20 years combined work experience in the Local Governance, Traditional Leadership, Mining and Economic Development initiatives, Mr. Modisakeng possess a broad range of Leadership, Management, Stakeholder Management, Communication, Facilitation, Business Development and Project Management Skills. From 2003. Mr. Modisakeng has held numerous leadership and executive positions, leading and directing Departments/Entities.

He also has exposure working in the Private Sector, Local Government and in the Traditional Governance settings. This has provided him with a solid grounding in the social development space and spatial development restructuring.

Mr. Modisakeng 's technical experience in the stakeholder relations which spans as far back as the Mid- 1990's and early 2000's has grounded his knowledge in negotiations and problem-solving. The importance of inclusivity of the society cannot be over-emphasized. He works well within teams. He can lead when required to do so and equally, can be led.

His tenure as the **Executive: Public Services** for the Royal Bafokeng Nation (Administration) ("RBN(A)) is his latest position. In this role, he worked closely with the community and all the Mines in the area in the conceptualization of Social Labour Plans (SLP) and the SLP projects execution. The following projects were achieved:

- Kanana Multi-Purpose Centre: Impala Platinum
- Luka Bulk-Water Project: Impala Platinum
- Luka Internal Roads: Impala Platinum

- Tlapa Multi-Purpose Centre: Kelgran Mine
- Photsaneng Community Library: Lanxess Mine
- Mfidikoe Waste Water & Sanitation Project: Anglo Platinum/Rustenburg Development Forum

The successful execution of SLP projects of the mines is a *legislative and business imperative*. As a good corporate citizen, these projects are part of the licensing requirements without which the mines cannot operate.

The apex of his career was his appointment as the **2010 FIFA Organising Committee: Venue Manager: Rustenburg**. The 2010 FIFA World Cup in South Africa will remain one of the most important projects the country has ever delivered. Reporting at 2010 FIFA LOC Head Office (Johannesburg), Mr. Modisakeng's role was to lead all activities in the Venue; coordination of the relationship between the Organising Committee and the Host City. Stakeholder management and involvement of all role-players was critical success element for the project.

Over the years, Mr. Modisakeng has had tremendous success on projects which he has led and/or been part of. When he was the **Director: Planning & Development** at the Rustenburg Local Municipality (RLM), he led the team in the development of the first ever integrated Spatial Development Framework (SDF), and the Land Use Management Scheme (LUMS). These were not only legal instruments, but municipal policies guiding how development will take place in the Municipality. Also rolled out highly successful housing programme in Rustenburg.

He also led the Future Planning Committee which was responsible for creating new business opportunities and saw the new developments in and around Rustenburg such as the Barongwa Office Park, Expansion of the Waterfall Mall, The Damelin Complex and the expansion of the CBD.

Another highlight was his appointment as the **Manager: Business Development** at the Royal Bafokeng Enterprise Development. This role afforded him an opportunity to work with SMME's across the board in Rustenburg, and promoting linkages between small businesses with established businesses. Outreach programmes and business interface were an order of the day. To date, Mr. Modisakeng can show many businesses which he helped develop and grow.

As part of a team, Mr. Modisakeng has also succeeded together with other members of the team in the promotion of a very cordial and progressive working relationship between Rustenburg Local Municipality (RLM) and Bafokeng. This led to the development of an Integrated Master Plan (this was my project) which will drive and coordinate development towards 2040.

EDUCATION

- BA Admin degree from the University of the North-West
- BA (HONS) degree, Rand Afrikaans University, now University of Johannesburg, 1998

Employment History

1. Employer: Royal Bafokeng Administration (RBA)

Position held: Executive: Public Services Duration:
June 2014 to May 2019

Key Areas of Responsibility

- Lead and manage Stakeholder Relations between the RBA & Rustenburg Local Municipality
- Lead and Manage RBA and Social Labour Plans of all the Mines operating on Bafokeng land
- Manage and Lead the Infrastructure Maintenance & Management component of the RBA
- Manage and Lead Land & Town Planning component of the RBA
- Strategic support and leadership: Protection Services

2. Employer: Royal Bafokeng Sports

Position held: General Manager: Royal Bafokeng Sports Duration: 1
October 2010 – June 2014

Key Areas of Responsibility

- Assist the Managing Director to achieve the business objectives
- Manage the Company's overall strategic Operations
- Lead and Chair RBS Operations Committee
- Manage the sponsorship and Marketing programme of the company
- Serve in the Platinum Stars Technical Committee
- Chairs the Under-19 Football Club Technical Committee

3. Employer: 2010 FIFA World Cup Organising Committee South Africa Position held: Venue Manager: Rustenburg/Royal Bafokeng Stadium

Duration: 1 August 2008 – 31 July 2010

Key Areas of Responsibility

- Manage and coordinate venue office operations in the Host City
- Establish, maintain and enhance links with stakeholders (SAFA, Stadium Authority, Local Municipality, Provincial Government etc.)
- Responsible for all Competitions Matters during the Tournament
- Chief Liaison with FIFA General Coordinator and FIFA/OC Head Quarters
- Coordinate and monitor projects (Host City Venue) for 2010 FIFA World Cup™
- Ensure that all IT&T and broadcast requirements are planned and executed
- Lead and manage all HR & People Management in the Venue
- Annual budgets / financial management
- Ensure / enforce Corporate Governance in the Venue
- Ensure that key venue management activities / projects are linked with those of the Host City

4. Employer: Royal Bafokeng Economic Board/Royal Bafokeng

Administration Position Held: Manager Business Development

Duration: 1 November 2005 – August 2008

Key Areas of Responsibility

- Maintain business relationships between RBED & RBH; Government and the Private Sector
- Facilitate the establishment, growth and sustainability of SMME's
- Lead and develop talent by initiating and implementing flagship projects
- Optimise return on investment
- Enhance relevant legislative compliance for SMME environment
 - Facilitate SMME funding

5. Employer: Rustenburg Local Municipality

Position Held: Director: Planning & Development Duration: September 2002 – 31 October 2005

Key Areas of Responsibility

- Lead and provide departmental direction towards achievement of strategic plans
- Lead and Manage all projects and programmes of the Directorate (viz: Housing Projects; Township Establishments; Environment Protection; etc)
- Manage the Departmental Budget (Municipal Own Sources & Provincial & National Grants)
- Manage Departmental Performance

- Lead and manage all HR & People Management in the Department
- Compile monthly, quarterly and annual reports
- Develop and manage municipal human settlement planning & economic development
- Coordinate and manage economic development projects
- Establish and maintain stakeholder relations

6. Employer: Bafokeng Rasimone Platinum Mine (Anglo Platinum)

Position held: CSI & Comms Officer

Duration: 1 September 2000 – 31 October 2003

Key Areas of Responsibility

- Develop, implement and manage communications strategy for the mine
- Manage relations between trade unions and mine management
- Manage the Mine's External stakeholder relations
- Manage and implement Corporate Social Responsibility and Local Economic Development Projects

References upon request

SENATHI AMOS THUSI

(9706245058089)

Cell Number: 0742985726

Email Address: senathi.thusi@gmail.com

Last Updated: 15 January 2020

PERSONAL STATEMENT

Young open minded and creative individual who is always open to learning new things. I believe in adapting to different environments as a key to knowledge and personal growth. I am well-spoken and have great communication skills. I work easily in groups as great as I do individually, by being able to integrate the skills and knowledge of everyone involved. Eventual career goal is to secure a position that will allow me to utilise my acquired skills and knowledge and further develop these skills in a practical and fast-paced environment.

PERSONAL DETAILS

Names	:	Senathi Amos
Surname	:	Thusi
Gender	:	Male
Identity Number	:	9706245058089
Nationality	:	South African
Languages	:	English, Afrikaans, Sotho, Zulu, Tswana and Xhosa
Home Address	:	84 Kososridge Estate Kosos Drive Kosmos, Madibeng Municipality, Bojanala District
Drivers license	:	Code B

TERTIARY EDUCATION

Qualification	:	B Com Marketing (completed Jan 2020)
Institution	:	University of Johannesburg

Completed subjects	:	Marketing management, Business management, Logistics management, Accounting, Economics, Financial management, Analytical Techniques, Finance, Commercial computer systems, Advertising
Industry projects	:	ABInBev (Market research), 3M(Branding), ABSA (Branding)

HIGH SCHOOL

Qualification	:	Grade 12 (completed 2015)
School	:	Fourways high school
Completed subjects	:	English, Afrikaans, Mathematics, Accounting, Business studies, Life sciences, Life orientation

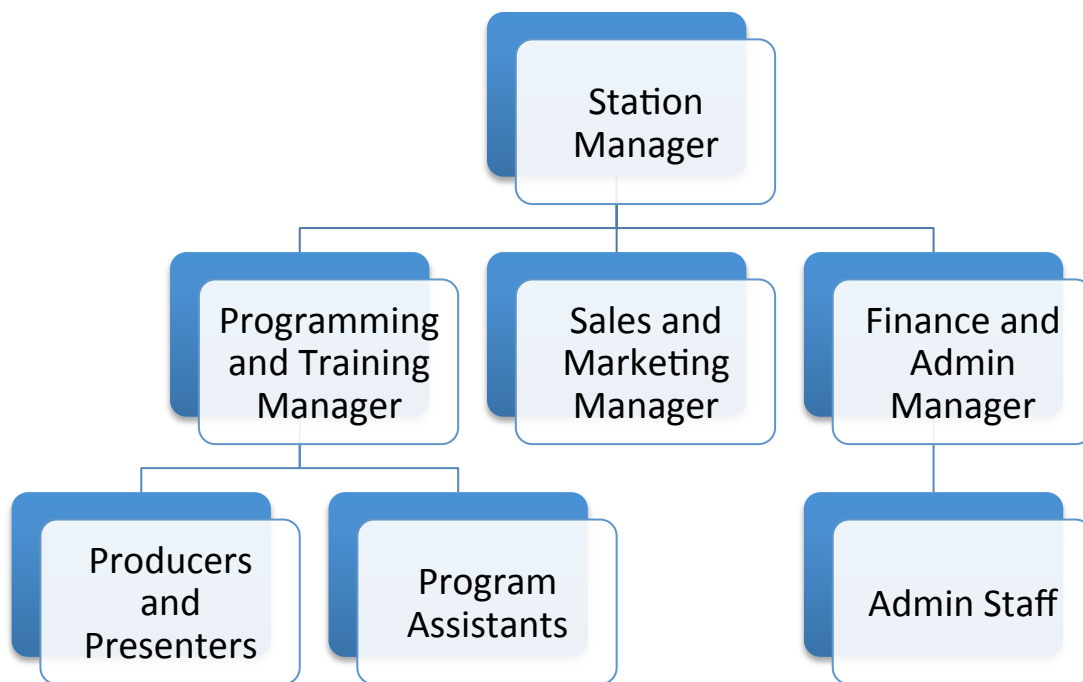
COMPUTER LITERACY

Microsoft Office (Word, Excel, Power Point, Outlook), Internet

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ORGANOGRAM : LETSATSI FM PROPOSED



Letsatsi FM











**INVITATION TO PRE-REGISTER FOR COMMUNITY
SOUND BROADCASTING SERVICES AND
FREQUENCY SPECTRUM
LICENSES**

ICASA

2019/2020

VOLUME THREE

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**LETSATSI 93.3 CLASS COMMUNITY SOUND
BROADCASTING SERVICE LICENCE AND
FREQUENCY SPECTRUM LICENSE**

VOLUME 3

BUSINESS PLAN

2020

Index

1. Background
2. Broadcasting Service
3. Management Background
4. Human Resource Issues
5. Business Environment
6. Suppliers
7. Training
8. Stakeholders
9. Marketing information
10. Operations and production
11. Program schedule
12. Demand, Need and Support
13. Operational Plan

1.

BACKGROUND

1.1. Tshono Community Development Institute, herein referred to as “**Letsatsi 93.3**” or **Letsatsi**, is a non-profit entity, registered in terms of the laws of Republic of South Africa. The entity main aim is community development and providing community radio service. Letsatsi will provide the community broadcasting service within Bojanala District Municipality, in North-West Province.

The geographically founded Community Radio service is the first of its kind within Bojanala District Municipality. The Municipality incorporates five Local Municipalities, namely, Madibeng, Moretele, Moses Kotane, Rustenburg and Kgetleng Rivier. The Bojanala municipal area comprise both rural and urban and largely relies on government services, retail, transport, financial services, agriculture, manufacturing, tourism, mining, subsistence farming and government grants.

Letsatsi is made up of officials that have experience in the broadcasting, business management, entrepreneurship and Community Development.

The financial projections clearly show the viability of the Station being able to sustain itself and meet its financial obligations when required.

1.2 The Station aims to contribute to the formal and informal economy of Bojanala, through investment, community empowerment, skills development and job creation.

1.3. The Directors of the Station are as follows:

Four Directors

Refer to Volume Two of the Application

The Executive Management shall comprise of the following:

Station Manager
Program Manager
Finance Manager
Sales and Marketing Manager

The Executive Management shall be responsible for the appointment of Management and the rest of personnel. Refer to Volume Two of the Application.

1.4. Letsatsi complies with the requirements of ICASA Legislation and related Regulations.

1.5. The Station shall also contribute to content diversity.

1.6. Letsatsi will be based in Rustenburg , the Headquarters of Moses Kotane Local Municipality under Bojanala District Municipality in North-West Province.

A. BOJANALA FACTS

Bojanala District Municipality comprise of the following Municipalities:

Madibeng Local Municipality

Moretele Local Municipality

Rustenburg Municipality

Moses Kotane Municipality

Kgetleng Rivier Local Municipality

The municipal area shares borders with Waterberg District Municipality, Tshwane Metropolitan and Dr Kenneth Kaunda District Municipality.

The full demographics of the area are attached herein as Annexure 8.3.

Bojanala Municipal District is mainly focused on the following activities:

Mining

Tourism

Manufacturing

Transport

Community Services

Financial Services

Construction

Agriculture

Electricity

Trade

According to Census 2011, some 1.6 Million residents reside in Bojanala District Municipality. Full Census Report for Bojanala is attached herein as Appendix 4.2.

The coverage area is approximately 25 000 Square Kilometers.

2. BROADCASTING SERVICE

Letsatsi service shall entail a community sound broadcasting service at Mogwase Town to the Bojanala communities. Our aim is to be a resource center for the communities in the coverage area.

