

# MUNICIPAL TURN AROUND STRATEGY

# TSWELOPELE 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. This 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.

## **2. The Tswelopele Local Municipality assessment outcomes**

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

- The need to review Council delegations. These were last approved in February 2006.
- The municipality has to rationalise old by-laws of Hoopstad and Bultfontein
- Limited financial capacity to do additional pressing infrastructure projects based on MIG allocation to the municipality
- Limited capacity in Supply Chain Management with only 1 official appointed in the unit.

## **3. The role out of the MTAS – Tswelopele Municipality**

The roll out of the Municipal Turn Around Strategy to Tswelopele 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 the three identified Municipalities. During March 10<sup>th</sup> and 11<sup>th</sup> the team responsible for Tswelopele 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 Provincial team also met Troika to outline the MTAS process of the Municipality.
- v. 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 that there is stability in Council as outlined in the Tswelopele Municipality report.

During the engagements with the Troika of the Municipality, they committed 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.

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
3.	<b>Governance</b>							
3.1	<b>Political Management and Oversight</b>							
3.1.1	Stability of Councils	No upheavals in the Municipality. Having regular meetings and having an oversight committee Mayor 1 member of DA and 1 member of ANC	Thus the Municipality is receiving unqualified report from Auditor general.	Plays oversight on the section 79,80 , IDP and Budget	N/A	N/A	N/A	N/A
3.1.2	Delegation of functions between political and administration  Minutes of Council meetings  Minutes of Exco meetings	Approved Delegation of Powers Document Approved Feb 2006	Review of Delegation of Powers document Review and update delegations	Training of Councillors & Officials on Delegation of Powers	COGTA & SALGA to assist	MM HODs HR officials and Council	Internal	Internal

3.1.3	Training of Councillors	2 Councillors Computer training Executive Leadership Management Program Same training needed for executive staff	14 Councillors	Ensuring that councillors training needs are captured in the WSP	GOGTA & SALGA should assist with identification of training needs & train councillors	Speaker and MM	<b>Internal</b>	<b>Internal</b>
3.2	Administration							
3.2.1	Recruitment, Selection and Suspension of employees	Human Resource Policy and SALGBC Collective Agreement[Disciplinary Procedure]  Approved structure Aug 2004  Structure has no levels  238 Posts.  No staff suspended  5 Interns in Finance  70 temporary workers in technical	Ensure that all employees are trained on both HR and Collective Agreement  Update as needed  Update levels  105 temporary workers to be on contract on three month basis	Implementation of HR & Collective Agreement: Disciplinary Procedure	No unblocking	MM HODs Council 3 HR Personnel	<b>Internal</b>	<b>Internal</b>
	Job descriptions	In place			N/A	N/A	<b>N/A</b>	<b>N/A</b>
	Audit committee	In place			N/A	N/A	<b>N/A</b>	<b>N/A</b>

	Overtime	In Technical dept Water and Electricity No overtime exceeds 40 hours per month Reasons No strategic manager This person has to travel between Bultfontein and Hoopstad. Is not managed well	In process to be appointed post advertised and be filled in first week of May 2010		NA	MM and HR	<b>Internal</b>	<b>Internal</b>
	Private service providers	Makomota & Dinatla in Finances to do financial statements and GRAP						
3.2.2	Vacancies (Top 4- MM, CFO, Planner, Engineer)	1 post[Executive Manager Technical Services]	The post is budgeted for and is filled.	Filling of the vacant post Executive Manager Technical Services.	N/A	MM and HR	<b>Internal</b>	<b>Internal</b>
3.2.3	Vacancies in other levels	21 posts	Filling of 14 critical post by July 2010	All post to be filled are budgeted for and are advertised and are filled.	N/A	MM and HR	<b>Internal</b>	<b>Internal</b>
3.2.4	Top 4 appointed with signed Performance Agreements  Employment contracts in place	MM + 4 Section 57 Managers have signed performance agreements	Ensure that MM + 5 Section 57 Managers have signed performance agreement.	Mayor sign the performance agreement of the MM. MM sign the performance agreement of section 57 Managers	N/A	MM and Council	<b>Internal</b>	<b>Internal</b>



