



**MASILONYANA**

LOCAL MUNICIPALITY  
PLAASLIKE MUNISIPALITEIT  
LEKGOTLA LA MOTSE

**10 POINT PLAN**

**TURN AROUND STRATEGY**

## **10 POINT PLAN TURN AROUND STRATEGY**

### **Introduction**

This is a discussion document aimed at stimulating discussions among employer and employees of Masilonyona Local Municipality. The main objective of this discussion document is to create a municipality that is effective, Efficient and Economical that responds to the needs of both the internal and the external customers of the municipality. The second objective is to decentralize the municipality and take quality services to the people. This will result in proper monitoring and evaluation of work that is done by the municipality. Thirdly is to maximize the usage of the current staff to its maximum capacity

### ***The 10 steps to turn around the municipality:-***

1. Restructuring of the political office
2. Establishment of an Executive Office.
3. Synchronization and realignment of Political and Management Meetings
4. Formation of Regional Offices in the five towns and its alignment to Head office
5. Making the Local Labour Forum an effect bargaining tool
6. Developing a program to ensure Internal and External Customer Satisfaction and branding of the Municipality
7. Strengthening ward committees.
8. Improving the Economy of Mailonyana by ensuring public participation
9. Redesigning the organogram
10. Wellness program for employees

## **1. Restructuring of the political office**

This remains the prerogative of the Mayor. It is how ever important for the Municipal Manager to agree with the mayor on the time-frame for this process. Please refer to annexure

## **2. Establishment of an Executive Office.**

Office of the Mayor, the Speaker and the Municipal Manager will form the Executive Office. These 3 offices will retain their autonomy but the management of the administration of these offices will be centralized. This will enhance communication, Speed up Service delivery and ensure that the center holds

### ***Challenges of administration in the 3 offices:***

#### ***Mayor's Office:-***

- There is no senior manager in the office of the Mayor.
- Staff has got no one to report to.
- There is no proper reporting and accountability systems for official in this office and no proper communication channels between this office and the office of the municipal Manager.
- This results in conflict among staff in the office of the Mayor and failure of program to be developed and implement.
- There is no monitoring of performance of official in the office of the Mayor by the office of the Municipal manager.
- Continuous loss of document between the office of the Mayor and the Municipal Manager
- Programs of the Mayor's office are not known by the Municipal Manager and the accounting officer is always asked to account when these unknown program fail
- Staff of the Mayor's office are not fully utilized

#### ***Speaker's office:-***

- Lack of proper communication between the office of the Speaker and the Municipal Manager
- No monitoring of the official in the office of the speaker by the Municipal Managers office
- Formation of Council Agenda is a night mare
- Continuous loss of document between the office of the Speaker and the Municipal Manager
- Programs of the Speaker's office are not known by the center, that is Municipal Manager and the accounting office is always asked to account when these unknown program fail.

- Staff of the Speaker's office are not fully utilized

***Municipal Managers Office:-***

- This office is accused of loosing correspondence
- It is accused of never responding to issues that are requested by other offices
- Not providing the necessary support to departments timeously.
- The officials are overworked and understaffed.
- That some officials are not focused
- Lack of proper communication strategy between this office and other offices

***Recommendations:-***

- That the administration of the 3 offices be placed under the management of the Municipal Manager's office
- That all 3 offices will account to the Strategic manager.
- That the Municipal Manager will appoint any official in the office of the Mayor and the Speaker to manage the two respective offices in consultation with the Mayor and the Speaker.
- That these officials will be known as Manager in the Office of the Mayor and Manager in the Office of the Speaker.
- The two different Office Managers that will be appointed by the Municipal Manger in the Office of the Speaker and the Mayor will report directly to the Strategic Manager.
- The Strategic Manager will develop clear delegation of duties with these Office Managers
- The fusion of the administration of the 3 offices will cause a pool of workforce that will be moved around in the 3 offices according to the needs of the 3 offices.
- That each office will develop its program and submit it to the Strategic Manager who will ensure that the program of each Office becomes the program of the municipality.
- That the above fusion of the Administration of the 3 offices administration changes the 3 offices into the Executive Office.
- That the Strategic Manager accounts directly to the Municipal Manager on the performance of the Executive Office
- These recommendations should be read in line with "Communication between the Politico and Administration"

### **3. Synchronization and realignment of Political and Management meetings**

- Office of the Municipal Manager and Corporate Service must develop a clear schedule that synchronizes the above mentioned meetings.
- The above meetings include all Council, EXCO, Section 80, Section 79 and ward committee meetings.
- Management meetings includes Top Management, Middle Management, Departmental, Divisional meetings

### **4. Formation and alignment of Regional Offices in five towns to**

Masilonyana Local Municipality has offices in each of its five towns. The municipality has four administrative departments:-

- Technical Department
- Corporate Service Department.
- Social and Community Service Department
- Finance Department

These departments are not necessarily represented in all five towns. This makes it difficult to manage the total constitutional responsibility of the municipality in the five towns. The other challenge is that departments are departmentally orientated. Therefore they only address challenges of their departments, thus neglecting the other important responsibilities of the municipality. There is a need to appoint Unit managers. These Unit Managers will be in charge of the administration of the municipality in each town. Unit managers are appointed from Employees who are already in the Employment of the Municipality and there will be a Unit Manager allowance that every Unit manager will receive. The Unit manager reports directly to the Strategic manager in the Office of the Municipal manager. Each Division will be lead by a supervisor known as a Divisional supervisor. These Divisional Supervisors will be appointed from current Staff. A Divisional Supervisor allowance will be paid to the employee who is appointed. The Divisional Supervisor will report directly to Unit Manager.

