

MUNICIPAL TURN AROUND STRATEGY

TOKOLOGO LOCAL MUNICIPALITY



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Executive Summary

1. Introduction

The National and Provincial Departments of Cooperative Governance and Traditional Affairs conducted municipal performance assessments in all Municipalities the Province. The outcomes of the Municipal Assessments were presented for noting in the Provincial Executive Council, MECLOGA and Council meetings. These Reports were further directed to develop and implement with Provincial Departments of COGTA; Municipal specific Turn Around Strategy.

In line with Cabinet directive National COGTA prepared National guidelines to inform and guide municipalities during the process of preparing and implementing their own Turn Around Strategies. The Provincial Departments of COGTA was requested to identify two Municipalities in their respective Provinces for the purpose of the National pilot of the development of Municipal specific turn around strategies

The Provincial Department of COGTA identified three Municipalities namely, Thabo Mofutsanyana District , Masilonyana and Nala Municipalities as part of PHASE 1 of the Municipal Turnaround Strategy.

PHASE 2 of the Municipal Turnaround Strategy included all the remaining municipalities with Tokologo being part of PHASE 2 roll out.

2. The Tokologo Local Municipality assessment outcomes

The Assessment of Tokologo Local Municipality revealed amongst others the following shortcomings in the political and administrative processes:

- The Municipality has never complied with the Municipal Systems Act by submitting Section 46 reports for two consecutive years.

- The Municipality failed to develop a Performance Management Framework to regulate the performance of its own staff
- The municipality does not have a functional organogram.
- The inability to spend on the R50mil Municipal Infrastructure Grant (MIG) funds for the past two years and the budget overrun on the sanitation project.
- The inability to provide quarterly reports in compliance with the Municipal Finance Management Act.
- The municipality is still working with Auditor General's office to submit Annual Financial Statements of previous years so as to improve on the AG financial opinion and be able to submit credible financial statements for 2009/10.

3. The roll out of the MTAS – Tokologo Local Municipality

The roll out of the Municipal Turn Around Strategy to Tokologo Municipality was preceded by a number of planning meetings attended by different Sector Department both Provincial and National; Trade Unions operating at Municipalities and Public entities.

Teams were constituted comprising all stakeholders to visit Municipalities. During March 08, to 09, and 19, 2010 the team responsible for Tokologo Municipality visited the Municipality and undertook the following:

- i. Meeting with Senior Managers of the Municipality to brief them of the process of MTAS.
- ii. Explain the implementation plan, guidelines and information around structural arrangements for Turn Around Implementation Plan with COGTA within the Municipality.
- iii. Request the senior managers to provide all necessary supporting documents in order to draft MTAS.
- iv. The draft MTAS was presented for adoption before the Council meeting.

4. The Implementation plan of the MTAS

The implementation plan below outlines short term deliverables that the municipality will prioritise:

1. Key Focal Areas of this Turn Around Strategy

- Focal Area 1:** To build and enhance the governance system in order to enable improved service delivery.
- Focal Area 2:** To strengthen the financial management system that will enhance the institutional capacity of the municipality.
- Focal Area 3:** To ensure access to services delivery across the municipal area.
- Focal Area 4:** To ensure functionality of the Labour Relations Forum.
- Focal Area 5:** To improve Local Economic Development of the Municipality.

(i) Governance

- Focal Area 1:** To build and enhance the governance system in order to enable improved service delivery

The Governance arrangement within the municipality was assessed during the 2009/10 financial year and revealed major challenges as outlined in the Tokologo Local Municipality report.

The Council needs to commit to exercise their oversight role over Municipal administrative affairs. Thereby improving and enhancing the capacity of the Municipality to deliver effective and efficient service delivery.

The issues of Political oversight and Council relationship with Administration could not be assessed as a meeting with council could not take place.

