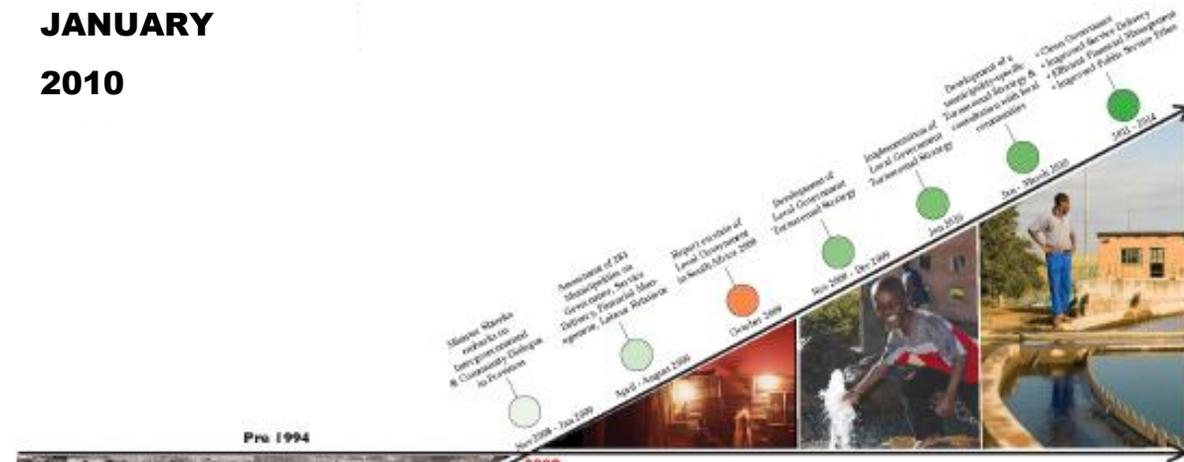


IMPLEMENTATION PLAN: LOCAL GOVERNMENT TURN-AROUND STRATEGY

Working together, Turning the tide in Local Government

**JANUARY
2010**



cooperative governance
& traditional affairs
Department:
Cooperative Governance and Traditional Affairs
REPUBLIC OF SOUTH AFRICA



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1. PURPOSE

The purpose of the Implementation Plan for the Local Government Turn-Around Strategy (LGTAS) is to enable CoGTA and its partners to direct and guide the implementation of the LGTAS through an appropriate range of structures, mechanisms and procedures.

2. BACKGROUND

The key question government undertook to reflect on with a range of role players over the past few months was *'what is the state of local government in 2009, and what must be done to restore the confidence of our people in this sphere of government by 2011 and beyond?'*

To begin to answer this question, nine province-wide assessments of each of the 283 municipalities were carried out in 2009 by the Department of Cooperative Governance and Traditional Affairs (CoGTA), led by Minister, Mr Sicelo Shiceka together with the respective MECs responsible for Local Government. The purpose of the provincial assessments was to determine the key problem statement in different thematic areas and to establish the root causes for poor performance, distress or dysfunctionality in municipalities. From these assessments, the consolidated State of Local Government Report was compiled and widely consulted over with stakeholders.

Following the analysis of the results of these assessments and from the issues covered in the overview report, the LGTAS was created. There was also extensive stakeholder consultation and engagement through the process. The LGTAS was approved by Cabinet on 2 December 2009.

3. IMPLEMENTATION FRAMEWORK

The LGTAS is 'everybody's business.' This refers to each sphere of government, working both vertically and horizontally, and with key stakeholders, to realize the objectives of the LGTAS. This means that detailed intergovernmental reporting will be required for the immediate pre-2011 and post 2011 implementation.

The implementation will comprise of the following:

- A Short term focus up to March 2011
- A Medium term focus March 2011 to 2014

3.1. Immediate: pre-2011

- a) Address immediate financial and administrative problems in municipalities
- b) Regulations to stem indiscriminate hiring and firing
- c) Ensure & implement a transparent municipal supply chain management system