#### ***Recommendations:-***

- Unit Managers (UM) be appointed per town. These Unit Managers will oversee the total management of the office in the specific town. These Unit Managers should not necessarily be a new employee, but rather be a person

employed by the municipality and should receive a top up Unit Manager allowance.

- Unit Managers will form part of middle management
- They will account directly to the office of the Municipal manager through the Strategic Manager.
- They will report departmental challenges and issues to Departmental Managers
- The Strategic Manager will do sub-delegation of powers to the Unit Managers and performance management contract for them.
- It is the prerogative of the Municipal Manager to appoint the Unit Manager
- Divisional Supervisor must be appointed from existing employees and they should receive Divisional Supervisor allowance
- Refer to annexure E

## **5. Making the Local Labour Forum effect bargaining tool**

Currently the greatest challenge of the Local Labour Forum (LLF) is the fact that it does not sit as expected. The Major challenge is caused by the fact that the top Political and administrative leadership of the municipality sits there. These leaders are engaged in different meetings and this makes it difficult to attend these LLF meetings.

### **Recommendation:-**

- That Mayor should provide the names of the new Councilors after restructuring of the of the Political Office
- The employer component from administration should consist of the Strategic Manager, Cooperate Manager, Assistant Manager Legal Services and Human Resource.
- That LLF must develop a schedule that must be adopted by council and be religiously adhered to.
- Refer to annexure F

## **6. Developing a program to ensure Internal and External Customer satisfaction and branding of the Municipality**

### **6.1 Developing a program to ensure Internal**

This is in line with Cascading the principles of Batho-Pele. There is a lot of internal dissatisfaction among our internal customers. By internal customers I refer to the employees of Masilonyana Local Municipality. A happy employee is a productive employee. It is important that management of the municipality

should determine the challenges that the employees have and develop a Program of Action that will address these challenges. Each office must have 2 Customer Care officers and there is a need to build capacity in the Customer Care office, in terms of flow of information.

### **Recommendations**

- The Strategic Manager should develop and implement a program to cascade the Principles of Batho Pele.
- That the above program should ensure the development of Service Standards
- And the development of the Service Delivery Implementation Plan.
- That finance department must provide Office of the Municipal Manager with detailed report of all the Salary discrepancies that exist among employees salaries
- That each town must have 2 customer care officers.
- Building of capacity in Customer Care Offices, in terms of information and technology
- **Refer to annexure G**

### **6.2 Developing a program to ensure External Customer Satisfaction**

This is in line with cascading the principles of Batho-Pele. There is a lot of external dissatisfaction among our external customers. By external customers I refer to the community of Masilonyana Local Municipality.

#### ***The dissatisfactions of the community are as follows:-***

- Councillors call meetings regularly, obtain community challenges but there is no implementation of the solutions of these challenges.
- The community acknowledges that there is access to the municipality but demands greater access.
- Service delivery is slow
- Community demands greater communication channels between municipality and itself.
- Community wants more active participation in council activities

#### ***Recommendations:-***

- No Ward Councillor should go to a community meeting without a Customer Care officer.
- Customer care officer must record challenges of the community and within 7 days after that ward community meeting notify the complainant of the acknowledgement of

their challenges that were raised and the process that will be followed to address the challenges of the complainant.

- That Masilonyana News paper should be funded to become the community news paper and be a communication tool between the Municipality and the community and vice versa.
- That a dynamic strategy of Intergovernmental communication platform should be developed to speed up service delivery to communities.
- That programs that encourage community participation be amplified, e.g Youth program, Women programs, Programs for the aged, Kasi is Nxa, etc while minimizing costs implications
- Refer to annexure H

### **6.3 Branding of the Municipality**

There is a need to enhance internal and external communication of the municipality. This must be done in the following 3 ways (a) Developing and adhering to schedules of meetings. (b) Development of Masilonyana Local Municipality Web Site (c) Monthly production of Masilonyana Internal News Bulletin.

#### ***Recommendations:-***

- That an I.C.T person be appointed to develop a website and repair computers on daily bases.
- That E-mails should be installed in all municipal offices and must be functional on daily bases.
- That Masilonyana News should be used to provide community with weekly information of the municipality
- That Masilonyana news must provide the employees of the Municipality with a monthly Internal news bulletin
- Schedule of municipality internal important meeting must be announced monthly in the Bulletin by all department, Unit managers including monthly programs of the Mayor and Speakers office
- That the Exetrnal and Internal Communications Coordinator be the link between the Municipality and Masilonyana News.
- That the Communications Coordinator must develop a dynamic program

### **7 Redesigning the organogram**

#### **Comments:-**



- Corporate Service and office of the Municipal Manager must work on redesigning a draft organogram to fit the challenges that are in the new IDP document
- Appointment of 3 managers in the office of the Mayor, Speaker and the Municipal Manager , respectively
- Appoint of 5 Unit Managers per town.
- Appointment of Unit Supervisors
- Eliminating acting and part-time workers by appointing from existing staff in vacant positions
- Reducing workforce by not filling vacant post with new employees rather filling them with currently employed employees where possible.
- Appointment of new staff where necessary
- Refer to annexure H

## **8. Strengthening ward committees.**

Ward Committees are the tentacles of the Ward councilors. It is important that this component of the Municipality should be empowered and realigned during the restructuring process.