No.	Priority Turn Around Focal Area	January 2010 (Current situation/Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action needed from other Spheres / Agencies	Human Resources allocated	Budget	
							Allocated	Projected
3 GOVERNANCE								
3.1	Political Management and Oversight							

No.	Priority Turn Around Focal Area	January 2010 (Current situation/Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action needed from other Spheres / Agencies	Human Resources allocated	Budget	
							Allocated	Projected
3.1.1	Stability of Council							
3.1.2	Delegation of functions between political and administration							
3.1.3	Training of councilors							
3.2	Administration							

No.	Priority Turn Around Focal Area	January 2010 (Current situation/Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action needed from other Spheres / Agencies	Human Resources allocated	Budget	
							Allocated	Projected
3.2.1	Recruitment, Selection and Supervision of employees	Structure approved in 2008. 167 positions. 15 vacancies. 6 temporary workers (cashiers), agreement in place to make the positions permanent. 1 staff member suspended for +/- 4 months on allegations of contravening the disciplinary code. Hearing postponed, arbitration today, to be finalized by the end of March 2010		Finalization of the suspension by end of March 2010 Finalization of temporary workers (permanent positions) the by end of April 2010	LLF discussions	Corporate Services & MM	Internal	Internal
3.2.2	Vacancies (Top 4 – MM, CFO, Planner, Engineer)	4 top management positions. (CFO, Corporate manger, Technical manager, MM). CFO position vacant for 2 months. Previous CFO was not attending PROPAC meetings. Notice of disciplinary actions was provided to previous CFO. No	Appointment of CFO by 1 May 2010	Complete IDP before June	COGTA to assist municipality prior to filling of post	Corporate Services Manager & Municipal Manager	Internal	

No.	Priority Turn Around Focal Area	January 2010 (Current situation/Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action needed from other Spheres / Agencies	Human Resources allocated	Budget	
							Allocated	Projected
		acting CFO, requested Prov Treasury for assistance. Position to be advertised by Friday, 19 th March, to be filled in by end of May 2010.						
3.2.3	Vacancies in other levels	15 vacant positions	Vacancies filled by end of April 2010	Appointment of employees	None	CM, MM & Hod's	Internal	
3.2.4	Top 4 appointed with Performance Agreements	All 4 performance Agreements signed						
3.2.5	Organisational Performance Management System	Draft PMS not approved	Approved PMS by 24 March 2010	To be submitted in the council meeting by 24 March 2010	None	MM, CM, Mayor	Internal	
3.2.6	Skills development for employees	Draft skill development plan	Approved skill development plan by 24 March 2010	To be submitted in the council meeting by 24 March 2010	None	MM, CM, Mayor	Internal	
	Delegations	Approved set of delegations Distinction between functions of council						

No.	Priority Turn Around Focal Area	January 2010 (Current situation/Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action needed from other Spheres / Agencies	Human Resources allocated	Budget	
							Allocated	Projected
		and admin						
	Over time payment	Technical services (water & sanitation) receive over time. In a process to verify overtime (+/- 300 hrs of overtime in Dealsville) No over time policy in place		To develop policy on overtime work				
	By-Laws	No bylaws in place Position of legal officer in new organogram.	End of June rules and orders will be proclaimed 10 bylaws to be rationalise by end of December 2010	Workshop councillors Submit to council for adoption	Cogta assist with unblocking the promulgation of bylaws DWA to provide water services bylaws	MM, HoD's, Council	Internal	
	Policies	Insufficient policies in place	Set of basic policies in place by end of December 2010		Cogta to provide a set of basic policies to the municipality	MM, HoD's, Council		

No.	Priority Turn Around Focal Area	January 2010 (Current situation/Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action needed from other Spheres / Agencies	Human Resources allocated	Budget	
							Allocated	Projected
	High court cases	2004/05 cases for capital projects, contractors failed to comply with agreements, did not complete work, poor quality work. (paving in Seretse, water tankers in Seretse, VIP project in Hetzogville)		Warrant of executing properties Council to take resolution on the 24 th of March 2010	None	MM, council		
	IT & telecommunication system	Inadequate server (not serving satellite offices) Utilising Sebata IT company. Website is not well updated Utilising 3-G cards to access internet No IT staff members	Functional server and updated website by December 2010	To source funding from DBSA	District to assist with updating of website COGTA to persuade Telkom to provide digital communication to Tokologo	MM, HoD's, council		
	Records management	Manual register for mail (no registry office (space) and clerk) System underutilized <i>(audit report of</i>		Facilitate the process of converting form manual to electronic	Cogta to workshop municipality on record management			