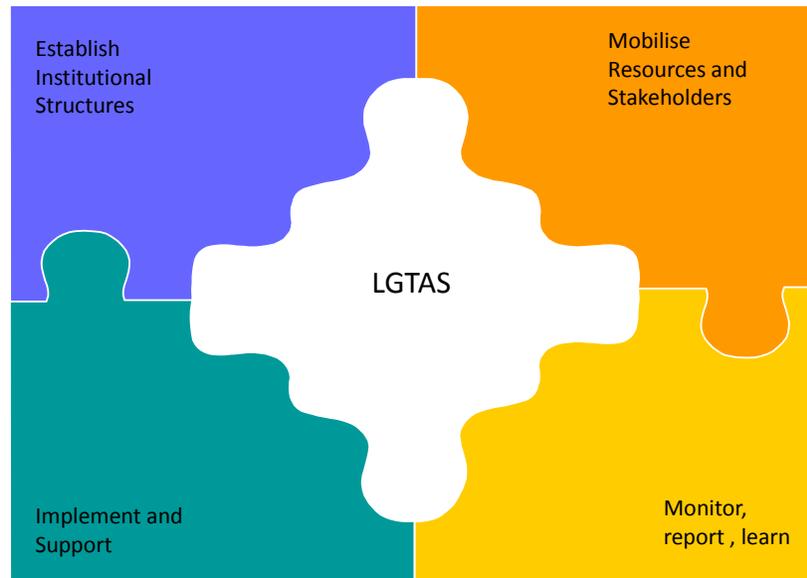
- d) Strengthen Ward Committee capacity & implement new ward committee governance model
- e) National and provincial commitments in IDPs
- f) Differentiated responsibilities and simplified IDPs (agreement with each municipality on the ideals scope of functions to be provided and how best the State can support service delivery through intergovernmental agency arrangements).
- g) Funding and capacity strategy for municipal infrastructure (funding and capacity strategy for municipal infrastructure in rural areas including extending MIG grant to 2018 and utilising annual allocations to municipalities for repayment of loans in order to accelerate delivery)
- h) Intergovernmental agreement with metros on informal settlement upgrade including alignment of MIG (Cities) and Housing Subsidy grants
- i) Review and rearrange capacity grants & programmes, including Siyenza Manje support for a more effective support and intervention programme including Rapid Response Teams and Technical Support Units
- j) Upscale Community Works Programme to ensure ward based development systems;
- k) Implement the Revenue Enhancement – Public Mobilisation campaign
- l) Launch the “good citizenship” campaign, focusing on governance values to unite the nation and mobilize involvement in local development affairs
- m) Preparations for next term of local government inspire public confidence including commitment by political parties to put up credible candidates for elections.

3.2. Post 2011 priorities:

- a) A single election for national, provincial and local government (benefits: single manifesto, one financial year, single public service, common 5 yr medium term planning, aligned human resource and budgeting frameworks)
- b) All citizens must have access to affordable basic services
- c) Eradication of all informal settlements
- d) Clean cities, through the management of waste in such a way that it creates employment and wealth
- e) Infrastructure backlogs should be reduced significantly
- f) All schools, clinics and hospitals and other public facilities have access to water, sanitation and electricity;
- g) Each of the wards has at least one sporting facility
- h) Each municipality has the necessary ICT infrastructure and connectivity
- i) All provinces and municipalities should have clean audits
- j) Violent service delivery protests are eliminated
- k) Municipal debt is reduced by half
- l) Empowered and capacitated organs of people’s power (Street, Block / Section, Village & Ward Committees)
- m) Trained and competent councillors, traditional leaders, officials, Ward Committee members, CDW’s and community activists

4. IMPLEMENTATION ARRANGEMENTS

As a response to the evidence-based findings of the Report and the Strategy, National Government (including state enterprises) undertook to organize itself better in relation to Local Government. Key activities that will take place can be depicted as follows:



- a) Establish Institutional Structures
 - Creating a clearing house for policy impacting on Local Government
 - Establishing 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)
- b) Mobilise resources and Stakeholders
 - Mobilising greater state involvement in rural development and address socio-economic and institutional vulnerability of the relevant municipalities
 - Organised participation in IDP processes
 - Mobilise stakeholder engagement and support in the implementation of the LGTAS
- c) Implement and support LGTAS priorities
 - Reviewing policies and legislation to make Local Government work better
 - Addressing the “one size fits all” approach by enabling municipalities to focus on functions that are suited to their different sizes and capacities
 - Facilitating an intergovernmental agreement with targeted set of municipalities and direct relevant conditional grants to incentivise and fast-track upgrade of informal settlements

- Ensuring a more enabling environment for service delivery including a funding strategy for municipal infrastructure provision, operation and maintenance
 - Improving spatial prioritization of budgets and investments, and delivery of national functions and inter-sectoral alignment in municipalities
- d) Monitor, report and learn
- All spheres of government will monitor and report on the implementation of LGTAS through the established intergovernmental structures
 - Good practices will be recorded and a knowledge management repository established.

4.1. Political Structures

Implementation of the LGTAS will be guided through the intergovernmental system of political management provided for by Cabinet meetings, MinMecs, Premiers' and District Intergovernmental Forums and MuniMecs. National Ministers may also be identified as Provincial Champions of the LGTAS.

The national and provincial sector departments will also utilise the cluster system approach for coordination and dialogue on the LGTAS implementation. This new cluster structure will also direct the MTSF lead outcomes for government to which the LGTAS must be aligned.

Political parties will promote and enhance the institutional integrity of municipalities by ensuring that:

- a) Political management does not destabilize and place inappropriate pressure on councils and administration
- b) Political office bearers deployed in municipalities are well trained, inducted and have the capacity and integrity to provide leadership in the best interest of communities
- c) A performance management system for Councilors is established and managed
- d) Councilors are responsive and accountable to communities

4.1.1. The Ministerial Advisory Committee (MAC)

It is proposed that a high level committee will be established that will work closely with the Minister, and meet on a quarterly basis within CoGTA. It will be composed of up to 20 eminent persons who are highly experienced in management of the political environment, strategy and leadership.

The committee will be mandated with studying high level reports on the progress of the LGTAS and advising and making recommendations to the Minister as the LGTAS implementation progresses. They will therefore act as a monitoring and oversight body.

Calls for persons to be nominated to the MAC will be made through an advertisement in the newspapers early in 2010. The panel to select the eminent persons will be decided upon by the Minister.

