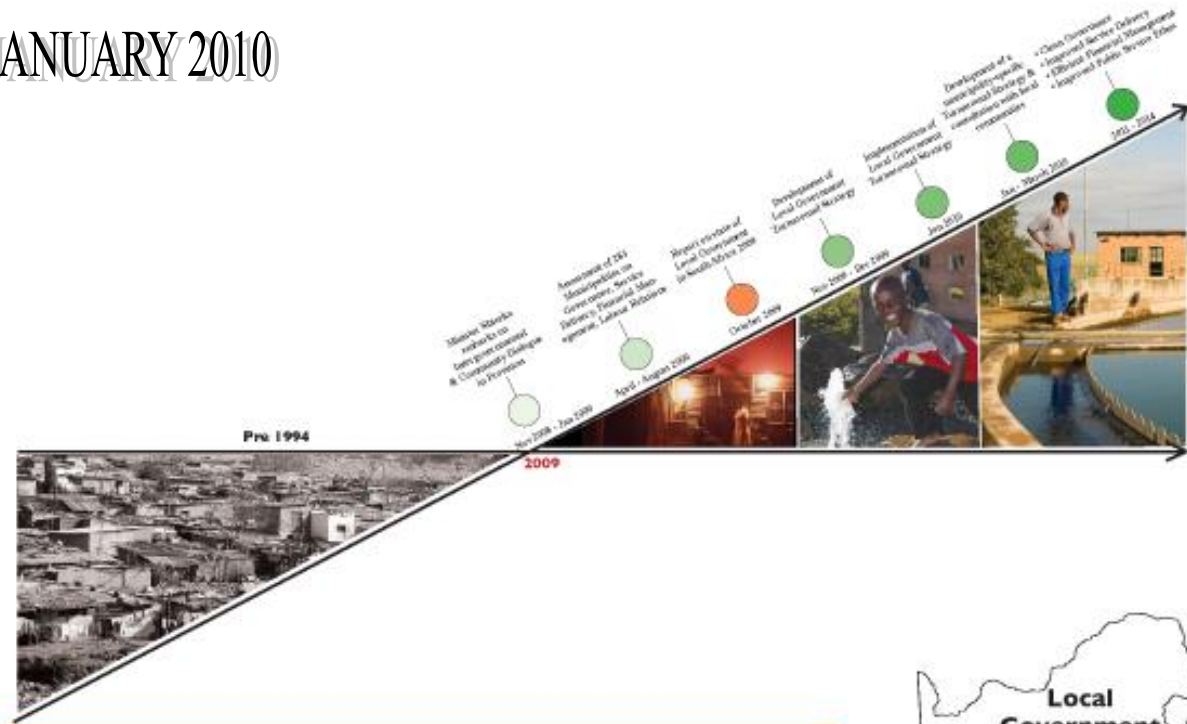


LOCAL GOVERNMENT TURN-AROUND STRATEGY: MUNICIPAL GUIDELINES

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. INTRODUCTION

The 2009 State of Local Government Report has informed Cogta of issues that have a negative impact on local government. Drawing from this report and lessons learned from the province-wide municipal assessments conducted, the development of the Municipal TAS needs to be a comprehensive intergovernmental exercise; interventions also need the support of stakeholders. The approach also indicates the commitment to move away from the “*One size fits all*” approach towards a municipal-specific intervention plan and support aimed at achieving the following objectives:

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

2. PURPOSE

The purpose of this Guideline document is to inform and guide municipalities during the process of preparing and implementing their own turn around strategies. This guideline document must be read together with The State of Local Government Report and the Local Government Implementation Plan. The Municipal Turn-Around Strategy Guideline is intended to benefit the Provincial Support Teams that will be sent to each province and all municipalities that will be preparing their TAS.

3. GUIDING PRINCIPLES

3.1 Principles governing the development of Municipal Turn-Around Strategies

The main principles underpinning the development of the Municipal TAS are:

- a. **Municipal ownership and buy-in:** the Municipal TAS can only succeed if there is absolute ownership and buy-in from the municipal administration, its council and its residents. It is therefore crucial to ensure the process of developing and implementing the Municipal TAS is conducted with the collective buy-in within the municipal area. It is also envisaged that each municipality should develop its own TAS without the utilization of external service providers.