No.	Priority Turn Around Focal Area	January 2010 (Current situation/Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action needed from other Spheres / Agencies	Human Resources allocated	Budget	
							Allocated	Projected
		<i>system to be provided)</i> No access and training on the system		Training of officials				
	Organisational structure	Post levels not provided. Surnames of employees in finance not provided. Structure not signed. General workers (technical) not in the organisational structure. Utilising levels supplied by SALGA. General workers classified in one level and no job description (<i>resolution of council to be provided)</i>	Revised organisational structure that includes general workers and levels for all employees	Post levels to be provided To develop a new structure that will include general workers with line of responsibility and levels of employees To engage with LLF by the 19 th of March 2010	Cogta to provide assistance with the review of organisational structure	CM		
3.3 Labour Relations								
3.3.1	Functionality of Local Labour Relations	Sound relationship Unavailability of council for LLF	Regularly LLF meetings	To meet by the 17 th of March 2010 Develop annual	SAMWU and IMATU to train representatives SALGA and	MM		

No.	Priority Turn Around Focal Area	January 2010 (Current situation/Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action needed from other Spheres / Agencies	Human Resources allocated	Budget	
							Allocated	Projected
		<p>Two unions (SAMWU & IMATU)</p> <p>LLF structure consists of MM, CM, Mayor and Chief Whip.</p> <p>LLF not seating consistently and struggling to get reports (reported to bargaining council) .</p> <p>Agreed on committee, MM chairperson from December 2009.</p>		schedule of meetings	bargaining council to provide workshops			

(i) Service Delivery

Focal Area 3: To ensure access to services delivery across the Municipal area in order to improve the livelihood of communities.

The municipality has a challenge to provide services with limited income resources and hence the need to manage these resources prudently.

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
1.	Basic Service Delivery							
1.1	Access to water							
	Access to water	Boshof,3251 (backlog 250)	250 even provided with water	MIG registration and DWA form to submit through national COGTA on the 23 March 2010	COGTA and DWA	Technical department		2.5 Million (MIG)2010-2011
		Hertzogville,3101 have access to ration	Three boreholes will be operational	Test the boreholes and supply water	DWA District funding R750,000 and	Technical department	R2,650,000	

		water in the morning (Malebogo one hour per day 2400hh) (Hertzogville morning, lunch and evening time 701hh) (250 backlog informal settlement)	supporting the three towns (R600,000 by Beatrix Own funding R1,3m			
		Deallesville 2140 (backlog 250 formalized)	250hh supplied with water	Formalization of 150hh MIG registration and DWA form to submit through national COGTA on the 23 March 2010	COGTA and DWA Human Settlement to assist with the 150 informal hh	Technical Department		2.5 Million 2010-2011
		Inadequate water supply in Hetzogville	Feasibility study completed 40% construction progress	Appoint contractors Monitoring of progress and quality	Monitoring from DWA	Technical department	R133,000	R133,000
	Water quality	Non compliance with DWA (Blue Drop) standards	100% compliance with DWA standards	To ensure that funds are available for testing Water safety plan to be developed To develop asset register for water infrastructure	DWAF to assist the Municipality regarding the training of operators and testing of water samples.	Technical department	Internal and DWAF	R300,000
	Water loss	5% water loss	Reduce water loss to 2%	Installation of water meters in Hetzogville 4500, Dealsville 1800,	Monitoring by DWA	Technical department	R10,400	R10,400