4.2. Administrative Structures

Institutionally the implementation of the LGTAS will be achieved by COGTA through the following structural approach:

4.2.1. The National Coordinating Unit (NCU) – the Command Centre

The NCU or ‘Command Centre’ as depicted below, is the operations hub for LGTAS implementation and is located within COGTA. Together with its strategic and operational partners it will direct, oversee, monitor and report on the progress of the LGTAS across government (national, provincial and local). It will therefore:

- a) Ensure implementation
- b) Collect local government intelligence and information
- c) Establish a continuous tracking system
- d) Establish mechanisms for monitoring and reporting

Key objectives of the NCU

The NCU is ultimately responsible for the achievement of the five key strategic objectives of the LGTAS, namely:

- a) Ensure that municipalities meet the basic service needs of communities
- b) Build clean, effective, efficient, responsive and accountable local government
- c) Improve performance and professionalism in municipalities
- d) Improve national policy, oversight and support
- e) Strengthen partnerships between local government, communities and civil society

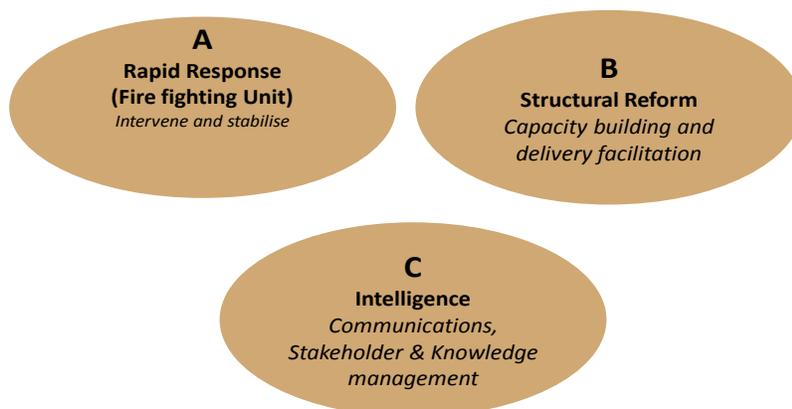
Organisational structure of the NCU

The NCU will function as a “Command Centre” and have the following components:

- a) **Rapid Response Unit (Emergency, short-term interventions)**: The component will assist municipalities in current or potential ‘flashpoint’ areas to address community concerns through immediate, emergency-based technical or political interventions.
- b) **Structural Reform Units (Capacity building and delivery facilitation, medium term interventions)**: The component will provide administrative, management, financial and engineering skills to identified municipalities in consultation with the relevant province.

- c) **Intelligence Unit (Communications, Stakeholder and Knowledge Management):**
The component will provide knowledge management, analytic and communications support to the NCU and other components.

Three Components



RAPID RESPONSE TEAM

1.	Strategic leadership	RRT
2.	Case management	
3.	Co-ordination of rapid response teams	
4.	Monitoring and evaluation of interventions	
5.	Financial and contract management	
6.	Liaison with the department	
7.	Intergovernmental liaison and reporting	