### **Recommendations:-**

- That the Ward Committees should be convened for a strategic Planning session.
- That the constitution of ward committees should be adopted and the ward committees should be realigned during the restructuring process

## **9. Improving the Economy of Masilonyana by ensuring public participation**

The employees of the municipality contribute greatly to the economy of the municipal jurisdiction without reaping the benefits of the economy. They are mainly consumers. It is important to expose the employees of the municipality and other employees of their ability to contribute to the Success of Broad Based Black Economic Empowerment. This will assist the Employees with their Financial Challenges and their increased dependency on Loan Sharks. But equally assist to alleviate the high rate of unemployment.

### **Recommendation:-**

- That the Strategic Manager develops a document that ensures that employees of Municipality actively participate in the economy of Masilonyana.

- That this document must be in line with Kasi is Nxa and the LED Strategy.

## **10. Wellness program for employees**

We are currently faced with serious challenges of employees. Our employees are physically, mentally and spiritually sick. This causes our internal customers not to perform at optimum level. Diabetes, High blood, HIV/Aids, Obesity, Stress is taking its toll and we are watching while the mortality rate is increasing. There is a need to come up with a strategy to turn this around.

### **Recommendations:-**

- Corporate Service must develop an employee support center in every town.
- This Employee support center should have aggressive programs.

**Draft**



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**ANNEXTURES**

**OF**

**10 POINT PLAN**

**TURN AROUND STRATEGY**

**Annexure A**

## **1. Restructuring of Political Office**

**Please find attached a list from Mayor. Pending**

# **Annexure B**

## **Formation of the Executive Office**

### **1. Unit Manager in the 3 officers of the Executive**

#### **Mayor's office:-**

The Municipal Manager in consultation with the Mayor will appoint a manager in the Office of the Mayor among the current existing Staff. This Official will receive an allowance for performing this duty in addition to his or her normal duties.

This person will be responsible for the overall management of the office of the Mayor and account directly to the Strategic Manager in the office of the Municipal Manager. The Manager in the Office of the Mayor will sign a performance Agreement with the Municipal Manager and ensure that all programs of the Mayor are integrated into the programs of the

municipality. The Unit Manager will draw up a program for the office of the Mayor in consultation with the Mayor and submit this program to the office of the Strategic Manager for integration into the program of the Municipality.

**Speakers Office:-**

The Municipal Manager in consultation with the Speaker will appoint a manager in the Office of the Speaker among the current existing Staff. This Official will receive an allowance to perform this duty in addition to his or her normal duties.

This person will be responsible for the overall management of the office of the Speaker and accounts directly to the Strategic Manager in the office of the Municipal Manager. The Manager in the Office of the Speaker will sign a performance Agreement with the Municipal Manager and ensure that all programs of the Speaker are integrated into the programs of the municipality. The Unit Manager will draw up a program for the office of the Speaker in consultation with the Speaker and submit this program to the office of the Strategic Manager for integration into the program of the Municipality.

**Municipal Manager’s office:-**

The Municipal Manager can appoint any official of the municipality to become manager in the office of the Municipal manager. This is because of the shortage of staff in the office of the municipal manager and the surplus of staff in the municipality. This person’s salary will be topped up if lower than the level of an administrator and will receive an allowance of a manager in the office of the Municipal managers. Should the manager in the office of the municipal manager be a person who is already in the office of the Municipal Manager this person will receive an allowance. This person will report directly to the Strategic Manager

**2. Communication among the 3 offices**

The managers in the Executive Office will be part of middle management and will be at the same level as the unit managers in the 5 different towns. These unit managers will account directly to the Strategic Manager on monthly bases.

**3. Delegations of responsibility to managers in the Executive Offices.**

**3.1 Office of the Mayor**

Function	Function number	Delegating person	Delegated person	Condition
Develop programs of the	A1	Strategic	Unit Manager in	In

Mayor's office		Manager	Mayor's Off.	consultation with the Mayor
Overall Management of the Mayor's Office	A2	Strategic Manager	Unit Manager in Mayor's Off.	
Approval of leave forms of the Mayor's Staff	A3	Strategic Manager	Unit Manager in Mayor's Off.	
Approval of overtime of the staff in the Mayor's office	A4	Strategic Manager	Unit Manager in Mayor's Off.	In consultation with Strategic Manager
Overseeing the compilation of the EXCO report	A5	Strategic Manager	Unit Manager in Mayor's Off.	In consultation with Cooperate and Strat. Man.
Overseeing the management of the Mayor's diary	A6	Strategic Manager	Unit Manager in Mayor's Off.	
Is the link between the Mayor's Office and the Municipal Managers Office	A7	Strategic Manager	Unit Manager in Mayor's Off.	
Reports to Mayor office developments	A8	Strategic Manager	Unit Manager in Mayor's Off.	
Is held accountable for the management of the Mayor's office.	A9	Strategic Manager	Unit Manager in Mayor's Off.	
All officials in the Mayor's office reports to the Manager	A10	Strategic Manager	Unit Manager in Mayor's Off.	
Develops budget of the Mayor's office	A11	Strategic Manager	Unit Manager in Mayor's Off.	In consultation with CFO
Monitor the proper implementation of the budget	A12	Strategic Manager	Unit Manager in Mayor's Off.	In consultation with CFO
Authorize and approves expenditure of up to R2000	A13	Strategic Manager	Unit Manager in Mayor's Off.	In consultation with Strategic Manager
Development of internal policies of the office to ensure smooth running of office	A14	Strategic Manager	Unit Manager in Mayor's Off.	In consultation with Strategic Manager



