

Figure i: City Planning purpose structure proposed by the Amund Beneke group in April 2001

Figure ii: Newsletter distributed at Nomgqibelo's road show meetings of 14 and 15 May 2001 (a)



RESTRUCTURING OF FUNCTIONS: ECONOMIC DEVELOPMENT DIVISION

Become part of a positive process

A positive process is under way to restructure the individual functions of the Economic Development Division. The process will be driven by working groups, each of which will be coordinated by a convenor. Convenors have already been nominated for the Local Economic Development, Transport Planning and Management, Fresh Produce Market and City Planning working groups. Working groups for which convenors are still to be nominated are Tourism, Strategic Development, and Administrative Support Services.

A coordinator has also been nominated to coordinate the activities of all the working groups. The coordinator reports to the Divisional Manager, who in turn liaises with the Municipal Manager, the Transformation Manager and other Divisional Managers.

The convenors and the coordinator have been nominated to do important work during the transformation process. These functions should in no way be confused with appointments, promotions, or any other permanent change to the personnel structure. All the nominees retain their current job levels, etc.

What happened to the 'old' processes?

Since the establishment of the Division in December last year, there have been a number of ad hoc restructuring processes. Various discussions have taken place, and working groups were established related to some of these ad hoc processes. Some very valuable work was done by way of these processes. However, the manner in which it was done proved counter productive, mainly because of the following reasons:

- Restricted participation and involvement by officials.
- Inadequate communication.
- Lack of coordination within the Division and with other Divisions.
- No clearly defined mandate and terms of reference to structure the process.

A committed Divisional Manager

It is, however, the commitment of the Divisional Manager: Economic Development, Ms. Nomgqibelo Mdlalose, that the new restructuring process will be inclusive of all officials, that communication will enjoy a high priority, that there will be proper coordination of restructuring processes within the Division, as well as coordination with processes of other Divisions, and that a clear structure and terms of reference will be established to guide the process.

All Administrative Unit Managers have been asked to grant their officials permission to participate freely in the working groups.

Figure ii: Newsletter distributed at Nomgqibelo's road show meetings of 14 and 15 May 2001 (b)

What will the convenors do?

The task of the convenors will be two-fold. While they will focus on the restructuring of the functions, they will also manage the operational tasks within their function. The convenors will also be responsible for administrative and logistical support related to the activities of the working groups.

In conjunction with the working group members, the convenors have to compile a work plan which will contain information regarding a work program (including dates and frequency of meetings); goals, objectives and deliverables of working groups; establishment of sub-working groups or task teams if and when applicable, a communication strategy/plan to ensure participation and informed officials, as well as a modus operandi of the working group and task teams.

Let's respect the protocol

Uncertainty about correct protocol has caused a good measure of delay, misunderstanding, and embarrassment since the establishment of the Division. All officials are asked to take note that, from now on, the convenors will be the central point of reference for each function. You are kindly requested not to contact the Divisional Manager directly with requests (especially not requests for interviews) as this places undue strain on an already full portfolio. All enquiries, reports etc should be directed to the Divisional Manager via the relevant convenor.

The following is a list of the convenors and their contact numbers.

FUNCTION	CONVENOR	PHYSICAL ADDRESS	TEL. NO.	FAX	E-MAIL
Coordinator	Pieter Vosloo	Room 227, 2 nd floor, Old Raadsaal	337 4186	323 5824	Pvosloo@gpmc.org.za
City Planning	Belinda van der Merwe	Room 411, HB Phillips	337 4075	328 5137	BVDMERWE@gpmc.org.za
Fresh Produce Market	Christo Groenewald	Market, DF Malan Drive	328 3010	323 2855	Groenewald.Christo@pretoria.gov.za
Local Economic Development	Verna Nel		671 7252	671 7865	Nelv@ctc.co.za
Transport Planning and Management	Victor Baloyi	Room 501, HB Phillips	337 4068	328 5137	Vbaloyi@gpmc.co.za

Remember that your comments are important to us. Please do not hesitate to send us your comments/queries, preferably by fax or e-mail. You can count on a response!

