



LETSEMENG LOCAL MUNICIPALITY

Municipal Turnaround Strategy

Contents

Key Focus Area – **Basic Service Delivery**

Key Performance Indicators

- 1.1 – Access to water
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- 1.5 – Access to municipal roads
- 1.6 – Formalisation of informal settlements
- 1.7 – Access to housing
- 1.8 – Disaster management
- 1.9 – Municipal Health Services (Environmental Health)



1. Basic Service Delivery									
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
1.1	Access to water	8149 formalised and occupied households have access to running tap water on site	All 8149 occupied household sites having functional water meters	Replacement of broken water meters and continuous monthly monitoring Installation of water meters on sites where these are not available	All broken water meters on occupied household sites replaced by 30 June 2010 All water meters checked monthly for functionality and monthly reports submitted to management	DWA	Municipal manager Manager Technical Services Chief Financial Officer	R	R

		200 households without access to water in Ratanang / Jacobsdal	200 households in Ratanang / Jacobsdal supplied with quality water and functional water meters		200 households in Ratanang / Jacobsdal supplied with water by 31 December 2010	DWA Human Settlements	Municipal manager Manager Technical Services Chief Financial Officer	R	R
		Bulk water supply is a challenge as the demand for water becomes higher than supply – anticipated expansion or upgrading of bulk water storage and treatment works	Sufficient bulk water supply in all five towns for future expansions	Develop Infrastructure Development Plan Submit funding application for bulk water supply (MIG funding)	Development of Infrastructure Development Plan by 31 December 2010 Water plants to be upgraded by December 2010	COGTA DWA	Municipal manager Manager Technical Services Chief Financial Officer	R	R

		Urgent need for bulk water storage and supply in Petrusburg – community rely on the use of boreholes	O&M plan for the Petrusburg boreholes implemented Confirmation of funding commitments towards the Petrusburg bulk water supply project	Develop and implement O&M plan for the Petrusburg boreholes Engage responsible sector departments and other funders Submit business plans or project proposals regarding the Petrusburg project To engage for possible sponsors for the project (bulk Water Supply for Petrusburg)	O&M plan for the Petrusburg boreholes developed and implemented by 30 June 2010 Confirmation for Petrusburg project funding by 31 December 2010	COGTA DWA Human Settlements	Municipal manager Manager Technical Services Chief Financial Officer	None	R55 million
		No sufficient compliance with Water Quality Management Systems especially in Koffiefontein and Petrusburg Petrusburg	Improved water quality Compliance with Water Quality Management Systems	Develop Water Services Management Plan and table for Council consideration Compliance with DWA Blue Drop criteria Train water	Water Services Management Plan developed and approved by 31 October 2010 Compliance with Blue Drop criteria by 31	DWA XDM	Municipal manager Chief Financial Officer Manager Technical Services	R	R

		depend on raw borehole water and make use of VIP toilets		management personnel Acquire Water Quality Management Certificate	December 2010 – develop implementation plan by 31 March 2011 Water Quality Management Certificate by 31 March 2011				
1.2	Access to Sanitation	8149 formalised and occupied household sites have access to on-site waterborne sanitation	Health and hygiene awareness campaigns conducted in all wards or town areas	Conduct health and hygiene awareness campaigns	Health and hygiene awareness campaigns conducted by 31 June 2010	XDM	Municipal manager Manager Technical Services	R	R
		200 post-1994 formalised occupied erven in Ratanang / Jacobsdal without waterborne sanitation on site - still using buckets	Eradication of bucket system and installation of waterborne sanitation to 200 sites in Ratanang / Jacobsdal	Submit business plans to MIG Unit and procure services of contractors	Business plans and project registration by 30 September 2010 All 200 sites provided with waterborne sanitation in 2011/12	COGTA (MIG) Human Settlements DWA	Municipal manager Chief Financial Officer Manager Technical Services	R	R
1.3	Access to	8149 formalised	Provide access to	Submit 105 applications for	Funding application to	DME	Municipal	R1.6 million	R1.6 million

Electricity	and occupied household sites have access to on-site electricity provided by Eskom or Municipality	electricity to all households on formalised occupied sites – backlog figure is 305 households without electricity - 200 Ratanang / Jacobsdal and 105 in Luckhoff	funds to DME for completion of project in Luckhoff Submit 200 household applications for electrification in Ratanang / Jacobsdal	DME for completion of electrification project for 105 household units in Luckhoff by 31 May 2010 200 household applications in Ratanang / Jacobsdal submitted for electrification to DME by 30 June 2010	ESKOM	manager Manager Technical Services	(Eskom)	(Eskom)
	??? High mast lights to be installed in the following towns: Jacobsdal: Koffiefontein: Luckhoff: Oppermansgronde: Petrusburg:	?? High mast lights installed	High mast project implemented	Applications for high mast lights submitted to DME by 30 June 2010 High mast project implemented in 2011/12	DME ESKOM	Municipal manager Manager Technical Services	R	R
	Poor relationships with Eskom	Regular or quarterly meetings with	Engagement meetings with Eskom & DME	Participating in a functional District Energy	DME	Municipal manager	None	None

		& DME – evident through delays in electrification of new households and un-planned electricity interruptions	Eskom & DME Participation in the Xhariep District Energy Forum	to improve service delivery Functional District Energy Forum	Forum by 31 May 2010 Quarterly meetings with Eskom & DME by 31 May 2010 - establish TORs for engagement and contact established by 31 May 2010	ESKOM	Chief Financial Officer Manager Technical Services		
1.4	Refuse removal and solid waste disposal	8149 formalised and occupied household sites have access to weekly on-site refuse removal services – weekly roster system developed and implemented using two waste disposal trucks	Sustainable implementation of refuse removal programme as outlined in the weekly roster	Implement the Integrated Waste Management Plan (IWMP) by 2010 /11 Conduct service delivery road shows in all wards or town areas	Municipality must include the IWMP into IDP & Spatial Development Framework Service delivery information road shows conducted in all wards or town areas by 30 June 2010	DTEEA (Environmental Affairs Directorate)	Municipal manager Manager Technical Services	R	R
		All 5 landfill sites not registered –	Rehabilitation and registering	Collaboration with DTEEA and register all 5	Rehabilitation and registration of	DTEEA (Environmental Affairs	Municipal manager	DTEEA	DTEEA