## Office of the Speaker

<b>Function</b>	<b>Function number</b>	<b>Delegating person</b>	<b>Delegated person</b>	<b>Condition</b>
Develops programs of the Speaker's office	B1	Strategic Manager	Unit Manager in Speaker's Off.	In consultation with the Speaker
Overall Management of the Speaker's Office	B2	Strategic Manager	Unit Manager in Speaker's Off.	
Approval of leave forms of the Speaker's Staff	B3	Strategic Manager	Unit Manager in Speaker's Off.	
Approval of overtime staff of Speaker's staff	B4	Strategic Manager	Unit Manager in Speaker's Off.	In consultation with Strategic Manager
Overseeing the compilation of the Council Agenda	B5	Strategic Manager	Unit Manager in Speaker's Off.	In consultation with Cooperate and Strat. Man.
Overseeing the management of the Speaker's diary	B6	Strategic Manager	Unit Manager in Speaker's Off.	
Being the link between the Speaker's Office and the Municipal Manager's Office	B7	Strategic Manager	Unit Manager in Speaker's Off.	
Reports to the Speaker's on office developments	B8	Strategic Manager	Unit Manager in Speaker's Off.	
Is held accountable for the management of the Speaker's office.	B9	Strategic Manager	Unit Manager in Speaker's Off.	
All officials in the Speaker's office reports to Him/her	B10	Strategic Manager	Unit Manager in Speaker's Off.	
Develop budget of the Speaker's office	B11	Strategic Manager	Unit Manager in Speaker's Off.	In consultation with CFO
Monitor the proper implementation of the budget	B12	Strategic Manager	Unit Manager in Speaker's Off.	In consultation with CFO
Authorize approve expenditure of up to R2000	B13	Strategic Manager	Unit Manager in Speaker's Off.	In consultation with Strategic

				Manager
Develops of internal policies of the office to ensure smooth running of office	B14	Strategic Manager	Unit Manager in Speaker's Off.	In consultation with Strategic Manager

### 3.3 Office of the Municipal Manager

Function	Function number	Delegating person	Delegated person	Condition
Develop programs of the office	C1	Strategic Manager	Unit Manager in the MM's Office.	In consultation with the Strategic Manager
Overall Management of junior officials in the Municipal manager's Office	C2	Strategic Manager	Unit Manager in the MM's Office	
Approval of leave forms of the Junior official	C3	Strategic Manager	Unit Manager in the MM's Office	
Approval of overtime junior staff of the municipal manager's office	C4	Strategic Manager	Unit Manager in the MM's Office	In consultation with Strategic Manager
Coordinates and liaise with the Manager in the Mayor and Speaker on the compilation of the EXCO and Council Agenda	C5	Strategic Manager	Unit Manager in the MM's Office	In consultation with the Strategic Manager
Oversees the management of the diaries of the Municipal Manager and Strategic Manager	C6	Strategic Manager	Unit Manager in the MM's Office	
Is the link among managers of the Executive office	C7	Strategic Manager	Unit Manager in the MM's Office	
Reports to the Strategic Manager on office developments	C8	Strategic Manager	Unit Manager in the MM's Office	
Is held accountable for the management of the Municipal	C9	Strategic Manager	Unit Manager in the MM's Office	

Manager's office				
All junior officials in the Municipal Manager's office reports to Him/her	C10	Strategic Manager	Unit Manager in the MM's Office	

#### 4. Frequency of meetings of the meetings

For the first 3 months the managers in the Executive Office will have weekly meetings with the Strategic Manager to streamline the Executive Office. After 3 months the Managers in the Executive will have meetings every fortnight with the Strategic Manager. The managers in the Executive Office will become part of the Middle management. They will sit with the Strategic Manager in the fortnight meeting with the Town unit managers.