- b. Implementation orientation/bias: the Municipal TAS needs to ensure that there is efficient, sustainable and quality service delivery. The priorities are speedy and effective service delivery interventions. The implementation of the Municipal TAS requires an effective monitoring and evaluation system right from its inception in order to track and monitor progress and to enable detailed reporting.
- c. Resource allocation and commitment: municipalities, provinces and role players engaged within the municipal area should endeavour to acquire the necessary skills and resources to enable implementation. Value-for-money principles are critical, and innovation and utilization of volunteers and local stakeholders will be a central feature of good practice.
- d. Realistic: following buy-in, implementation orientation and the commitment of resources, it becomes crucial to ensure that the TASs' are practical by allocating clear time frames, a business plan, and a monitoring system with decisive, simple indicators. The development of a Municipal TAS must be guided by the notion of developing context-specific, rational and costed plans for the key levers / interventions to be included in the IDP.
- e. Differentiation/asymmetry: It has been accepted nationally that gone are the days where municipalities are treated in a standardized, "one size fits all" fashion. Each municipal intervention requires a spatial interrogation – where is the municipality located, the key characteristics of the local space, its classification, and ability to undertake comparative monitoring: moving from the status-quo to what? This provides a spatial logic. This differentiation approach must be guided by the categorization of municipalities that is attached as Annexure B.
- f. Inclusivity: the development of the Municipal TAS should be the opportunity for extensive stakeholder engagement, and for cross—cutting strategies to be considered, e.g. impact on marginalized or disadvantaged groups, utilization of Youth Agencies, Ministry for Women, and related entities. Religious groupings, Traditional Leaders, community groups and NGOs may all have a role to play, and inclusive approaches should also allow for skilled community members to participate.

4. ROLES AND RESPONSIBILITIES

The roles and responsibilities outlined below gives an outline of what is expected from the main stakeholders during the process of preparing and implementing the Municipal TAS.

The table below provides an overview of the roles and responsibilities of various stakeholders during the process of developing and implementing the Municipal TAS.

Role Players	Roles and Responsibilities
National Cogta Teams	<p>On content:</p> <ul style="list-style-type: none"> a. <i>Study national, provincial and municipal reports and related documentation and disseminate to role-players</i> b. <i>Explain the implementation plan, guidelines and information around structural arrangements for the Turn Around Implementation Plan within Cogta and provinces to municipalities</i> c. <i>Play a support, advisory and guidance role by ensuring that key levers for turn around are identified through deliberations with provinces and municipalities in order to arrive at appropriate solutions</i> d. <i>Liaise with Cogta (NCU) to unblock obstacles whenever there is a need to do so</i> e. <i>Jointly develop a monitoring and reporting system with provincial teams</i> f. <i>Oversee quality and credibility of the respective Municipal TAS.</i> <p>On logistical arrangements:</p> <ul style="list-style-type: none"> a. <i>Ensure the participation of relevant national Sector Department representatives – ‘point-persons’</i> b. <i>Provide dedicated administrative support to the preparation and execution of the provincial and municipal visits</i> c. <i>Communicate any changes, reviews and amendments to provinces timeously</i> d. <i>Keep a detailed record of all proceedings, information and discussions on the process and guide provinces and municipalities in record-keeping and monitoring</i> e. <i>Develop a knowledge management system that disseminates learning, good practices</i> f. <i>Ensure that there is frequent communication to all affected role players.</i>