Restructuring of City Planning Functions

DIVISION: ECONOMIC DEVELOPMENT

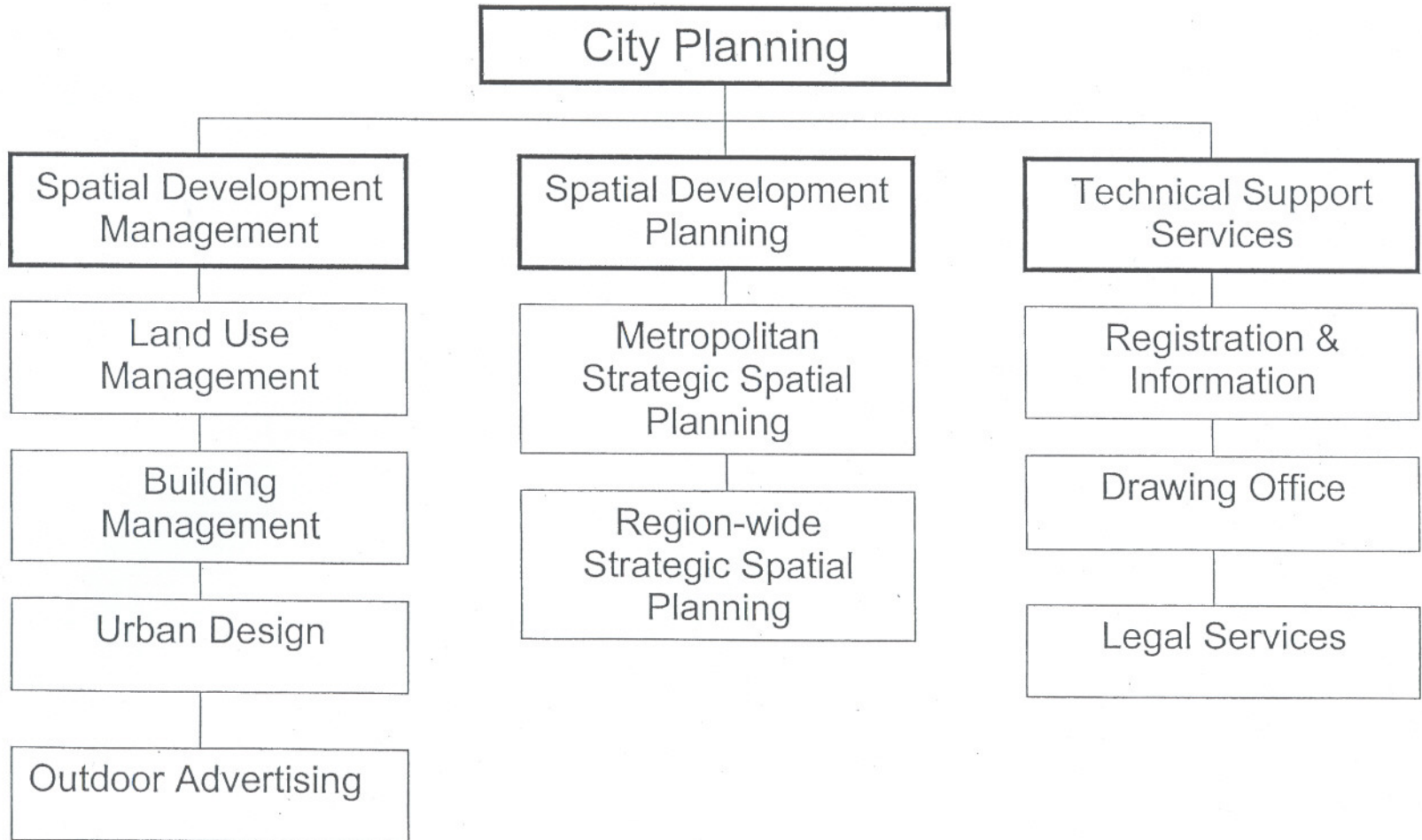


Figure iii: City Planning functions from the work plan compiled by Belinda van der Merwe, 8 May 2001