# **Annexure B**

# **Annexure E**

**5. Process Plan for the Formation of Regional Offices in the five towns and its alignment to Head office**

<b>Date</b>	<b>Activity</b>	<b>Responsibility</b>
16.04.07	Call top management meeting to outline process of selection	Municipal Manager
	Development of criteria to select Unit Manager	Strategic Manager and Corporate Service
	Internal process of selecting these officials	Strategic Manager and Corporate Service
	Determining the financial implications and inclusion in draft budget 2007\08	Strategic Manager and Finance
	Appointment of Unit managers	Municipal

		manager
	Development of a training manual for Unit managers	Strategic Manager
	Training of Unit Managers	Strategic Manager
	First meeting of Unit manager with Strategic managers	Strategic Manager
	Criteria to select Divisional Supervisors	Strategic Manager and Corporate Service
	Appointment of Divisional Supervisors	Municipal Manager

# Annexure F

## **6. Making the Local Labour Forum effect bargaining tool**

*Names of four Councillors who represent the Employer are:-*

- Clr
- Clr
- Clr
- Clr

***Names of Managers that Represent the Employer***

- Strategic Manager
- Manager Cooperate Service
- Assistant Manager Legal Services
- Human Resource Manager

***Schedule of the LLF***

That LLF will sit on the last Thursday of each month



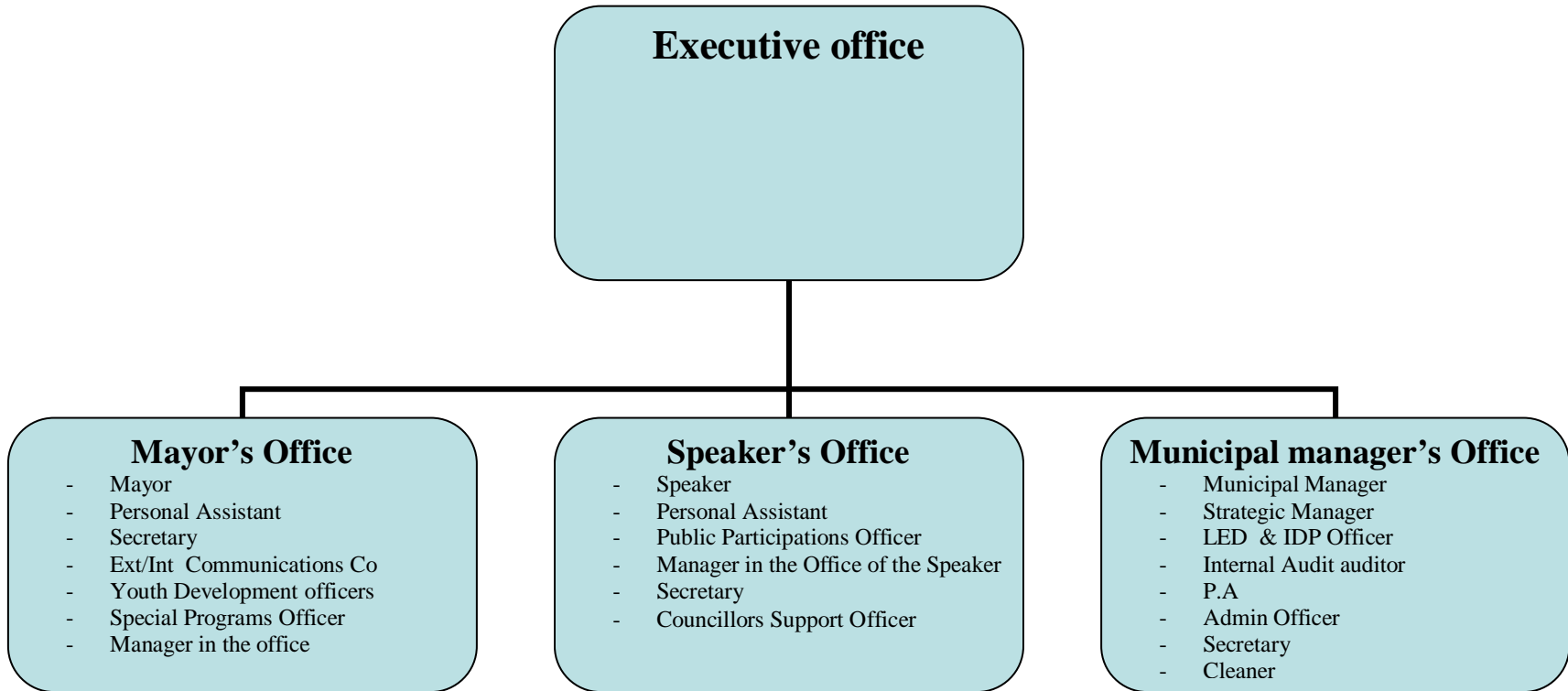
# **Annexure G**

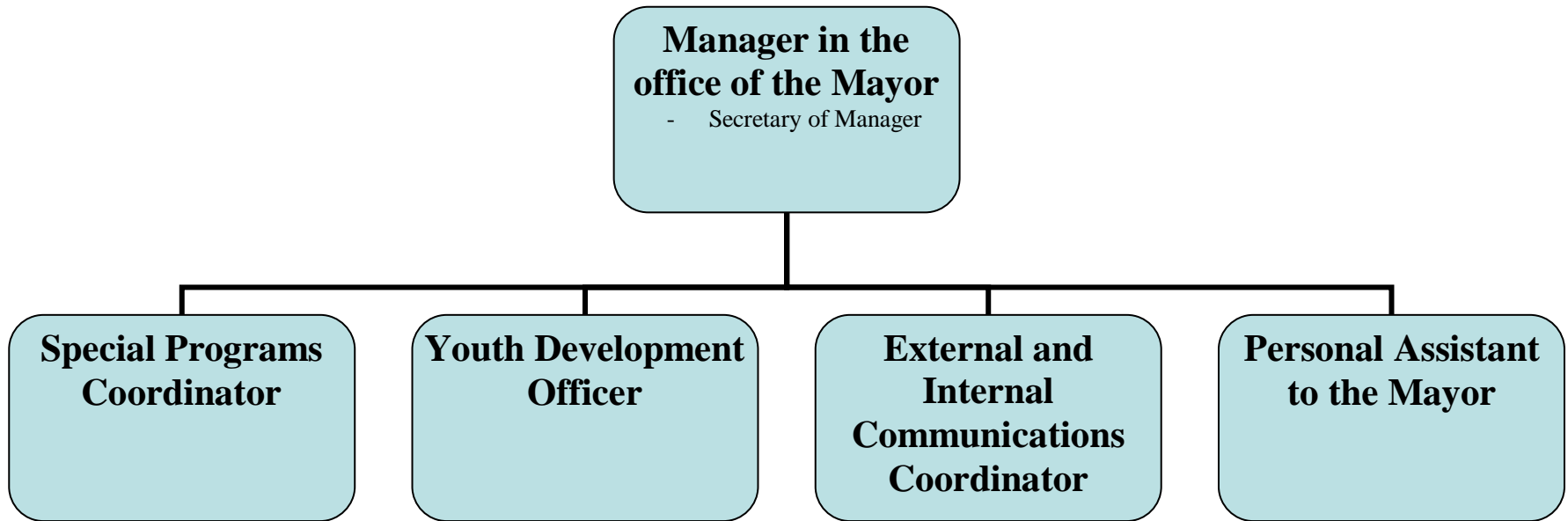
### 7.2.1 Developing a program to ensure Internal Customer satisfaction

Date	Activity	Objective	Venue	time	Responsibility
17.04.07	Interviews	For the position of CFO	Chamber	10:00	Mun. Manager
18.04.07	Interviews	For the position of Manager Corporate Service	Chamber	10:00	Mun. Manager
19.04.07	Interviews	For the position of Manager Social and Community Development	Chamber	10:00	Mun. Manager
23.04.07	Appointments	Of Field workers and Coordinators	Corporate Ser	16:00	Man. Corp. Ser
24.04.07	Meeting with Mayor	Briefing Political Leadership on turnaround Strategy and centenary process plan for Theunissen. Lekgotla Reports	Mayor's Office	10:00	Mun Manager
26.04.07	Management Meeting	Receiving inputs on Draft Restructuring Plan	MM's Board Room	11:30	Mun. manager
30.04.07	Budget Consultation Week	<ul style="list-style-type: none"> <li>▪ Mayor consulting the Community on two documents</li> <li>▪ Advertize for 21 days</li> </ul>	Winburg Town Hall News paper	10:00	Speaker's Office
02.05.07	Building relationship	<ul style="list-style-type: none"> <li>▪ Fighting crime together</li> </ul>	Brandfort Town hall	10:00	Speaker's Office
03.05.07	Budget Consultation with Ward Committees	<ul style="list-style-type: none"> <li>▪ Assess needs of ward committees</li> </ul>	Winburg Town hall	10:00	Speaker's Office
03.05.07	Special Council	<ul style="list-style-type: none"> <li>▪ Effect appointments of Section 21 employees</li> <li>▪ Bucket eradication report, etc</li> </ul>	Council Chamber Theunissen	14:00	Speaker's Office