3.2.5	Organisational Performance Management System not managed correctly	Performance Management System	Review and update of the Organizational Performance Management and put to council for approval and management by August 2010	Approval & Implementation of PMS	COGTA; To assist with funds	MM HODs and Council	<b>Nil</b>	<b>R250 000</b>
3.2.6	Skills development for employees	Workplace Skills Plan:2009/2010	Review Workplace Skills Plan:2010/2011 Review by 30 June 2010	Conduct Sills Audit & Submission of WSP to LGSETA	LGSETA to give in depth training of SDF to capacitate them for compiling WSP.	One person appointed as Skills Development Facilitator to deal with training issues.	<b>Internal</b>	<b>Internal</b>
	Fleet management Yellow Fleet		District to supply grader and TLB					

			Have an efficient ITC in place	Upgrade ICT infrastructure	N/A		<b>Internal</b>	<b>Internal</b>
		Efficient ICT in place		Appoint competent staff	N/A	MM Corporate Services	<b>Internal</b>	<b>Internal</b>
		No competent ICT Staff	Appoint competent ICT staff			MM Corporate Services	<b>Internal</b>	<b>Internal</b>
		Staff has desktops And senior staff has laptops						
		Most staff has access to internet and e-mail						
	ICT	CFO has access to server						
		Website not up to date	Updated website	Update website	N/A	MM Corporate Services	<b>Internal</b>	<b>Internal</b>
		Lack of intranet	Install Intranet	Install intranet	N/A	MM Corporate Services	<b>Internal</b>	<b>Internal</b>
		Lack of contract management	Established contract management by Dec 2010	Establish contract management	N/A	MM Corporate Services	<b>Internal</b>	<b>Internal</b>
		Lack of legal department	Established legal department by Dec 2010	Establish legal department	N/A	MM Corporate Services	<b>Internal</b>	<b>Internal</b>

	Security management and records	<p>No classification of records</p> <p>Has registry and manager corporate services in charge</p> <p>Secretary is doing filing for whole municipality</p>	Sound registry system in place by Dec 2010	<p>Establish sound record system</p> <p>Manage all security clearance</p>	<p>N/A</p> <p>N/A</p>	<p>MM Corporate Services</p> <p>MM Corporate Services</p>	<b>Internal</b>	<b>Internal</b>
	By-laws and policies	<p>Promulgated Refuse removal By-laws, Dumping and Littering By-laws and Waste Management By-laws</p> <p>Still has to rationalize the following by-laws: Hoopstad 23 Bultfontein 20</p>	10 by-laws of each of the two units rationalised	Rationalise 20 old by-laws	COGTA to assist with by-laws and policies	MM HODS and Corp Services	<b>Internal</b>	<b>Internal</b>

**(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 major areas of focus for the period up until end of December 2010 will be:

To ensure that all business plans and designs for MIG projects are completed by December 2010 to allow the Department of Water Affairs to recommend Technical Reports and Funding.

No.	Priority Turn Around Focal Area	January 2010 ( <i>Current Situation/ Baseline</i> )	Target for December 2010 ( <i>Changed Situation</i> )	Municipal Action	Unblocking Action Needed from other Spheres and Agencies ( <i>e.g. intervention or technical support</i> )	Human Resource allocated	Budget	
							Allocated	Projected
<b>1.</b>	<b>Basic Service Delivery</b>							
1.1	Access to water	Number of Stands with access to water  Bultfontein: 828 Phahameng: 6 337 Hoopstad: 615 Tikwana: 4 011 Total: 11 791  65 New Industrial Stands in Hoopstad with no water network (some stands are currently unoccupied)	Approved project business plan in place  Designs completed	To approach provincial Cogta for funding  Appointment of consultants	DWA to recommend Technical Report  Provincial Cogta to consider funding for the project	Technical Department / PMU	R 0-00	± R 450 000-00