Role Players	Roles and Responsibilities
National and Provincial Sector Department Representatives 'Point-persons'	<ul style="list-style-type: none"> a. <i>Be informed - study national, provincial and municipal reports and related documentation</i> b. <i>Provide all relevant information to municipalities in the process of preparing the TAS; work with the existing IDP to incorporate interventions through the SDBIP. Ensure projects spatially identified via the SDF</i> c. <i>Assess financial commitments for the TAS, and assist in sourcing additional skills and resources</i> d. <i>Provide 'focal area' advice, guidance and support</i> e. <i>Improve oversight and support of municipalities through TAS process and beyond.</i>
Provincial Local Government Department and the Office of the Premier	<p>On content:</p> <ul style="list-style-type: none"> a. <i>Devise clear roles for the Provincial Local Government Department, the Office of the Premier, and the Provincial Sector departments during the process</i> b. <i>Study national, provincial and municipal reports and related documentation to identify and/or verify key levers for the development of the respective Turn Around Strategy in municipalities</i> c. <i>Establish, with Cogta, the indicators per intervention, and instigate the monitoring and reporting system</i> d. <i>Indicate how sector budgets, programmes and projects are prioritized spatially and provide a spatial depiction of this at local municipal and ward level and include in reportage to the Minister.</i> e. <i>Through a province-wide process, ensure that there is knowledge and control over projects and interventions taking place in the province and record these for reporting purposes to the national Minister</i> f. <i>Play a support, advisory and guidance role by ensuring that key levers for turn around are identified through deliberations with the national team and municipalities</i> g. <i>Through liaison with the personnel undertaking the national skills audit at Cogta, begin a process of identifying capacity shortage issues in the key lead departments and sector department; record and be ready to present to national Minister</i> h. <i>Ensure alignment between the municipal TAS with the PGDS</i> i. <i>Keep a continuous, 'live' report on the development and implementation of the municipal turn-around strategies, and be ready to report to provincial exco, Minmec, Cogta, etc.</i> j. <i>Monitor the preparation of municipal monthly reports and ensure that citizen / civil society/ Ward feedback processes</i>

Role Players	Roles and Responsibilities
	<p><i>are incorporated into these reports</i></p> <ul style="list-style-type: none"> <i>k. Prepare concise provincial consolidated reports and own reports on the implementation of the TAS</i> <i>l. Prepare good practice reports where these exist – e.g. on successful funding obtained, utilization of community skills, stakeholders involved, innovative solutions in service delivery etc., and include in reports.</i> <i>f. Use the opportunity to institutionalise improved oversight and support of municipalities through TAS process and beyond.</i> <p>On logistical arrangements:</p> <ul style="list-style-type: none"> <i>a. Together with the Cogta Administration Support Team, coordinate and manage all municipal visits within the province, including: <ul style="list-style-type: none"> <i>i. Liaison with municipalities on all logistical arrangements</i> <i>ii. Devising a schedule for respective municipal visits</i> <i>iii. Liaison with the Support Team Coordinator on all logistical arrangements</i> <i>iv. Liaison with the OTP and Provincial Sector Departments to ensure the commitment and participation of all required sector departments,</i> <i>v. Keep a detailed record of all proceedings, information and discussions on the process.</i> </i>
District Municipality	<ul style="list-style-type: none"> <i>a) Ensure that districts provide information and guidance in cases where some of their powers and functions have implications on service delivery matters in a local municipality that will impact on the development of the Municipal TAS</i> <i>b) The District must discharge its support role in order to ensure the development and implementation of the Municipal TAS, especially in highly vulnerable or dysfunctional municipalities.</i>
Municipal Officials	<ul style="list-style-type: none"> <i>a) Ensure that all local logistical matters are addressed in advance by liaising with the provincial logistics contact person, i.e. procuring dates, venues and catering for meetings and workshops, working stations for the Support Team, sending out invites to stakeholders etc.</i> <i>b) Keep a detailed record of all proceedings, information and discussions on the process</i> <i>c) The Municipal Manager needs to ensure that: <ul style="list-style-type: none"> <i>• the executive and senior management team actively participates in the development of its Municipal TAS and the implementation thereof</i> </i>

Role Players	Roles and Responsibilities
	<ul style="list-style-type: none"> • <i>The executive and senior management team is responsible for the development and implementation of their TAS</i> • <i>Ensure that the implementation of the TAS is supported by necessary budgetary requirements in order to allow for implementation</i> • <i>Ensure that the Municipal TAS forms part of its reviewed IDP</i> <p><i>f) The Municipal Mayor and Municipal Manager needs to play an active role to obtain collective buy-in of the TAS from their communities and any other key stakeholder within the municipal area.</i></p>
Municipal Council	<ol style="list-style-type: none"> <i>a. Support and endorse the proposed municipal process for the TAS</i> <i>b. Communicate the TAS to municipal community members and stakeholders</i> <i>c. Participate in the process of the development of their TAS</i> <i>d. Adopt their Municipal TAS within the IDP and the budget</i> <i>e. Oversee the preparation process for the development, the development and implementation of the TAS.</i>
Community Members, NGOS, CBOS, Youth groups/organizations Rate Payer's Associations, business communities and other concerned, affected and stakeholders groups	<ol style="list-style-type: none"> <i>a. Provide inputs to the draft Municipal TAS at a municipal workshop or similar</i> <i>b. Identify areas where civil society can liaise with the municipality to contribute to successful implementation of the Municipal TAS.</i> <i>c. Council must provide for avenues for consultation and feedback with stakeholders and communities on the TAS</i>