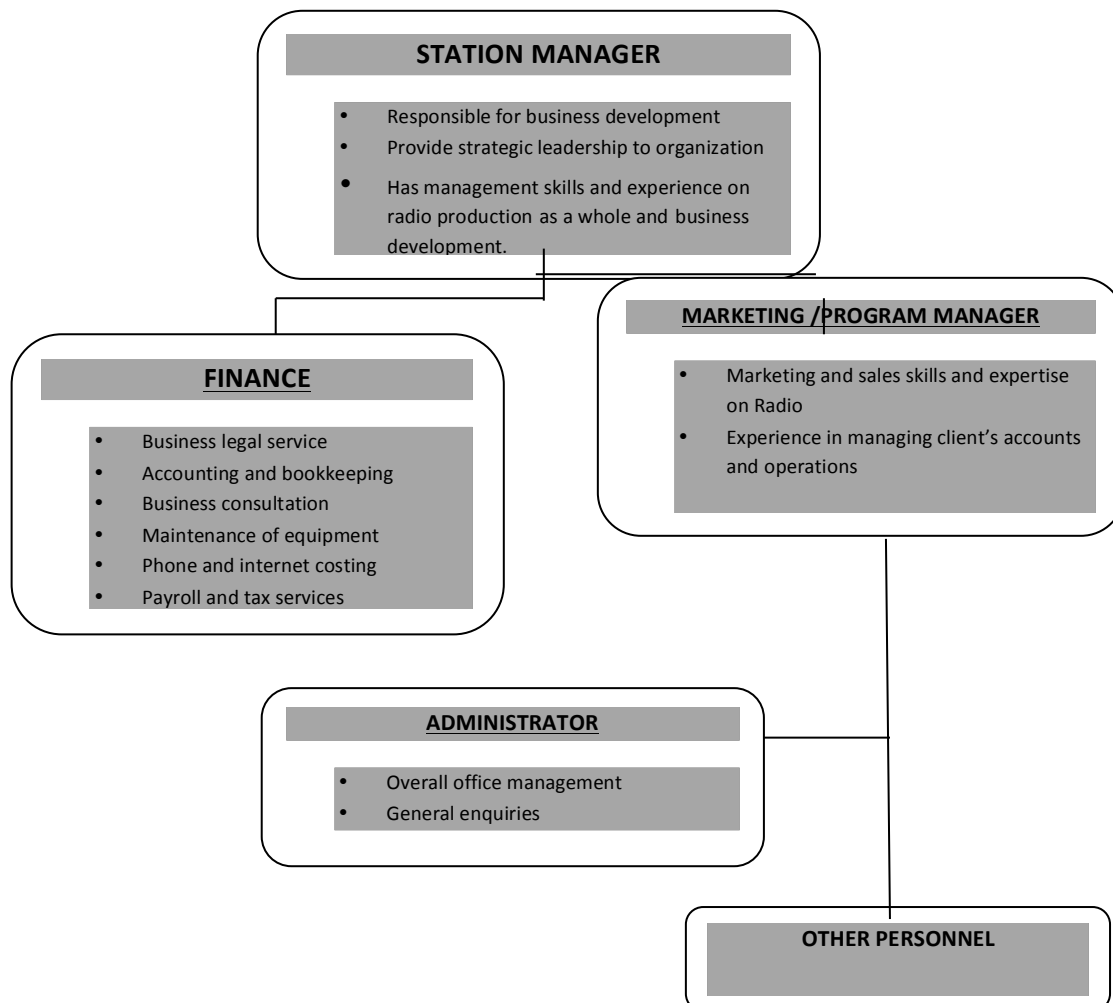
Letsatsi shall provide programming that addresses Bojanala community issues like community projects, community news, community current affairs, community human interests shows, government service delivery content, unemployment, mining, tourism, housing, conservation, health, access to water, agriculture/farming, economic and job opportunities, religion ,land ,culture ,customs, societal challenges in relation to Bojanala like substance abuse and crime.

The Station music playlist shall be dominated by local Artists from North-West and South Africa. The Station will play a key role in music production from Bojanala Municipal area, as currently there music production output is limited from Bojanala.

Letsatsi will embrace digital technology and innovation to capture the minds and imagination of rural listeners.

3. MANAGEMENT BACKGROUND

Letsatsi is made up of a team of innovative and creative people who strive to achieve a level of service excellence beyond expectation. Our strength lies in our versatility and flexibility to meet the demands of the ever-changing industry. The board and Management have broadcasting, finance, strategy, management, marketing and communication skills. The organogram is as follows:



4. HUMAN RESOURCES ISSUES

The Station will comprise of the following Staff Members:

Station Manager
Marketing Manager
Programme Manager
Volunteer Presenters/Producers/Admin

TOTAL: The initial Staff Complement shall be 15. Three Management and 13 Volunteers.

5. BUSINESS ENVIRONMENT

—

There are no political factors affecting the industry as it is operating fully independent.

There are policies that are set by the government to try and manage the industry. Registration with ICASA will lead to proper regulation in terms of the Electronic Communication Act of South Africa.

The Radio will have to meet and adhere to the compliance set out by ICASA.

6. SUPPLIERS

Our main supplier will be the ECN Licensee for signal distribution, musicians and advertisers/donors.

7. SKILLS DEVELOPMENT

—

Staff will receive ongoing skills development in various areas of Radio Broadcasting, marketing and business development.

8. STAKEHOLDERS

Our main Stakeholder is the Listeners in the coverage area.

9. MARKETING INFORMATION

Defining the industry

The focus of the Station is to contribute to community development and social cohesion through community broadcasting.

The Broadcasting Market

Bojanala municipal area comprise of rural and urban areas that are largely dependent on Government Services, Government Grants, Agriculture, Tourism, Financial Services, Transport Services, Farming and Mining. Rustenburg, Mogwase, Towns serve as the region main retail and government services centers.

The coverage area is dominated by Batswana, Vatsonga, Xhosa, Bapedi, English, Isindebele, and IsiZulu speaking residents as per Census 2011.

Bojanala does not have a Community Radio Station that specifically addresses the interests and aspirations of Bojanala Communities.

The following Radio Stations, amongst other, are available within the coverage area:

SABC SOUND BROADCASTING SERVICE

Motsweding FM

Lesedi FM

Metro FM

Radio 2000

COMMUNITY BROADCASTING SERVICE

Kgatlang FM

Village FM

Radio Mafisa

Bojanala FM

Madibeng FM

COMMERCIAL SOUND BROADCASTING SERVICE

YOU FM

JAKARANDA FM

Refer to Annexure 5.4 for full list of Stations and analysis of the Bojanala Broadcasting Market.

The above-mentioned Stations do not contain content that addresses the interests and aspirations of Bojanala Communities.

Our aim is to create awareness of the economic/job opportunities in Bojanala, community news and community current affairs of Bojanala.

Competition

There is no Station in the coverage area that offers a broadcasting service similar to the one intended by Letsatsi.

We believe that we can make a difference in the growth and community development of Bojanala, through our broadcasting service.

The Station content will be positioned in an innovative way in order to attract listeners from existing Stations and listeners who generally do not listen to the radio.

Letsatsi competitive edge is its programming format, Community news and current affairs from Bojanala, and in particular its format of 80% African music, specifically focus on music from the coverage area and North-West. No other Station in the coverage area or has this format of 80% African Music.

Our news gathering service will involve news gatherers from different areas of the coverage area. The languages used and community empowerment programs will further differentiate the community radio station.

Marketing activities

We will be able to do vigorous marketing by developing and implementing an integrated marketing strategy.

The Station shall also form strategic partners with different stakeholders in the coverage area, to create awareness of the broadcasting Service.

We shall establish partnership with local business, formal and informal traders.

The Station shall also conduct regular roadshows or outside broadcasts within the coverage area and shall utilize an interactive brand activations strategy.

The Station shall actively utilize social media marketing to create awareness of its service.

10. OPERATIONS AND PRODUCTIONS

Our service process will be to render exceptional services to the Listeners, Advertisers and Sponsors. Our suppliers are always willing to supply us with all requirements in order to conduct our business. Our personnel staff will be fully trained and expected to manage their portfolios well.

11. Programming Schedule

Attached herein

12. Demand, Need and Support for the Station

There is a need and demand for Letsatsi due to the following reasons:

12.1. Letsatsi determined the need and demand for the Station through research with listeners in Bojanala communities wherein letters and signatures and surveys of support were collected.

12.1.1 The Members of the Bojanala Communities were also requested through surveys to indicate their preferred programs or content.

12.1.2 Different Stakeholders in the Bojanala municipal area were also requested to provide letters of support.

12.2. There is no station in the coverage area that offers the broadcasting services that Letsatsi intends to offer.

12.3. There is a gap in the market for a community broadcasting radio that caters for the interests and aspiration of Bojanala Communities.

12.4. With Letsatsi, we will create a valuable relationship with our Listeners.

12.5. Letsatsi programming shall amongst others, address the following issues:

Bojanala Community News

Profiling of Bojanala Entrepreneurs from Bojanala

Bojanala Current Affairs

Human Interest Shows

Substance Abuse

Access to Water and Electricity

Access to Land

Crime

Agriculture

Unemployment and Solutions

Empowerment Programmes for Youth and Women

Religion

Law and Community

Health and Safety

Financial Wellness

Music from Bojanala, North-West Province and South Africa

Positioning of Bojanala economic and job opportunities.

Service Delivery Issues

The signatures and letters of support have enabled the Station to conclude that there is demand and need and support for Letsatsi proposed broadcasting service.

Our market focus

Primary Market: Bojanala Municipal Area

Broadcasting languages

Setswana -40%

Xitsonga-10%

Sepedi-10%

English-20%

Isizulu-10%

Isixhosa-10%

Afrikaans-10%

Music / Talk Split

Talk – 50%

Music – 50 %

News- Setswana/Xitsonga/Sepedi/Isizulu/Isixhosa/English/Afrikaans (40- Minutes daily)

Local: 50%

Provincial: 30 %

National: 20%

Current Affairs:- Weekdays (19h00PM-20h00) Setswana/Xitsonga/Sepedi/Isizulu/English/Afrikaans
Local: 50%
Provincial: 30%
National: 20%

Local Content

Letsatsi will have 60% South African music and 20% African content of variety of genres in line with the ICASA Music Regulations.

Social Responsibility

Letsatsi will play part in supporting the local small businesses, community projects and Schools.

Our vision

Community empowerment and social cohesion of Bojanala Communities.

Our values

Customers focus, we will have a close open relationship with our listeners, sponsors and advertisers that generate trust and we work in partnership for the mutual benefit of our Station.

Collaboration and Team work

The Station will collaborate with different stakeholders in order to create listenership base.

Broadcasting Hours

Letsatsi broadcasting hours shall be 24 hours daily. The Broadcasting Service during the performance period of 05h00 till 23h00 shall be allocated to programming that comprise of license conditions as per the broadcasting service license. We shall utilize the broadcasting hours of between 23h00 till 05h00 for automation or pre-recorded shows and for training of new Presenters as part of our skills development strategy.

Technology

Letsatsi shall utilize the latest broadcasting technology to enhance the listening experience for the benefit of the listeners, advertisers and sponsors.

Automated programming scheduling systems will also be utilized to ease monitoring of compliance with ICASA License Conditions and related Regulations.

Role of Radio

There is a huge gap in the market for Radio to play a role in marketing of Bojanala municipal area and empowerment of the Communities.

Listening Hours

BRC research does indicate that the average listening hours in North-West is an average of 4 hours. There is therefore a market for Letsatsi in Bojanala Municipal area. The BRC Research is attached herein as Appendix 5.4.

Rate Card

Letsatsi shall offer competitive rate card for advertising and sponsorship.

13. OPERATIONAL PLAN

Launch of broadcasting service

June 2021

Conclusion

Letsatsi aims to be the Station of choice in Bojanala. The Station shall contribute to skills development and economic development of Bojanala.

We shall contribute to the enhancement of music production and journalism around Bojanala.

Letsatsi will ensure that it is a community resource center by providing the following:

- Informative, educational and entertaining broadcasting service
- Broadcasting Training Center
- Source of Community News
- Source of Public Service Announcements
- A pot for community debates
- A Center for Youth/Disabled/Women Empowerment
- Resource for Early Childhood Development
- Content for the Elders

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Annexure 5.4/6.1/6.2

Letsatsi Program Plan

Format: Community Broadcasting Service

Content will be 100% locally originated

Peak Time: 05h00-23h00 Daily

Target: Children/Youth/Adults/Elderly

Kindly refer to the Business Plan and Programming Schedule

1. Introduction

Letsatsi programming shall be structured for the five year duration of the Broadcasting Service/Frequency Spectrum License. We note that ICASA is proposing to increase the license duration for community sound broadcasting services to Seven Years.

The Programming Strategy shall comprise of the following as per the ICASA Regulations and License Conditions:

Music

News

Current Affairs

Talk

Public Service Announcements

Social Responsibility Programmes

The Talk element will focus on issues like, not exhaustive:

- ❖ Service Delivery issues In Bojanala
- ❖ Crime in Bojanala
- ❖ Job and Economic Opportunities in Bojanala
- ❖ Housing Challenges in Bojanala
- ❖ Religion from different faiths
- ❖ Tourism In Bojanala
- ❖ Challenges and opportunities in Bojanala Mining Industry

- ❖ Educational support to School Pupils.
- ❖ Access to Water
- ❖ Gravel Road challenges and solutions
- ❖ Unemployment
- ❖ Poverty alleviation strategies
- ❖ Youth empowerment strategies
- ❖ Taking care of the elderly
- ❖ Community Sport
- ❖ Awareness about community participation in Municipal Integrated Development Plan (IDP) development process.

News

The News Desk shall comprise of Volunteer News gatherers from the Five Municipalities under Bojanala. With advent of social media platforms, we shall utilize these platforms to gather news. Our news will be guided by our Programming and Editorial Policy.

Current Affairs

The Current affairs desk shall source content from Bojanala municipal area as a means of empowering and informing our communities about our area. Producers shall work in partnership with the News Desk in producing current affairs content from the five Municipalities under Bojanala.

Community Talk

The Community Talk Desk shall focus on sourcing and producing community content on variety of issues for community development and empowerment. The Programming Committees shall play a key role in this regard with the guidance of the Station Programming and Editorial Policy.

Review

The Programming schedule will be reviewed bi-annually and adjusted accordingly, informed by the Programming Committees and on-going research.

Content will also be interview and phone-in driven in order to allow the community to hear itself on the airwaves to increase credibility.

Listeners will be encouraged to utilize the social media platforms to engage with the different programmes.

2. Community Participation

Community Radio is about community participation. The community sound media must be run and owned by the Community for the benefit of the community.

The following shall be our main sources of content, amongst others:

Listeners Programming Committees in the Five Municipalities under Bojanala

South African Police Service Bojanala

Tribal Authorities Bojanala

National Prosecution Authority Bojanala

Madibeng Local Municipality

Moretele Local Municipality

Kgetleng Local Municipality

Moses Kotane Municipality

Bojanala District Municipality

Local Schools Bojanala

North-West Provincial Government Departments

SASSA Bojanala

SANCO-South African National Civic organisation-Local Village Civic Structures in Bojanala Villages and Townships

FET Colleges Bojanala

Local Business Bojanala

Bojanala Community Development Structures.

The Station will incorporate the above-mentioned structures in the Programming Committees to ensure that it serves the community interests and ensure community participation in production of content. In this instance, Letsatsi as a start; it solicited community support in the compilation of the Application and serve their interests by soliciting their programme choices.

The Community will also be encouraged to utilize the Station contacts and social media platforms and Studio visits to make content suggestions and provide regular feedback on content.

The Community shall be encouraged at all times to be part of the Station Governance Structures, Management and Content Production.

3. Conclusion

Letsatsi shall be the first geographically founded Community Sound Broadcasting Service for Bojanala, and we shall strive to provide compelling and engaging content and bring content diversity.

Our content will be listener driven in order that we provide content that is relevant and in demand by Bojanala Communities.

The programming of the station will prioritize community development and empowerment.

Bojanala is rich in natural and human made resources, and it is our mission to enable our communities to know how to benefit meaningfully from these resources for the current and future generations.

Our programming will be an audio resource centre for Bojanala community. Through our community broadcasting, our children, our youths, our adults and our elderly must be empowered.

Letsatsi must be the radio of choice .We will entertain, educate, inform and have fun.