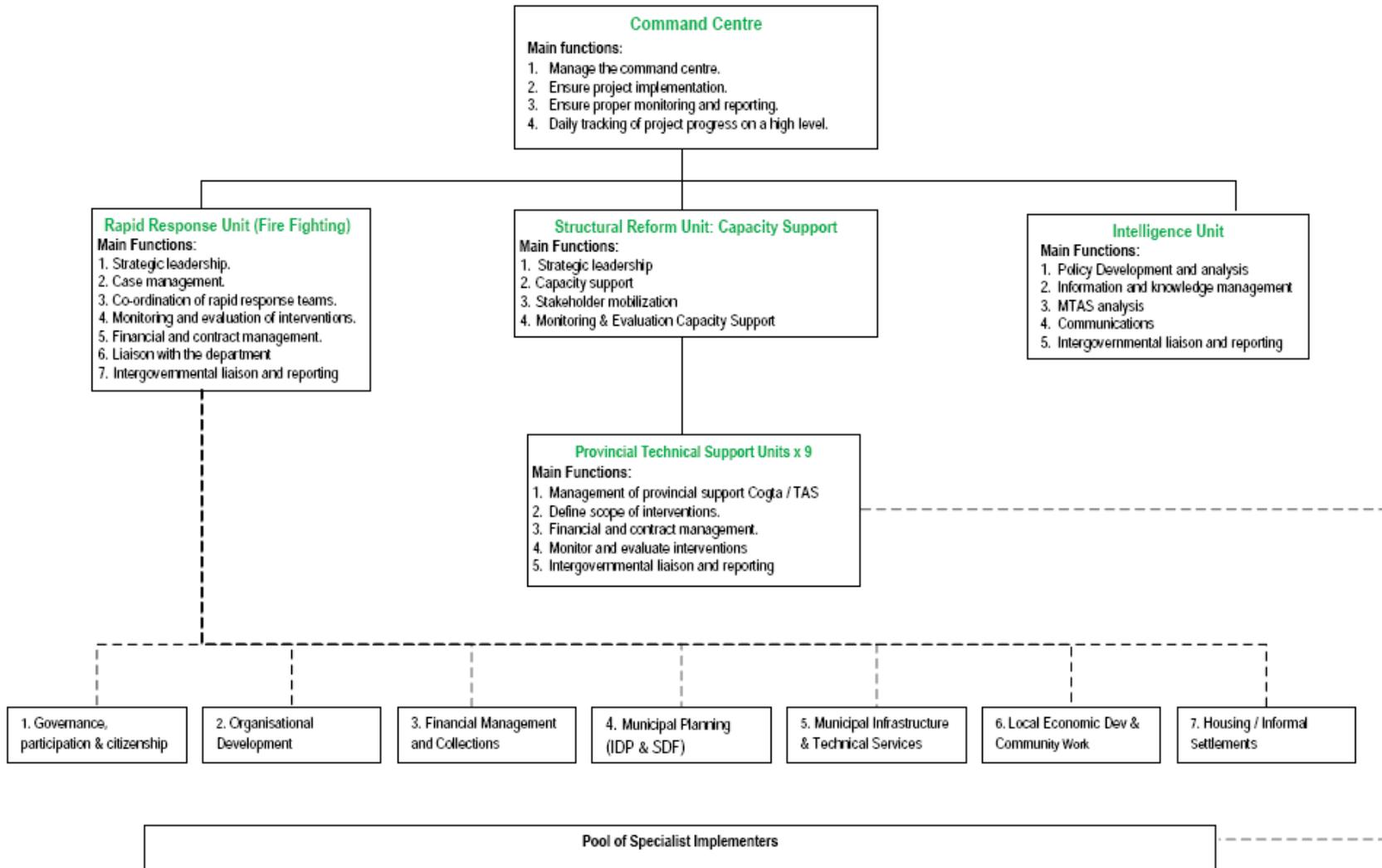
STRUCTURAL REFORM UNIT: CAPACITY SUPPORT

1.	Strategic leadership	SRU
2.	Capacity support	
3.	Stakeholder mobilization	
4.	Monitoring & Evaluation Capacity Support	

INTELLIGENCE UNIT

1.	Policy Development and analysis	IU
2.	Information and knowledge management	
3.	MTAS analysis	
4.	Communications	
5.	Intergovernmental liaison and reporting	

NATIONAL COORDINATING UNIT



The NCU will also coordinate the establishment of the team of technical area specialists, coordinate the work of the three core teams and liaise with departments, stakeholders and CoGTA units. Within these units will be a section that will manage procurement and contractual arrangements for the technical personnel that will be assigned to the panel of available expertise.

The NCU will coordinate support to the implementation utilising the following specialist skills:

Specialist skills:

- Governance, participation and citizenship
- Organisational development and human resources
- Financial management and collections
- Municipal planning
- Municipal infrastructure and technical services
- LED and CWP (Community Works Programme)
- Housing / Informal Settlements

The graphic below depicts the seven specialist focus areas. Technical specialists in these areas will form the core elements of the Technical Support Units that will deploy expertise to municipalities.



The relationship between the Command Centre and the line branches and units of CoGTA must be mutually reinforcing. The Command Centre will have a narrower scope focused on successful interventions and dedicated implementation of the LGTAS. Line branches and units have a programmatic responsibility over functional areas and are ultimately accountable for policy, regulatory, support and monitoring in their respective areas. The Command Centre is aimed at adding depth and localized sustained resources to capacity building and delivery facilitation interventions of CoGTA.

The business planning process of CoGTA will further determine and identify the role of various branches and units with respect to the range of implementation actions identified in the table below. Whilst CoGTA may play the lead and facilitator role in respect of many of these actions, the relevant drivers within CoGTA will have to ensure that the widest range of role players and stakeholders are mobilized to contribute to the implementation of these actions.

4.2.2. The role of National Departments in the implementation of the LGTAS

The national departments will continue to participate in the LGTAS through the Intergovernmental working Group (IGWG), and through participation in inter-departmental teams. The following key activities have been agreed to:

- a) National Departments to appoint a LGTAS 'point-person' who will liaise with their sector and organise intergovernmental support, e.g. DWA working with their Regional Offices, Provinces, municipalities and WSA's re water access and management for the TAS
- b) National Sector Departments have to identify at least three (3) priority interventions to improve service delivery at municipal level (See Annexure A for policy and intervention maps).
- c) National Sector Departments have to work with Provincial Sector Departments and municipalities to instigate and monitor the interventions agreed upon.
- d) National and Provincial Sector departments will report on the commitments made in the IDP's towards the TAS, and these commitments will be monitored in the NCU. It therefore means identifying and collating the information and evidence required to substantiate / verify progress reports.

4.2.3. Provincial Roles and Responsibilities

Each province will develop a province specific implementation plan, and work closely with the provincially based Technical Support Units. A MoU will be signed between CoGTA, the Office of the Premier and the Department for Local Government for each Province.

Provincial sector departments have to identify at least three (3) priority interventions to ensure better State cohesion and improved service delivery at municipal level (See Annexure B for implementation templates). This process will be guided and roles and responsibilities assigned based on the policy and intervention maps as per the IGWG agreement and processes.