City Planning Restructuring

Convenor: Belinda van der Merwe

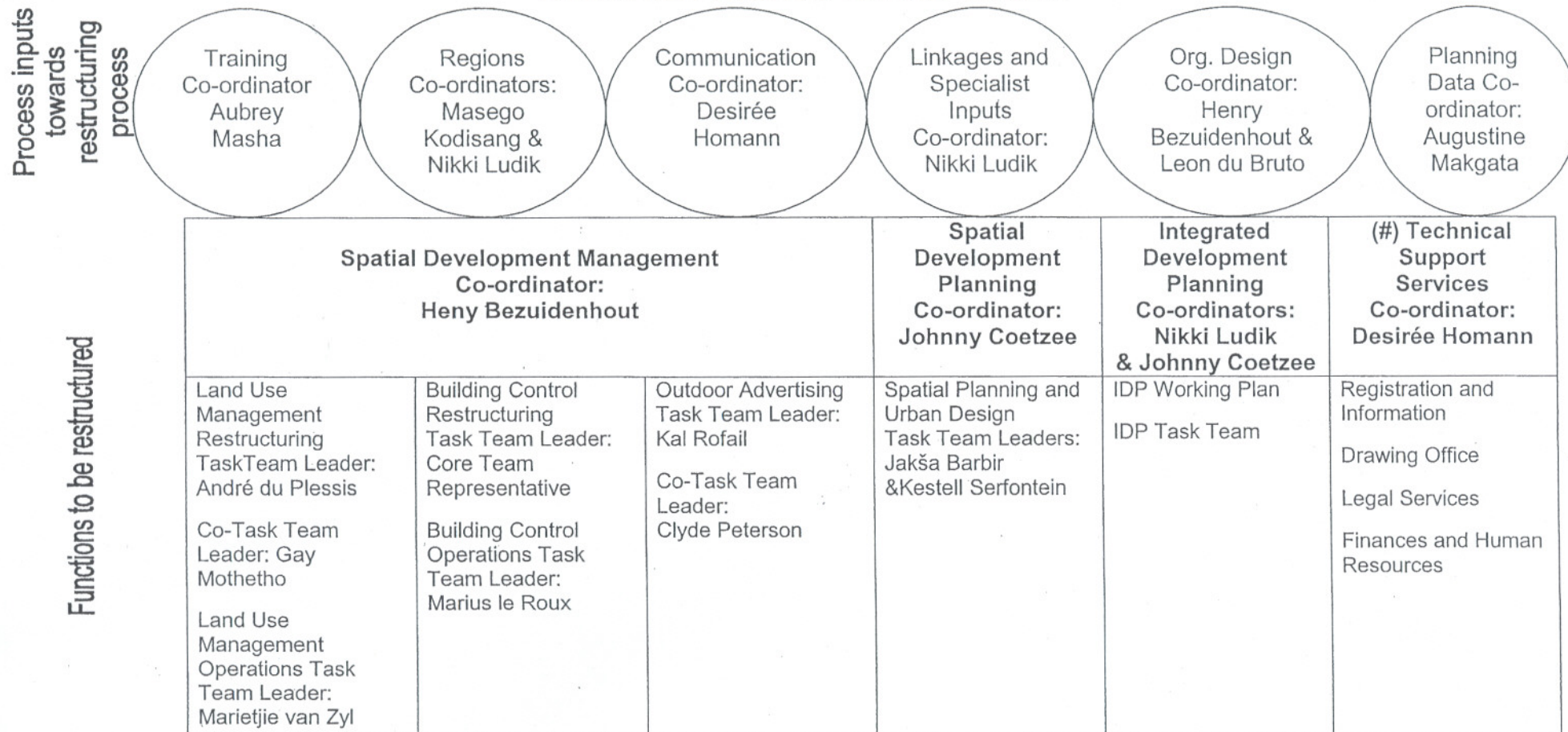


Figure iv: Structure of Core Team and Task Teams

Co-ordinators: Due to the universal influence and nature, which the specific task will have on the restructuring of the City Planning Function, a Co-ordinator for the task was nominated. Co-ordinators will mostly be involved with the restructuring process in a full time capacity.

Task Team Leaders: Due to the specific nature of the task to be performed within the restructuring of City Planning Functions, a Task Team Leader was nominated. Task Team Leaders will mostly be involved with the restructuring in a 80/20 ratio of time spent on a specific task.

Co-Task Team Leaders: A Co-Task Team Leader will support the Task Team Leader in performing the specific task and will be capacitated by the Task Team Leader so as to enhance empowerment and training of previously disadvantaged and junior personnel. Co-Task Team Leaders will mostly be involved with the restructuring through direct communication to and from the Task Team Leaders.

(#) The restructuring of the Technical Support Services will be subject to the outcome of the restructuring of the primary functions.