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LETSATSI PROGRAMMING SCHEDULE

24 Hour Service Daily

CURRENT AFFAIRS SHOW WEEKDAYS 19H00-20H00

- Local – (50 %)
- Provincial (40 %)
- National (10%)

DAILY NEWS EVERY HOUR BETWEEN 06H00-18H00

100% SOUTH AFRICAN MUSIC GENRES

- 30%- Music from North-West
- 70%-from rest of South Africa

LOCAL NEWS

- ❖ (50%) BOJANALA
- ❖ (40 %) PROVINCIAL NEWS
- ❖ (10 %) NATIONAL NEWS

40 Minutes News Daily

- Setswana
- Xitsonga
- Sepedi
- IsiXhosa
- English
- Afrikaans
- Isizulu

LANGUAGES

- Setswana-40%
- Xitsonga-10%
- English -20%,
- Sepedi-10%,
- Isizulu-10%,

- Afrikaans-10%,
- Isixhosa-10%

FORMAT: TALK (50 %) MUSIC (50%)

Music: Means South African Music

Interact with Listeners through Phone –Ins/ Social Media/Studio Visits/Outside
Broadcasts/Community Activities

WEEK DAYS

MONDAY - FRIDAY

TIME	PROGRAMMES	HOST	LINE COMMENTS
00:10-03:00	MIDNIGHT SHOW	AUTOMATED	100% SA MUSIC
03:00-05:00	EARLY HOUR SHOW	AUTOMATED	100% SA MUSIC
05:00-06:00	GOSPEL SHOW	1 PRESENTER (MALE)	100% SA MUSIC/TALK
06:00-09:00	BREAKFAST	2 PRESENTER (MALE & FEMALE)	MUSIC/NEWS/TALK
09:00-12:00	MORNING SHOW	1 PRESENTER (FEMALE)	MUSIC/TALK
12:00-15:00	LUNCH SHOW	1 PRESENTER (FEMALE)	MUSIC/TALK
15:00-17:00	DRIVE TIME SHOW	2 PRESENTER (MALE & FEMALE)	MUSIC/TALK
17:00-19:00	CURRENT AFFAIRS	2 PRESENTER (MALE & FEMALE)	TALK
19:00-20:00	SPORTS	1 PRESENTER (MALE)	TALK
20:00-22:00	THE EVENING SHOW	1 PRESENTER (FEMALE)	MUSIC/TALK/DRAMA
22:00-00:00	NIGHT SHOW	1 PRESENTER (MALE)	100% SA MUSIC/TALK
00:00-00:10	DEVOTION	AUTOMATED	TALK

SATURDAYS

TIME	PROGRAMMES	HOST	LINE COMMENTS
00:10-03:00	WEEKEND MUSIC SHOW	1 PRESENTER (MALE)	100% SA MUSIC/TALK
03:00-06:00	EARLY MORNING SHOW	1 PRESENTER (FEMALE)	100% SA MUSIC/TALK

06:00-07:00	CURRENT AFFAIRS	1 PRESENTER (FEMALE)	TALK
07:00-09:00	SATURDAY BREAKFAST SHOW	1 PRESENTER (MALE)	MUSIC/TALK
09:00-11:00	CULTURE SHOW	1 PRESENTER (FEMALE)	MUSIC/TALK
11:00-14:00	SATURDAY FEVER	2 PRESENTER (MALE & FEMALE)	MUSIC/ACTIVATIONS
14:00-15:00	INTERVIEW SHOW	1 PRESENTER (MALE)	TALK
15:00-16:00	DJ ON THE DECKS	CLUB DJS	MUSIC
16:00-18:00	SPORTS SHOW	1 PRESENTER (MALE)	MUSIC/TALK
18:00-21:00	YOUTH SHOW	1 PRESENTER (MALE)	MUSIC
21:00-00:00	THE CONCERT SHOW	1 PRESENTER (FEMALE)	MUSIC

SUNDAYS

TIME	PROGRAMMES	HOST	LINE COMMENTS
00:00-00:15	DEVOTION	AUTOMATED	MOTIVATIONAL
00:15-03:00	GOSPEL MUSIC SHOW	AUTOMATED	100% SA MUSIC
03:00-05:00	GOSPEL MUSIC SHOW	AUTOMATED	100% SA MUSIC
05:00-08:00	RELIGIOUS SHOW	1 PRESENTER (MALE) & PASTOR	TALK/100% SA MUSIC
08:00-10:00	PRAISE & WORSHIP	1 PRESENTER (FEMALE)	TALK/100% SA MUSIC
10:00-12:00	BIBLICAL DISCUSSION	1 PRESENTER (MALE) & PASTORS	TALK
12:00-14:00	THE SUNDAY SHOW	1 PRESENTER (FEMALE)	MUSIC/TALK
14:00-16:00	BOOK CLUB SHOW	2 PRESENTER (FEMALE)	TALK
16:00-18:00	SOOTHING SOUNDS	1 PRESENTER (MALE)	MUSIC/TALK
18:00-20:00	MUSIC SHOW	1 PRESENTER (MALE)	MUSIC
20:00-21:00	THE SERMON	PASTOR	TALK
21:00-00:00	SOUL THERAPY	1 PRESENTER (FEMALE)	MUSIC

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Annexure 5.4/8.3

RADIO LISTENERSHIP ANALYSIS BOJANALA MUNICIPAL AREA

1. Bojanala FM- 20 000
2. Mafisa FM-43 000
3. Lethlabile FM-21 000
4. Kgathleng FM-13 000
5. Village FM-15 000
6. Madibeng FM-25 -000
7. Motsweding FM-2 588 Million (National)
8. MLFM-1 177 (National)
9. Lesedi FM-3 247 Million (National)
10. Radio 2000- 665 000 (National)
11. Metro FM- 4 486 Million (National)
12. You FM-128 000

A. Analysis

An analysis of Community radio Stations in Bojanala District Municipality demonstrates it is difficult to attract a listenership of more than 50 000; the average is between 15 000 to 25 000 listenership on a weekly basis.

The above trend is similar to other Community Stations around the Country without exception, whether the Station is in an urban, semi-urban or rural area.

The main reason for low listenership base for Community Stations may be attributed to listeners content diversity choice.

Community participation in the development and production of programmes is limited in most Stations, which ultimately has an impact on the loyalty of listeners.

In this instance, the advent of social media has reduced listener's dependability on radio to access content such as music, news and current affairs and basic information.

The listener listening hours have also drastically reduced which tends to demonstrate that Listeners are consuming music, news and current affairs through other platforms.

Lifestyle changes have also meant that most listeners turn to listen to the Radio via Cell Phones not the Standard Radio, which means radio has to compete with other functionalities of the Phone, i.e. Social media platforms. This same trend means listening hours have reduced as Listeners spend more hours at Work/School and other Educational Facilities.

According to Census 2011, at 90% of Bojanala residents have cell phones with radio functionality. BRC RAM indicates that at least 35% of listeners listen to the Radio via Cellphone.

Bojanala is vastly rural and older listeners mostly tune in through the normal radio at Home as per the BRC RAM Research. This is an opportunity.

In this instance, and to illustrate the above, we refer to the BRC RAM Listenership Trends Analysis and BRC RAM February 2020 attached to the Application as Annexure/Appendix 5.4.

The low listenership base is also affecting SABC Public Service like Motwseding FM and Lesedi which are available in Bojanala, amongst other areas. It is clear that even though the RAM does not breakdown the listenership for Bojanala District Municipality, in view of the fact that the overall listenership of Motsweding FM and Lesedi has increased on a low base.

The low listenership trend has also had a huge negative impact to North-West FM now trading as YOU FM(Commercial Sound Broadcasting Service), which had a listenership base of around 400 000 when it was launched in 2008/2009. Its current listenership is 128 000.

It is a well acceptable trend in radio, that it takes almost three to grow and stabilise listenership.

Content drives listenership and listenership drives advertising, which is the general business model accepted the Radio Industry.

Letsasti has therefore opted for a Programming Format of Bojanala community talk dominated content and 100 percent South African Music, with a focus on also developing music from Bojanala.

In this instance, in order to attract and grow its listenership, Letsatsi will have strong relationship with programming committees and on-going listenership surveys through the different platforms.

Our aim is to have a listenership base of 100 000 over a period of three years through effective community participation projects across the variety of shows. Bojanaja has a population of 1.8 Million. North-West as a Province has 2.8 Million Listeners, as per BRC RAM FEBRUARY 2020. There is a gap in the market for a Community Radio that is able to attract a wide listenership base in Bojanala District Municipality.

Letsatsi will be able to establish loyal listenership base through Bojanala content and strong community participation.

Conclusion

Letsatsi content will be based on effective community participation in programming development and production. In this regard, this will ensure that community interests are served at all times and ultimately lead to the growth of the Station.

Music, News and Phone –In are the most popular content as per BRC RAM and our own Community Survey in Bojanala, attached herein as part of Volume Six of the Application. Our programming will emphasize on getting Bojanala Communities talking on the radio about different issues in their communities. Kindly refer to the Business Plan attached herein as Annexure/Appendix 8.3.

Kindly refer to BRC RAM LISTENERSHIP REPORT, referred to as Annexure 5.4.

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Annexure 5.4/6.1/6.2

Letsatsi Program Plan

Format: Community Broadcasting Service

Content will be 100% locally originated

Peak Time: 05h00-23h00 Daily

Target: Children/Youth/Adults/Elderly

Kindly refer to the Business Plan and Programming Schedule

1. Introduction

Letsatsi programming shall be structured for the five year duration of the Broadcasting Service/Frequency Spectrum License. We note that ICASA is proposing to increase the license duration for community sound broadcasting services to Seven Years.

The Programming Strategy shall comprise of the following as per the ICASA Regulations and License Conditions:

Music

News

Current Affairs

Talk

Public Service Announcements

Social Responsibility Programmes

The Talk element will focus on issues like, not exhaustive:

- ❖ Service Delivery issues In Bojanala
- ❖ Crime in Bojanala
- ❖ Job and Economic Opportunities in Bojanala
- ❖ Housing Challenges in Bojanala
- ❖ Religion from different faiths
- ❖ Tourism In Bojanala

- ❖ Challenges and opportunities in Bojanala Mining Industry
- ❖ Educational support to School Pupils.
- ❖ Access to Water
- ❖ Gravel Road challenges and solutions
- ❖ Unemployment
- ❖ Poverty alleviation strategies
- ❖ Youth empowerment strategies
- ❖ Taking care of the elderly
- ❖ Community Sport
- ❖ Awareness about community participation in Municipal Integrated Development Plan (IDP) development process.

News

The News Desk shall comprise of Volunteer News gatherers from the Five Municipalities under Bojanala. With advent of social media platforms, we shall utilize these platforms to gather news. Our news will be guided by our Programming and Editorial Policy.

Current Affairs

The Current affairs desk shall source content from Bojanala municipal area as a means of empowering and informing our communities about our area. Producers shall work in partnership with the News Desk in producing current affairs content from the five Municipalities under Bojanala.

Community Talk

The Community Talk Desk shall focus on sourcing and producing community content on variety of issues for community development and empowerment. The Programming Committees shall play a key role in this regard with the guidance of the Station Programming and Editorial Policy.

Review

The Programming schedule will be reviewed bi-annually and adjusted accordingly, informed by the Programming Committees and on-going research.

Content will also be interview and phone-in driven in order to allow the community to hear itself on the airwaves to increase credibility.

Listeners will be encouraged to utilize the social media platforms to engage with the different programmes.

2. Community Participation

Community Radio is about community participation. The community sound media must be run and owned by the Community for the benefit of the community.

The following shall be our main sources of content, amongst others:

Listeners Programming Committees in the Five Municipalities under Bojanala

South African Police Service Bojanala

Tribal Authorities Bojanala National Prosecution Authority Bojanala

Madibeng Local Municipality

Moretele Local Municipality

Kgetleng Local Municipality

Moses Kotane Municipality

Bojanala District Municipality

Local Schools Bojanala

North-West Provincial Government Departments

SASSA Bojanala

SANCO-South African National Civic organisation-Local Village Civic Structures in Bojanala Villages and Townships

FET Colleges Bojanala

Local Business Bojanala

Bojanala Community Development Structures.

The Station will incorporate the above-mentioned structures in the Programming Committees to ensure that it serves the community interests and ensure community participation in production of content. In this instance, Letsatsi as a start; it solicited community support in the compilation of the Application and serve their interests by soliciting their programme choices.

The Community will also be encouraged to utilize the Station contacts and social media platforms and Studio visits to make content suggestions and provide regular feedback on content.

The Community shall be encouraged at all times to be part of the Station Governance Structures, Management and Content Production.

3. Conclusion

Letsatsi shall be the first geographically founded Community Sound Broadcasting Service for Bojanala, and we shall strive to provide compelling and engaging content and bring content diversity.

Our content will be listener driven in order that we provide content that is relevant and in demand by Bojanala Communities.

The programming of the station will prioritize community development and empowerment.

Bojanala is rich in natural and human made resources, and it is our mission to enable our communities to know how to benefit meaningfully from these resources for the current and future generations.

Our programming will be an audio resource centre for Bojanala community. Through our community broadcasting, our children, our youths, our adults and our elderly must be empowered.

Letsatsi must be the radio of choice .We will entertain, educate, inform and have fun.

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**INVITATION TO PRE-REGISTER FOR COMMUNITY
SOUND BROADCASTING SERVICES AND
FREQUENCY SPECTRUM
LICENSES**

ICASA

2019/2020

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- 1) FORM P APPLICATION FOR FREQUENCY
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- 2) COVERAGE MAP**

LETSATSI FM

**INVITATION TO PRE-REGISTER FOR COMMUNITY
SOUND BROADCASTING SERVICES AND
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LETSATSI FM

**INVITATION TO PRE-REGISTER FOR COMMUNITY
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ICASA

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POLICIES

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HR AND FINANCE POLICY MANUAL

CODE OF CONDUCT

1. Purpose

Our employee code of conduct company policy outlines our expectations regarding employee's behaviour towards their colleagues, supervisors, clients and overall organization.

We promote freedom of expression and open communication. But we expect all employees to follow or code of conduct. They should avoid offending, participating in serious disputes and disrupting our workplace. We also expect them to foster a well organised, respectful and collaborative environment.

2. Scope

This policy applies to all employees of Letsatsi FM, regardless of employment agreement or rank

3. Acting with Integrity

Integrity is fundamental to the company along with our other values of leadership, passion, accountability, collaboration, diversity and quality. The Code of Conduct will help and guide employees and defines how employees should conduct themselves as representatives of the Letsatsi FM. The Code addresses the company's responsibilities to its customers, suppliers and patients. Employees must follow the law with integrity and honesty in all matters, and are accountable for their actions.

4. Working Hours

All employees of the Administration department, management, Human Resources Department, Reception, Finance and other relevant sectors are required to be at work at 08:00am until 17H00 pm with an hour lunch break taken at 12:00pm until 13:00pm and 13H00 to 14H00 from Monday to Friday.

All shiftworkers and presenters are required to be at work 15 minutes before commencement of their shift.

5. Lines of Communication

In order for the company to reach maximum functionality in operations and daily progress, the Organization needs to set out concise and distinct line of command that should be clearly explained, understood, and respected by all employees. The line of communication and methods of conduct in this regard are standard regulation and it is required by all employees of THE COMPANY to comply. The Regulations are as follows:

All employees who have requisition, reports, and all other assistance need by a superior need to approach their relevant direct supervisor or Manager in that specific department and not any Manager on site or direct to the Station Manager unless stipulated to do so.

All department need to familiarize themselves with their fellow employees, subordinates, supervisor, all the way up to Managerial suite. Failure to do so will cause unwanted chaos and communication break downs for the simple reasons of informing or communicating information to irrelevant personnel.