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
		Bultfontein Bulk Water Supply Phase 3 Needs funding	Approved MIG registration for Bulk Water Supply Phase 3 (2011/12 FY budget)  Designs completed	Business Plan already Submitted to MIG	DWA already recommend project for funding	Technical Department / PMU	R 0-00	R 13.6 million
	<b>Water loss</b>	20% water loss  3 500 Erven in Tikwana with no water meters	MIG registration in place to Install with water meters 3 500 in Erven (2011/12 FY budget)	To submit MIG Business Plan for funding	<ul style="list-style-type: none"> <li>♦ DWA to recommend Technical Report</li> <li>♦ MIG to approve project and make funds available</li> </ul>	Technical Department / PMU	R 0-00	R Unknown at this stage
			Water Conservation and water demand management situational assessment report and strategy in place	Engagement with DWA on the WCWDM programme	DWA to provide technical support	Technical Department / PMU		
	<b>Operational and Maintenance</b>	Bulk Water Meters and Water Valves / Fire Hydro's in all 4 units not effectively operational	4 Bulk water meters replaced	<ul style="list-style-type: none"> <li>♦ To inform DWA about replacement of bulk water meters</li> </ul> Appointment of	None	Technical Department / PMU	R 0-00	R Unknown at this Stage

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
				<p>service provider</p> <ul style="list-style-type: none"> <li>♦ Water valves / fire hydro's will be completed in next two financial years</li> </ul>				
		No Operations and Maintenance Plan in place	Operations and Maintenance completed	Assessment of the water supply schemes	DWA to provide technical support	Technical Department / PMU	Internal	Internal
	<b>Water Service Development Plan</b>	Interim WSDP document	Pre-populated WSDP Module 1	Engagement with DWA for assistance with the finalisation of Module 1	DWA to provide technical support	Technical Department / PMU	DWAF funding (R70,000)	DWAF funding (R70,000)
	<b>Water quality</b>	Water Quality 20 % compliance with DWA monitoring standard [Blue Drop]	100 % compliance with DWA monitoring standard	<p>Municipality to follow on the submitted request to DWA/ DBSA for funding to:</p> <ul style="list-style-type: none"> <li>♦ Registration of Water Purification Plant</li> <li>♦ Registration of</li> </ul>	DWA / DBSA to consider providing funding and support	Technical Department / PMU	R 0-00	R 450 000-00

No.	Priority Turn Around Focal Area	January 2010 ( <i>Current Situation/ Baseline</i> )	Target for December 2010 ( <i>Changed Situation</i> )	Municipal Action	Unblocking Action Needed from other Spheres and Agencies ( <i>e.g. intervention or technical support</i> )	Human Resource allocated	Budget	
							Allocated	Projected
				personal process controllers ♦ Training of staff ♦ Development of water safety plan ♦ Drafting of O & W Plan ♦ Drafting of Operational Manual ♦ Develop asset register  Approach DWA and DBSA for funding  Appointment of service provider				

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	<p>Number of Stand with access to sanitation (Bultfontein: 828 Phahameng: 5 500 Hoopstad: 550 Tikwana: 3 512 Total: 10 390)</p> <p>Overloaded sewer treatment works in Bultfontein</p>	35% completed (three year project)	<p>Monitoring of progress and quality</p> <p>Submission revised Technical Report for budget maintenance to Cogta and DWA</p>	<p>DWAF to recommend budget maintenance</p> <p>MIG to register budget maintenance project</p>	Technical Department / PMU	R 14 699 306-01	R48 434 637-00
		Over loaded Hoopstad: Waste Water Treatment Works	<p>MIG registration in place</p> <p>Technical report</p>	<p>To submit MIG registration to Cogta</p> <p>Submit technical report to DWA</p> <p>To approach DWA for funding</p>	<p>DWAF to recommend Technical Report</p> <p>DWA to consider funding</p> <p>Cogta to register MIG project</p>	Technical Department / PMU	R 0-00	R 20 000 000-00



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
		1 401 New households with no access to sanitation [837 Phahameng, 499 Tikwana and 65 Hoopstad]	MIG registration in place  Technical report	To submit MIG registration to Cogta  Submit technical report to DWA	DWAF to recommend Technical Report  Cogta to register MIG project	Technical Department / PMU	R 0-00	R 17,000,000
1.3	Access to electricity  Municipal licensed area (Hoopstad / Bultfontein)	Number of Stands with electricity (Hoopstad: 550 Bultfontein: 828 Total: 1 378)  65 Industrial stands in Hoopstad without access to electricity	Business plan for 65 stands in place	Submission of business plan to DOE for funding	DOE to consider funding	Technical Department / PMU	R 0-00	R15,000,000
		Aging Electrical Network in Hoopstad and Bultfontein	Business plan for network in Hoopstad and Bultfontein in place	Submission of business plan to DOE for funding	DOE to consider funding	Technical Department / PMU	R 0-00	R 13,500 000-00
		28 of high-mast Lights in Tikwana (additional 15 are required)	Registered MIG project in place	Submit MIG Business Plan for Funding to Cogta	Cogta to register MIG project	Technical Department / PMU	R 0-00	Unknown at this stage