		Jacobsdal, Koffiefontein, Luckhoff, Oppermansgronde and Petrusburg	of landfill sites	landfill sites	all 5 landfill sites by 31 August 2010	Directorate) COGTA	Manager Technical Services		
1.5	Access to municipal roads	<p>Current paved access roads in the different towns are as follows:</p> <p>Jacobsdal:</p> <p>Koffiefontein:</p> <p>Luckhoff:</p> <p>Oppermansgronde:</p> <p>Petrusburg:</p>	<p>Completed upgrading of paved access roads with storm water drainage system</p> <p>Jacobsdal:</p> <p>Koffiefontein:</p> <p>Luckhoff:</p> <p>Oppermansgronde:</p> <p>Petrusburg:</p> <p>Upgrading and maintenance of graveled roads</p> <p>??? km of graveled roads bladed</p> <p>Filled potholes on tarred roads</p>	<p>Develop a road operations and maintenance plan for all five towns by 31 December 2010</p> <p>Implement paving and roads upgrading projects</p> <p>Blading of gravel roads</p> <p>Filling potholes on tarred roads</p> <p>Procure services of contractors</p>	<p>Completing approved upgrading of paved access roads with storm water drainage by 31 May 2010</p> <p>Bladed gravel roads and filled potholes on tarred roads</p>	<p>COGTA (MIG)</p> <p>Police, Transport and Roads</p>	<p>Municipal manager</p> <p>Manager Technical Services</p>	R 5.4 million	R 5.4 million

		Internal roads in poor state	Roads operations and maintenance (O&M) plan developed and implemented	Develop and implement roads O&M plan	Roads O&M plan developed by 31 December 2010 Internal roads graveled and flattened by 31 December 2010	Public Works and Rural Development Police, Transport and Roads	Municipal manager Manager Technical Services	R	R
1.6	Formalisation of informal settlements	200 households in Jacobsdal / Ratanang living in informal settlements	200 RDP houses with complete basic services allocated to be built on formalised sites in Jacobsdal / Ratanang	Follow up with Humans Settlement for infrastructure development and building of RDP houses in Jacobsdal / Ratanang	200 erven provided with basic services infrastructure by 31 December 2010 Attend site meetings and receive reports	COGTA Human Settlements Public Works and Rural Development DME	Municipal manager Manager Technical Services	R	R
		150 erven in Jacobsdal at flood area; 60 erven in Phambili; directly adjacent to the canal, without 90 meters of a Provincial Road, one site belong to	150 households in Jacobsdal and 60 in Phambili relocated to formal serviced sites	Identification and development of sites with complete basic services Relocate affected households to serviced formal sites	Complete relocation of Jacobsdal and Phambili residents to formalised serviced sites by2011	COGTA Human Settlements Public Works and Rural Development DME	Municipal manager Manager Technical Services	???	???

		Department of Education and one site to the Department of Agriculture; Report to be obtained and be sent to Council and a debate be opened							
1.7	Access to Housing	<p>3 350 Households registered on municipal living waiting list</p> <p>Jacobsdal:</p> <p>Koffiefontein:</p> <p>Luckhoff:</p> <p>Oppermansgronde:</p> <p>Petrusburg:</p>	All registered households on living waiting list allocated sites	Allocate sites to all households on living waiting list	Prioritisation of registered households on living waiting list and allocation of sites by the 31 December 2010	Human Settlements	Municipal manager Manager Technical Services	???	???
1.8	Disaster Management								
1.9	Municipal Health Services	1 Environment	Environmental Health	Convene meetings with	Completed process to	COGTA	Municipal	???	???

	(Environmental Health)	al Health Officer appointed – service devolution to the district municipality would be completed by 30 June 2010	Services devolved to the District Municipality	Xhariep DM	devolve Environmental Health Services to the District Municipality	Health	manager Manager Technical Services		
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Key Focus Area – **Public Participation**

Key Performance Indicators

- 2.1 – Functionality of Ward Committees
- 2.2 – Broader public participation plans and policies
- 2.3 – Public communication systems
- 2.4 – Complaints management system
- 2.5 – Feedback to communities



2. Public Participation									
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
2.1	Functionality of Ward Committees	All five Ward Committees established but not meeting regularly as per scheduled meetings	Functional Ward Committees – meetings held regularly and programmes implemented	Train Councillors, Ward Committees and Community Development Workers (CDWs) regarding the ward committee system – induction and role clarification (relationship with Ward Councillors, Council and other government programmes)	Induction and training of Councillors, Ward Committees and CDWs by 30 June 2010 Council approved schedule of meetings and programmes by 30 June 2010 Monthly and quarterly reports to management and Council	COGTA	Speaker/Mayor Ward Councillors Municipal Manager Public Participation Officer	???	???
			Comprehensive Annual Public Participation	Develop and table draft Annual Public Participation	Council approved Annual Public Participation	N/A	Speaker/Mayor Municipal	???	???

			Calendar developed and approved by Council	Calendar for Council consideration - emanating from reports of Ward Committees Ward programmes aligned to Annual Public Participation Calendar of Council and other government programmes Public Participation endorsed as a standing item on the agenda of Section 79 Committees	Calendar by 30 June 2010 Written monthly Ward Committee reports submitted to Office of the Speaker - oversight role by the office of the Speaker Bi-monthly Speakers reports to Council Monthly and quarterly reports to management and Council		Manager Public Participation Officer		
		Confusion regarding roles and responsibilities of Councillors, Ward Committees and CDWs	Clarified roles and responsibilities – enhancing working relations between Ward Committee members, Councillors and CDWs	Induction of Ward Committee members Council recognition of Ward Committee members – implement schedule of meetings and	Induction and or training of Councillors, Ward Committees and CDWs by 30 June 2010 Monthly and quarterly reports to management	COGTA Independent Development Trust (IDT)	Speaker/Mayor Ward Councillors Municipal Manager Public Participation Officer	???	???

				develop programmes	and Council				
		Ward Committee funding model not implemented – payment of stipends to Ward Committee members	Ward Committee funding model Implemented	Council budget providing for implementation of Ward Committee funding model	Implementation of Ward Committee funding model by 1 July 2010 Monthly and quarterly reports to management and Council	COGTA	Municipal Manager Chief Financial Officer	???	???
2.2	Broader public participation policies and plans	No public participation policy or plan developed Public Hearings not conducted with regard to municipal policies or by-laws	Council approved public participation policy or plan implemented Public hearings or consultations on all policies and systems of the municipality that require community inputs or participation	Develop public participation policy and implementation plan – include public hearings	Public participation policy and implementation plan developed and approved implemented as from 1 July 2010 Monthly and quarterly reports to management and Council	COGTA	Speaker/Mayor Municipal Manager Public Participation Officer	???	???