No in-appropriate means of communication is too utilized to communicate with fellow employees, subordinates, or superiors. Proper means of communication such as emails or calling the Company's reception to carry out the message to relevant personnel and filling in of leave/ sick forms will be considered appropriate.

6. Company Regulations of Forms

If any employee is to be absent or undergo some sort of absence, a sick leave or leave form is required by the company rules and regulation to be filled in and handed to Human Resources

Sick leave form must be filled in as soon as an employee report back to work. Under no circumstances will any employee be exempt from such procedures.

All sick notes/ doctors letters for employees absent for more than two consecutive days are required to be attached to an employee's sick leave form before approvals by Management can be made.

Employees are restricted to be absent from work in instances of continuous absenteeism week in and week out, and will not be exempt from questioning and investigation from Management if the employee in question does not justify himself/herself without proper and substantial reasons behind the causes of continues absence.

In the case where the employee is unable to attend work due to medical reasons, the employee must ensure that the immediate manager is notified via a telephone call at least two (2) hours before commencement of your workday for non – shift workers and 5 hours before commencement of your shift for shift workers. Should an employee become sick during working hours, the employee may not leave work until the immediate manager has authorized that they may be allowed to leave. In a case where the immediate manager is not available, the executive in charge may give authorization or the Station Manager.

Any application for leave received later than the abovementioned time or not following appropriate procedures will be treated as unpaid leave, and may lead to disciplinary proceedings. After three consecutive sick notes company will get second opinion and decide to give you ill health retirement.

Employees who request any form of leave should fill in company's leave form 2 weeks before unless in emergencies, thus this request will undergo approval or disapproval of the requested leave by the Department Manager.

All leave granted by the Company must be taken at a time convenient to the employer and is subject to prior notice and approval by the employer

Any applications for the granting of annual leave for a period in excess of two working days must be submitted for approval at least two weeks prior to the proposed commencement

7. Corruption

We discourage employees from accepting gifts from clients or business partners. We prohibit bribes for the benefit of any external or internal party.

8. Privacy

The Company respects the privacy of all its employees, business partners and patients. We must handle personal data responsibly and in compliance with all applicable privacy laws. Employees who handle the personal data of others must;

- Act with accordance with applicable
- Act with accordance with any relevant contractual obligations
- Limit access to the information to those who have a legitimate business purpose for seeing the information ; and
- Take care to prevent an authorized disclosure.

Failure to owner this policy will be seen as serious violation of company policy and may lead to dismissal

The company commits to encouraging a safe, supportive and productive work environment. This can happen only when everyone in the organization cooperates and agrees to suitable standard of conduct.

The following are acts that the company considers. Any employee found engaging in these acts will be subject to disciplinary action which may include reprimand, warning, suspension or dismissal:

- Being absent from work without a valid reason support by proof
- Wilfully damaging, destroying, or stealing property belonging to fellow employees and the company
- Collection of any clients property without authorization by manager or supervisor
- Fighting or engaging in the horse play or disorderly conduct
- Refusing to follow or carry out the reasonable instructions of a supervisor or manager
- Ignoring work duties or wasting time during work hours
- Coming to work under the influence of alcohol or any drug, or bringing alcohol beverages or drugs on Company and company property
- Intentionally giving any false or misleading information to obtain a leave of absence
- Using threatening or any abusive language towards fellow employees and supervisor
- Wilfully or habitually violating health and safety regulations
- Failing to wear clothing conforming to standards set by the Letsatsi FM's rules and regulations.
- Using Company assets in an unauthorized manner
- Possessing firearms or weapons of any kind on company property

The Company commits to encouraging a safe, supportive and productive work environment. This can happen only when everyone in the Organization cooperate and agrees to suitable Rules and Regulations.

9. Raising Concerns

We all have an obligation to uphold the ethical standards of THE COMPANY. If you observe behaviour that concerns you, or that may represent a violation of our Code, raise the issue promptly. Doing so will allow the company an opportunity to deal with the issue and correct it, ideally before it becomes a violation of law or a risk to health, security or the Letsatsi FM's reputation

10. Professionalism and Personal appearance

All employees must show integrity and professionalism in the workplace.

They must follow our dress code and personal appearance guidelines

11. Absentism and tardiness

Employees should follow their schedules. We can make exceptions for occasions that prevent employees from standard working hours or days.

Generally, we expect employees to be punctual when coming to and leaving from work.

12. Conflict of Interest

We expect employees to avoid any personal, financial or other interests that might hinder their capacity or willingness to perform their job duties.

13. Collaboration

Employees should be friendly and collaborative. They should try not to disrupt the workplace or present obstacles to their colleagues' work.

14. Communication and respect in the workplace

- a) All employees must be open for communication with colleagues, supervisors or team members.
- b) All employees should respect their colleagues.
- c) Any kind of discriminator behaviour or harassment shall not be allowed in all aspects of work such as recruitment, performance evaluation to interpersonal relations

15. Gossips in the Workplace

In the workplace, gossip is an activity that can drain, distract and downshift employee job satisfaction. Gossip is endowed with several meanings. To some, it refers only to malicious or actionable talk about someone beyond the person's hearing; it involves just untrue tales and can it can include truthful remarks.

15.1 Dangers of Gossip

Workplace gossip can be very serious and may result in negative work environment. The key is to know when the gossip is out-of-hand. We therefore, shall act if the gossip is:

- disrupting the workplace and the business of work
- damaging interpersonal relationships
- injuring employee motivation and morale
- Erosion of trust and morale
- Lost productivity and wasted time
- Increased anxiety amongst employees as rumours circulate without clear information as to what is and isn't fact
- Hurt feelings and Reputations
- Attrition due to good employees leaving the company because of unhealthy work environment
- Intimidating

The employer shall follow the company's disciplinary policy to address consequences of employment gossip.

16. Job duties and authority

- a) All employees shall fulfil their job duties with integrity and respect towards clients, stakeholders and the community.
- b) Supervisors and Managers shall not abuse their authority. They are expected to delegate duties to their team members and taking into account their competencies and workload.
- c) Members are expected to follow their team leader's instructions and complete their duties with skill and in a timely manner.

17. Policies

All employees should read and follow our company policies if they have any questions, they should ask their managers or Human Resource department.

18. Disciplinary actions

Our company shall take disciplinary actions against employees who repeatedly or intentionally fail to follow our code of conduct.

Disciplinary actions may vary depending on the violation:

Possible consequences include:

- a) Written warning letter
- b) Demotion
- c) Suspension or termination for more serious offence

19. Protection of Company Assets and Property

Employees should protect the company's assets and use them in the manner intended to. Employees should protect company facilities and other material property.

- a) Company cars, from damage or vandalism.
- b) Occasional personal phone call or e-mail from your workplace is acceptable. Excessive personal calls or e-mail is a misuse of assets.
- c) Company policy may allow additional use of certain assets, such as a company car or wireless communication device. Always check relevant policies to ensure that you are using company asset as intended.
- d) Theft of company asset- whether physical theft such as unauthorized removal of Letsatsi FM's products, equipment or information, or theft through embezzlement or intentional misreporting of the time or expenses – may result in termination of contract and criminal

prosecution. The company treats workplace theft of assets belonging to the other employees the same way it treats theft of company assets.

- e) Employees should not use company computers and equipment for outside businesses, or for illegal or unethical activities such as gambling, pornography or other offensive subject matter. Refer to the Acceptable Use Policy for additional information and guidance.
- f) Employees should use company property or information and their positions for financial gain.
- g) Examples of Company Assets
 - i. Company money
 - ii. Company products and services
 - iii. Employee's time and work product
 - iv. Computer systems and software
 - v. Telephones, cell phones, 3Gs
 - vi. Wireless communication devices
 - vii. Photocopiers
 - viii. Company vehicle
 - ix. Proprietary information

20. Administration of the Code

The Letsatsi FM's Code of Conduct is designed to ensure consistency in how employees conduct themselves within the company, and in their dealing outside the Company. The procedures for handling potential violation of the Code have been developed to ensure consistency in the process across the organization.

No set rules can cover all circumstances; these guidelines may be varied as necessary to conform to national law, company policy or contract.

The responsibility for administering the code rest with the Committee of Board of Directors, with oversight by the Station Manager, Administrator, human Resource Management.

21. Decisions

The H.R and Management Committee makes all decisions about the Code violation and discipline, but may delegate certain categories of decision to Management. Those found to have violated the Code can seek reconsideration of the violation and discipline actions.

22. Waivers

Waivers of the any provisions of the this Code for officer of the Company must be approved by the Board of Directors or its designated committee and will be disclosed promptly to the extent required by law.

23. Policies and Guidelines

The Code of Conduct does not address all workplace conduct, the company maintains additional policies and guidelines that may provide further guidance on the matters in the Code or address conduct not covered by the Code

You hereby acknowledge, understand, and agree to Comply with this code of conduct stipulated above, and find yourself as The Company employee bound to this agreement. You there for are obligated by SOUTH AFRICAN Law to act accordingly.

DISCIPLINARY POLICY

1. Purpose

The aim of discipline is to correct unacceptable behaviour and adopt a progressive Approach in the workplace. This also creates certainty and consistency in the Application of discipline.

The purpose of this Procedure is to:

- a) Letsatsi FM practice as regards meting out discipline;
- b) Endeavour to ensure fair, equal and consistent treatment of all employees;
- c) Take corrective action and to ensure that employees' conduct, behaviour and performance meets the expected requirements; and
- d) Ensure that the principles of natural justice are applied.

2. Scope

This policy applies to all staff and can be applied with/without the management action policy in instances where a manager is implicated.

3. Objectives

To effectively regulate the interaction between the employer and employees, this section

Outlines mechanisms:

- a) To initiate corrective action where the behaviour of an employee is unacceptable;
- b) To ensure a thorough investigation of all the facts by management prior to implementing disciplinary action.

- c) To ensure that any action is taken at the lowest possible level
- d) To ensure fair and equal treatment and consistent treatment for all employees
- e) To facilitate both upward and downward communication.

4. Policy Statement

It is management's belief that a formal Disciplinary Procedure is essential for the efficient operation of the business, the safety, fair and consistent treatment of all employees and for ensuring healthy industrial/employment relations. To achieve this aim, the following principles must be observed:

a. Administering discipline is the duty of management.

b. Management will, in the first place, seek to correct an employee's poor performance or Conduct through informal counselling by his direct supervisor. The latter will be an Attempt to apply discipline promptly at the lowest possible level.

c. Management will apply the formal disciplinary process only when informal counselling has been unsuccessful or the actions of the employee have been such that informal Counselling is inappropriate.

d. Management accepts that no employee will be disciplined without a fair hearing and an opportunity to clearly state his case, unless the employee in question waives this right by failing to attend such a hearing through his/her own choice. In such an instance, the hearing can/may proceed in his/her absence.

e. Clear evidence of a breach of the Organisation rules and regulations or unsatisfactory performance must be established prior to dismissal by means of the proper disciplinary procedure.

f. Careful consideration must be given to the circumstances before disciplinary action is taken.

g. Management will strive, whenever possible and with due regard to the circumstances of each case, to be consistent in taking disciplinary action.

h. The contents of any document handed to the employee in terms of this disciplinary procedure shall be explained to him/her.

i. An employee against whom disciplinary action has been instituted in terms of the disciplinary procedure shall not be entitled to invoke the grievance procedure of the company should he/she disagree with the disciplinary action taken by management.

5. Parties obligations

5.1 The employer needs to ascertain that all employees are aware of the rules and the reasonable standards of behaviour that are expected of them in the workplace.

5.2 The employee needs to comply with the disciplinary code and procedures at the workplace. The employee also needs to ensure that he/she is familiar with the requirements in terms of the disciplinary standards in the workplace.

6. Disciplinary investigation

An investigation into the facts of the alleged transgression in order to establish substance. This could involve a broad range of employees, including the alleged transgressor, to determine if a formal disciplinary hearing is required. The purpose of the investigation is to attempt to establish:

- a) What happened?
- b) When did it happen?
- c) Where did it happen?
- d) Who was involved?
- e) Why did it happen?
- f) Were there any witnesses?
- g) Is there material evidence? and
- h) Does it require a formal disciplinary hearing?

7. Responsibilities

7.1 supervisor

Conducts the disciplinary investigation and investigates alleged offences. Decides if disciplinary action (formal or informal) is needed. Initiates disciplinary action. Records action taken and ensures sound relationships in team. Provides counselling and support where required.

7.2 Human Resources Manager

Ensures that the process is fair and in accordance with the Disciplinary Code and Procedure. Provides advice to all parties.

7.3 Management

Chairs disciplinary and appeal hearings. Responsible for enhancement of sound relationships within and across departments.

7.4 Representative

Assists members, co-employees in disciplinary cases. Monitors process in terms of policies and procedures.

7.5 Chairperson

Chairs the hearing. Must apply the principles of natural justice; be unbiased and fair when dealing with disciplinary matters. Decides on sanction.

8. Disciplinary Procedure

8.1 Disciplinary Investigation

In instances where facts of the incidents are unclear an investigation will be arranged to verify the facts of the alleged breach of the Disciplinary Code. No disciplinary action will be taken as a result of the investigation but based on the evidence found it may be decided that a disciplinary hearing should be arranged at a later date.

8.1.1. Handling Discipline in an Informal Way

Informal discipline takes place when the Manager, based on the evidence or information obtained from witnesses or at an enquiry, is of the opinion that it is not so serious to warrant a formal hearing.

Informal discipline is carried out on a consultation basis between the employee and Manager.

Please note that it is still important to keep record of this consultation and to file it in the employees' file unless the employee is found not to be guilty.

8.1.2 Formal Discipline in a Formal Way

In the event where the Manager who investigates the alleged transgression believes there is sufficient evidence to support his/her case and that it is a serious or repetitive transgression, he/she will initiate a formal disciplinary hearing.

Step 1: Initiating a disciplinary hearing

When a complaint has been received or there is an apparent offence requiring disciplinary action:

- The employee must be notified by his Manager or any other person who has the authority to represent Management, that a disciplinary hearing will take place.
- The notification must be in writing and must state the following :
 - Nature of the alleged offence
 - When and where the hearing will take place
 - Details of the Chairperson
 - The employee's rights

It is also important to ensure that it is done in a language that the employee can reasonably

understand. Minimum of forty eight (48) working hours (2 working days) of the hearing should be given to the employee concerned. The employee should also be advised of his/her right to be assisted by a shop steward or fellow employee.

The disciplinary procedure must commence within five (5) working days of being notified of the alleged offence and be concluded within thirty (30) days, unless otherwise mutually agreed upon.

Step 2: Conduct the hearing

The hearing is conducted in accordance with the Checklist.

Step 3: Evaluate the evidence

Assess and evaluate the evidence in terms of which evidence is:

- Corroborated
- Not denied
- Contradicted Materially

Consider the reliability and consistency of witnesses' testimony.

Consider whether the complaints (charges) are appropriate and correct in light of the evidence present.

Consider which version on balance of probability (i.e. Reasonable to believe) is most likely.

(Where reasonable doubt exists, this should favour the alleged offender.)

Prepare and write down your findings under the following headings:

- Complaints
- Alleged offender's submissions and evidence
- Other evidence put forward
- Hearing officials conclusions
- Hearing official's findings: "guilty or not guilty". The Chairperson must give reasons (i.e. why, how, when, where) for arriving at the conclusion.

Inform the employee and his representative of your findings.

