



OFFICE OF THE CITY MANAGER

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13 April 2026

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

REFERENCE LETTER FOR SUCCESSFULLY EXECUTED WORK: LEKOKO CONSULTING ETHEKWINI MUNICIPALITY: PILOT AND VALIDATION OF MUNICIPAL PROTOTYPE STAFF ESTABLISHMENT ACCORDING TO POWERS AND FUNCTIONS OF A METROPOLITAN MUNICIPALITY, AND IN ALIGNMENT TO NATIONAL TREASURY'S SINGLE POINT OF ACCOUNTABILITY FOR TRADING SERVICES

1. Lekoko Consulting, contracted by the Department of Cooperative Governance (DCOG), successfully completed a 23-month project (September 2023 to July 2025) to pilot and validate the DCOG-developed municipal prototype staff establishment according to powers and functions of a metropolitan municipality, and in alignment with the National Treasury's Single Point of Management Accountability (SPoMA) for trading services, namely: Water and Sanitation, Energy Management, and Waste Management.
2. The following were carried out and completed within the project:
 - a. Phase 1: Conduct a diagnosis:
 - (1) Unpack the municipal strategy, identify critical priorities, and understand the environmental context within which the Municipality operates, which include but not limited to the municipal strategy, operating model, legislative framework.
 - (2) Conduct an analysis to understand the current staff establishment gap to align to the prototype staff establishment design.
 - (3) Perform a municipal impact assessment on the alignment of the prototype staff establishment by determining areas of no - low impact, significant impact, and new structural requirements; and

- (4) Prioritise detailed design focus areas that will have the highest impact on service delivery for the municipality.

b. Phase 2: Design:

- (1) Confirm the functional operating model and top structure are based on the municipal mandate and strategy.
- (2) Translate municipal capabilities into service delivery model (SDM).
- (3) Align the municipal structure by following the applicable structure prototype for the municipal category.
- (4) Apply the prototype to develop municipal specific structure, positions, and headcount.
- (5) Summarise the proposed posts that will materially change; change to a limited or non-material degree; be abolished; and not be affected by the changes.
- (6) Motivate any proposed changes and link it to the strategic drivers within the Integrated Development Plan, including an analysis of the strengths, weaknesses, and limitations of the current establishment.
- (7) Confirm the Functional Operating Model and macro structures are based on the municipal mandate and strategy.
- (8) Confirm the reviewed municipal staff establishment is in line with the prescribed organisation design metrics for the municipal category.
- (9) Align trading services with National Treasury's Single Point of Accountability arrangements / dispensation.
- (10) Validate the reviewed structure.
- (11) Confirm the positions and headcount; and



- (12) Confirm roles and responsibilities in the draft job profiles and review where necessary.

c. Phase 3: Cost assessment / analysis:

- (1) Provide details of the financial implications of the changes, including but not limited to the staff remuneration costs;
- (2) Outline the non-financial implications of the changes, including the impact on existing staff and key stakeholders within the municipality; and
- (3) Confirm affordability and alignment to the municipal budget.

d. Phase 4: Transition:

- (1) Develop and consult a legally sound placement policy, principles and protocols with key municipal stakeholder structures;
- (2) Develop a strategy to address excess staff after pilot and validation of the prototype staff establishment;
- (3) Develop employee transition plan and timelines in consultation with key stakeholders;
- (4) Obtain legal advice on employee transition policy, principles and protocols to support compliance with regulations; and

3. **Total Staff Number:** 24 020

4. **Duration of project:** 23rd September 2023 to 12th July 2025

5. **Delivered work:** Satisfactory

6. **Contact person:** Mr. Khayo Mpungose, Executive Manager: Office of the City Manager

7. **Contact details:** 083 272 0782 / Khayo.Mpungose@durban.gov.za



Yours faithfully,



TB MBHELE (MR)
CITY MANAGER