		No Council or Mayoral Izimbizo programme developed	Comprehensive Council or Mayoral Izimbizo programme developed and implemented	Develop a comprehensive Council or Mayoral Izimbizo programme	Approved Council or Mayoral Izimbizo programme implemented – 5 Ward Izimbizo programmes held by 31 December 2010 Monthly and quarterly reports to management and Council		Speaker/Mayor All Councillors Municipal Manager Public Participation Officer	???	???
			Civil society participation in affairs of the municipality	Include stakeholder engagement as part of Council/Mayoral Izimbizo programme (meetings with Organised Labour, CBOs, NGOs, FBOs, NPOs) Establish database of all stakeholders and extend invites to community or stakeholder	Approved Council or Mayoral Izimbizo programme implemented by 31 December 2010 – Izimbizo programmes to include sectoral and stakeholder engagements Monthly and quarterly reports to management	Sector Departments Labour CBOs NGOs FBOs NPOs	Speaker/Mayor All Councillors Municipal Manager Public Participation Officer	???	???

				meetings	and Council				
		Intergovernmental relations (working together with other sector departments and SOEs)	Inter-sectoral Forum established to improve working relations with other spheres of government and SOEs	Establish Mayor's Inter-sectoral Forum Coordinate the establishment of a Speakers Forum – include CDWs	Mayor's Inter-sectoral Forum established and meeting quarterly – 3 meetings held by 31 December 2010 Monthly and quarterly reports to management and Council	Department of the Premier COGTA & HS (District Services) Xhariep DM	Speaker/Mayor Municipal Manager Public Participation Officer	???	???
2.3	Public Communication systems	Ward constituency meetings, notices and loudhailers are used to communicate with communities – no council approved communication system	Council approved Communications Policy - include public communication systems	Develop and approve Communications Policy and implementation plan that are inclusive of public communication systems	Communications Policy and implementation plan approved by 30 June 2010 Monthly and quarterly reports to management and Council	GCIS Xhariep IGR Forum - District Communicators Forum (DCF)	Municipal Manager Public Participation Officer	???	???
		Municipality does not have a language policy	Approved language policy	Develop and implement language policy	Language policy developed and approved by 30 September Monthly and	COGTA SALGA GCIS	Municipal Manager Public Participation Officer	???	???

					quarterly reports to management and Council 2010				
2.4	Complaints management systems	No complaints management system developed	Develop a complaints management policy and implement the systems – include customer care personnel, suggestion or complaints registers and boxes, response time and linkages with provincial and national government complaints hotlines	Develop and implement complaints management policy	Complaints management policy and implementation plan developed by 30 June 2010 Monthly and quarterly reports to management and Council	Department of the Premier COGTA DWA	Municipal Manager Public Participation Officer	???	???
2.5	Feedback to communities	Feedback to communities is done through Ward Councillor constituency meetings (Ward	Feedback mechanism outlined in public participation and communication policy Ward	Public participation and communication policy outlining feedback mechanism Ward Councillors convening	Implement participation and communication policy by 1 July 2010 1 Community satisfaction Survey		Speaker/Mayor All Councillors Municipal Manager Public	???	???

		Meetings)	Councillor constituency meetings held	constituency meetings – also meetings with ward stakeholders (Organised Labour, CBOs, NGOs, FBOs, NPOs) Conduct community satisfaction surveys	completed by 31 December 2010 Monthly and quarterly reports to management and Council		Participation Officer		
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Key Focus Area – Governance

Key Performance Indicators

3.1 – Political Management and Oversight

3.1.1 – Stability of Councils

3.1.2 – Delegation of functions between political and administrative offices

3.2 – Administration

3.2.1 – (a) Recruitment and selection policies procedures and developed

3.2.1 – (b) Policy on suspension of employees developed

3.2.2 – Vacancies (Top 4 - MM, CFO, Planner and Engineer)

3.2.3 – Vacancies other S56

3.2.4 – All S56 with signed Performance Agreements

3.2.5 – Organisational Performance Management System developed

3.2.6 – Skills Development Plan for employees (Workplace Skills Plan - WSP)

3.3 – Labour Relations

3.3.1 – LLF meetings convened as planned

3.3.2 – Organisational Rights Procedure developed



3. Governance									
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
3.1	Political Management and Oversight								
3.1.1	Stability of Council	Council is currently stable, more especially after the by-elections in January 2010 1 ANC Proportional Representation vacancy still existing in Council	Approved schedule of Council, Council Section 79 Committees and Ward Committee meetings Council, Council Section 79 Committees and Ward Committee meetings held as per adopted schedule All scheduled Council and	Develop schedule of all Council and related meetings and present to Council for consideration and adoption Speaker/Mayor and Council Section 79 Committee Chairpersons convening meetings as per adopted schedule Keeping records of meetings and attendance of	8 Ordinary Council meetings held as per adopted schedule by 31 December 2010 8 ordinary Section 79 Committee meetings held by 31 December 2010 Ordinary Ward Committee meetings held bi-monthly as per adopted Council	None	Speaker / Mayor Municipal Manager Manager Corporate Services	????	????

			related meetings publicised on notice boards and local newspapers	councillors at all meetings – minutes, execution list and attendance registers	schedule – 4 WC meetings by 31 December 2010				
			Filled ANC Proportional Representation vacancy in Council	ANC Proportional Representation vacancy in Council filled	Records of minutes and attendance registers kept Monthly and quarterly implementation reports to management and Council				
		Council Section 79 Committees established but not sitting according to set programme or schedule	Functional Section 79 Committees – leading to Council meetings preceded by Council committee meetings	Consistent monitoring and oversight on functionality of Section 79 committees by the Speaker/Mayor – strict adherence to council approved schedule or programme	Functionality of Section 79 and 80 committees monitored by the Speaker / Mayor by 31 May 2010	None	Speaker / Mayor Municipal Manager Manager Corporate Services	????	????
		Infrastructure & Technical Section 79 Committee and Social, Human Resources & Transformation Section 79 Committee		Activation of Infrastructure & Technical Section 79 Committee and	Infrastructure & Technical Section 79 Committee and Social, Human Resources & Transformation Section 79 Committee activated by				

		are not functional		Social, Human Resources & Transformation Section 79 Committee	31 May 2010 Monthly and quarterly implementation reports to management and Council – meetings held as scheduled Implementation of Council resolutions – register of Council resolutions established and monitored by 31 May 2010				
		No feedback mechanism to and from Xhariep DM on issues of mutual interest - roles and responsibilities of designated councillors to the District Municipality not clarified	Feedback mechanism to and from Xhariep DM on issues of mutual interest adopted and implemented Roles and responsibilities of councillors designated to the district clarified	Develop feedback mechanism to and from Xhariep DM on issues of mutual interest and implement accordingly to strengthen alignment of processes Workshop Councillors on roles and	Feedback mechanism to and from Xhariep DM on issues of mutual interest adopted and implemented by 1 July 2010 Workshop for Councillors on roles and responsibilities of Councillors deployed to	Xhariep DM COGTA SALGA	Speaker / Mayor Municipal Manager Manager Corporate Services	?????	?????