Handle queries, but do not debate the findings.

Ask the employee to submit evidence in mitigation.

Adjourn to decide on the sanction to be imposed.

Step 4: Making the Decision on the Sanction to be imposed

The following questions should be evaluated by the Chairperson.

- Is the act committed by the employee a serious breach of regulations / procedures, or serious misconduct (extent of damage).
 - Does the employee have knowledge of the rule and the consequences of a breach of the rule?
 - Is the rule valid and has it been consistently applied.
 - Consider the following :
 - Intent
 - Mitigating circumstances
 - Employee's performance, service and disciplinary record and personal circumstances.
 - Potential to rehabilitate employees behaviour
 - Assess whether these factors may mitigate against the sanction.
 - Consistency and precedent – has a similar offence been committed by another employee and what action was taken? Were the circumstances in that case similar or different?
- a) Determine appropriate penalty: i.e. Verbal warning, written warning, final warning or a dismissal.
- b) Inform the employee and his representative of the penalty giving reasons for the decision in writing.
- c) Handle queries, but do not debate the sanction. Inform the employee that he has the right to appeal to a higher level of authority and identify who this person would be. Such appeal must be in writing clearly stating reasons within 7 working days.

8.2. Types of Sanction:

8.2.1 Verbal Warning

A verbal warning is an informal warning of which record must be kept.

8.2.2 Written Warning

A written warning may be given either when a verbal warning has failed or where the offence

Is of such a nature that a verbal warning would not be adequate.

8.2.3 Final Written Warning

A final written warning may be given either where a written warning is considered inadequate

Because of the seriousness of the offence or where a written warning has failed. NB: Failure

To heed a final warning may result in a dismissal.

8.2.4 Dismissal

Dismissal may occur where a person fails to heed a final written warning or where the severity of the offence warrants dismissal.

8.3. Retention of Warnings on Employee's file

Warnings must be retained on the employee file and are valid for the following time periods.

- Verbal recorded on file 3 months
- Written first warning 6 months
- Final warning 12 months

The full disciplinary records should be on file, inclusive of supporting documentation.

General

- When dismissals take place due to the severity of the misconduct, the employee may be dismissed without notice pay following a hearing.
- In the event of other dismissal the employee is entitled to notice pay.
- Consultation with Human Resources Manager should take place prior to a dismissal.
-

9. Disciplinary Code

To ensure orderly behavior and to regulate the interaction between the employer and employees FIG has certain standards, rules and regulations.

The disciplinary code is intended to provide a framework of these standards, rules and regulations which ensures that employees know and understand what the company is expecting from them and what the employees can expect.

The disciplinary code also prescribes the penalties which are likely to be imposed by FIG should employees transgress the rules.

The Disciplinary code provides examples of minor and major transgressions which may lead to disciplinary action and the code is not intended to be exhaustive of possible offences nor prescriptive for the only disciplinary sanction.

9.1 Introduction to the Disciplinary Code and Procedure

- a. The implementation of the disciplinary code and procedure by the company is important to ensure the effective functioning of the organization, and to achieve the set goals and objectives. The disciplinary procedure is therefore the instrument by means of which the organization can maintain effective discipline in the workplace.
- b. The disciplinary code and procedure is intended to provide a framework of these standards, rules and regulations which ensures that employees know and understand what the company is expecting from them and what the employees can expect in terms of disciplinary action should an employee transgress any rule or deviate from appropriate behavior.
- c. FIG may exercise disciplinary action against an employee for good cause not stipulated in the Disciplinary Code.
- d. Every employee has the right, if he so wishes, to be assisted in any disciplinary action by a colleague or co-worker of his choice. The representative may present evidence, cross question witnesses and raise questions.
- e. Unless the action of misconduct warrants summary dismissal as per the disciplinary code, an employee will not be dismissed without having had the benefit of a disciplinary hearing.
- f. Employees should be given at least 48 hours prior notice of the holding of a disciplinary enquiry.
- g. FIG shall apply the provisions of the Labour Relations Act No. 66 of 1995, and any other related amendments to the Act, if so effected.

h. The Disciplinary Code as reduced in matrix form is only to serve as a guideline in terms of the appropriate disciplinary penalty. Although this is the recommended disciplinary action, a degree of flexibility should be maintained in order to apply the appropriate degree of discipline.

I. The Disciplinary Code and Procedure is not intended to and does not set out all the grounds on which disciplinary steps may be taken and the common-law grounds for discipline and termination of employment exist hand-in-hand with this disciplinary code and procedure. Where there are not specific regulations set out, integrity, ethical behavior and responsibility should be a guide.

j. The Human Resources Manager may be requested to give guidance or assistance at any stage of the of the disciplinary

9.2 General Rules

a. Disciplinary action should strive to be corrective or constructive.

b. Discipline and dismissal are regarded as part of Management's responsibility (as per the Disciplinary Code) which will be exercised:

- I. Where the work performance or behavior of employees deviates from the accepted standards.
- II. Where the work performance or behavior of employees is unsatisfactory.
- III. Where the employee fails to meet his/her terms and conditions of employment.
- IV. To prevent/resolve conflict in the establishment

C. The severity of disciplinary action will depend upon the circumstances of each case and mitigating factors will be given proper attention. Importantly, the penalties set out in the code are intended to act as guidelines. Circumstances may therefore justify the imposing of a penalty more or less severe than that recommended in the

guidelines.

d. Although contravention of the code may also constitute criminal acts, the company shall not be precluded from acting in terms of this procedure where criminal steps against the employee have been taken or from initiating criminal steps against the employee at any time.

e. As the offences stated in the code are not intended to be exhaustive, Letsatsi FM may exercise disciplinary action against an employee who has committed an offence, which has not been stated in the disciplinary code.

f. The managers responsible for exercising disciplinary action will use their discretion and on occasions may prefer to give a verbal warning for a minor transgression.

g. A verbal and written warning shall remain valid for a period of six working months.

h. A third offence, or unrelated offences, warranting a written warning could result in dismissal pending the outcome of the disciplinary enquiry save for the final written warning which will remain valid for a period of twelve working months.

i. The signing of a verbal/written warning by an employee means that he/she acknowledges receipt thereof, and not acceptance of the contents. Should he/she deny the allegations contained therein, it must nevertheless be signed by the applicable employee. An appeal may be lodged against said given warning. If an employee refuses to sign a written warning, the written warning shall nevertheless be valid and operative.

j. Warnings to employees are cumulative only if warnings issued are in the same offence category as per the Code. Written warnings will be kept in the employee's

personal file even after expiration only in order for "The Company" to retain a comprehensive history of each employee's performance during the employment contract.

k. Employee representative are required to obtain permission to be absent from their places of work in order to act in terms of this procedure, which permission shall not be unreasonably withheld. The employee representative, with the consent of the employee concerned, shall be entitled to have sight of the disciplinary record of the employee.

l. If a manager referred to herein is unavailable, Letsatsi FM may designate another manager to deal with the matter.

M. The employee shall be entitled to appeal internally in respect of a disciplinary enquiry, consequent to which the employee was dismissed.

n. As the disciplinary process is an in-company procedure, neither party will be represented by a person who is not an employee of the company. This shall not, however, preclude the company appointing a person who is not an employee as chairperson of any hearing in terms of this disciplinary code and procedure.

o. The Disciplinary Code forms part of the terms and conditions of employment and applies to all employees of Letsatsi FM.

P. FIG is entitled to suspend an employee on full pay pending an investigation into any breach of the Disciplinary Code or the Employment Contract .

q. An employee should be willing to submit himself/herself to a breath test and/or a blood test by a qualified doctor should his/her behavior / performance necessitates this.

r. Where the employment of an employee is terminated with notice, Management may

pay the employee in lieu of the appropriate notice period and may require the employee to physically leave the place of employment and Letsatsi FM's premises immediately.

s. Summary dismissal means termination of employment without notice and without payment in lieu of notice.

t. Management may, as an alternative sanction to dismissal (which is regarded as the ultimate sanction) suspend and employee without pay for a period commensurate with the severity of the particular disciplinary offence.

u. In the event that an employee wishes to challenge a finding after the exhausting of the procedure, the employee may refer the issue to the Commission for Conciliation, Mediation and Arbitration for conciliation and/or arbitration or to the Labour Court or any other body agreed upon by the parties.

10. Disciplinary Code of Offence

Examples of offences which may lead to penalties such as summary dismissal, dismissal with notice pay, suspension or a verbal, written or final written warning are stated below:

Classification of the Offence	Offence	Action 1st Offence	Action 2nd Offence	Action 3rd Offence	Action 4th Offence
10.1. Offences relating to absenteeism and other time keeping obligations	10.1.1 Leaving company premises while on duty without authorisation	Written Warning	Final Written Warning	Dismissal	

	10.1.2 Leaving place of duty while on duty without authorisation	Written Warning	Final Written Warning	Dismissal	
	10.1.3 Unauthorised absence from work without a valid reason.	Written Warning	Final Written Warning	Dismissal	
	10.1.4 Loitering in the company premises while on duty	Written Warning	Final Written Warning	Dismissal	
	10.1.5 Failing to report absence to company at the earliest possible opportunity.	Written Warning	Final Written Warning	Dismissal	
	10.1.6 Bad time keeping such as late coming or leaving work Early	Written Warning	Final Written Warning	Final Written Warning	Dismissal
	10.1.7 Failing to produce a medical certificate when required to do so	Written Warning	Final Written Warning	Dismissal	
	10.1.8 Failing to report for overtime work when agreed to do so without a valid reason	Final Written Warning	Dismissal		

	10.1.9 Desertion – Absent from work for five or more consecutive working days without valid reasons	Dismissal			
	10.1.10 Fraudulent timekeeping, such as clocking via another employee or allowing another employee to clock one in.	Dismissal			
Classification of Offence	Offence	Action 1st Offence	Action 2nd Offence	Action 3rd Offence	Action 4th Offence
10.2 Offences relating to work ethic and the employee's work obligations	10.2.1 Negligence in carrying out Duties.	Final Written Warning	Dismissal		
	10.2.2 Gross negligence in carrying out duties	Dismissal			
	10.2.3 Dereliction of duty	Final Written Warning	Dismissal		
	10.2.4	Final Written	Dismissal		

	Gross Insubordination or insolence.	Warning			
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	10.2.5 Refusal to carry out lawful instructions.	Final Written Warning	Dismissal		
	10.2.6 Poor quality of work, or failing to maintain company standards	Verbal Warning and / or Counselling	Written Warning	Final Written Warning	Dismissal
	10.2.7 Poor work Performance	Verbal Warning and /or Counselling	Written Warning and/ or Counselling g	Final Written Warning	Dismissal
	10.2.8 Sleeping on duty	Dismissal			
	10.2.9 Having financial or other interests in the business of a supplier, competitor or any interest in a business which might be construed as a conflict or interest, without written authorisation from FIG.	Dismissal			
	10.2.10 Failing to comply with company procedures.	Written Warning	Final Written Warning	Dismissal	

Classification of Offence	Offence	Action 1st Offence	Action 2nd Offence	Action 3rd Offence	Action 4th Offence
10.3 Offences relating to Company Property and Assets	10.3.1 Theft or fraud from or in respect of FIG, a fellow employee, patient, supplier or visitor.	Dismissal			
	10.3.2 Intentional or grossly negligent damage to company, visitors, suppliers“, patients“ or employee“s property or loss of company property.	Dismissal			
	10.3.3 Poor maintenance or neglect of quipment, material, vehicles or any company property.	Final Written Warning	Dismissal		
	10.3.4 Driving a company vehicle without authority.	Dismissal			
	10.3.5 Reckless or negligent driving on company	Final Written	Dismissal		

	premises or use of company vehicle.	Warning			
	10.3.6 Removal of company property without authority from FIG.	Dismissal			
	10.3.7 Being in possession of company property without authorisation	Dismissal			
	10.3.8 Excessive personal use of company telephones, email or internet.	Written Warning	Final Written Warning	Dismissal	
	10.3.9 Using company property for personal purposes without written authority.	Dismissal			
Classification of Offence	Offence	Action 1st Offence	Action 2nd Offence	Action 3rd Offence	Action 4th Offence
	10.3.10 Using company property for the distribution or accessing of offensive material or Information.	Final Written Warning	Dismissal		
	10.3.11 Accepting or giving or taking steps to acquire or give gifts or money	Dismissal			

	from or to a supplier, client, employee or their agent which does or could give the appearance of being capable of influencing actions.				
	10.3.12 Disclosing company records or information of a confidential nature without authorisation.	Dismissal			
	10.3.13 Failing to report damage to company property, employees", patients" or visitors" property immediately.	Written Warning	Final Written Warning	Dismissal	
	10.3.14 Industrial espionage or Bribery	Dismissal			

Classification of Offence	Offence	Action 1st Offence	Action 2nd Offence	Action 3rd Offence	Action 4th Offence
10.4 Offences Dishonesty	10.4.1 Any dishonesty, including conspiracy, theft (or attempted theft), fraud (or attempted fraud), forgery or giving false or misleading statements the company, suppliers, employees or persons having dealings with the Company.	Dismissal			
	10.4.2. Misappropriation of Company property.	Dismissal			
	10.4.3 Changing a medical certificate or using a false one.	Dismissal			
10.5.	10.5.1	Final	Dismissal		

Offences to the person or dignity of a fellow employee or any other person the employee comes into contact with the course of his/her work.	Abusive or insulting language, signs or behaviour.	Written Warning			
	10.5.2 Serious disrespect, impudence or insolence.	Dismissal			
	10.5.3 Promoting or engaging in racist incitement of being racially abusive or engaging in discriminatory behavior based on sex, creed, political beliefs, sexual orientation or the like, including jokes of this nature.	Dismissal			
	10.5.4 Harassment, including sexual harassment, unsolicited sexual behaviour, innuendo,	Dismissal			

	suggestion or gesture and other inappropriate behaviour of a sexual or discriminatory Nature.				
	10.5.5 Threat to employees, Patients, suppliers or visitors.	Dismissal			
	10.5.6 Assaulting a person or fighting with any person or persons linked to the company, whether on or off Company premises or unruly behaviour.	Dismissal			
10.6 Offence of Intimidation	10.6.1 Intimidating or inciting Employees, including in respect of unlawful work stoppages.	Dismissal			
10.7. Offence relating to Health & Safety	10.7.1 Creating or causing or allowing any condition or situation at work that could endanger the general safety or health of employees or other persons or which caused injury.	Dismissal			
	10.7.2 Failure to use protective	Written	Final	Dismissal	

	clothing and/or equipment when required.	Warning	Written Warning		
	10.7.3 Failure to carry out Company health and safety policies and procedures.	Written Warning	Dismissal		
Classification of Offence	Offence	Action 1st Offence	Action 2nd Offence	Action 3rd Offence	Action 4th Offence
10.7. Offence relating to Health & Safety	10.7.4 Smoking in a non-smoking area.	Final Written Warning	Dismissal		10.7.4 Smoking in a non-smoking area.
	10.7.5 Failing to immediately Report an accident or injury on duty.	Final Written Warning	Dismissal		10.7.5 Failing to immediately Report an accident or injury on duty.
10.8 Alcohol or	10.8.1 Under the influence of	Final Written Warning	Dismissal		