5. APPROACH FOR THE DEVELOPMENT OF A MUNICIPAL TURN-AROUND STRATEGY

COGTA has devised a methodology to determine the critical intervention areas in municipalities for national and provincial support: Support must be prioritized in areas where it is most needed. The main building block of the approach for the National TAS is also the key principle of the guideline; the principle of a **differentiated approach**. The table below demonstrates how this approach may be understood and applied. (An analysis of all municipalities is hereto attached as Annexure “A”):

Municipality	Infrastructure classification	Socio-economic vulnerability index	NT capacity	Audit	MDB % of functions
Emalahleni (Eastern Cape)	B4	1	L	Outstanding ¹	60.53
Fetakgomo	B4	1	L	Unqualified	23.68

An example of how to apply the differentiated approach in municipality is given below:

An example of how to apply the municipal classification model based on the Cogta categorization:

Both these municipalities could be identified as high priority areas. Both municipalities have serious infrastructure capacity constraints combined with high socio-economic vulnerability.

Emalahleni however has negative audit outcomes. This could justify further investigation in terms of governance issues such as councillor interference and/or possible corruption. The other interventions developed around this municipality will require long-term issues such as management of infrastructure, service delivery, powers and functions etc.

Fetakgomo has received a positive audit report, indicative of management that is implementing sound governance principles – interventions here might be totally unnecessary and support should be given to improve the capacity for management (as per column 3) even more. However there are clearly socio-economic and spatial concerns. The municipality is not delivering the maximum number of municipal functions probably resulting from capacity combined with socio-economic circumstances:

¹ Where the audit was still outstanding the previous year’s audit outcome was used

- Fetakgomo does not provide the electricity reticulation function, neither does the district municipality. Although Eskom is indicated as the service provider no service level agreement was in place at the end of 2008. Fetakgomo receives no income from electricity service provision.
- Fetakgomo does not provide the potable water function. The district outsourced the function to Lepelle Northern Water – a service level agreement was in place. Fetakgomo receives no income from water service provision.
- Fetakgomo does not provide the sanitation function. The district provides the sanitation function. The district has a per capita budget of R28.60 for sanitation. Fetakgomo receives no income for sanitation.
- Fetakgomo has for the first time in 2007/8 started to execute the waste removal function. The municipality engaged Burgersfort Recycling Services to support them in the service provision.
- The district indicated some challenges in reports to Province:
 - Lack of water sources
 - Inadequate funding
 - Withdrawal of Eskom Pump Storage Scheme construction (Nebo plateau to be affected by 40% potential Bulk Water Supply)

Conclusion: Support should be directed to basic service delivery but in consultation with the relevant service providers, namely the Greater Sekhukhune District, Eskom, Lepelle Northern Water if changes in service levels are to be effected.

The implication of the differentiated approach is that a municipality must determine which interventions they can do themselves, and which interventions require assistance from national and provincial government. Priority support must be provided to those municipalities that are high priority areas, in accordance with the following graphical representation

Depending on the different challenges it will be necessary for municipalities to focus on responsibilities that they are able to deliver on. This would mean that certain municipalities ought to focus on a smaller set of functions while other municipalities could expand their focus.

In order to determine the level and kind of support needed from National and Provincial Government and other stakeholders to achieve the ideal municipality, the different capacities and circumstances of municipalities need to be taken into account.