A key role of the provinces in the implementation of the LGTAS will be support, monitoring, and reporting on provincial sector performance regarding:

- a) Alignment with the National Government approach and similarly undertake the applicable actions at a provincial level
- b) Allocation of more resources towards the Local Government function
 - Better spending and outcomes
 - Alignment and resource commitments in IDPs
- c) Improvement of performance and accountability including better communication and involvement of municipalities and communities in planning and execution of provincial functions
 - Municipal and public participation in provincial sector programmes
- d) Improved oversight of municipalities
- e) Monitoring and reporting on the implementation of the LGTAS (provincial interventions by provincial sector departments as well as municipal turnaround strategies)

4.2.4. Municipal Roles and Responsibilities

Municipalities will reflect on their own performance and identify their own tailor-made turnaround strategies. This will be in conjunction with the Provincial Office of the Premier, Department of Local Government and National and Provincial Sector Departments. The Municipal Turnaround Strategies (TAS's) will be based upon the diagnostic of the situation in every municipality (utilising Provincial Assessments, Municipal Section 46 and Bi-annual reports).

An Implementation guideline has been provided by CoGTA. Municipalities should complete the Municipal Turnaround templates as per the Guideline document and work with Sector Departments on the three critical areas for the TAS and ensure inclusion of these in the IDP, SDBIP and Budget.

4.2.5. Intergovernmental Relations

All three spheres of government will improve Intergovernmental Relations (IGR) in practice:

- a) IGR structures will meet regularly and be effective in supporting and monitoring the overall LGTAS including the municipal turnaround strategies
- b) IGR structures will guide and direct the implementation of the LGTAS

4.3 Resources and Stakeholders

Stakeholder Management will also form a critical element of LGTAs implementation, and broadly includes the following entities:

- a) Business
- b) Donors/ development partners
- c) Professional bodies
- d) Civic formations
- e) Religious bodies
- f) Traditional leaders

4.3.1 The Civil Society Reference Group

It is proposed that a Civil Society Reference Group (CSRG) should be established early in 2010 to assist with monitoring of implementation of the LGTAS.

This group will report to the national NCU within CoGTA on a quarterly basis regarding their work with municipalities, provinces or national departments on the LGTAS. Part of the work of the NCU will be to monitor the work of civil society in supporting the LGTAS.

Other key priorities include political party engagement, and the design and launch of the Good Citizenship campaign to support the core TAS values of “Ubuntu” and good governance. Through the media and communications strategy, South African society will be both informed of progress and challenges as the LGTAS is implemented. Many realms of society will be invited to participate and contribute where appropriate.

4.4 Implementation and Support

There will be an implementation agreement with the NCU on turnaround plans where necessary, and municipalities will be able to access the immediate support of the Rapid Response Team’s “fire-fighters” in cases of serious governance and service delivery failure. The Rapid Response interventions can be activated directly through requests from municipalities or provinces, or by the Minister for Cooperative Governance and Traditional Affairs.

The table below depicts the establishment phase within CoGTA and the predicted timeframes for implementation:

Phase / Time	Activities	Responsibility
Dec 2009 18 th -23 rd	Letters to DG’s and HODs alerting them to January process	CoGTA
Phase 1: Jan 20 – 9 February 2010	Rollout planning: <ul style="list-style-type: none"> ▪ Confirm processes and procedures to be followed ▪ Confirm composition of provisional teams ▪ Identification of provincial and sector representations for each province 	CoGTA, provinces TAS NCU

Phase / Time	Activities	Responsibility
	<ul style="list-style-type: none"> ▪ Meeting with DGs and HODs ▪ Provinces to select targeted municipalities: 2 MTAS per province ▪ Communication to IGWG and other parties ▪ Briefing of CoGTA officials ▪ Provision of key materials <p>Support process for selected municipalities, under leadership of provinces to be implemented</p> <p>National session with all teams for review and refinement of process</p>	
<p>Phase 2:</p> <p>10 February - 31 March 2010</p>	<p>Under provincial leadership – full roll out of TAS/IDP support for targeted municipalities</p> <p>All 283 municipalities complete their TAS</p> <p>Support and skills agreements: NCU, MoUs, Implementation Protocols, etc</p> <p>MTAS incorporated into IDP and budgets</p> <p>Draft IDP adopted by Council</p> <p>Phase 1 reviewed</p> <p>LG Minmec</p>	<p>National, provincial, local government; SoE's</p> <p>Civil society, stakeholders, business</p>
<p>Phase 3:</p> <p>1 April – 30 June 2010</p>	<p>Provincially coordinated IDP Analysis Sessions to examine draft IDPs and TAS within them</p> <p>IDP, budget and SDBIP adopted</p> <p>All TAS incorporated into IDP and budget</p> <p>LG Minmec</p>	<p>Provinces and Cogta Municipalities</p>
<p>Phase 4:</p> <p>1 July 2010 – 31 March 2011</p>	<p>MEC Commenting process</p> <p>Implementation:</p> <ul style="list-style-type: none"> • Support processes • Stakeholder management • Unblocking actions • Reporting and monitoring 	<p>MECs</p> <p>National, provincial, local government; SoE's</p> <p>Civil society, stakeholders, business</p>