Drug Related Offence	alcohol or drugs on company's premises. (unauthorised)				
	10.8.2 In possession of alcohol or drugs not prescribed to the possessor on company premises.	Final Written Warning	Dismissal		
	10.8.3 Unlawful distribution of alcohol or drugs on Company premises.	Dismissal			
10.9 Possession of dangerous weapons	10.9.1 Being in possession of a firearm or dangerous weapon on company premises, unless authorised by Letsatsi FM in writing.	Final Written Warning	Dismissal		
10.10 Breach of Company Security measures	10.10.1 Failing to submit to a company search.	Dismissal			
	10.10.2 Being present in an area in which the employee is not permitted.	Final Written Warning	Dismissal		
10.11 General Offences	10.11.1 Breach of confidentiality, whether in respect of information regarding or belonging to Letsatsi FM	Dismissal.			
Classificatio	Offence	Action	Action	Action	Action

n of Offence		1 st Offence	2 nd Offence	3 rd Offence	4 th Offence
	10.11.2 Anti-competitive behaviour, Engaging in any form of anti-competitive behaviour.	Dismissal.			
	10.11.3 Distributing notices, posters etc. which may be contrary to the interests of the company or distasteful, or removing or altering company notices without Letsatsi's written Permission.	Final Written Warning	Dismissal		
	10.11.4 Abuse of company privileges	Final Written Warning	Dismissal		
	10.11.5 Unauthorised statements or Comments to the press or third parties regarding the Company.	Final Written Warning	Dismissal		

11. Disciplinary procedures

- a) Discipline should be initiated as soon as reasonable practicable after the alleged transgression comes to the attention of management.
- b) Management shall be required to determine whether the alleged transgression constitutes misconduct or is more properly dealt with as incapacity or poor performance, in which regard it would be more appropriate in the first instance to counsel an employee in an endeavour to have the employee meet the standards required by Letsatsi. It should be noted that in this process relating to incapacity or poor performance (which is not the subject matter of this Disciplinary Code and Procedure), it may be appropriate to warn the employee formally (and in appropriate circumstances, progressively) so that the employee is aware that continued incapacity or poor performance could result in the termination of the employee's services.
- c) Management shall in all circumstances be required to determine the appropriate level of disciplinary action to be initiated against the employee by having regard to the provisions of the code and the circumstances of the alleged offence.
- d) It is envisaged in terms of this procedure that an employee shall be entitled to representation by a fellow employee.
- e) Prior to taking disciplinary action an employee is to be informed of the fact that formal disciplinary action is to be initiated and the nature of the allegations against the employee as well as the employee's right to representation.
- f) Where possible, disciplinary action should be taken by the transgressing employee's direct line manager.
- g) Any party to the disciplinary process is entitled during this process to obtain guidance from senior management in respect of the procedures contemplated in the disciplinary process as well as in respect of previous decisions taken by Letsatsi FM in respect of the particular allegation facing the employee.

11.1. Suspension

- a) During an investigation into any offence allegedly committed by an employee and/or pending the institution and/or finalisation of disciplinary action, a manager may decide that in the interests of the employee and/or Letsatsi FM, the employee should be suspended from work on full pay until the conclusion of the investigation or enquiry.
- b) Suspension on full pay may be considered in the following cases:

- i. Pending a disciplinary hearing while the investigation is in process and the employee's presence may lead to aggravation or a disruption of work. The following transgressions could justify suspension on full pay;
 - ii. Serious assault
 - iii. Under the influence of alcohol or drugs at work
 - iv. Rebellious or riotous behaviour
 - v. Threats of violence or violent behaviour
 - vi. Any intentional or negligent act endangering the wellbeing of co-employees or which may result in damage to property
 - vii. Serious insubordination
 - viii. Persistent refusal to obey or adhere to lawful and reasonable instructions and/or requests
 - ix. Unlawful possession or appropriation of company's or co-employee's property or client
 - x. Investigation into allegations of racism, discrimination and sexual harassment
 - xi. Where the employee has access to critical equipment at the workplace and is considered capable of using the access to the detriment of Letsatsi FM
 - xii. Theft and fraud
- c) Suspension without pay may only be considered in the following instances, and is to be applied by exception:
- i. Where the employee's guilt is not in question e.g. the employee has been caught red handed and it is unlikely that the employee will offer a suitable explanation.
 - ii. Where sufficient evidence to warrant dismissal has been established through a hearing and suspension is offered as an alternative to dismissal due to mitigating or other circumstances.
 - iii. Where the reason for dismissal is not the accumulation of a number of minor offences (in which case a warning should be given).
 - iv. Where the employee accepts suspension as alternative to dismissal, and agrees to suspension.
- d) In all cases where suspension is applied, the employee and his/her representative must be informed in writing of the reasons thereof, the expected duration and any corrective action that will be taken on his/her return to the workplace

11.2 Step 1: Warnings

It shall not be necessary to give an employee written notice of the allegations or to provide advance notice of the allegations when it is anticipated that only a verbal or written warning could result.

11.2.1 Verbal Warning

In cases of minor breaches of discipline the employee's line manager, if necessary, issue a formal verbal warning to an employee in the presence of the employee's representative, if one is chosen by the employee, with a view to correcting the situation.

11.2.2. Written Warning

If it is believed that an employee has committed an offence and a verbal warning is inappropriate, the line manager shall make it clear to the employee that the first formal step in the disciplinary procedure is being taken.

At a meeting between the parties the complainant and/or line manager of the employee shall advise the employee of the charges and allow the employee and his representative if one has been chosen a fair and reasonable opportunity to make representations and/or to call any witnesses.

If the line manager is satisfied that a written warning is the appropriate disciplinary action, the line manager shall record an account of the offence on a warning form, indicate that the warning is a written warning, state the date the warning was issued.

The line manager shall request the employee to sign if after its contents have been explained to the employee.

If the employee refuses to sign the written warning, the written warning shall nonetheless be valid and operative. The line manager shall indicate on the written warning that the employee refused to sign.

The employee shall be given a copy of the written warning by the line manager.

The written warning form shall be submitted by the line manager for filing to the Human Resources Department.

A written warning shall lapse after six (6) months and a lapsed warning shall not be taken into account in deciding subsequent disciplinary action.

11.3 Step 2 : Final Written Warning and Dismissals

If a final written warning/dismissal is the disciplinary action which appears to be appropriate. A line manager shall decide whether a disciplinary enquiry is necessary and/or whether the suspension of the employee is appropriate.

In addition, the complainant shall furnish the details of the incident complained of to the Human Resources Department, of the purpose of drafting a notification to attend a disciplinary enquiry.

Before any employee is dismissed or issued with a final written warning for a breach of company rules or ethics, a disciplinary enquiry shall be convened.

11.3.1 Disciplinary Enquiries

Disciplinary enquiries should be chaired, where practical, by a manager no less senior than the employee being disciplined.

At the hearing, the following people will be present:

- a) the employee charged with misconduct (the accused);
- b) the representative of the accused (if s/he chooses to have one);
- c) the Human Resources Practitioner .
- d) the representative of the employer, putting the charges to the employee
- e) witnesses from both parties;
- f) a note-keeper (optional); and
- g) interpreter (optional).

11.3.2. The employee's rights

Every employee has the following rights which will be observed during disciplinary proceedings/enquiries:

- a) To be given advance warning of any charge against him/her (at least 48 hours)
- b) To be advised of the charge
- c) To be given time to prepare his/her defense.
- d) To be allowed a formal hearing or enquiry.
- e) To be present at a formal hearing or enquiry.
- f) To be represented at a formal hearing or enquiry by a representative of his/her choice, such representative being an employee of Letsatsi FM
- g) To cross-examine any person giving evidence and to ask questions of any evidence produced.
- h) To call witnesses to testify on his/her behalf
- i) To an interpreter – if necessary – who is an employee of Letsatsi (if possible).
- j) To appeal within five working days against any penalty which may be imposed to a
- k) higher level of management.

11.3.3. The order of proceedings

At the beginning of the hearing, the employer's representative will put the charge to the employee. The employee will have the opportunity to plead guilty or not guilty. If the employee pleads guilty, the chairperson may continue to determine an appropriate penalty (after hearing submissions from parties about mitigating and aggravating factors). If the employee pleads not guilty, evidence should be presented.

The employer's representative has to present the case of the employer with the aim of proving on a balance of probability that the accused is guilty. The employee (or his/her representative) will then get an opportunity to cross-examine (question) the witnesses of the employer.

Hereafter, the employer's representative has an opportunity to re-examine Letsatsi witnesses to clear up any confusion.

The employee then gets an opportunity to state his/her case. The employee testifies first and may then be cross-examined by the employer's representative. The employee's representative may ask him/her some questions in re-examination to clarify any uncertainties, which arose during cross-examination. The employee's witnesses are allowed to testify next. There may also be cross-examined by the employer's representative and may then be re-examined by the employee or his/her representative.

At the end of the hearing, the chairperson decides whether the employee is guilty or not guilty. Should the decision be that the employee is not guilty, it is the end of the matter.

Should the verdict however, be that the employee is guilty, the chairperson should state his/her decision and then allow both parties (the employee or his/her representative) and the employer's representative an opportunity to state mitigating or aggravating factors and what the sanction should be in their view. The chairperson then has to decide on the sanction (penalty). This may be given there and then, after a short break or within a reasonable time (not more than five days). The chairperson's decision should be given in writing, with reasons for his decision.

The employee should be informed that s/he has a right to appeal. If Letsatsi does not provide for an appeal (which is not compulsory by law), the employee must be reminded that he/she could take the case further in a bargaining council, the CCMA or in another agreed way (e.g. private arbitration).

11.3.4 Mitigation

- a) The chairperson of the disciplinary enquiry may request the complainant and/or the manager responsible for personnel administration to furnish evidence in mitigation/aggravation or as to severity of the offence, if any.
- b) Examples of mitigating factors include:
 - Length of service;
 - Past disciplinary record;
 - Provocation (e.g. in the case of an assault charge);
 - Other circumstances;
 - Remorse
- c) The chairperson of the disciplinary enquiry shall only decide on the penalty after he /she has considered mitigating and/or aggravation.
- d) The chairperson shall keep or facilitate that minutes of the enquiry proceedings are kept and shall record decisions made on the disciplinary enquiry form and shall hand the minute to a representative of the appropriate Human Resources Department, or filing.

11.4 Step 3 : Appeals

A former employee or employee who regards any disciplinary action taken as unjustified may appeal against the disciplinary action in writing, within five (5) days of being informed of the disciplinary action.

- a) An appeal hearing shall be considered by a manager more senior than the manager who imposed the discipline. If a higher level does not exist or is not appropriate, a manager of the same level as the manager who imposed the discipline shall hear the hearing.
- b) An employee wishing to lodge an appeal shall fill out an appeal form, including a statement outlining the grounds for appeal and shall hand it to the Human Resources Department for recording and for arranging an appeal hearing.
- c) An appeal hearing in respect of a dismissal is not a rehearing of the disciplinary enquiry. The appeal chairperson shall hear the appeal by reading the documentation from the enquiry, including the record of the disciplinary enquiry and hearing arguments by or on behalf of the employee and Letsatsi.

- d) The chairperson conducting the appeal shall exercise his/her discretion regarding whether new or additional evidence will be received from the employee of FIG and whether or not any witnesses should be recalled.
- e) The appeal chairperson may either approve, reject, increase or vary the disciplinary action already imposed and may, in his/her discretion, refer the matter to the disciplinary enquiry or new disciplinary enquiry into the same or similar allegations.

12. Appeals

129.1 Procedure

Should the employee wish to appeal against the Chairperson's disciplinary sanction he/she must inform the Human Resources Department of his/her intention.

The Human Resources Department will forward the Appeal Form to the employee and will advise him/her to complete and return it within five (5) working days of the discipline taken.

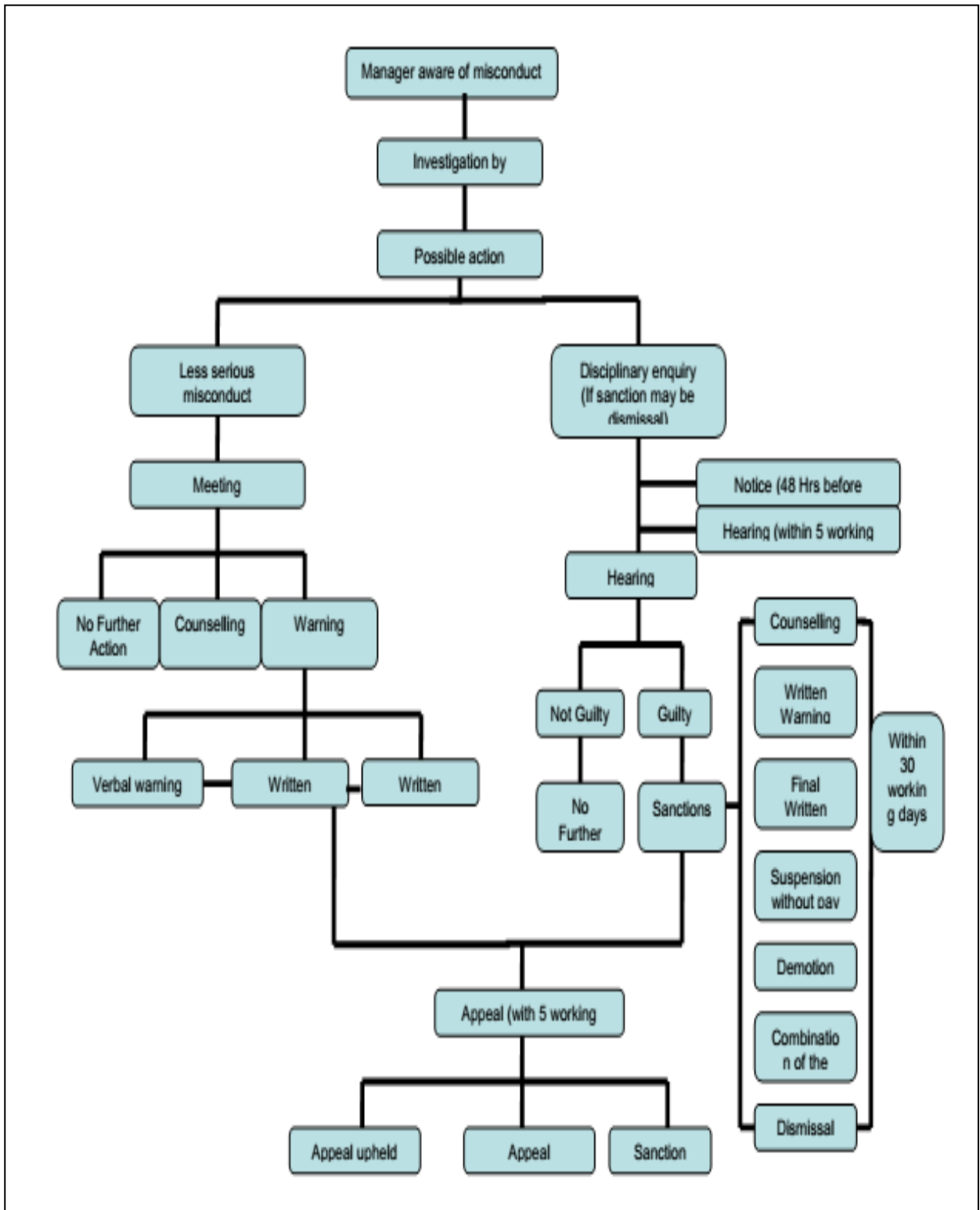
The Human Resources Department will inform the complainant and alleged offender (employee) of the time, date and venue of the hearing and who the Chairperson will be in the Confirmation of an Appeal Hearing Form, once all the arrangements for the hearing have been finalised. This hearing has to take place within three (3) working days after the appeal was lodged and concluded within 30 days, unless otherwise mutually agreed upon.