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
	<b>ESKOM Licence Area [Phahameng &amp; Tikwana]</b>	<p>Number of stands with electricity (Phahameng: 5 481 Tikwana: 3 447 Total: 8 928)</p> <p>856 Stands in Phahameng without Electricity and 564 Stands in Tikwana without electricity</p>	<p>To connect eleven (11) Stands in Phahameng with electricity</p> <p>Request for funding from ESKOM in place</p>	<p>Submit application for funding to ESKOM</p>	<p>ESKOM to allocate funding</p>	<p>None</p>	<p>ESKOM</p>	<p>ESKOM</p>

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	All occupied stands are serviced with refuse removal (dustbins available for all stands) Bultfontein: 828 Phahameng: 5 500 Hoopstad: 550 Tikwana: 3 512 Total: 10 390  No waste management plan in place	Waste management plan completed	Compiling waste management	Department or Environmental Affairs to provide assistance in the development of the plan	Technical Department	R 0-00	R Unknown at this stage
		One registered landfill site in Hoopstad and one unlicensed landfill site in Bultfontein	Registered MIG project in place	To submit Business plan to Cogta MIG for funding	DTEEA to recommend project  Cogta to register MIG project	Technical Department	R 0-00	R800,000
		Inadequate fleet (4 x Old Tractors and Trailers)	Well maintained fleet in place	Provision of adequate O&M budget)	None	Technical Department	R 0-00	R Unknown at this stage

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	163.4km of roads (Hoopstad 25.4km, Tikwana 34.4km, Bultfontein 44.7km and Phahameng 58.9km)  Paved road 1.3km Tarred 54km Gravel 25.89km and sand 81.8km	15km of gravel road to be bladed  30 of sand road to be bladed	Approach the district municipality for availing yellow fleet  Ensure availability of budget for fuel and operator	DM to make yellow fleet available	Technical Department / PMU	O&M budget	O&M budget
1.6	Access to Housing	Waiting List 1793 (Phahameng: 893 Tikwana: 901)	400 houses completed in Phahameng (200), Tikwana (200) and 15 restitution in Blesbok farm Bultfontein and one (1) restitution in Tekwana	Beneficiary management  Monitor the progress & quality of Houses	Human Settlement to implement the project	Community Services / Housing Offices	R 0-00	R Unknown at this stage
1.7	Formalisation of informal settlements	163 informal settlers (Phahameng 12 and Tikwana 151)	12 informal settlers formalised	Facilitate process to move settlers to developed sites	None	Community Services / Housing Offices	R 0-00	R Unknown at this stage

No.	Priority Turn Around Focal Area	January 2010 ( <i>Current Situation/ Baseline</i> )	Target for December 2010 ( <i>Changed Situation</i> )	Municipal Action	Unblocking Action Needed from other Spheres and Agencies ( <i>e.g. intervention or technical support</i> )	Human Resource allocated	Budget	
							Allocated	Projected
		<p>4 962 People on the Erven waiting list [2 682 Phahameng &amp; 2 280 Tikwana]</p> <p>Purchased of land (Wesselrust farm) approved by district screening committee</p>	<p>Provincial screening committee approval</p> <p>Approved planning and survey of sites by Human Settlement</p>	<p>Municipality to monitor and follow up the approval process</p>	<p>Department of Rural Development and Land Reform to approve application</p> <p>Human Settlement to provide funding</p>	<p>Community Services / Housing Offices</p>		

**(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 Tswelopele 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:

- Improving the Revenue Collection Rate of the municipality from the current 60 % to 80% by December 2010.
- To link the two billing systems of Hoopstad and Bultfontein
- To move from unqualified report with other matters to unqualified with no matters
- To have a credible and transparent Supply Chain Management unit established