				Boshof 2000				
	Operations & Maintenance	14.2 km at Hertzogville , 7.8km Dealesville, 5.9 km Boshof	To replace all the asbestos pipelines to plastic upvc	Replace asbestos pipes in Hertzogville and Malebogo	Not applicable because all project have been approved	Technical department		R10, 000
1.2	Access to sanitation	3251 of households have access to sanitation (see water) Boshof 400 households utilizing bucket sanitation system,	400 households will be provided with access to sanitation	Submission of technical report and MIG business plan by the 10 th of April 2010 to provincial cogta	DWA to recommend the technical report National cogta to register the MIG project	Technical department		R5,000 2010-2011 MIG
		Hertzogville 300 backlog	300 households will be provided with access to sanitation	Project monitoring	DWA to monitor project	Technical department	R3,400 MIG 2009-2010	R3,400 MIG 2009-2010
		Dealsville 302 backlog	250 households will be provided with access to sanitation	To approach Human Settlement for funding Submission of MIG business plan by the 10 th of April 2010 to provincial cogta	Human Settlement to make funding available DWA monitoring	Technical department	R2,200 MIG 2010-2011	R3,500
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected

1.2 Access to Sanitation								
	Bucket Eradication	500 existing bucket sanitation	500 buckets eradicated	Project monitoring	DWA monitoring	Technical department	R4,000	R4,000
	Bulk (Sanitation)	Over capacitated plants in Dealsville and Hetzogville Boshof	Designs will be completed and Implementation 2011-2012 Analysis of current plant will be finalized	Submission of technical report and MIG business plan by the 10 th of April 2010 to provincial cogta Appointment of service provider	DWA to recommend technical report Cogta to register MIG project (Public Works Rural Development)	Technical department	MIG 2011-2012	R7, 000 MIG 2011-2012
	O&M	6 Of operators not accredited, 9 operators to look at the sewerage leaks	6 Of operators to obtain accreditation	Liaising with DWA to complete accreditation process	Accreditation by DWA	Technical department	Internal	R300 000
	Master plans for water and sanitation	Currently the Municipality has a road and storm water master plan but no water and sanitation master plan	To get funding from either DBSA/DWAF and COGTA	Request assistance from cogta	COGTA , DWAF and DBSA			R800 000
No.	Priority Turn	January	Target for		Unblocking Action			

	Around Focal Area	2010 (Current Situation/ Baseline)	December 2010 (Changed Situation)	Municipal Action	Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
1.3	Access to electricity							
	Access to electricity Municipal License Area (Dealsville, Hetzogville and Boshop, town)	3251 hh in Boshop with access to electricity (400 backlog) 586 hh in Dealsville with access to electricity (250 backlog)	Additional 400 hh provided with electricity Additional 250 hh provided with electricity	To submit an action plan to DOE	DOE to make funding available	Technical department	R3,000	R3,000
	ESKOM license area	Malibogo 2283 hh have access to electricity (250 backlog) Tshwaraganan g 1427 hh have access to electricity	Additional 250 hh provided with electricity Additional 127 hh provided with electricity	Ensure occupation of land	ESKOM to prioritise project for the 2010/11 FY	None/ESKOM	None/ESKOM	
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
1.4	Refuse removal and solid waste disposal							
	Refuse removal and solid waste disposal	3251 hh in Boshof are provided with refuse	Refuse removal from 250 additional households	To ensure availability of fleet Appointment of 15 general workers to	None	Technical department	Budgeted post within the organogram	R400 000

		removal services (250 backlog) 2140 hh in Dealsville are provided with refuse removal services (289 backlog) 3101 hh in Hetzogville are provided with refuse removal services (322 backlog)	Refuse removal from 289 additional households Refuse removal from 322 additional households	increase refuse removal team				
		No dustbins provided for households	To provide all households with dustbin	Determine number of households with dustbins	To approach Dept of Environmental Affairs for funding	Technical department		R400 000
	Fleet management	Inadequate fleet Refuse not removed regularly	3 additional refuse removal trucks will be purchased	Provision of funding from capital budget Procurement of equipmen Submit MIG registration form to Cogta	Cogta to register MIG project	Technical department		R600,000 Internal Budget
	Landfill sites	3 unlicensed landfill sites	Analysis completed for the 3 landfill sites	Analysis to determine status of landfill sites Develop a MIG business plan Appoint consultant	Dept of Environmental Affairs to recommend the MIG registration Cogta to register MIG project District Municipality	Technical department	Lejweleputs wa Budget 2011-2012 and MIG	R10,000