04.05.07	Women dialogue	<ul style="list-style-type: none"> <li>▪ Engage Female Employees</li> </ul>		10:00	Mun Manager
07.05.07	Meeting Masilonyana Business Forum	<ul style="list-style-type: none"> <li>▪ Developing an annual Schedule for all Businesses in masilonyana</li> </ul>	Masilo Hall	10:00	Mun. manager

08.05.07	Meeting all employees of in Brandfort (Soutpan) Cascading the Principles of Batho-Pele	<ul style="list-style-type: none"> <li>▪ Workshop on Cascading the Principles of Batho – Pele</li> <li>▪ Draft Service Standards.</li> <li>▪ Service Delivery Implementation Plan</li> <li>▪ Branding of the Municipality</li> <li>▪ Obtaining challenges of employees</li> </ul>	Brandfort Town Hall	10:00	Mun Manager
08.05.07	Ward committees & Stakeholders	<ul style="list-style-type: none"> <li>▪ Strengthening team work</li> </ul>	Kaaps Banyane Hall	12:00	Speakers Office
09.05.07	Interviews	<ul style="list-style-type: none"> <li>▪ Of Seven posts in finance</li> </ul>	Council Chamber	10:00	Mun Manager
10.05.07	Meeting all employees of in Windburg (Verkerdevlei) Cascading the Principles of Batho-Pele	<ul style="list-style-type: none"> <li>▪ Workshop on Cascading the Principles of Batho – Pele</li> <li>▪ Draft Service Standards.</li> <li>▪ Service Delivery Implementation Plan</li> <li>▪ Branding of the Municipality</li> <li>▪ Obtaining challenges of employees</li> </ul>	Winburg Town Hall	10:00	Mun Manager
<b>Date</b>	<b>Activity</b>	<b>Objective</b>	<b>Venue</b>	<b>time</b>	<b>Responsibility</b>
10.05.07	Understanding LED & IDP	<ul style="list-style-type: none"> <li>▪ Municipal manager presenting and engagements</li> </ul>	Kaaps Banyane Hall	10:00	Speker's Office
11.05.07	Meeting all employees of in Theunissen Cascading the Principles of Batho-Pele	<ul style="list-style-type: none"> <li>▪ Workshop on Cascading the Principles of Batho – Pele</li> <li>▪ Draft Service Standards.</li> <li>▪ Service Delivery Implementation Plan</li> <li>▪ Branding of the Municipality</li> <li>▪ Obtaining challenges of employees</li> </ul>	Theunissen Town Hall	10:00	Mun Manager
15.05.07	Ward committees and stakeholders	<ul style="list-style-type: none"> <li>▪ Strengthening teamwork</li> </ul>	Makeleketla Community Hall	12:00	Speake's Office
17.05.07	Ward Committees & HODs	<ul style="list-style-type: none"> <li>▪ Understanding our Municipality</li> </ul>	Winburg Town Hall	10:00	Speaker's Office
23-25.05.07	Cascading the Principles of Batho-Pele workshop	<ul style="list-style-type: none"> <li>▪ Workshop Councillors on and top management on Cascading the Principles of Batho – Pele</li> <li>▪ Discussing the proposed new organogram</li> <li>▪ Discussing the Draft Service Standards.</li> <li>▪ Discussing draft Service Delivery Implementation</li> </ul>	Bompudi	10:00	Mun Manager