To support the Municipal TAS and IDP the following process has been established, which is detailed in the Implementation Guidelines:

- a) Development of a preparatory toolkit, including
 - Cogta / Provincial Assessment Reports
 - Implementation Plan
 - Implementation Guidelines
- b) Implementing of a four phase LGTAS approach to 2011
- c) The establishment of LG Support Teams
- d) Facilitation of necessary skills and support
- e) Roll-out of support programmes to develop the Municipal TAS
- f) Templates and reporting guide

The following principles should be considered:

- The Municipal LGTAS should respond to the municipal differentiated and specific priority focal areas: - Service Delivery, Spatial Conditions, Governance, LED, Labour Relations and Financial Management. Each municipality must identify at least three key levers that will drive their turnaround plan. These must be prioritized in the IDP, SDBIP and budget.
- Civil Society and community members that were consulted during the Local Government Assessment must be consulted before finalization of the Municipal LG turn around action plan and IDP.
- The support team should ensure that the municipality owns the LGTAS and assists in the development thereof.
- The TAS action plan should direct sector support, inputs, and commitments to the IDP

The table below highlights activities envisaged to implement the priorities in sections 3.1 and 3.2 above:

TABLE 1: Immediate pre-2011 Priorities, LGTAS

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
National and Provincial commitments in IDPs	Securing and monitoring sector agreements regarding commitments	December 2010	Implementing methodology and	Monitoring adherence to agreements and	Developing methodology and procedures	Selected partners

TAS PRIORITY AREA	Short term (i.e. end March 2011) Deliverables	Timeframe	Action			Other Stakeholders
			Municipal	Provincial	National	
	into IDPs		procedures	commitments into IDP's of local government		
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 loans in order to accelerate delivery)	Banking Sector DBSA
Intergovernmental agreement with metro's	Alignment of MIG (Cities) and Housing Subsidy grants	March 2011	Develop and approve	Facilitate the alignment of MIG	Manage and monitor the	Housing Development

TAS PRIORITY AREA	Short term (i.e. end March 2011) Deliverables	Timeframe	Action			Other Stakeholders
			Municipal	Provincial	National	
on informal settlement upgrade including alignment of MIG (Cities) and Housing subsidy grants			upgrade plans for all informal settlements	and Housing grants	macro grant framework	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 chartered Accountants (SAICA) Civil society organisations

TAS PRIORITY AREA	Short term (i.e. end March 2011) Deliverables	Timeframe	Action			Other Stakeholders
			Municipal	Provincial	National	
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

TABLE 2: - POST 2011 PRIORITIES

TAS PRIORITY AREA	2011 – 2014 Deliverables	Timeframe	Action			Other Stakeholders
			Municipal	Provincial	National	
A single election for national, provincial and local government	Legislative amendments to facilitate a single election	Before 2014			Legislative Reform programme	IEC
All citizens must have access to affordable basic services	Universal access to basic services	By 2014	Implementation of Community Infrastructure Development Plans	Support and Monitor the implementation of Community Infrastructure Development Plans	Mobilise resources and monitor the implementation of Community Infrastructure Development Plans	Salga Certified Engineers South Africa (CESA) South African Institute of Certified Engineers (SAICE) Eskom Water utilities
	Reduction of infrastructure backlogs	By 2014	Reduce infrastructure backlogs	Monitor the reduction of infrastructure backlogs	Ensure a more enabling environment for service delivery including a funding strategy for municipal infrastructure provision, operation and maintenance	IDT NDA DBSA Banking Sector
	Special Purpose Vehicle for Infrastructure Development	By 2014	Implementation of Special Purpose Vehicle for Infrastructure Development		Establish a Special Purpose Vehicle for Infrastructure Development	DBSA Selected partners
Formalisation of all informal settlements	Informal settlements formalised	By 2014	Fast-track planning, upgrading and	Monitor and support the upgrading and	Create an enabling policy environment to fast-track the	HDA South Africa Cities Network (SACN)

TAS PRIORITY AREA	2011 – 2014 Deliverables	Timeframe	Action			Other Stakeholders
			Municipal	Provincial	National	
			formalization of informal settlements	formalization of informal settlements	upgrading and formalization of informal settlements	
	National Urban Development Framework (NUDF) with proposals for implementation	By 2014			Finalise National Urban Development Framework (NUDF) with proposals for implementation	Planning Commission SACN
Clean cities, through the management of waste in such a way that it creates employment and wealth	Clean cities	By 2014	Focus on methods to improve waste management collection in cities and municipal areas, and create employment opportunities	Work with EPWP and provincial sector clusters on job creation and poverty alleviation	Investigate and implement innovative waste removal management to create employment and wealth	SACN Development Partners IDT, NDA
All schools, clinics and hospital and other public facilities have access to water, sanitation and electricity	Access to water, sanitation and electricity of public facilities	By 2014	Reduce public facility infrastructure backlogs	Monitor the reduction of public facility infrastructure backlogs	Ensure a more enabling environment for service delivery including a funding strategy for public facility infrastructure provision, operation and maintenance	SALGA National Development Agency (NDA) Independent Development Trust (IDT) Business Trust Certified Engineers South Africa (CESA) South African Institute of Certified Engineers (SAICE) Eskom Water utilities