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
1.5 Access to municipal roads								
	Access to municipal roads	<p>Boshof (16km) paved (0) Tarred(3.7) Gravel(12.3) 10km to be paved Seretse (24.3km) paved (4.2) Tarred(1.8) Gravel(18.8) 5km to be paved</p> <p>Dealsville (10km) Paved(0) Tarred(0.2) Gravel(9.8)5k m to be paved Tshwaraganan g (14.6 paved(3.6) tarred(0) gravel(11)7km to be paved Hetzogville(16</p>	Technical report and business plan to be completed for funding	Appoint consultant to develop technical report and business plan	MIG registration Cogta to register MIG project District Municipality	Technical department		R10,000

		km) Paved(0.3) Tarred(8.3) Gravel(7.5)5k m to be paved Malebogo(26. 1) paved(4.8) tarred(0) gravel(21.3)10 km to be paved						
1.6	Formalization of informal settlements							
	Formalisation of informal settlements	Dealsville 200 informal sites Hetzogville 300 informal sites	200 sites to be formalised Planning and survey will be completed	Submit final application to the board Appoint service provider for planning and survey	Human Settlement for provisional funding	Technical department	TBA	
1.7	Access to Housing							
	Access to housing	Hetzogville 800 households require houses (waiting list) Boshof 500 Dealsville 200	200 households to be provided with houses in Hetzogville 306 households to be provided with houses in Boshof 100 households to be provided with houses in Dealsville	Beneficiary management Updating of waiting list Monitor progress and quality of implemented projects	Human Settlement to deal with the contractor that did not complete housing project (200, 106 still outstanding)	Technical department	HS	
	Restitution	59 hh in Dealsville are in a restitution area without	59 hh to be provided with houses	Beneficiary management Updating of waiting list	HS to introduce the contractor to the municipality	Technical department	HS	

		houses		Monitor progress and quality of implemented projects				
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(ii) Financial Management

Focal Area 2: To strengthen the financial management system that will enhance the institutional capacity of the municipality.

Strengthening the financial management of the Tokologo municipality and building the capacity of internal financial staff is key in our efforts to improve the municipal governance system and the quality of life for communities. During the remaining months of the calendar year, we have committed to the national programme of turning around the municipality by attending to the following:

Debt management, Cash flow management, Repairs and maintenance provision, Capital expenditure, Clean Audit, Submission of Annual Financial Statements, Capital expenditure, Asset management, Credibility and transparency of Supply Chain Management, Municipal contribution to LED, LED Plan aligned to the PGDS; adopted by Council.

No	Priority Turn Around Focal Area	January 2010 (Current Situation/Baseline)	Target for December 2010 (changed situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. Intervention and technical support)	Human Resource allocation	Budget	
							Allocated	Projected
4.1.1	Revenue Enhancement	<p>8 200 accounts for business and residential</p> <p>Additional 2100 for rates and taxes from Farms</p> <p>Challenge in Malebogo, Tshwaraganang, Seretse and Kareehof residential addresses . Accounts are hand delivered.</p> <p>Paypoints in all 3 towns</p> <p>Percentage revenue collection rate 71%.</p> <p>R42 mil total</p>	To increase collection rate to 80%	<p>To enforce disconnections</p> <p>Introduction of new meters can put municipality at risk</p> <p>Validation of Indigent Register</p>	<p>COGTA and Provincial Treasury</p> <p>Project to be done jointly with Finance dept.</p> <p>COGTA and Provincial Treasury</p>	Finance Personnel		