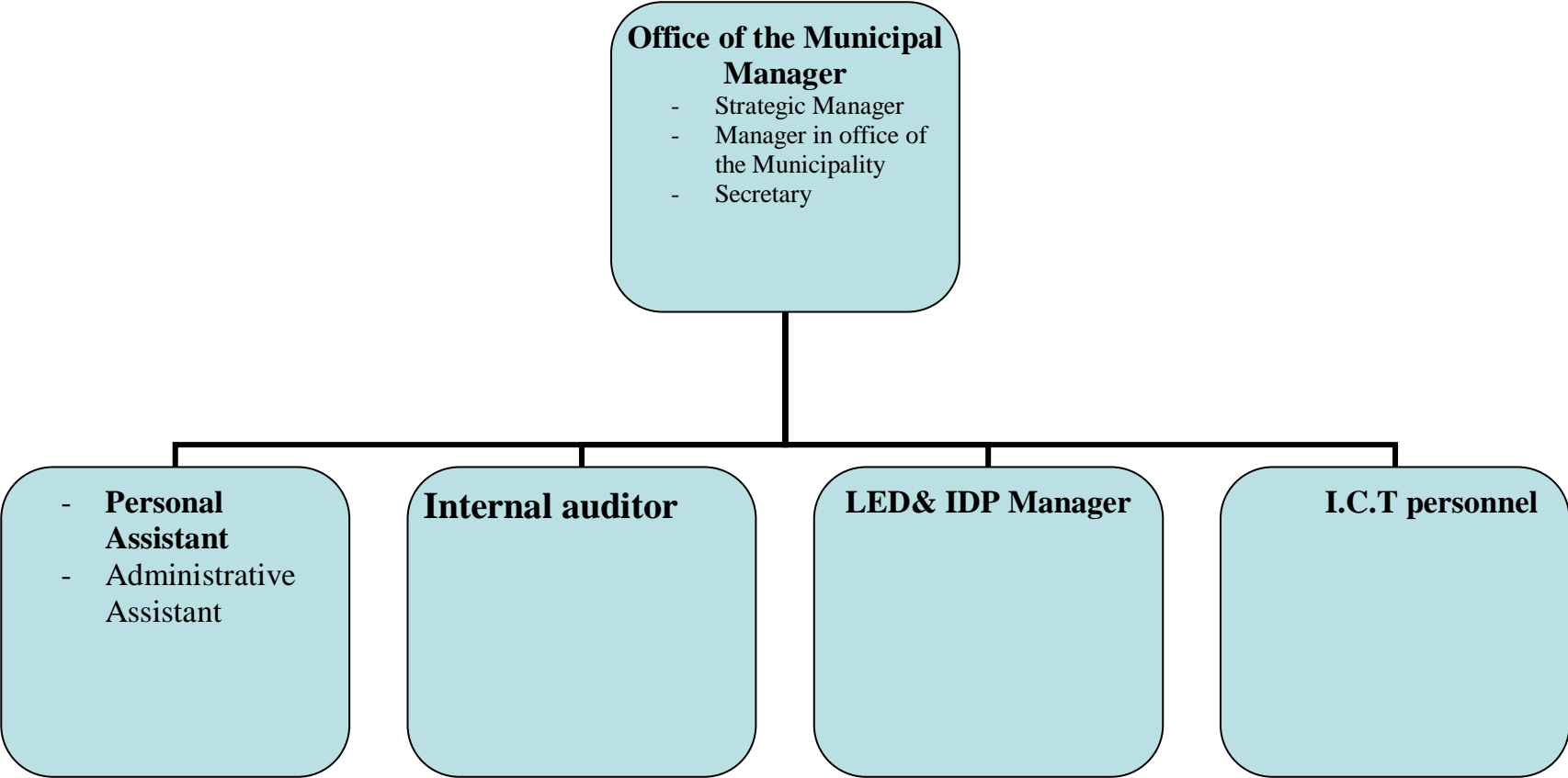
		Plan			
		<ul style="list-style-type: none"> <li>▪ Branding of the Municipality</li> </ul>			
22.05.07	Ward Com. & stakeholders	<ul style="list-style-type: none"> <li>▪ Strengthening Team Wok</li> </ul>	Majwemasweu Town Hall	12:00	Speaker's Office
24.05.07	Ward Com.	<ul style="list-style-type: none"> <li>▪ Teaching each other</li> </ul>	Kaaps Banyane Hall	10:00	Speaker's Office
30.05.07	Ward Com. & stake holders	<ul style="list-style-type: none"> <li>▪ Strengthening team work</li> </ul>	Masilo Com.Hall	10:00	Speaker's Office
31.05.07	Budget Speech	<ul style="list-style-type: none"> <li>▪ State of the Municipality address</li> </ul>		10:00	Mayor
	EXCO	<ul style="list-style-type: none"> <li>▪ Endorsing the Restructuring Plan and other issues</li> <li>▪ Endorsing the Service Standards</li> <li>▪ Endorsing the Service Delivery Implementation Plan</li> <li>▪ Other related EXCO matters</li> </ul>		10:00	Mayor
31.05.07	Ordinary Council Meeting	<ul style="list-style-type: none"> <li>▪ Endorsing the Restructuring Plan and other issues</li> <li>▪ Endorsing the Service Standards</li> <li>▪ Endorsing the Service Delivery Implementation Plan</li> <li>▪ Other Items</li> </ul>		10:00	Speaker
08.06.07	Local Labour Forum	<ul style="list-style-type: none"> <li>▪ To discuss the restructuring Plan</li> </ul>			