				responsibilities of Councillors deployed to Xhariep DM	Xhariep DM convened by 30 June 2010				
		PR Councillors are not deployed to Ward Committees	PR Councillors deployed into Ward Committees – clarified roles and responsibilities for effective participation	Speaker / Mayor tables report on deployment of PR Councillors for Council consideration and approval	PR Councillors deployed into Ward Committees and attending to activities and programmes	None	Speaker / Mayor Municipal Manager Manager Corporate Services	????	????
		Speaker / Mayor and Municipal Manager are meeting regularly but on ad-hoc basis	Structured weekly meetings between the Speaker / Mayor and Municipal Manager – legislative reports, preparing for meetings	Develop schedule of meetings between the Speaker / Mayor and the Municipal Manager	Number of meetings held between Speaker / Mayor and Municipal Manager Progress reports discussed forming part of Council agenda – legislative and feedback reports	None	Speaker / Mayor Municipal Manager	????	????
		Management meetings are held regularly but are not scheduled	Scheduled and structured weekly management meetings – middle	Develop schedule of meetings and implement programme – keep minutes	Number of management meetings held monthly Monthly	COGTA SALGA Sector Departments	Municipal Manager Managers Middle	????	????

			management, sector departments and service providers may attend on invitation	and attendance registers	progress reports discussed forming part of EXCO and Council agenda – legislative and feedback reports	and SOEs Service Providers	Management		
3.1.2	Delegation of functions between political and administrative offices	Draft policy regarding system of delegations developed and not yet tabled in Council – system should include roles and responsibilities of Unit or Town Offices and their managers	Council approved policy regarding system of delegations Improved role clarification for administrative and political offices	Draft policy regarding system of delegations tabled in Council Written and signed confirmations or acknowledgements of delegated responsibilities by Directors and Managers	Council approved system of delegations by 30 June 2010 Signed acknowledgment of written delegations by responsible Senior and Middle Managers by 31 July 2010	None	Municipal Manager Manager Corporate Services	????	????
3.2	Administration								
3.2.1	a) Recruitment and selection policies and procedures developed	No selection and recruitment policy in place	Appropriate HR Policy approved and implemented	Review and submit draft HR policy to Council for consideration and adoption	Appropriate HR policy approved and implemented by Council before 30	COGTA SALGA LLF	Municipal Manager Manager Corporate	????	????

	b) Policy on suspension of employees developed				September 2010		Services		
		HR Policy does not include issues of suspension	Reviewed HR Policy aligned with SALGBC 's Main Collective Agreement and Collective Agreement: Disciplinary Procedure Disciplined workforce that is informed about the HR policies	Review and submit draft to Council for consideration	Council approved HR policy by 30 September 2010 and implemented before 31 December 2010 LLF consulted on HR policies by 31 August 2010 Road shows for workers on HR policies by 30 September 2010	COGTA SALGA LLF	Municipal Manager Manager Corporate Services	????	????
		Labour dispute regarding the suspension of the MM not yet resolved	Disputes resolved timeously and corrective action taken and implemented	Resolve disputes utilising appropriate structural arrangements and within applicable legislation and the HR Policy	Council approved HR policy by 30 June 2010 and implemented as from 1 July 2010	COGTA SALGA LLF	Municipal Manager Manager Corporate Services	????	????
3.2.2	Vacancies (Top 4- MM, CFO, Planner, Engineer)	MM under suspension since 15 May 2009 and CFO post	MM disciplinary processes concluded and	Request COGTA for intervention in MM disciplinary processes and	MM disciplinary case resolved and new appointment of	COGTA	Acting Municipal Manager	????	????

		<p>vacant – vacant post of CFO advertised in October 2009 and has not been filed</p> <p>Acting MM appointed since May 2009</p> <p>Municipality without qualified Planner and Engineer - DBSA deployed engineer with a 2 year contract (unfortunately deployee is not readily available)</p> <p>Planning and engineering functions are responsibility of Manager Technical Services</p>	<p>CFO post filled</p> <p>Sustainable engineering and planning expert capacity deployed to the municipality</p>	<p>assist with legal and related costs</p> <p>Initiate recruitment processes and appoint qualified CFO</p> <p>Mobilise for district engineering and planned shared services at the next IGR meeting</p>	<p>MM and CFO finalised by 30 June 2010</p> <p>CFO recruitment processes initiated by 31 May 2010 – post advertisement and short listing</p> <p>Appointment of CFO effected by 1 July 2010</p> <p>Engineering and planning expert capacity model developed and approved by 30 September 2010</p>				
3.2.3	Vacancies	Posts of Managers	N/A	N/A	N/A	N/A	N/A	N/A	N/A

	other S57	Technical Services and Corporate Services filled – Manager Technical Services acting as Municipal Manager							
3.2.4	Top 4 appointed with signed Performance Agreements	Acting MM and Acting CFO signed Performance Agreements for 2009/10 in February 2010 – no evaluation done since the signing of the performance agreements	Evaluation of the 2009/10 performance agreements done Timeous conclusion and signing of performance agreements for 2010/11	Evaluate 2009/10 performance agreements Conclude performance agreements for 2010/11	Evaluation of the 2009/10 performance agreements by 30 May 2010 Signed performance agreements for 2010/11 by 30 June 2010	COGTA SALGA	Mayor / Speaker Acting Municipal Manager Acting Chief Financial Officer	????	????
3.2.5	All other S56 managers with signed Performance Agreements	Only the of the Acting Manager Technical Services signed a Performance Agreement for 2009/10 in February 2010 – the Manager	Evaluation of the 2009/10 performance agreements done Timeous conclusion and signing of performance agreements	Evaluate 2009/10 performance agreements Conclude performance agreements for 2010/11	Evaluation of the 2009/10 performance agreements by 30 April 2010 Signed performance agreements for 2010/11 by 30 June 2010	COGTA SALGA	Mayor / Speaker Acting Municipal Manager Manager Corporate Services Acting	????	????