	<p>revenue</p> <p>R 28mil from Intergovernmental transfers</p> <p>Municipality own revenue R14mil</p> <p>Revenue sources:</p> <p>Property Rates=54607</p> <p>Electricity =454352</p> <p>Water =23200</p> <p>Sanitation=48437</p> <p>Refuse removal=79774</p> <p>Other</p> <p>Rental=54365</p> <p>No credit control system</p> <p>Problem of debt collection where Eskom is the service provider such as in Tshwaraganang and Malebogo.</p> <p>No revenue management policies in place.</p>	<p>To re-visit all municipal farms leases and increase collections to historical R500 000.00 per year.</p>	<p>To improve the management of the game farm</p>	<p>COGTA to provide uniform policies</p> <p>Regular Council sitting to process policies for adoption</p> <p>The assistance from Tourism and Land Affairs and Agriculture for fencing</p>			
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		Game farming R146,067.00 Farm property lease (no income)						
No	Priority Turn Around Focal Area	January 2010	Target for December 2010	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. Intervention and technical support)	Human Resource allocation	Budget	
		(Current Situation/Baseline)	(changed situation)				Allocated	Projected
4.2	Debt Management	30 days: R1 130 310 60 days:794,187 90 days:715,845 120 days: 616,571 Above 120: 29,831 990 Manual receipting system	To computerize manual system by December	Management to arrange Payment terms for service providers that they be paid a portion of the work rendered and the balance after the sitting of council. To explore MSIG funding Data verification and remove the indigent from outstanding	District to provide finance			750,000

				debt Write off un-recoverable debt				
No	Priority Turn Around Focal Area	January 2010 (Current Situation/Baseline)	Target for December 2010 (changed situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. Intervention and technical support)	Human Resource allocation	Budget	
							Allocated	Projected
4.3	Cash flow Management	Using SEBATA system in supply chain and doing debtors, pay roll, the ledger and all reconciliations. Bank reconciliation is not up to date	To put structure in place to ensure monthly reconciliations			Senior Finance Management		
4.4	Repairs & Maintenance	Currently budgeted R3,604,576 Fuel : 417,280.00 General & upgrades: 1754,293 General repairs: 1433,003						

		Vehicles: Maintenance and repairs management		Review municipal fleet with the intention to buy new fleet and sell redundant equipment	Assistance from Provincial Treasury on the other aspects and also DBSA	Finance Management		
No	Priority Turn Around Focal Area	January 2010 (Current Situation/Baseline)	Target for December 2010 (changed situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. Intervention and technical support)	Human Resource allocation	Budget	
							Allocated	Projected
4.5	Capital Expenditure							
4.5.1	Capital expenditure	MIG Total: 12,8 mil and 60% in January Counter Funding : no funder funding except for bucket eradication in Boshoff 907 000 spent already Currently MIG exhausted 26,255	To move all Supply Chain issues to SCM	To put proper contract management in place				

		mil PIG: 5 mil also exhausted 907 still on funding						
No	Priority Turn Around Focal Area	January 2010	Target for December 2010	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. Intervention and technical support)	Human Resource allocation	Budget	
		(Current Situation/Baseline)	(changed situation)				Allocated	Projected
4.6	Clean Audit							
4.6.1	Clean Audit	Outstanding Management letters from 2005-2007 to be officially responded to Official reply to Auditor General Waiting final audit 2007/2008 and 2008/2009 audit to start (Opinion to be ready in June) 2009/2010 to be submitted on time	All Outstanding Management letters from 2005-2007 financial years to be officially responded to		Provincial Treasury COGTA			

		Internal Procedure manuals developed by service provider and to be operationalised						
4.6.2	Internal Audit Function	Audit committee Internal Audit			Lejweleputswa to assist with shared services			
4.7	Financial Management System							
4.7.1		Using SEBATA system Bank reconciliation is not up to date	To put structure in place to ensure monthly reconciliations			Senior Finance Management		
4.8	Submission of Annual Financial Statements							
4.8.1	Preparation of AFS	Awaiting 2006/2007 audit report 2007/08 redone 2008/2009 report submitted opinion to be ready by june 2010 and 2009/2010 to be submitted on time	To resolve all outstanding audit queries		COGTA and Provancial Treasury			

4.9	Asset Management	Grap convention on time	To be completed on 30 June 2010		Spatial Planning (cogta) to assist			
4.10	Supply Chain Management policy applied in fair and transparent manner (e.g. Open tenders, Adjudication committee established.)	<p>No committees appointed, no registry</p> <p>No Manager</p> <p>Policy in place</p> <p>To appoint the official (e.g Manager) to have committee in place</p> <p>1st of July 2010 creditors system with new chart of accounts</p> <p>Account</p> <p>Contract overruns</p> <p>On MIG from R18mil to R32mil and counting</p> <p>2008/2009 R12 mil outstanding expenditure</p>	To manage contracts prudently so as to avoid contract overruns	To appoint committees and setup archiving and document flow management.	<p>Provincial Treasury to assist with training.</p> <p>To solicit support from Provincial Archives</p>			