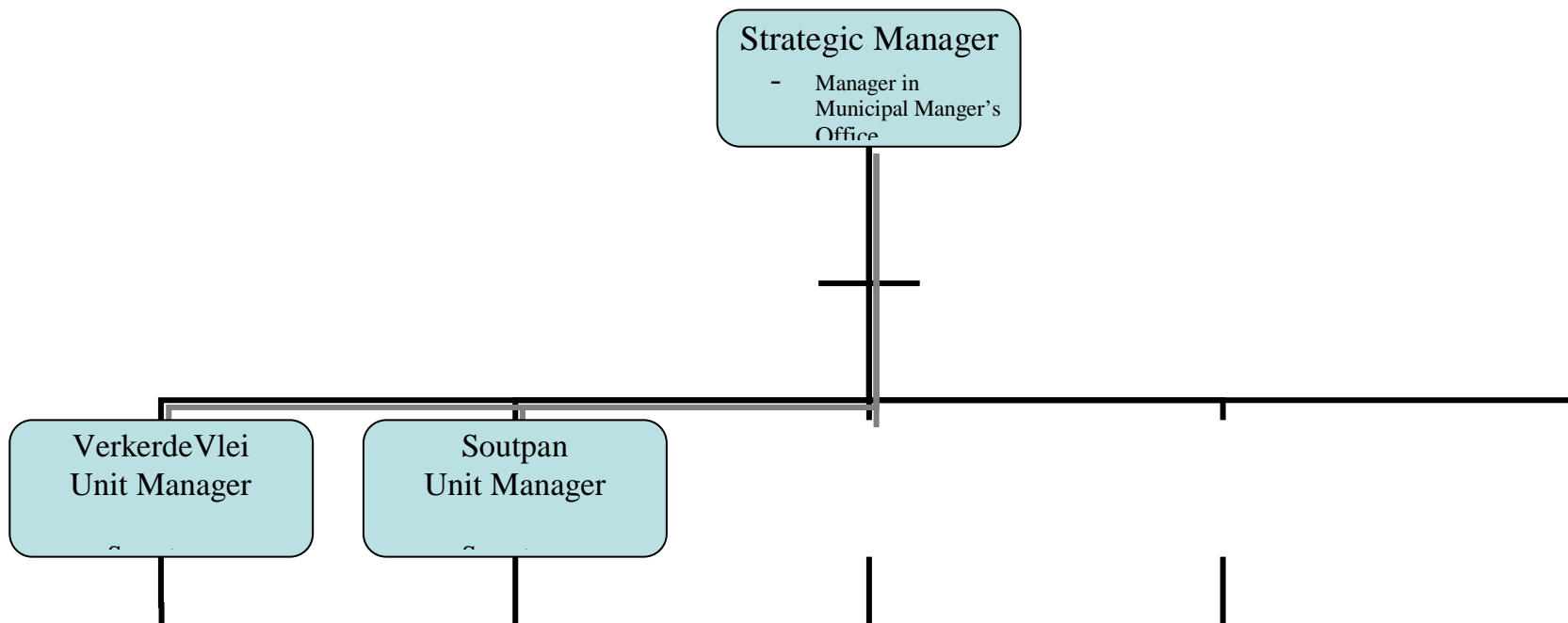


**Structuring of the Office of the Municipal Manager**



**Reporting Channels of Office Managers and Unit Managers to the office of the Municipal Manager**





**Report Channels for Departmental Heads (Managers)**