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

4.	Financial Management							
4.1	Revenue enhancement	% collected of total billed revenue (Currently just over 60%)  Budget:  No revenue enhancement policy in place  Own electricity distribution for Hoopstad and Bultfontein  Tikwana and Phahameng: Eskom  Tikwana: No water meters  No water meter	80%	Appointed a private firm to help us collect revenue through disconnections to businesses  Update of indigent register  Management to do a cost per KL calculations on what it cost the municipality to distribute water against what they charge the consumer.	Organs of State to pay for their service (Jan report – R 650 000 Outstanding)	<ul style="list-style-type: none"> <li>Income Accountant and His sub-ordinates</li> <li>Appointed a Firm for 12 months</li> </ul> Technical division and Finance	R 120 000	R 120 000
			To source funds				R65 000	R65 000

		readings done in Phahameng based on Council Resolution  Flat rate= R21.40/month  Water loss %	funds		COGTA and DWAF			
4.2	Debt management	Rand Value of Debts outstanding  (Currently debtors of R 35 Million)  30 days=R1.8mil  60 days=R1mil  90 days=R825 000  120 days= R1.853mil  120+ days=R35mil  WaterR9mil  Refuse= R6mil  Sewer=R7.5mil  Credit control and debt control policy in place  MPRA in place	Reduce outstanding debtors by 5- 10%	Write of all outstanding debt of 100% indigent households, encourage citizens to pay for their services  Install water meters in Tikwana  Data purification	<ul style="list-style-type: none"> <li>• Organs of State must pay their accounts</li> <li>• Funding to install water meters in Hoopstad.</li> <li>• Council involvement to encourage payment from citizens</li> </ul>	Credit control officials	R 185 000	R 185 000
4.3	Cash flow	SEBATA system	Spend within the	<ul style="list-style-type: none"> <li>• Currently when the order is made a</li> </ul>		N/A	N/A	N/A



	management	<p>Overspending on Budget</p> <p>Two stand alone billing systems for Hoopstad and Bultfontein</p> <p>No overdraft facility</p> <p>All reconciliations done monthly</p>	<p>approved Budget</p> <p>To link the two towns through data link</p> <p>From July 2010 creditor system will be run through SEBATA</p>	<p>ledger printout must be submitted to the SCP together with the order form, to ensure that there are sufficient funds to allow the expenditure</p> <ul style="list-style-type: none"> <li>• Council should not allow the adjustment budget unless on extreme cases or when the GRANTS are changed as per DoRA</li> <li>• Council cancelled the overdraft facility taken from ABSA</li> </ul>	None			
4.4	Repairs and maintenance provision	<p>Budgeted Amount R 3 689 180</p> <p>Ageing Fleet and old building</p>	Increase the budget for repairs and maintenance	To increase budget for repairs and maintenance, AND MAINTAIN ASSETS OF THE MUNICIPALITY IN GOOD CONDITIONS	N/A	N/A	N/A	N/A
4.5	Capital expenditure	100% on allocated funds	100% on allocated funds	Make sure that funds as budget for are spent accordingly through continuous assessment of monthly and	N/A	N/A	N/A	N/A

				quarterly reports				
4.6	Clean Audit	Unqualified with other matters	Unqualified with no matters	<ul style="list-style-type: none"> <li>Appointed 5 interns, appointed consultants, supports from the rest of the municipal employees</li> <li>Drawn up an action plan to address all the matters raised by the office of AG</li> <li>Appointed Internal auditor</li> <li>Appointed a chairperson of Audit Committee</li> </ul> <p>2008/09 COGTA to prepare action plan for AG report</p>	Training from All sectors of government related to this function, e.g. COGTA National and Provincial and Treasury to make sure that finance officials in particular meet the minimum competency levels	Finance staff and all the staff of the municipality, Municipality to appoint Exc. Manager Technical Services	R 250 000	R 250 000
4.7	Submission of Annual Financial Statements	Submitted on 31 August 2009	Submit on or before 31 August 2010	<ul style="list-style-type: none"> <li>Timeous preparation of the Annual Financial Statements</li> <li>Appointed interns with strong accounting background</li> <li>Resolve all the queries raised by Office of AG</li> <li>2010/11 will be</li> </ul>	Training on GRAP Standards and related topic to financial statements	<ul style="list-style-type: none"> <li>Interns</li> <li>Consultant</li> <li>Finance staff</li> </ul>	N/a	N/a

