



# GAUTENG PROVINCE

CO-OPERATIVE GOVERNANCE AND  
TRADITIONAL AFFAIRS  
REPUBLIC OF SOUTH AFRICA

**Executive Director: Corporate Services**  
**Merafong City Local Municipality**  
3 Highlight  
Carletonville  
2499

By email: dikagisho@gmail.com

Dear Ms Mokoma

## **INTERIM RESPONSE ON THE DRAFT ORGANISATIONAL STRUCTURE FOR MERAFOG CITY LOCAL MUNICIPALITY IN LINE WITH CHAPTER 2 MUNICIPAL STAFF REGULATIONS, 2021**

The above matter refers:

The Department of Cooperative Governance and Traditional Affairs acknowledge receipt of the draft organisational structure from Merafong City Local Municipality. This submission follows a resolution made on the 26<sup>th</sup> of April 2024 to review the organisational structure as an interim measure to assess the municipality's alignment with the organisational design principles outlined in Chapter 2 of the Municipal Staff Regulations published in GG No. 45181 of 20 September 2021.

We acknowledge that Merafong City submitted only Power Point organisational structures with eight (8) departments.

We recognise that the Municipality did not implement nor align the proposed organisational structure with the 3 functional structure options proposed by CoGTA, and Lekoko Consulting. The municipality also neglected to address significant and minor structural adjustments highlighted in the 2021 and 2022 organizational structure review conducted by Lekoko. Of importance to CoGTA are the costs associated with the Organisational Structure and institutional review wherein the department spent **R 4 000 000.00 (Four Million Rands)**.

The CoGTA and Lekoko consulting intervention aimed to address challenges faced by the municipality, such as a lack of customer focus, unclear roles and functions, and poor coordination of the Service Delivery Model with other Human Resource (HR) systems and procedures.

We have **observed** the following on the draft organisational structure:

- There is no clear demonstration of the core mandate of the municipality, as no functional structure was received as per MSR.
- The approach used by the municipality does not reflect the rationale and emphasises of the importance and benefits of these changes.
- Merafong City Local Municipality developed an organisational structure that does not supports the strategic priorities, no clarity on roles and responsibilities and is not preceded by a sound Service Delivery Model as well as streamlined business processes. For example, the office of the Municipal Manager has a Legal section that deals with litigations and Contract. This function is a support function that needs to be a shared function and centralised at corporate services as per the DCoG prototype model.
- Furthermore, the municipality has inconsistent structural layers and span of control that will hinder decision-making.

Further remarks are provided on the table below:

<b>Restructuring of Departments</b>	<b>Remarks</b>
MM office to have legal	Not Supported to be moved to Corporate Services
MM office to have IDP	Not Supported to be moved to COO as it deals with governance and compliance. We, propose that the IDP unit be moved to COO, in order not over burden the Municipal Manager.
COO office to have cemetery and parks	Not Supported: - this function should form part Community Services.
Communication, Marketing and Tourism	Not Supported – Communication and Marketing is a shared service that must be located in corporate services.
Library to be in the COO	Not supported: - The Library services needs to be moved to Community Services.
Energy Department	<p>Not supported: - We acknowledge that the existence of the Energy Department, is regarded as a critical function as a national mandate and its ability to operate independently.</p> <p>According to the span of control for <b>Executive Directors/Managers is 5-7 in a category B Municipality</b>. The proposed Energy Department with three divisions cannot make a department.</p> <p>Refuse removal and street cleaning; and Illegal Dumping cannot be under this Energy department. This is not supported.</p>

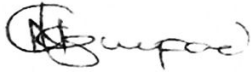
	<p>Supposing this unit is referring to the methane gases that will be harvested from landfill sites. This <b>renewable energy function</b> should be placed in the waste Management department.</p> <p>Furthermore, there should be:</p> <ul style="list-style-type: none"> <li>• An established greenhouse for gas emissions and;</li> <li>• An approved policy on gas emissions</li> <li>• This should also be outlined in the Service Delivery Model.</li> </ul>
Financial services	The creation of a Deputy CFO is not supported. As the CFO is expected to direct and oversee the functions for all finance managers. (Please refer to option 1,2 & 3 structures).
Public safety	This is <b>supported</b> the municipality needs to add the Manager by laws enforcement.
Corporate Services	<ul style="list-style-type: none"> <li>• The municipality should merge OHS with EAP. Rename it to "Wellness and Occupational health and Safety" section.</li> <li>• Legal Services should be a standalone function</li> <li>• Labour law and Industrial relations should be combined as one function</li> <li>• The creation of OD Manager is supported and should be supported by OD Practitioners.</li> <li>• HRD Manager should be merged with HRM Manager.</li> <li>• No assistant manager is required for all units under Human capital. The MSR outlined this occupational stream to have specialist and practitioners</li> <li>• Please be advised that the span of control for <b>Executive Directors/ Managers is 5-7 in a category B Municipality.</b></li> </ul>
Community Services	The proposed three managers are not in line with the required span of control. Waste Management should be placed back in this department.
Local economic development	Supported: Local economic development does comply with the provisions of MSR on the competency framework. As it made provision of assistant managers in other positions.

- The exercise of the Organisational Structure redesign conducted by the municipality did not result in a proposed organisational structure that is aligned to the Municipal staff regulations, organisational norms, and standards. As a result, the proposed organisational structure is not cost effective it is rather bloated.

- CoGTA did not receive the proposed organisational structure for the political office. The political office should not be designed outside of Annexure F, as outlined in the staff regulations.
- CoGTA recommends that the Municipality use the 3 functional structure options proposed by CoGTA, and Lekoko Consulting.

Based on an in-depth review of the documents submitted, it is essential to note that the Municipality interim submission **does not comply** with the Municipal staff regulations. The Municipality is encouraged to understand and update the service delivery model developed in 2022 in its next formal submission. It should also be aligned with the proposed staff establishment and its design principles.

Yours sincerely,



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**MS. NOMATHEMBA KGWEFANE**  
**DIRECTOR: MUNICIPAL INSTITUTIONAL SUPPORT (MIS)**  
**DATE:30/05/2024**