		<p>Corporate Services does not have a signed a performance agreement</p> <p>No performance evaluation done since the signing of the performance agreement</p>	for 2010/11				Manager Technical Services		
3.2.6	Organisational Performance Management System developed	<p>Draft Organisational Performance Management System (OPMS) was considered by Council in March 2010 – envisaged system may not be automated</p>	<p>OPMS framework reviewed and fully implemented</p> <p>Automated OPMS</p>	<p>Secure services of service provider to complete review and implementation of OPMS framework – cascade OPMS implementation to lower levels</p> <p>Review OPMS framework and implement</p> <p>Develop OPMS implementation plan (system implementation, PAs, SDBIPs, s46 and other</p>	<p>OPMS framework reviewed and implemented by 31 July 2010</p> <p>Quarterly OPMS reports developed and submitted to Management and Council</p> <p>Automated OPMS by 31 December 2010</p> <p>Quarterly OPMS reports to Council and Management</p>	COGTA	<p>Municipal Manager</p> <p>Manager Corporate Services</p> <p>Chief Financial Officer</p> <p>Other Managers</p>	???	???

				legislative reports)	by 31 July 2010				
3.2.7	Skills development plan for employees (Workplace Skills Plan - WSP)	Workplace Skills Plan (WSP) developed and implemented Training Committee not established Training Plan for councillors and employees not developed Skills Development Facilitator (SDF) designated and not appointed	Training Committee established All training plans in 2009/10 WSP implemented Develop 2010/11 WSP	Table and adopt TORs for the Training Committee at LLF Monitor WSP implementation plan Complete Skills Audit 2010/11 WSP approved and submitted Develop monitoring and evaluation reports Appoint dedicated SDF	Training Committee established by 31 May 2010 TORs for the Training Committee adopted by LLF by 30 June 2010 Complete Skills Audit by 30 April 2010 Approve and submit 2010/11 WSP by 30 June 2010 Dedicated SDF appointed by 31 July 2010 Monthly and quarterly implementation reports to management and Council	COGTA SALGA LGSETA DBSA	Municipal Manager Manager Corporate Services Skills Dev Facilitator	???	???
3.3	Labour Relations								

3.3.1	LLF meetings convened as planned	Local Labour Forum (LLF) established and Organisational Rights Agreement (ORA) not fully implemented LLF meetings are not scheduled	Functional LLF and full or complete compliance with ORA Annual schedule of meetings developed and approved by LLF Sound labour relations and minimal labour disputes Trained LLF	Municipal Manager jointly with organised labour (SAMWU & IMATU) develop agenda and set a date for the next LLF meeting Train members of LLF on ORA Regular feedback to members and workers	LLF meeting held by 31 May 2010 - representation 5 employer and 5 organised labour – Councillors comprise 1/3 of employer representation LLF sub-committees established by 31 May 2010 LLF approved schedule of meetings by 31 May 2010 Proper record keeping of LLF agenda, minutes and attendance registers as from 31 May 2010 LLF resolutions tabled in Council for noting on a quarterly basis	SALGBC SALGA SAMWU IMATU	Municipal Manager Manager Corporate Services Shop Stewards	????	????
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					Monthly reports to LLF regarding implementation of resolutions – responsibility of secretariat with support of parties				
3.3.2	Organisational rights procedure developed	Organisational rights procedure not developed	Organisational rights procedure developed in line with Gazetted ORA	Developing organisational rights procedure in line with Gazetted ORA and tabling it for consideration by Council – include implementation plan	Council approved organisational rights procedure by 30 June 2010	SALGBC SALGA SAMWU IMATU	Municipal Manager Manager Corporate Services	None	None

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Key Focus Area – **Financial Management**

Key Performance Indicators

- 4.1 – Revenue enhancement programme developed
- 4.2 – Debt management programme developed
- 4.3 – Cash flow management model developed
- 4.4 – Funding plan shows capital expenditure
- 5.5 – Clean audit plan developed
- 4.6 – Submission of Annual Financial Statements
- 4.7 – % MIG expenditure by end of financial year
- 4.8 – Asset management register developed
- 4.9 – Supply Chain Management policy applied in a fair and transparent manner (e.g. open tenders, Bid Adjudication Committee established)
- 4.10 – Indigent register updated



4. Financial Management									
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
4.1	Revenue enhancement programme developed	Revenue enhancement policy in place and partly implemented	Reviewed revenue enhancement policies and implementation plan to suit current needs or challenges	<p>Effective revision and implementation of revenue enhancement policies</p> <p>Develop revenue enhancement implementation programme to enhance revenue guided by the policy</p> <p>Review current billing system to exclude indigent households – effective indigent subsidisation reflected in billing</p>	<p>Efficient revenue enhancement policies approved and implemented by 1 July 2010</p> <p>Revenue enhancement implementation programme developed and approved by 30 June 2010</p> <p>Fully implemented revenue enhancement programme by 30 September 2010</p> <p>Monthly and quarterly</p>	<p>COGTA</p> <p>Provincial Treasury</p> <p>SALGA</p>	<p>Municipal Manager</p> <p>Chief Financial Officer</p>	???	???

					reports to management and Council				
		<p>Basic Services Payment rate from municipal accounts as follows:</p> <p>Refuse 25% Sewer 30% Water 45% Elect 95%</p>	<p>Increased Basic Services Payment Rate:</p> <p>Refuse 75% Sewerage 75% Water 80% Electricity 99%</p>	<p>Implement credit control policy and measures - monthly restrictions of services (cut-off lists)</p> <p>Update indigent register</p> <p>Foster a culture of payment through Ward Councillor constituency meetings as per Council schedule</p> <p>Functional water meters and accurate monthly meter reading</p>	<p>80 % payment rate of monthly accounts for basic services by 31 December 2010</p> <p>Monthly and quarterly reports to management and Council</p>	N/A	<p>Ward Councillors</p> <p>Municipal Manager</p> <p>Chief Financial Officer</p> <p>Income Section or Unit</p> <p>CDWs</p>	???	???
		<p>Municipal Property Rates Act (MPRA) due for implementation in 2010/11</p>	<p>MPRA fully implemented- new valuation roll and farms are included</p>	<p>Phasing in of MPRA - rebate for farmers as follows:</p> <p>2009/10 - 75% 2010/11 - 50% 2011/12 - 25% 2012/13 - 0%</p>	<p>Phasing in of MPRA and full implementation and update of valuation roll</p> <p>Monthly and quarterly</p>	<p>Organised Farming (Farmers Associations in Letsemeng)</p>	<p>Municipal Manager</p> <p>Chief Financial Officer</p> <p>Income Section or</p>	???	???