All relevant documentation, pertaining to the appeal case must be given to the Chairperson and the employee (if requested) 24 hours in advance. Trade union representation may be allowed during the appeal stage.

The Chairperson must use the Appeal Checklist and Guidelines in handling the appeal.

Findings will be made available to the employee in writing within seven (7) working days.

In situations where the Chairperson has upheld the decision to dismiss, the Chairperson must inform the employee that he/she can refer the dispute to the Commission for Conciliation, Mediation and Arbitration (CCMA). The appeal hearing will be the final internal dispute resolution procedure to an employee before he can refer the dispute to the CCMA.



Disciplinary Diagram

13. Disputes

13.1 What is the CCMA?

CCMA stands for Commission for Conciliation, Mediation and Arbitration and is an external dispute resolution body, independent of the state, any political party, trade union, employer and employer's organisation.

The Commission is a tripartite body, made up of representatives from the state, business and labour and they all have local offices in each of the provinces.

13.2 Functions of the Commission

The Commission educates, advises, arbitrates and conciliates between two disputing parties. In our situation the dispute would be between FIG and the employee.

13.3 The Dispute Resolution Process

The employee must refer the dispute to the Commission within thirty (30) days after services have been terminated. The Commission further requires proof that a copy of the referral has been sent to the employer. The Commission will appoint a Commissioner who will attempt to resolve the dispute through Conciliation, if the latter is unsuccessful he can then either refer the dispute for arbitration or Labour Court – depending on the nature of the dispute.

The onus is on the employee to prove that a dismissal took place. If this is proved then the onus is on the employer to prove that the dismissal was fair.

LEAVE POLICY

1. Policy Objectives

The aims and objectives of this Policy are to:

- ✓ Describe the types of leave available to employees.
- ✓ To provide clarity on leave approval.
- ✓ To provide guidelines for managing and administering leave in Letsatsi FM.
- ✓ To promote occupational health by encouraging employees to de-stress and refresh.

2. Scope

This policy is applicable to all employees that are employed at Letsatsi FM either on a full-time or part time basis in terms of the Basic Conditions of Employment Act.

3. Annual Leave Entitlement

The Annual Leave Cycle commences on 01 January and ends on 31 December of each year.

3.1 Employees are generally entitled to twenty-one (21) working days leave, for employees working Monday to Friday. Employees working shifts are entitled for fifteen (15) days paid leave per Annual Leave Cycle.

3.2 Should an employee join the company after the commencement of the leave cycle, the annual leave due to them will be prorated in accordance with the period that they have been employed by the company.

3.3 Employees are entitled to annual leave with full pay during each leave cycle of twelve (12) months commencing on the date of employment.

3.4 At least ten (10) working days must be taken as leave during an employee's annual leave cycle. The utilisation of this leave must take the service delivery requirements of a business unit into account.

3.5 Employees shall apply for annual leave within five (5) working days of the commencement of planned leave approved leave form should be submitted to HR department.

3.6 The Business Unit Manager shall be informed of the intentions of annual leave within seven (7) working days in case of staff replacement.

NOTE: Annual leave should, as far as possible, be taken as consecutive working days.

3.7 An employee's application for annual leave should not be unreasonably refused. However, due cognisance must be given to the operations of the business unit.

3.8 Any refusal of annual leave must be confirmed in writing, stating the reasons and arrangements for rescheduling of the annual leave.

3.9 It is the responsibility of the Business Unit Manager that leave is administered and approved appropriately. Business Unit Managers should also ensure, as far as operational requirements permit, that employees take leave as prescribed in this policy.

4. Annual Leave and Pay-outs

4.1 Employees shall be paid the cash value in respect of unused leave credit upon termination of service and in terms of paragraph 3.1 above.

4.2 The payment will be limited to a maximum number of days' equivalent to the annual leave entitlements applicable to the relevant employee, twenty one (21) days or fifteen days (15) days respectively).

4.3 Payment of annual leave credits shall be calculated using the employee's total remuneration.

5. Nomination of Beneficiaries and Leave Pay-outs

5.1 Employees may, if they so desire, designate one or more beneficiaries to whom their leave may be paid in the event of their death. Managers/ Supervisors should actively promote the nomination of beneficiaries to avoid any hardship to such beneficiaries.

5.2 If an employee dies and has not nominated a beneficiary, the leave pay-out may be paid:

5.2.1 In full to the spouse/life partner of the employee; or

5.2.2 If there is no spouse/life partner, in equal shares to the benefit of minor(s) and other children (including legally adopted children) of the deceased who, at the time of his/her death, were fully dependent on the employee or

5.2.3 If there are no children, to the employee's estate.

6. Annual Leave with Full Pay Granted in Excess

An employee may not be granted annual leave with full pay more than that which the employee is entitled to.

6.1 If due to a bona fide error, an employee had been granted annual leave with full pay more than that which stood to his or her credit at that time, such over-grant will be deducted from the subsequent leave cycle.

6.2 If an employee who has been over-granted annual leave with full pay resigns from Letsatsi FM, that portion of the over-grant, which exceeded his or her normal annual leave credit, must, on his or her last day of duty, be regarded as an overpayment that must be recovered from him or her.

7. Annual Leave and shut down period

7.1 Employees shall be required to take annual leave to coincide with the shutdown period of the company.

7.2 Should an employee exhaust their annual leave at another time during the year, then the shutdown period will be treated as unpaid leave.

8. Ordinary Sick Leave

Employees are entitled to a maximum of thirty (30) working days paid sick leave per three (3) year cycle. During the first six (6) months of employment, the employee is entitled to one (1) day's paid sick leave for every twenty-six (26) days worked.

8.1 Sick leave may also be granted in respect of a period where an employee must be quarantined or isolated for at least ten (10) consecutive days. (To be approved by the Chief Executive Officer)

8.2 If an employee is unable to report for duty due to sudden illness, he or she must immediately notify his/her immediate Manager/ Supervisor of his or her inability to report for duty.

8.3 Employees who apply for two (2) or more sick leave days must submit a medical certificate, citing the reason and duration of absence, from a registered and recognised practitioner. However, when an employee takes sick leave on any day preceding weekends, public holidays or any day after a weekend or public holiday a medical certificate may be required. Further, if it is noted that an

employee has taken sick leave of up to two days or less within an eight (8) week period, a sick note may be requested.

8.4 Practitioners shall, for this purpose include all practitioners as defined by the Health Professional Council of South Africa and who are legally certified to diagnose and treat patients.

8.5 In instances where a pattern in the utilisation of sick leave has been established, a certificate shall be required for absences of less than two working days.

8.6 If an employee falls ill whilst on annual leave with full pay, such leave may be converted to sick leave if a certificate from a registered medical practitioner is submitted to substantiate the indisposition.

9. Temporary Incapacity Leave

9.1 An employee, who has exhausted his or her sick leave credit in three-year cycle and who, per the relevant medical practitioner, requires to be absent from work due to incapacity that is not permanent may, at the discretion of the Chief Executive Officer, be granted additional sick leave with full pay in event of serious illness.

9.2 Such a condition must have been certified in advance by the attending medical practitioner as temporary incapacity except where conditions do not permit.

9.3 The Chief Executive Officer may require the employee to obtain a second opinion before granting approval for additional sick leave. Expenditure in this regard will be met from the Letsatsi FM budget.

9.4 The Chief Executive Officer may grant a maximum of thirty (30) consecutive working days leave with full pay during which period an investigation must be conducted in accordance with item 10(1) of Schedule 8 of the Labour Relations ACT, 1995.

9.5 Based on medical evidence, the Chief Executive Officer may approve the granting of additional sick leave days on conditions that he or she shall determine.

9.6 If the employee is of the view that he or she has been unfairly treated about the granting of additional sick leave, he/she has the right to follow the grievance procedure and the relevant dispute resolution procedures to settle the matter.

10. Permanent Incapacity Leave

Employees whose degree of incapacity has been certified by a competent medical practitioner as permanent shall, with the approval of the Chief Executive Officer, be granted a maximum of thirty (30) working days paid sick leave, or such additional number of days required by the employer to finalise processes mentioned below.

- a) The employer shall, within 30 working days, ascertain the feasibility of:
- b) Alternative employment; or
- c) Adapting duties or work circumstances to accommodate the employee.
- d) An employee, whose degree of incapacity has been certified as permanent but who can still render a service, may be re-deployed horizontally with retention of his or her benefits.
- e) If the redeployment necessitates reallocation to a job of a lower grading, such should be explained well in advance and the continued utilisation of such an employee should, in this regard, be with her or his consent.
- f) In instances where the employee's redeployment entail retraining or retooling, the employer shall take requisite resources (time and financial) and potential returns into consideration before approving redeployment.
- g) The redeployment of an employee's services should ensure the optimal utilisation of her or his competencies and should not compromise service delivery.
- h) If the Chief Executive Officer or the employee is convinced that the employee will never be able to render an effective service at his or her level or rank, the employee may proceed with an application for termination of service due to ill health in terms of the Ill Health Policy (Incapacity Code and Procedures in respect of ill health).

11. Acceptance of Medical Certificates

11.1 The Chief Executive Officer should accept medical certificates that might not describe an employee's illness for sick leave taken during the normal sick leave cycle, provided that in the event of abuse of the system during the normal sick leave period (e.g. a pattern of regular sick leave on Mondays or Fridays) Letsatsi FM may request a medical certificate describing the nature and extent of the illness before granting sick leave with full pay.

11.2 The Chief Executive Officer will only consider temporary and permanent incapacity leave with full pay if the employee submits a medical certificate describing the nature and extent of the illness.

11.3 The employee should give the medical practitioner concerned his/her informed consent to reveal the nature and extent of his/her illness to a third party, i.e. the employer and/or the Human Resources Manager (when the new policy for application of temporary incapacity leave and ill health retirement is in place and where the employer requests this because of abuse).

11.4 In the event of an employee refusing/failing to submit a medical certificate describing the nature and extent of the illness for purposes of temporary and permanent incapacity leave, the period of absence will be covered by annual leave (with the employee's consent) or unpaid leave.

11.5 It is extremely important that the employer should always treat such information with the necessary respect and confidentiality. Information concerning the medical condition of an employee may therefore not be divulged to any other person(s) not directly involved in the decision-making process regarding the granting of sick leave. If an employee involves him/herself in divulging such confidential information of one employee to any other unauthorized person, he/she should be disciplined in terms of the Disciplinary Code.

11.6 In terms of the Ethical Rules of the Health Professions Council-

11.6.1 a medical certificate should contain the following information:

- a) the name, address and qualifications of the practitioner
- b) the name of the patient
- c) the employment number of the patient (if applicable)
- d) the date and time of examination
- e) whether the certificate is being issued because of personal observations by the Practitioner during an examination, or as the result of information received from the patient and which is based upon acceptable medical grounds
- f) a description of the illness, disorder or malady in layman's language if the patient has provided informed consent for it to be disclosed
- g) whether the patient is totally indisposed for duty or whether the patient will be able to perform less strenuous duties in work situation
- h) the exact period of recommended sick leave
- i) the date of issue of the certificate of illness; and
- j) a clear indication of the practitioner who issued the certificate

11.6.2 If the practitioner uses pre-printed medical certificates, wording not applicable to the Patient should be deleted.

12. Leave for Occupational Injuries and Diseases

12.1 Employees who, because of their work, suffer occupational injuries or contract occupational diseases, shall be granted occupational and disease leave for the duration of the period they cannot work.

12.2 If an employee suffers a work-related injury because of an accident involving a third party, the Unit Manager/ Supervisor shall grant him or her occupational injury leave if the employee:

- a) Brings a claim for compensation against the third party.
- b) Undertakes to use compensation (in terms of the COIDA) received to re-compensate as far as possible for the cost arising from the accident.
- c) The company shall take reasonable steps to assist an employee to claim compensation per 12.2 above.

13. Maternity Leave

Permanent employees are entitled to maternity leave. No temporary or casual staff member will qualify for maternity leave benefits.

13. 1 Employees are entitled to four (4) consecutive calendar months' maternity leave while her position is reserved commencing:

- a) at any time from four weeks before the expected date of birth; or
- b) On a date from which the attending medical practitioner certifies that it is necessary for the employee's health or that of the unborn child.

13. 2 an employee must notify an employer in writing, unless the employee is unable to do so, of the date on which the employee intends to;

- a) commence maternity leave; and
- b) return to work after maternity leave

13.3 It is preferable that an employee commences her maternity leave at least two weeks prior to the expected date of birth. However, the service delivery requirements of a Sector may require different

arrangements about the period and stage at which maternity leave, with due consideration of the employee and her unborn child's health and safety, should commence.

13.4 For at least six (6) weeks after the birth, no employee may commence with normal official duty unless the attending practitioner certifies that the employee is fit to do so.

13.4.1 Maternity leave may be interrupted if;

- a) the baby is born prematurely and is hospitalised during maternity leave; or
- b) the baby becomes ill and is hospitalised for a period longer than a month during the maternity leave.

13.5 The provisions contained in paragraph 13.4.1 are only applicable to an employee, who chooses to interrupt her maternity leave in these circumstances.

13.6 If an employee referred to in paragraph 13.4.1 above, choose to interrupt her maternity leave and fail to return to work after six weeks, such a period must be covered with annual leave or unpaid leave if she does not have enough annual leave available.

13.7 Maternity leave may be extended upon application by:

13.7.1 the granting of sick leave because of a medical complication

13.7.2 the granting of up to 184 calendar days' unpaid leave or

13.7.3 the granting of annual leave

13.8 Employees, who, during the third trimester of their pregnancy, experience a miscarriage, still birth or termination of the pregnancy on medical ground, shall be eligible for six consecutive week's maternity leave, where after, 13.7.1, shall apply in the event of a medical complication.

13.9 Provisions in 13.8 above shall also apply to an employee who experiences a miscarriage, still birth or termination of pregnancy on medical grounds after the commencement of maternity leave. The period prior to the miscarriage, stillbirth or termination of pregnancy shall be regarded as special leave with full pay.

13.10 An employee who is a parent and is not entitled to maternity leave is entitled to ten (10) consecutive days' parental leave such as paternity leave when their child is born or when an adoption order is granted.

An adoptive parent of a child less than two years old to take adoption leave of two months and two weeks consecutively. If there are two adoptive parents, one of them is entitled to adoption leave and the other employee is entitled to parental leave of ten (10) days.

13.11 The Company shall pay an employee 40% of her monthly earnings for the maternity period of three (3) months. In addition to this, an employee shall claim the Unemployment Insurance Fund (UIF) maternity benefit for seventeen (17) weeks from the Department of Labour. The company's Human Resource section shall administer the forms to ensure compliance.

13.12 To qualify for paid maternity leave, an employee must have one (1) year service with the FIG. In addition, the employee will be required to work back the period of paid maternity leave actually taken.

14. Family Responsibility Leave

14.1 This section applies to

- a) Employees who has been in employment with an employer for longer than four months; and
- b) who works for at least four days a week for that employer

14.2 Employees shall be granted three (3) days leave per annual leave cycle that may be utilized as compassionate leave for:

- a) when the employee's child is born;
- b) when the employee's child is sick;
- c) or either death or sickness of;
 - I. the employee's spouse or life partner; or
 - II. Immediate family (i.e.) the employee's parent, adoptive parent, grandparent, child, adopted child, grandchild or sibling.