TAS PRIORITY AREA	2011 – 2014 Deliverables	Timeframe	Action			Other Stakeholders
			Municipal	Provincial	National	
Each of the wards has at least one sporting facility	Sporting facility in every ward	By 2014	Provide a sporting facility per ward	Monitor the provision of a sporting facility per ward	Funding strategy for the provision, operation and maintenance of a sporting facility per ward	
Each municipality has the necessary ICT infrastructure and connectivity	Proposal on provision of necessary infrastructure across country	By 2014	Conduct audit of ICT environment		Prepare for proposal on provision of ICT Infrastructure in South Africa	SITA Vodacom Telkom
All provinces and municipalities should have clean audits	Municipalities exercise sound financial management: all municipalities and provinces to have clean audits	By 2014	Achieve clean municipal audit	Achieve clean provincial audit	Monitoring plan for objectives of 'Clean Audit' campaign (no disclaimers or adverse audit opinions)	SAICA IMFO
Violent service delivery protests are eliminated	Effective communications and complaints management system established	By 2014	Establish communications and complaints management systems	Monitor and report on customer satisfaction in municipalities	Policy and regulatory environment for national planning and implementation for service delivery	
Municipal debt is reduced by half	Improved revenue collection and management of debt	By 2014	Organized revenue collection and improved billing; customer care, indigent and credit control policies – 'balance the books'	Monitor and support reduction of municipal debt	Monitoring of Revenue Enhancement Campaign and objective to reduce current municipal debt of R51 billion to R25.5 bn by 2014	SAICA IMFO Banking Sector
Empowered and	Revised Model or regulatory	By 2014	Implement Ward	Support and	Develop proposals	Good Governance

TAS PRIORITY AREA	2011 – 2014 Deliverables	Timeframe	Action			Other Stakeholders
			Municipal	Provincial	National	
capacitated organs of peoples' power (Street, Block / Section, Village and Ward Committees)	framework for Public Participation		Committee funding model	monitor ward committee functionality	to improve the ward committee governance	Learning Network (GGLN)
Trained and competent councillors, traditional leaders, officials, Ward Committee members, CDWs and community activists	Standardised capacity building programme implemented	2011 - 2014	Develop and implement capacity building plans	Ensure and coordinate capacity building programmes	Training syllabus, guidelines, toolkit and funding for councillors, traditional leaders, officials, Ward Committee members, CDWs and community activists	SALGA

4.5. Monitoring, Reporting and Learning

Whilst implementation continues, the department (CoGTA) will prepare for monitoring and the annual municipal assessment process, geared towards performance of the TAS.

4.5.1 Components of the M&E System for the LGTAS

It should be clear that the LGTAS is a programme and that indicators developed for this programme would mainly comprise of input, activity/process and output indicators. The strategy is linked to the National Programme of Action and the intended outputs are assumed to make a contribution to the National Government's targeted outcomes and impacts in the longer term.

It is proposed that the M&E system should probably include three core components:

- | | |
|--------------|--|
| Component 1: | Monitoring the trends of output localized indicators related to LGTAS targets and trend analysis – i.e. increased service delivery; |
| Component 2: | Monitoring the implementation of Policies, Programmes and Projects (PPP's) that contribute to the achievement of LGTAS targets and explaining the gaps (e.g. contribution of progress with the reform of the Intergovernmental fiscal system to improved municipal financial viability); |
| Component 3: | Assessing the impact of selected policies, programmes and projects on LGTAS target indicators (e.g. Impact of Revenue enhancement – Public mobilisation campaign implemented by 2011 on reduced debt or improved revenue collection in municipalities.) |

4.5.2 Process for the Development of a Monitoring and Evaluation Plan

An effective system of monitoring and reporting will be put in place to allow for systematic gathering of credible data that will support implementation. A detailed set of indicators measuring the identified outputs, processes and inputs will then be developed in order to measure performance of the LGTAS.

Monitoring, assessment and reporting on results will require a dedicated focus within CoGTA. The following activities will be necessary:

- Identification of LGTAS output localized dimensions to reflect local realities
- Identification of quantitative LGTAS output indicators
- Establish a baseline situation in 2010, and collate quarterly progress information up to 2014
- Setting up realistic targets for 2014

ANNEXURE A: POLICY AND INTERVENTIONS MAPS: DEVELOPMENTAL SUPPORT FRAMEWORK

1. NATIONAL DEPARTMENTS: This is a *sample* table to invite national sector departments' inputs to support the municipal TASs within the IDP. National departments are requested to indicate/confirm their specific policy activities and their 3 priority IDP commitments into the document. It is requested that sector departments indicate their engagements and commitments with State-Owned Enterprises (SoEs), if any, in the implementation of their commitments.

The text under Policy Framework is for sample purposes only.

Please add any other comments below the table.

