



cooperative governance

Department:
Cooperative Governance
REPUBLIC OF SOUTH AFRICA

Private Bag X804, PRETORIA 0001, Fax 012 334 0603, Tel: 012 334 0600

08 April 2026

TO WHOM IT MAY CONCERN

REFERENCE LETTER FOR SUCCESSFULLY EXECUTED WORK: LEKOKO CONSULTING

PILOT AND VALIDATION OF MUNICIPAL PROTOTYPE STAFF ESTABLISHMENTS ACCORDING TO DIFFERENT POWERS AND FUNCTIONS AND CATEGORIES OF MUNICIPALITIES

1. Lekoko Consulting successfully completed a 3-year project (July 2022 to August 2025) to pilot and validate the municipal prototype staff establishments according to different powers and functions and categories of municipalities, covering a hundred and three (103) municipalities across the country (six [6] metropolitan municipalities, thirty-six [36] district municipalities, and sixty-one [61] local municipalities).
2. The following were carried out and completed within project timelines:
 - 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) Confirm and/or align current SDM with prototype SDM.
- (4) Confirm and/ or align current Functional Operating Model (FOM) with the prototype FOM.
- (5) Align the municipal structure by following the applicable structure prototype for the municipal category.
- (6) Apply the prototypes to develop municipal specific structure, positions, and headcount.
- (7) 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.
- (8) 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.
- (9) Confirm the FOM and macro structures are based on the municipal mandate and strategy.
- (10) Confirm the reviewed municipal SE is in line with the prescribed organisation design metrics for the municipal category.
- (11) Validate the reviewed structure.
- (12) Confirm the positions and headcount; and
- (13) Confirm roles and responsibilities in the draft job profiles and review where necessary.

c. Phase 3: Cost assessment / analysis:

- (1) Confirm and / or conduct job evaluation results;
- (2) Provide details of the financial implications of the changes, including but not limited to the outcomes of job evaluation processes, staff remuneration costs, costs for the relocation of staff, if any, and costs of new facilities and equipment;
- (3) Outline the non-financial implications of the changes, including the impact on existing staff and key stakeholders within the municipality; and
- (4) Confirm affordability and alignment to the municipal budget.

d. Phase 4: Transition:

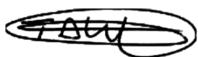
- (1) Develop and consult a legally sound placement policy, principles and protocols with key municipal stakeholder structures;
- (2) Develop a strategy to address excess staff after pilot and validation of the prototype staff establishment;

- (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
- (5) Develop strategy / tools to assess the job-to-person.

e. Phase 5: Project closure:

- (1) Develop a close-out report on the pilot and validation of prototype staff establishment.

- 3. **Total staff number:** Category A Municipalities (Large Metros): 25,000 to 35,000
Category A Municipalities (Small Metros): 6,000 to 8,000
Category B1 & B2 Municipalities (Large Towns): 300 to 800
Category B3 & B4 Municipalities (Small & Largely Rural): up to 300
Category C1 Municipalities (without Water Services): 140 to 200
Category C2 Municipalities (with Water Services): 780 to 2,750
- 4. **Duration of project:** 01st July 2022 to 31st August 2025
- 5. **Contract amount:** R16,029,000
- 6. **Delivered work:** Satisfactory
- 7. **Contact person:** Ms Nakedi Monyela, Director: Municipal Human Resources Systems
- 8. **Contact details:** 073 655 5078 / nakedim@cogta.gov.za



MR TEBOGO MOTLASHUPING

CHIEF DIRECTOR: MUNICIPAL ADMINISTRATION AND CAPACITY