The granting of family responsibility leave must be taken with due consideration of the employee's cultural responsibilities. Where the latter discretion is exercised, Executive/ Business Unit Manager must limit the total period of family responsibility leave to maximum of two (2) for leave application for immediate family.

14.3 Family responsibility leave not utilized does not accrue to the following annual leave cycle.

14.4 The number of family responsibility leave days taken per 14.1 and 14.2 above shall not exceed three (3) days in an annual leave cycle, unless special circumstances warrant further leave at the discretion of the Executive/ Head of Department.

14.5 An employer must pay an employee for a day's family responsibility leave:

- a) the wage the employee would ordinarily have received for work on that day; and
- b) on the employee's usual pay day.

14.6 An employee may take family responsibility leave in respect of the whole or a part of a day.

14.7 Before paying an employee for leave in terms of this section, an employer may require reasonable proof of an event contemplated in subsection 14.1 for which the leave was required.

14.8 An employee's unused entitlement to leave in terms of this section lapses at the end of the annual leave cycle in which it accrues.

15. Study Leave

This benefit is available to permanent employees who have been employed by the Company for at least one year and who undertake part-time studies in line with their career plan and approved for by the company. All study leave is granted on management's discretion.

15.1 Employees are entitled to one (1) day per subject before the examination and one (1) day per subject on the day of writing the examination. The employee must furnish proof of acceptance for examination.

15.2 An employee will not be granted more than ten (10) days study leave in the period of one leave cycle.

15.3 Any additional leave required for study purposes must be taken as unpaid leave. Annual leave may be applied for if the employee has any excess annual leave balances.

16. Special Leave

16.1 Employees are entitled a maximum of ten (10) working days per annum.

16.2 Special leave shall be granted for special circumstances such as participation in international and national sporting events or any other special circumstances as deemed fit by Letsatsi FM.

16.3 Special leave is subject to approval of the CEO. The CEO may award more than ten (10) working days based on merit and subject to set conditions. The employee must furnish proof in all instances.

17. Unpaid Leave

Any leave granted after an employee's leave allocations have been exhausted shall be regarded as unpaid leave.

18. Leave without prior approval

18. 1 It is a breach of the employment contract for an employee to be absent from his/ her place of work unless permission has been obtained for such absence from the appropriate Manager.

18. 2 Should an employee for any reason be unable to report for duty, the Manager must be notified as soon as is reasonable and practicable and the following documents are required in this Regulation on the day of return to employment.

- a) Approved Leave Form
- b) Medical Certificate

Leave Application Form

Employee Name			
Department			
Designation			
Employee Number			
Total Leave Days Per Year			
Total Leave Days Taken			
Total Leave Days Available			

SECTION A (days)

TYPE	START DATE	END DATE	NUMBER OF DAYS	BACK AT WORK
SICK LEAVE				
FAMILY RESPONSIBILITY				
ANNUAL LEAVE				
MATERNITY LEAVE				
OTHER				

SECTION B (hours)

TYPE	DATE	START TIME	END TIME	NUMBER OF HOURS	BACK AT WORK
SICK LEAVE					
FAMILY RESPONSIBILITY					
ANNUAL LEAVE					
MATERNITY LEAVE					
OTHER					

Employee Signature

Manager/Supervisor Approval

Approved ☐

Rejected ☐

Important Comments _____

SICK NOTE ISSUED: YES ☐ NO ☐ NOT APPLICABLE ☐

Managers Signature

Date: _____

ALCOHOL AND DRUG POLICY

1. Background

The abuse of alcohol and dependency on intoxicating liquor and alcohol or related substances by employees will negatively affect sustainability and reputation of Letsatsi FM, since employees under the influence of this substances will lead to amongst others, poor performance, interpersonal

problems, reduced productivity , increases labour injuries, increases labour turnover and absenteeism. Therefore. Letsatsi FM promotes Zero tolerance of alcohol and drug in the workplace.

Letsatsi FM wants to make sure employees are fit to carry out the full range of their duties and that those with an alcohol dependency are identified, managed and supported .The implementation of this policy ensures a uniform, comprehensive, fair and pro-active approach to dealing with employees found intoxicated or in possession of or trafficking, in intoxicating liquor, drugs or related substances by providing counselling services, rehabilitation of dependent or addicted employees as well as education and awareness of programmes for employees.

2. Purpose

The main aim for this policy is to enhance health, safety and productivity of employees and to reduce undue losses by providing the uniform approach to the prevention of alcohol, drug and related substance intoxication at the workplace. This policy also aims to assist employees who suffers from intoxicating alcohol and drug or related substance dependency.

3. Policy Objectives

3.1. In order to ensure the safety and care of staff, and visitors, no staff member

may be permitted to work, or be on the premises of the organisation, while under the

Influence of intoxicants such as drugs and alcohol.

3.2. To ensure compliance with the following legislation:

- a) Occupational Health and Safety Act – amended (85 of 1993)
- b) Labour Relations Act- amended (66 of 1995)
- c) Employment Equity Act- amended(55 of 1998)
- d) National Road Traffic Act –amended(93 of 1996)

3.3. Protect, enhance and promote the health and safety of employees in the workplace and elsewhere

3.4. Prevent the occurrence of injuries on duty caused by the effects of intoxicating liquor, drugs or related substances

3.5. To ensure uniform dealing with employees found to be under the influence of intoxicating liquor, drugs or related substances

3.6. To ensure early detection of employees suffering from behavioural problems leading to the misuse of intoxicating liquor, drugs or related substances or who suffer addiction and provide guidance and educational programmes

3.7. Ensure counselling of all employees as part of progressive disciplinary procedure by Counselling services staff members

4. Application

The policy applies to all employees of Letsatsi FM.

5. Obligations

5.1. Employer obligation

Letsatsi FM has the following legal obligations:

- a) To reasonably ensure the employee is not likely to cause harm and injury to himself or others at work
- b) To prevent an employee, who is suspected to being intoxicated from entering or remain at work
- c) To ensure that no person at the workplace shall be under the influence of or have in his / her possession or partake, or offer any person intoxicating liquor or drugs.

5.2. Employee obligation

5.2.1. Under common Law, the employee has a legal obligation to perform his /her duties in terms of his /her

Employment contract. This means that, an employee must perform his/her tasks diligently and efficiently

5.2.2. Under Occupational Health and Safety Act, the employee has, amongst others,

- the duty to take reasonable care of the health and safety of him/herself and others who may be affected by his/her actions or omissions ,as well as
- reporting any situation which is unsafe or unhealthy to the employer. Thus the employee must;
 - a) Not present himself/herself for duty in an intoxicated state
 - b) Do not become intoxicated whilst on duty

- c) Do not offer intoxicated drugs or liquor to co-workers whilst on duty
- d) Report any employee who appears to be intoxicated to his supervisor or manager

6. Identification of employees who is under the influence of intoxicating substances

- a) The employer is entitled to take reasonable measures to ensure that intoxicated employees are identified, prevented from entering or remaining at the workplace. According to the Employment Equity Act (55 of 1998), it is justifiable in the light of the medical facts, social policy, employment conditions, the fair distribution of employment benefits or the inherent job requirements to perform medical testing.
- b) The identification is to be done by observation of signs and symptoms of intoxication or performing alcohol and drug identification tests.

6.1. Observations

If an employee smells of alcohol, cannabis or seem to be unable to perform his or her duties, an observation of symptoms of intoxication must be performed by using a standardised documentation (Intoxicating Substance Observation form, Annexure A)

- i. Other causes of inability to perform work or underlying medical conditions must be considered as possible causes.
- ii. Should an employee lay a claim to an underlying medical condition, the onus of the presence of such conditions lies with the employee.

6.2. Alcohol and drug Identification Tests

6.2.1 Testing

a) Compulsory Testing

Compulsory testing for alcohol and intoxicating drugs will be conducted in the following instances: When the observation performed supports the suspicion of alcohol or intoxication. Drug and test equipment is available

- When an employee is involved as an instigator, in an assault in the workplace
- When an employee is involved in a traffic accident while driving the company vehicle
- An initial Health evaluation of prospective employees for appointment to a position classified as high risk jobs
- An initial Health evaluation of employees already in the employment of Letsatsi FM, when transferred or promoted to a position classified as high risk jobs

b) Random Testing

Compulsory testing for alcohol and or intoxicating drugs will be conducted in the following instances:

- Unannounced, unpredictable basis as part of monitoring of Health and Safety of employees in the entrances or exit at the workplace
- When an employee sustained an injury on duty and intoxication is suspected
- As part of the wellness programme of an alcohol or drug independent employee.

c) Testing Methods

A non-invasive and cost effective testing methods of testing alcohol and drugs will be used utilised:

- a) Urine: For the presence or absence of drug metabolites in a person's urine
- b) Breath: A breath-alcohol test for finding out how much alcohol is currently in the blood system.
- c) Oral Fluids: (Saliva, or oral fluids): to detect traces of drugs and alcohol (detecting specific substances, including marijuana, cocaine and amphetamines/methamphetamines), for current use and impairment.
- d) Blood tests: To measures the actual amount of alcohol or other drugs in the blood at the time of the test.

Ethical principles applicable to medical testing will be adhered to, for example, written consent for performing blood and urine testing of employees before conducting tests.

7. Costs of Tests

All costs of tests conducted as part of Health Evaluation of the employer will carried out by the Human Resource Department.

8. Refusal to take a test

If an employee refuses to take a test, an employee will be dealt with in terms of this policy, as if a positive test result has been obtained.

9. Positive Test Results

9.1. It will be accepted that the presence of alcohol or an illegal substance in the blood, urine or any body tissue, regardless of the level of the substance, constitute **“being under the influence of”** and thus a positive test result.

10. Employer's response to positive tests results

10.1. Letsatsi FM shall prohibit entry or presence at workplace of any employee who is or appears to be under the influence of intoxicating liquor or drugs.

- a) An employee found to be or suspected to be under the influence of intoxicating liquor or drugs by either observations of signs and symptoms of intoxication, or testing, will not be allowed entrance into the workplace or will be immediately removed from the workplace.
- b) In the event, whereby the employee have to drive back home, the employee will be kept in a safe place as determined by the employer until sober or arrangements will e made to ensure safe travelling to his/her residence.
- c) In case of intoxicating drugs, an employee will not be allowed to resume duty until he/she tested negative to a particular substance or admitted for rehabilitation. In this case, an employee will be absent from work on compulsory annual leave days. In case where sufficient annual leave credit is insufficient, an employee will be absent from work on unpaid leave.

11. Disciplinary

A disciplinary action will be taken when employee has tested positive on alcohol and drug tests or is found

- a) To be under the influence of influence of intoxicating liquor or drugs whilst on duty
- b) Employees is in possession of intoxicating liquor, drugs or related substances whilst on duty
- c) Employees was found trafficking intoxicating liquor, drugs or related substances whilst on duty
- d) Except where written permission for consumption or possession of intoxicating liquor has been granted as defined in section 6.
- e) All employees who received written warnings at disciplinary hearing related to above mentioned offences, shall be referred to in-house counselling services.
- f) Where an employee wilfully uses intoxicating liquor, drugs or related substances at the workplace, this will be regarded as aggravating circumstances at the disciplinary enquiry.
- g) Where drug addiction and alcoholism is present and the employee is willing to submit to an in-house rehabilitation programme, this will be a mitigating factor at the disciplinary hearing of the first time offender.
- h) All Disciplinary procedures will be in accordance with Letsatsi FM Disciplinary procedure.

12. Counselling provided

12.1. All employees who received the written warning at disciplinary hearing or more serious penalty will be referred to the in-house counselling services.

12.2. Referred employees will be subjected to Psychosocial assessments and Counselling by the registered company counselling provider.

12.3. All personal information of employees will be handled in a strict confidential manner.

Annexure 1A

Identification of employees who is under the influence of intoxicating substances Form	
Name and Surname	
Designation	
Department	
Tested Date	
Tested Time	
Tested Place	

Please mark appropriate answer with X

Observation	YES	NO
Breath smells of Alcohol		
Breath smells of Dagga		
Bloodshot eyes		
Unsteady on feet		
Aggressive and refuse co-operation		
Decreased co-ordination(request employee to touch nose)		

Decreased moto co-ordination(request employee to walk in straight line or to stand on one leg with eyes closed)		
Slurred speech		
Indication of Vomiting		
In appropriate emotional response		
Is/ Was an employee in possession of alcohol or drugs?		

Name of person who made investigations:

Name: _____

Designation: _____

Signature: _____

Witnesses:

<p>1) I,</p> <p>(Name and Surname), confirms the above mentioned observations.</p>	<p>2) I,</p> <p>(Name and Surname), confirms the above mentioned observations.</p>
<p>Signature:</p>	<p>Signature:</p>
<p>Date:</p>	<p>Date:</p>

Letsatsi FM : Financial policy

The basic purpose of the financial policy is to ensure that the finances of the radio station are adequate enough to keep the business running nad that the governance is appropriate and in compliance with relevant regulations.

Also , To provide assistance in maintenance of controls, To be a reference document to be used by the management, employees, auditors and stakeholders and To increase accuracy and completeness of data that is posted from source documents (invoices, journals, cashbooks, payment receipts) to the computerized system.

All financial decisions, activities and plans pertaining to the station will be done in accordance to a set of procedures that form the basis of this financial policy.

Since this a community radio station some of the commercial revenue streams will not be available to the station, as the main aim is to ensure community empowerment.

Revenue management

income :

1—General Income, will come from sales of advertising and donations, and is not restricted or tied to any particular use. Therefore, it can be used to pay the station's general or core costs.

2—Project Income will be restricted because it is given to the station for a particular purpose and can be used only according to the terms of that contract. For example, project income can come from grants, or a donor who wants to sponsor a particular radio program.

expenditures: The station may spend above money on Capital and or Running costs as defined below, subject to all approvals being in place. The finance manager must approve all costs and any expenditure above R20000 must also be approved by the station manager also.

1—Capital costs are expenditures for buying items that will be owned and used by the station for a long time. For example, when you buy broadcasting and studio equipment, office furniture, a generator, or vehicles for the station, these are capital expenditures. Later, when an antenna or computer must be replaced, this is also a capital cost.

2—Running costs are expenditures for operating the station day-to-day and month-to-month. Examples are employee salaries, station rent, fuel for the generator and electricity bills. These costs recur every month. There are two kinds of running costs:

The radio station will operate according to an approved budget and a monthly report must be prepared to show performance against budgeted cash flows.

The station will ensure a constant stream of news, and music content that appeals to a larger community audience. Occasionally the station may need to giveaway merchandise to listeners, but all promotional activities will have to first be approved by the sales and marketing department prior to submission to finance department.

No part of the revenue may be distributed to anyone except as reasonable payment for services rendered (salaries, consulting fees, etc).

BUDGETS

Budgets must be prepared and monitored on a regular basis.

The stations financial operations must be kept within budget to ensure a healthy future, with Committee endorsing all financial transaction.

Purchases must only be made when in a financial position to do so.

All accounting policies must comply with all applicable laws and regulations. A financial accounting system would need to be purchased for the station.

ASSETS

All assets purchahsed will belong to the station and may not be taken for personal use by staff or management. Assets may also not be distributed to anyone and shuld the station be wound up, the assets must be disposed of in line with the constitution of the company.

LIABILITIES

The station must as far as possible avoid incurring any liabilities. Where necessary, the finance manager and station manager must seek approval of the board to incur liabilities above R100000.

All spending must be done in accordance with the approved budget. Where necessary the Station must get insurance to safeguard against any major losses.