					reports to management and Council		Unit		
4.2	Debt management programme developed	No debt management policy and implementation plan in place	Debt management policy and implementation plan developed	Develop draft debt management policy and implementation plan and submit to Council for consideration Policy and plan should be implemented	Debt management policy and implementation plan developed and approved by 30 June 2010 with implementation by 1 July 2010 Monthly and quarterly reports to management and Council	N/A	Municipal Manager Chief Financial Officer Income Section or Unit	???	???
		Debtors account categorised as follows: Households – 1,130 000 Business – 1,260 000 Government – 153 000 Other – 46	Current account of Debtors paid monthly – targeting 80% payment rate	Strict implementation of credit control policy and measures – correct monthly accounts, issuing demand letters, services restriction or cut-offs lists every month and regular community meetings as per	Sustained 80% payment rate of current accounts by 31 December 2010 Monthly and quarterly reports to management and Council	N/A	Municipal Manager Chief Financial Officer Income Section or Unit	???	???

		000 TOTAL – 2,589 000 000		council schedule					
		Bad debt categorised as follows: Households – 13,559 000 Business – 1,460 000 Government – 863 000 Other – 299 000 TOTAL – 16,181 000	Decreased current outstanding debt from R16.2 million to R12 million	Develop comprehensive report on bad debt or irrecoverable debt and submit to Council for consideration – include recommendations Council resolution to write off indigents' debt and bad or irrecoverable debt	Indigents' debt and bad or irrecoverable debt written off by 30 September 2010 – need Council resolution ??? Outstanding debt of R10 million Monthly and quarterly reports to management and Council	N/A	Municipal Manager Chief Financial Officer Income Section or Unit	???	???
4.3	Cash flow management model developed	No cash flow management model in place	Cash flow management model in place by June 2010 and implemented	Develop a cash flow management model to control expenditure and enhance revenue	Cash flow management model DEVELOPED AND implemented by 1 June 2010 –	N/A	Municipal Manager Chief Financial Officer Income	???	???

			in the new financial year	collection	expenditure should not exceed income Monthly and quarterly reports to management and Council		Section or Unit Manager Technical Services		
		Overdraft facility of R2,000,000 in use	Decrease facility overdraft facility	Increase own revenue by implementing revenue enhancement policy	Decreased or no overdraft facility monitored continuously as from 30 April 2010 Monthly and quarterly reports to management and Council	N/A	Municipal Manager Chief Financial Officer Income Section or Unit	???	???
4.4	Funding Plan shows capital expenditure	No capital projects funded through own funding for 2009/10 – capital budget adjusted by National Treasury	Enhanced revenue to fund CAPEX	Increase income for operational and capital expenditure – implement revenue enhancement policy	Identified capital IDP projects funded through own revenue – 2010/11 budget	N/A	Municipal Manager Chief Financial Officer Income Section or Unit	???	???
		Business plans	100% expenditure for	Register capital projects	Projects should be	COGTA	Municipal	???	???

		submitted to access MIG funding	2009/10 and 50% for 2010/11 financial years	timeously with MIG – ensuring that all projects are started early in financial year	implemented according to plan by 31 May 2010 MIG submissions of business plans for 2010/11 submitted by 31 August 2010	(MIG Unit)	Manager Chief Financial Officer Income Section or Unit Project Management Unit (PMU) Manager Technical Services		
4.5	Clean Audit plan developed	Post of CFO not filled and no budget office	CFO appointed	Recruitment processes initiated and completed	Recruitment processes initiated and completed by 31 May 2010 – appointment effective by 1 July 2010	COGTA Provincial Treasury	Municipal Manager Acting Chief Financial Officer	???	???
		Limitations with regard to staffing for positions in finance department	Reviewed CFO departmental organogram	Review CFO departmental organogram	CFO departmental organogram reviewed and approved by 31 May 2010 and implemented by 1 July 2010	COGTA Provincial Treasury	Municipal Manager Acting Chief Financial Officer	???	???

		Service provider appointed to support with MFMA compliance (GRAP & GAMAP implementation)	Appointed CFO meeting required GRAP & GAMAP standards and compliance to MFMA	Improved MFMA compliance and GRAP & GAMAP implementation Review Service Level Agreement with Financial Consultants to include skills transfer to Finance Personnel	GRAP & GAMAP implementation plan developed and approved by 30 June 2010 Skilled Finance personnel and appointed CFO	Provincial Treasury COGTA	Municipal Manager Chief Financial Officer	???	???
		Service Provider is currently on site to assist with the implementation of the plan to deal with audit queries An action plan to address all AG audit queries has been developed	Respond to all AG audit queries and implement corrective action Submit all supporting documentation to develop and implement internal controls	Develop policies, procedures and put financial controls in place Address all outstanding audit queries	Action plan moving towards a unqualified audit opinion implemented by 30 April 2010 Monthly and quarterly implementation reports to management and Council	Provincial Treasury COGTA	Municipal Manager Chief Financial Officer	???	???
		Implementation of PROPAC resolutions is	Implementation plan to address all PROPAC	Implementation plan developed and implemented to	Implementation plan developed and approved by	Provincial Treasury	Municipal Manager Chief	None	None

		outstanding	resolutions developed	address all PROPAC resolutions	Council by 30 June 2010 PROPAC resolutions implemented by 30 June 2010 PROPAC resolved by 30 December 2010 Monthly and quarterly implementation reports to management and Council	COGTA	Financial Officer		
4.6	Submission of Annual Financial Statements	2008/09 Annual Financial Statements (AFS) completed and submitted before 31 August 2010	AFS and Annual Report submitted	Effective management of AFS and Annual Report completion and submission	AFS and Annual Report submitted to Auditor General 's office by 31 August 2010	N/A	Municipal Manager Chief Financial Officer	???	???
4.7	% MIG expenditure by end of financial year	MIG allocation for 2010/11 equals R 13,148,080	100% expenditure of MIG allocation R 15,141,000	Projects registered	Projects registered by 31 August 2010 Implemented project register	COGTA (MIG Unit)	Municipal Manager Chief Financial Officer	???	???

					by 30 June 2010		PMU Manager Technical Services		
		Expenditure R 7,047,046	R 7,570,500		Implemented MIG plan	COGTA (MIG Unit)	Municipal Manager Chief Financial Officer PMU Manager Technical Services	???	???
4.8	Asset management register developed	Asset register in place but not GRAP compliant	Asset Management Unit in place to manage the asset register 70% updated asset register	Review Asset Management Policy Appointment of Asset Management Unit – filling vacant posts Keep Asset Register updated Apply for funding GIS system to deal with infrastructure issues	70% credible asset register – GRAP compliance by 31 December 2010	Provincial Treasury COGTA	Municipal Manager Chief Financial Officer Manager Technical Services	???	???