				fully GRAP compliance . Asset Register will be complete				
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
4.8	Capital expenditure	Budget						
4.9	Asset management	<ul style="list-style-type: none"> <li>EXCEL GRAP fixed Asset Register, Amounts not valued</li> <li>Draft Asset Management Policy</li> </ul>	<ul style="list-style-type: none"> <li>Update Excel GRAP Fixed Asset Register, must also be on a system with valued amounts</li> <li>Approved Asset Management Policy</li> </ul>	Appointed consultant to assist with the exercise (Makomota Dinatla JV)	Treasury to assist with Funding	Not enough capacity/ Appointed consultants	0.00	R 1 M
4.10	Credibility and transparency of Supply Chain Management	<p>Only one officials in the supply chain unit,</p> <p>Committees:</p> <p>Specification not permanent</p> <p>Assessment permanent</p> <p>Adjudication permanent</p>	Appoint officials in the unit	<p>Municipality to revise its organogram</p> <p>Management to regulate the appointment of specification committee</p>	N/a	To budget for other supply chain management staff in 20010/2011	R unknown at this stage	R unknown at this stage

**(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	LLF meeting convened as planned, Organisational rights procedure developed.  LLF is ineffective and weak.  Selective implementation of LLF resolutions.		Workshop for all LLF members and workers. Yearly calendar and a stranding item to council	None	HR Staff (Internal)	Internal	Internal

**(v) Public Participation**

**Focal Area 5:** To enhance public participation

Public Participation								
2.	Public Participation							

2.1	Functionality of Ward Committees	<p>7 Wards  7 ward committees  Only 4 ward committees hold regular meetings according to the submitted schedule  3 ward committees do not hold regular meetings because of office problems, lack of basic resources also due to not having good relations with CDWs  Lejweleputswa municipality provided all ward committees with stationary  All ward committees have problems have poor relationship with CDWs because they do not receive an allowance  Municipality budgeted R250,000 for ward committees but could not provide the funds  Public participation officer appointed  Municipality is not having enough space to accommodate Ward Committees to do their daily work. And enough resources  Municipality spends own funds on training?</p>	7 ward committees fully functional	<p>Resuscitate the non functional ward committees  Hold re-elections for some ward committees whose member are working, that are no longer satisfied with their work.  Problems of office accommodation and relationship with CDWs to be resolved by the Speaker and PPO.</p>	<p>COGTA to provide basic resources such as stationary.  District Municipality, COGTA , SALGA to provide capacity building.  DWA will also provide capacity building in water related matters</p>	PPO		<b>R300,000</b>
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2.2	Broader public participation policies and plans	Public participation Strategy developed in 2009 Ward councillors do hold public meetings in their wards Residents of Bultfontein and Hoopstad do not get ward meeting notices and invitations	Council to adopt the strategy Improvement of public participation in the ward including Bultfontein and Hoopstad					
2.3	Public Communication systems	Newsletters, Loud Hailers. Radio Lesedi, Local Newspapers	Public address systems Ward Councillors should hold regular sectional meetings , Ward committees to attend the sectional meetings	Provide Budget for the Public Address system				<b>R47 000</b>
2.4	Complaints management systems	There is a note-book in the front desk. In the Office of the Municipality and Libraries, for people to write their complain and compliment Residents submit complaints letters and lodge complaints with managers	Maintain the complains book, capture the complains in the system Re-establishment of Customer Care Unit	[Follow-up] problems are referred to various departments to address.			Re-orientation of previous personnel who did customer care	
2.5	Front Desk Interface	Front Desk not dedicated	Multi Tasking of Front Desk personnel					

## Local Economic Development (LED)

**Focal Area 5:** To improve Local Economic Development of the Municipality.

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.	<b>Local Economic Development</b>	1 LED Manager and 1 LED Officer  Complete 12 months Training Course  No LED strategy or plan	To have a strategy or plan in place	To appoint 2 x LED Officers	COGTA and DETEA		R0.00	R0.00
5.1	Municipal contribution to LED	Availing land to emerging farmers to agricultural purposes  Municipality made land available to establish new business [Industrial			Agriculture to assist with CASP			



		<p>Erven]</p> <p>To provide enabling environment for businesses to establish in Tswelopele</p> <p>Facilitate local labour to be employed on MIG / Housing / Other Projects</p>						
5.2	LED Plan aligned to the PGDS and adopted by Council	No LED Strategy		To develop LED strategy				