National Departments	Policy Framework	Provincial area of concurrency and joint plans in PGDS / IDP Role of SoEs in IDP commitments	Local IDP deliverable x 3 : specific area of support / intervention	Name of municipality supported (include the province where the municipality is situated)	Budget allocated
1. The Presidency					
1.1 National Planning Commission	Alignment of national, provincial and local planning with government priorities				
1.2. Performance Monitoring and Evaluation	Framework for performance monitoring and evaluation				
2. National Treasury (NT)	Monitor intergovernmental fiscal system				
3. Department of Human Settlements	Integrated Human Settlements				

National Departments	Policy Framework	Provincial area of concurrency and joint plans in PGDS / IDP Role of SoEs in IDP commitments	Local IDP deliverable x 3 : specific area of support / intervention	Name of municipality supported (include the province where the municipality is situated)	Budget allocated
4. Water Affairs (DWA)	Increase access to water and sanitation for households				
5. Dept of Environmental Affairs	Confirm the number of households that must receive solid waste services Conservation and protection of the environment				
6. Department of Energy	Develop strategies to reduce energy consumption				
	Finalise and confirm backlog figures for electricity per municipality				
7. Department of Transport (DoT)	Planning for the provision of roads and transport infrastructure				
8. Public Works (DPW)	Roll out Construction Industry support to				

National Departments	Policy Framework	Provincial area of concurrency and joint plans in PGDS / IDP Role of SoEs in IDP commitments	Local IDP deliverable x 3 : specific area of support / intervention	Name of municipality supported (include the province where the municipality is situated)	Budget allocated
	local government				
9. Agriculture, Forestry and Fisheries	Macro-sector planning Coordinated planning with Rural Development for economic planning				
10. Economic Development	Development of national economic development plan				
11. Trade and Industry (DTI)	Coordinate the implementation of the accelerated and shared growth initiative in municipalities Facilitate direct investment and growth in the industrial and services economy, with particular focus on employment creation				
12. Higher Education and Training	Create partnerships between				

National Departments	Policy Framework	Provincial area of concurrency and joint plans in PGDS / IDP Role of SoEs in IDP commitments	Local IDP deliverable x 3 : specific area of support / intervention	Name of municipality supported (include the province where the municipality is situated)	Budget allocated
	municipalities and universities and FET colleges to develop technical and managerial skills Management of SETAs				
13. Health	Ensure implementation of Municipal Health services Provision of water and sanitation to clinics				
14. Basic Education	Provision of water and sanitation to schools				
15. Government Communications and Information Systems (GCIS)	LG communication strategy Management of Thusong Centers				

National Departments	Policy Framework	Provincial area of concurrency and joint plans in PGDS / IDP Role of SoEs in IDP commitments	Local IDP deliverable x 3 : specific area of support / intervention	Name of municipality supported (include the province where the municipality is situated)	Budget allocated
16. Police	Community Safety and Security Plans for municipal areas				
19 Sport and Recreation SA	Confirm the number of sport and recreational facilities required per municipality				
17. Arts and Culture	Confirm the number of libraries required per municipality				
18. Public Service Commission	Monitoring Public Service				
19. Public Administration and Leadership Management Academy (PALAMA)	Capacity building of Public Service				
20. Public Service and Administration	Management of Public Service				
21. Science and Technology	Develop standards and guidelines for				

National Departments	Policy Framework	Provincial area of concurrency and joint plans in PGDS / IDP Role of SoEs in IDP commitments	Local IDP deliverable x 3 : specific area of support / intervention	Name of municipality supported (include the province where the municipality is situated)	Budget allocated
	technological innovations in municipalities				
22. Statistics South Africa (STATSA)	Accreditation of service delivery data Knowledge bank of information on LG				
23. Tourism	Development, support promotion of LG tourism				
24. Women, Children and People with Disabilities	Build gender and disability sensitisation strategies				
25. Social Development	Implementation of LG social welfare policy				
26. Rural Development and Land Reform	LG rural development strategy Effectively manage land reform, post settlement support and land distribution				

National Departments	Policy Framework	Provincial area of concurrency and joint plans in PGDS / IDP Role of SoEs in IDP commitments	Local IDP deliverable x 3 : specific area of support / intervention	Name of municipality supported (include the province where the municipality is situated)	Budget allocated
	policies				
27. Public Enterprises	Facilitate SOE infrastructure development and delivery in municipalities				
28. Mineral Resources	Monitoring of CSI responsibilities of mines to municipalities				
29. Labour	Monitoring of Occupational Health and Safety conditions in municipalities				
30. Home Affairs	Improved service standards				
31. Defence and Military Veterans	Provision of technical skills to municipalities				
32. Communications	Support the development of communication infrastructure in municipalities				

**ANNEXURE B: POLICY AND INTERVENTIONS MAP – DEVELOPMENTAL SUPPORT FRAMEWORK:
 PROVINCIAL DEPARTMENTS: Please work with national sectors and municipalities to inform CoGTA on current or new commitments to the IDP, and which of these will be part of the TAS. Please clearly identify your Province upon return.**

Sample table: Name of province: Free State

Provincial Department	Policy Framework	National / Provincial area of concurrency and joint plans in PGDS / IDP	Local IDP deliverable x 3 : Specific area of support / intervention, and by whom	Name of municipality supported (include the province where the municipality is situated)	Budget allocated
1. OTP	Local economic development	e.g. Operation Hlasela (FS)	e.g. Provincial officials, Siyenza Manje, consultants	Xhariep district	
2. DLG / PROVINCIAL CoGTA					
3.					
4.					
5.					