4.9	Supply Chain Management policy applied in a fair and transparent manner (e.g. open tenders, Bid Adjudication committee established)	Supply Chain Management Policy (SCM) implemented and relevant committees established and functional Expenditure unit performs SCM functions	100% SCM policy implementation with more emphasis on procurement procedures Functional SCM unit	Establish fully functional SCM unit to follow correct and appoint relevant personnel Conduct community awareness road shows regarding SCM policy and processes	100% SCM policy implementation by 30 April 2010 All approved service providers appointed following transparent SCM procurement and tender procedures by 30 April 2010 Road shows conducted to communities regarding municipal SCM policy and processes by 30 August 2010 Review organogram to include and establish SCM unit by 30 June 2010	Provincial Treasury COGTA	Municipal Manager Chief Financial Officer	???	???
4.10	Indigent Register Updated	Indigent policy developed and	Reviewed and approved indigent policy	Develop draft reviewed indigent policy and table at	Reviewed indigent policy approved by	N/A	Ward Councillors Municipal	???	???

		approved - reviewed annually		Council	30 June 2010		Manager Chief Financial Officer CDWs		
		Indigent Register available and updated on a continuous basis – 4694 indigents registered Jacobsdal: 794 Koffiefontein: 1766 Luckhoff: 704 Petrusburg: 1265 Oppermansgronde: 165	Increased number of registered indigents	Road shows in all wards to mobilise for indigent registration - include Ward Councilors, Ward Committees, Fieldworkers and CDWs to maximise registrations	Increased number of registered indigents by 31 May 2010 – increase from current households to	N/A	Municipal Manager Chief Financial Officer	???	???

Contents

Key Focus Area – **Local Economic Development**

Key Performance Indicators

5.1 – LED Plan aligned to the FSGDS and adopted by Council

5.2 – Municipal contribution to LED



5. Local Economic Development									
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
5.1	LED Plan aligned to the FSGDS; adopted by Council	No LED strategy and implementation plan developed	Approved LED Strategy and Implementation Plan – MUST include Tourism Development Plan	Develop LED Strategy and Implementation Plan - request funding to finance services of service provider	Approved LED Strategy and Implementation Plan by 30 September 2010 Monthly and quarterly reports to management and Council by 30 June 2010	COGTA DTEEA	Municipal Manager LED Officer	???	R 300 000
		No functional Municipal LED Forum	Functional Municipal LED Forum established	Identify stakeholders and convene inaugural meeting Stakeholder mobilisation for support and	Functional LED Forum established by 30 April 2010	COGTA DTEEA	Municipal Manager LED Officer Youth Development Officer	???	R 50 000

			participation					
		Trained Municipal LED Forum and SMMEs, and registration of cooperatives	Collaborate with other stakeholders to ensure training of LED Forums and SMMEs, and registration of cooperatives	Trained LED Forums and SMMEs, and registration of cooperatives by 30 November 2010 Monthly and quarterly reports to management and Council by 30 June 2010	DTEEA Social Development SEDA	Municipal Manager LED Officer Youth Development Officer	???	???
		Sector departments and SOEs mainly funding poverty alleviation and sustainable livelihood programmes Funding commitments have been made towards registration of SMMEs as	Most SMMEs registered as cooperatives Collaborate with other stakeholders to ensure SMMEs register as cooperatives	SMMEs registration as cooperatives by 30 November 2010 Monthly and quarterly reports to management and Council by 30 June 2010	DTEEA Social Development SEDA	Municipal Manager LED Officer Youth Development Officer	???	???

		cooperatives							
5.2	Municipal contribution to LED	LED Unit established and consists only of the LED Officer Only salary of LED officer have been budgeted for in the 2009/10 budget	Reviewed organogram – establishment of fully functional LED Unit	Approve reviewed organogram	Reviewed organogram approved by 30 June 2010 Fully established LED Unit by 1 July 2010	COGTA DTEEA Social Development Agriculture SEDA IDT	Municipal Manager LED Officer Youth Development Officer	????	????
			Develop and implement a training and development plan (capacity building programme) for the LED Unit or Office (may be done with the district or other municipalities)	Develop training plan or capacity building and implementation programme	Training plan or capacity building and implementation programme developed and implemented by 1 July 2010 Monthly and quarterly reports to management and Council by 30 June 2010	COGTA LGSETA DTEEA SEDA	Municipal Manager LED Officer Youth Development Officer	????	????
		Spatial Development Framework (SDF) developed	Reviewed SDF	Review the current SDF	Council adoption of reviewed SDF by October 2010	COGTA (Spatial Development Directorate)	Municipal Manager IDP Officer	????	????

		but is not implemented			Monthly and quarterly reports to management and Council by 30 June 2010		LED Officer Youth Development Officer		
		No coordinated SMME Development plan (database, registration, training and opportunities)	Develop coordinated SMME development plan (may include workshops, training, beneficiation through Supply Chain Management processes or utilisation of service providers based in the municipality, auditing status of existing SMMEs and NPOs, registration of Cooperatives and collaboration with other stakeholders)	Develop SMME development strategy Coordinate awareness workshops Develop comprehensive database of SMME's, Cooperatives and NPOs	SMME development plan developed by 31 May 2010 Comprehensive data base of all SMMEs, Cooperatives and NPOs developed by 31 May 2010 Information of all SMMEs and NPOs on the data base audited by 30 September 2010 All identified SMMEs registered as cooperatives or NPOs by 30 November 2010 Monthly and quarterly	COGTA DTEEA Social Development Agriculture SEDA IDT	Municipal Manager LED Officer Youth Development Officer	????	????

					reports to management and Council by 30 June 2010				
		LED initiatives and implementation of projects (social investments and poverty alleviation/sustainable livelihood projects) not coordinated effectively	Develop and implement terms of reference (TORs) for the Municipal LED Forum or LED coordination processes between the municipality and other stakeholders	Tabling of TORs at LED Forum and monitor implementation for coordination of LED initiatives	TORs approved by LED Forum by 30 June 2010 Monthly and quarterly reports to management and Council by 30 June 2010	COGTA DTEEA Social Development Agriculture SEDA IDT	Municipal Manager LED Officer Youth Development Officer	????	????
			Comprehensive LED status report about all current and pending LED initiatives or projects (Commonage land usage by emerging farmers, mining, brick making, agri-processing, irrigation scheme and essential oils)	Develop and submit comprehensive status report about all current and pending LED initiatives or projects to council	Council considered comprehensive status report about all current and pending LED initiatives or projects submitted by 30 June 2010 Monthly and quarterly reports to management and Council by 30 June 2010	COGTA DTEEA SocDev Agriculture Public Works and Rural Development SEDA IDT	Municipal Manager LED Officer Youth Development Officer	????	????

