

Concerned Citizens Committee to Save Makana

Representing the Committees and Membership of:
Grahamstown Residents Association, Grahamstown Business Forum & Makana Unity League
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Attn: The Executive Mayor and Mayoral Committee

Makana Municipality
Sarah Baartman District
Eastern Cape
By e-mail to above addressees

25 October 2017

Dear Members of the Mayoral Committee

We assure you that the Concerned Citizens Committee to Save Makana (CCCSM) are determined to help solve the problems that beset Makana Municipality. To do this we are prepared to invest our time and resources to facilitate change and we will engage with anyone who will actively tackle the very obvious problems facing the municipality. Makana is fortunate to have such thoughtful people available who are prepared to support the municipality.

Since the suspension of Section 139 (5) Administration proceedings, you and the Mayoral Committee have shown no sign of tackling any of the urgent problems. You have rejected or ignored any assistance offered by the PSAM, GBF, Black Sash, businesses, institutions, schools, the GRA, MUL, and others.

CCCSM notes that you have not responded to our letter dated 19th October 2017 inviting you to meet with us. You have not even given the courtesy of acknowledging receipt.

The only time you have met with CCCSM was on 28 July 2017 under direction by the Office of the Premier (OTP). The occasion of that meeting was to discuss and agree a way forward that would provide an alternative to CCCSM championing the case for s.139 (5) Administration for Makana. Such Administration would inevitably lead to fresh municipal elections.

At that meeting certain agreements were made:

- 1) In order to avoid s. 139 (5) Administration that a MCTS (Municipal Commercial Turnaround Specialist) should be urgently sought and appointed; in line with the attached '**Annexure B**' list of skills, competencies and experience.
- 2) That there should be continued engagement between CCCSM, the Mayoral Committee and the MCTS (when identified) in order to assist in resolving Makana municipality's problems, in particular its financial crisis.

At the first opportunity you have broken the above agreement.

CCCSM agreed that given a suitable MCTS appointee with the right skills and authority to take necessary actions, the constituent parts of CCCSM would readily campaign and assist the municipality in guidance and actions to help ensure that residents and businesses pay their Makana bills on time, and to pay off debt where legitimately owing.

You cannot expect to receive support from OTP or CoGTA if you do not communicate and engage with the public – especially when that public is trying to offer support to your administration. Your disregard for the public and civil society bodies leaves no option but to take matters further in order to protect the citizens of Makana from the actions of a dysfunctional Council that cannot even get the basics right.

CCCSM requires assurances that the MCTS is being appointed with necessary skills, competency (as per 'Annexure B' aforementioned), authority and mandate to make urgent and critical changes. CCCSM needs regular access to you and the MCTS (as agreed) in order to be updated on progress, and to cooperate in assisting Makana in solving problems.

In order to achieve the two points above, CCCSM reiterates its insistence in meeting with you and the Mayoral Committee prior to the MCTS's commencement of duties.

The CCCSM endorsement of the appointment of the seconded MCTS/Municipal Manager depends on this person being correctly skilled, mandated and supported; otherwise it will simply be another waste of ratepayers' money.

On every front Makana is in a deep and worsening crisis, and it is essential that people work together. We cannot believe your assurances that the political will exists to correct these problems unless there is clear action and urgency in dealing with them.

It is time for you and your Administration to place people before politics, and principles before personalities, and to recognise your role as being in service to the citizens of Makana.

In short, after 15 months of your Administration, it is time to do your job.

This letter will be released to the media alongside your response within 2 working days.

Yours sincerely,

Ron Weissenberg

Concerned Citizens Committee to Save Makana

Ron Weissenberg

Chairman

Addendum: Annexure "B" - The skill set for a Municipal Commercial Turnaround Specialist (attached)
Cc: Makana Councillors and OTP (Eastern Cape)

ANNEXURE “B”

Municipal Commercial Turnaround Specialist (MCTS) / Administrator (Adm).

Description of Appointee

The role, which is anticipated to take 2 years, is required to lead in:

1. Quickly developing a challenging and achievable commercial plan that will assure the viability of the municipality.
2. Be correctly supported, empowered and authorised by the Municipality or Provincial/national government structures to implement the commercial plan.
3. Define a clear sense of mission and manage its implementation.
4. Demonstrate strong, optimistic leadership
5. Setting the Vision, Strategy and Direction
6. Re-establishing relationships with rates and service payers, suppliers, investors, and lenders
7. Motivating for appropriate grants and investments required to take the Municipality forward. while focusing on improving the financial and operational performance.

Apart from management ability this position also requires strong leadership and business knowledge - mainly supported by financial and legal knowledge. Key Performance Indicators (KPI's) to be implemented across the municipality and appointed MCTS/Adm needs to strengthen the team ensuring the municipality improves its level of service and delivery.

This role requires the ability to build trust, negotiate, delegate, and bring inclusivity, even within an often hostile process.

The role requires the crucial ability of implementing the commercial plan.

Profile of Appointee

The MCTS / Adm needs analysis, evaluation and perceptive skills, sound commercial judgement and to choose the appropriate remedial measures. Decisive leadership and develop a rescue plan that will be supported and implemented.

The MCTS /Adm is required to have a high degree of commercial acumen, confidence and well developed interpersonal skills. Furthermore, an individual

who is ambitious, energetic and a credible strategic business builder with the desire and tenacity to drive the Municipality towards growth while retaining stability.

Minimum Requirements:

- A Graduate Qualification in Business Leadership.
- 10 to 15 years of hands on leadership and management experience in a sizeable company or municipality.
- An established and referenced track record of business turnaround specialisation and business rescue.

Characteristics of Appointee:

- Demonstrate strong integrity, passion and focus; motivates, leads, and empowers others to achieve organisational goals (strong credibility and confidence required)
- Complete commitment to commercial sustainability, goals and values
- MCTS /Adm must have the ability to establish trust, involve affected parties, negotiate deals, communicate effectively, and delegate functions as part of managing the enterprise
- Ability to focus on the vision and to communicate that vision to stakeholders
- Strong decision making abilities – apply problem-solving processes; evaluate options; exercise judgement; and make rapid and accurate decisions, with or without detailed analysis and strategizing
- Passion for overall municipal excellence
- Can demonstrate entrepreneurial flair.

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