(iii) Labour Related Matters

Focal Area 4: To ensure functionality of the Labour Relations Forum that will support

With regard to the functionality of the Labour Relations forum we have committed to support the smooth running of Municipal Programs and administrative processes. We further commit to participate positively in the affairs of the Municipality:

3.3		Labour Relations						
3.3.1	Functionality of Local Labour Relations	<p>Sound relationship</p> <p>Unavailability of council for LLF</p> <p>Two unions (SAMWU & IMATU)</p> <p>LLF structure consists of MM, CM, Mayor and Chief Whip.</p> <p>LLF not seating consistently and struggling to get reports (reported to bargaining council) . Agreed on committee, MM chairperson from December 2009.</p>	Regularly LLF meetings	<p>To meet by the 17th of March 2010</p> <p>Develop annual schedule of meetings</p>	<p>SAMWU and IMATU to train representatives</p> <p>SALGA and bargaining council to provide workshops</p>	MM		

(v) **Public Participation**

Focal Area 5: To enhance public participation

2. Public Participation								
2.1	Functionality of Ward Committees	4 wards, 1 ward committee was re-established with a ward secretary. Regularly meetings are held <i>(schedule of meetings to be provided)</i> CDW part of ward committee, resources available for ward committees, meetings are held at municipal offices. Monthly reports are not submitted 3 ward committees are dysfunctional	4 functional ward committees	Ward councillors to re-establish the 3 non functional ward committees with the assistance of Cogta Renovate 3 municipal offices for the utilisation of ward committees	Cogta to assist with the re-establishment of 3 non functional ward committees and engage ward councillors			

		<p>Out of pocket expenses not provided by the municipality</p> <p>Mayor is also a speaker and does not have a PA <i>(letter of advise to be provided)</i></p>						
2.2	Broader Community participation policies and plans	<p>Public participation strategy has been adopted by council in 2008</p> <p>No public participation plans</p> <p>Imbizo's (Council/Mayor meets the people)<i>(to get clarity from the mayor)</i></p>	Public participation policy and plans in place	<p>Appointment of public participation officer</p> <p>Develop a public participation plan and to be adopted by council</p> <p>Develop budget for ward committee</p>	Cogta and SALGA to workshop councillors and S57 manager on public participation			
2.3	Public Communication systems	<p>Through public notices</p> <p>Communities are informed through loud speaker</p>						

2.4	Complaints management systems	Complaint book in each municipal office (at the entrance of the building)	Municipal newsletter/ newspaper	Complaints are addressed by supervisors Phoning of complainant by MM to determine whether problem has been addressed.				
2.5	Front Desk Interface	No front desk service <i>(to be addressed later with the organisational structure)</i>						

Local Economic Development (LED)

Focal Area 5: To improve Local Economic Development and enhance

We need to harness the programmes of other Sector Departments to be channeled through the municipality and assist the municipality to achieve its LED objectives

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
5.	Local Economic Development							
5.1	Municipal contribution to LED	<p>It went through council in 2007</p> <p>Bakery buildings in Hergtsogville and Boshof</p> <p>Vegetable project need to be budgeted</p> <p>Two games farms: one in Deallesville and</p>		<p>Strategy in place and strategy to be reviewed and serve in council</p> <p>Assistance from municipality</p>	<p>Agriculture</p> <p>DETEA to provide support to revive the</p>			

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		<p>the other in Hertsogville and was approved by Tourism</p> <p>Salt pan project in Deallesville busy secure the permit</p> <p>Marketing of Heritage site</p> <p>Piggery housing: Corporation has been established</p>		To advice SMME's on other opportunities other than piggery	<p>project</p> <p>District Municipality</p> <p>Dept of Mineral Resources</p>			
5.2	LED Plan aligned to the PGDS; adopted by Council.	Unclear	To ensure LED Plan is aligned to PGDS and is adopted by Council	To review the LED Strategy by				