		Draft commonage management plan developed and not yet considered by Council	Commonage management Plan approved and implemented	Table draft Commonage Management Plan for consideration by management and Council	Commonage management Plan approved and implemented by 31 December 2010	COGTA DTEEA Agriculture Public Works and Rural Development	Municipal Manager Manager Corporate Services Manager Technical Services LED Officer Youth Development Officer	????	????
5.3	Youth development	No youth development policy or strategy	Youth development policy or strategy developed and outreach programmes identified and implemented	Develop youth development strategy (research and develop strategy – involve youth stakeholders)	Council approved youth development strategy by September 2010	Youth Stakeholders NYDA CBOs NGOs NPOs FBOs	Municipal Manager LED Officer Youth Development Officer	????	????

TABLE 1: Immediate pre-2011 Priorities, LGTAS (extract from LGTAS Implementation Plan)

TAS PRIORITY AREA	Short term (i.e. end March 2011) Deliverables	Timeframe	Action			Other Stakeholders
			Municipal	Provincial	National	
Address immediate financial and administrative problems in municipalities	Measures to improve financial and administrative problems, e.g. <ul style="list-style-type: none"> Filling of critical vacancies Financial controls Plans to achieve clean audits 	September 2010	Approved Turnaround Strategies Resources to implement TAS	Identify specific areas of support and intervention needed	Establish a single window and entry point for the coordination of local government support and monitoring in the Department of Cooperative Governance and Traditional Affairs (COGTA)	IMFO SAICA
Prevent indiscriminate hiring and firing	Regulations	September 2010	Implement regulations	Monitor implementation of regulations and report to CoGTA	Pass regulations	SALGA
Ensure the implementation of a transparent municipal supply chain management system	A transparent municipal supply chain management system	December 2010	Implement transparent municipal supply chain management system	Monitor and support implementation of transparent municipal supply chain management system	Prepare immediate guidelines on management of SCM in municipalities	SAICA IMFO
Strengthen ward committee capacity and implement new Ward Committee Governance model	Increased number of functional ward committees	December 2010	Implement new Ward Committee funding model	Support and monitor ward committee functionality	Develop proposals to improve the ward committee governance model	Civil society organizations SALGA

TAS PRIORITY AREA	Short term (i.e. end March 2011) Deliverables	Timeframe	Action			Other Stakeholders
			Municipal	Provincial	National	
National and Provincial commitments in IDPs	Securing and monitoring sector agreements regarding commitments into IDPs	December 2010	Implementing methodology and procedures	Monitoring adherence to agreements and commitments into IDP's of local government	Developing methodology and procedures	Selected partners
Differentiated responsibilities and simplified IDPs	Agreement with each municipality on the ideal scope of functions to be provided and how best the State can support service delivery through intergovernmental agency arrangements and improved sector coordination	July 2010	Reviewing capacity to deliver and agreeing with National and Provincial government on ideal scope of functions	Facilitating the agreements with municipalities on the ideal scope of functions and intergovernmental agency arrangements	Partnerships and initiatives with local government <i>(e.g. Dept of Water Affairs Citizen's Voice programme)</i>	
	Differentiated support	July 2010			Finalise initial methodology for differentiated support to municipalities	
	Simplified IDP's	March 2011	Revised IDP prepared	Support and capacitate the drafting of revised IDP's into new formats and guidelines	Prepare new formats and guidelines for IDPs	
Funding and capacity strategy for municipal infrastructure	Revised MIG policy implemented	March 2011	Implement comprehensive infrastructure plans	Support and monitor the implementation of CIP's	Extend and integrate MIG grant to 2018 and utilise annual allocations to municipalities for repayment of	Banking Sector DBSA

TAS PRIORITY AREA	Short term (i.e. end March 2011) Deliverables	Timeframe	Action			Other Stakeholders
			Municipal	Provincial	National	
					loans in order to accelerate delivery)	
Intergovernmental agreement with metro's on informal settlement upgrade including alignment of MIG (Cities) and Housing subsidy grants	Alignment of MIG (Cities) and Housing Subsidy grants	March 2011	Develop and approve upgrade plans for all informal settlements	Facilitate the alignment of MIG and Housing grants	Manage and monitor the macro grant framework	Housing Development Agency (HDA) Banking Sector DBSA
Capacity grants & programmes reviewed and rearranged, including Siyenza Manje support for a more effective support and intervention programme including Rapid response teams and technical Support Units	Reorganised Siyenza Manje for a more effective support and intervention programme including Rapid Response Teams and Technical Support Units	March 2011	Ensure support programmes are mainstreamed into the operations of the municipality	Manage and monitor support	Establishment of NCU and dedicated fire-fighting and intervention teams	DBSA
Upscale Community Works Programme to ensure ward based development systems	Ward based community works programmes implemented in each province	March 2011	Support ward committees to identify and implement CWP's	Monitor and support the implementation of community works programmes	Manage and monitor the overall implementation of the CWP	
Implement the Revenue Enhancement – Public Mobilisation campaign	Campaign launched	September 2010	Roll-out of the Revenue Enhancement – Public Mobilisation campaign	Support the roll-out of the Revenue Enhancement – Public Mobilisation campaign	Coordinate and monitor the Revenue Enhancement – Public Mobilisation campaign	Institute of Municipal Finance Officers (IMFO) South African Institute of

TAS PRIORITY AREA	Short term (i.e. end March 2011) Deliverables	Timeframe	Action			Other Stakeholders
			Municipal	Provincial	National	
						chartered Accountants (SAICA) Civil society organisations
Launch the “Good Citizenship” campaign focusing on governance values to unite the nation and mobilize involvement in local development affairs	Governance values communicated and “good citizenship” campaign initiated	March 2011	Facilitate the inclusion of the local level “Social Compact” in the IDP	Support and capacitate municipalities to initialize the social compact concept	Launch, implement and communicate the programme	Civil society organizations
Preparations for next term of local government, inspire public confidence including commitment by political parties to put up credible candidates for elections	Multi-party agreement on improving local government	December 2010			Facilitate a multi-party Indaba	Political parties SALGA