6. PROCESS FOR THE DEVELOPMENT OF A MUNICIPAL TURN-AROUND STRATEGY

STANDARD OPERATING PROCEDURE FOR PHASE 1 VISITS AND DEVELOPMENT OF MUNICIPAL TURNAROUND STRATEGIES: ACTIVITIES PER WEEKS 1 AND 2

ACTIVITY	OUTPUTS REQUIRED	RESPONSIBILITY	TIME-FRAME	ATTENDEES
DAY 1 (MONDAY)				
Provincial Preparatory meeting or communication process to finalise approach and methodology to be followed during the municipal visit	<ul style="list-style-type: none"> • Final agenda for the three day visit to the municipality • Confirmation of all role players that they have perused the preparatory documents / Common understanding • Confirmation by all role players of their mandates / commitments to municipalities for the LGTAS • Confirmation by all role players that they are in possession of required plans and projects and budget information for the process in the municipalities • Briefing of ministerial requirement to locate this information spatially 	HOD of Provincial DLG	Full day session	CoGTA leader and CoGTA coordinator, Provincial officials, SALGA, Sector Departments and others
DAY 2 (TUESDAY)				
Meeting between Provincial Support Team & Municipal Leadership (Mayor/Mayoral Committee, Municipal Manager and section 57 employees) and National and Provincial Sector representatives	<ul style="list-style-type: none"> ▪ Confirmation of findings in the assessment report ▪ Common understanding of municipal TAS drafting process ▪ Understanding of MTAS and IDPs 	Provincial Coordinator of Support team	Morning session	<ul style="list-style-type: none"> • Provincial Support Team • Municipal Leadership (Mayor/Mayoral Committee, Municipal Manager and section 57 employees) • National and Provincial Sector

ACTIVITY	OUTPUTS REQUIRED	RESPONSIBILITY	TIME-FRAME	ATTENDEES
				representatives
	Record of strategic discussions on: <ul style="list-style-type: none"> • Current situation • Critical Turnaround Agenda / Action needed <ul style="list-style-type: none"> ▪ Critical Levers must be identified and the template should be completed 	Provincial Coordinator	Afternoon Session	<ul style="list-style-type: none"> • Provincial Support Team • Municipal Leadership (Mayor/Mayoral Committee, Municipal Manager and section 57 employees) • National and Provincial Sector representatives
DAY 3 (WEDNESDAY)				
Meeting continued	Discussion on how to achieve changes <ul style="list-style-type: none"> ▪ Key Actions ▪ Resources ▪ Responsibilities ▪ Unblocking Actions required 	Provincial Coordinator	Morning Session	<ul style="list-style-type: none"> • Provincial Support Team • Municipal Leadership (Mayor/Mayoral Committee, Municipal Manager and section 57 employees) National and Provincial Sector representatives
	<ul style="list-style-type: none"> ▪ Follow up in different municipal departments, if necessary. Drilling Down to the core issues. ▪ Draft Municipal TAS 	Provincial Coordinator	Afternoon Session	Allocated support team members
DAY 4 (THURSDAY)				
Feedback to	<ul style="list-style-type: none"> • Council to confirm and finalise the draft 	Mayor, Municipal	Full day	Council

ACTIVITY	OUTPUTS REQUIRED	RESPONSIBILITY	TIME-FRAME	ATTENDEES
Council	municipal TAS (1-2 page narrative report signed off by the Mayor and the MM) • Completed template	Manager Office of the Premier, HOD DLG	Session	
DAY 5 (FRIDAY)				
Review of visit to draft Municipal TAS	Report with recommendation on possible methodological and process improvements	Provincial Coordinator/CoGTA leader and coordinator	Full Day Session	CoGTA leader and CoGTA coordinator, Provincial officials, SALGA, Sector Departments and others

Note: this process depends upon the cooperation and attendance of the executive and senior management of the municipality, who must take responsibility for the implementation of the TAS.

7. THE MUNICIPAL TURN AROUND STRATEGY TEMPLATE

7.1 Priority areas and outcomes

In the LGTAS which was approved by Cabinet in December 2009, a number of priority areas were identified based on the assessments conducted. It is the improvement in these areas that will ensure that there is improvement in local government for better service delivery. For the period ending in March 2011, critical areas were identified which include basic service delivery, public participation, LED, governance and financial management. Therefore municipalities need to, within these broad priority areas identify interventions which ones are critical in turning service delivery and performance around.

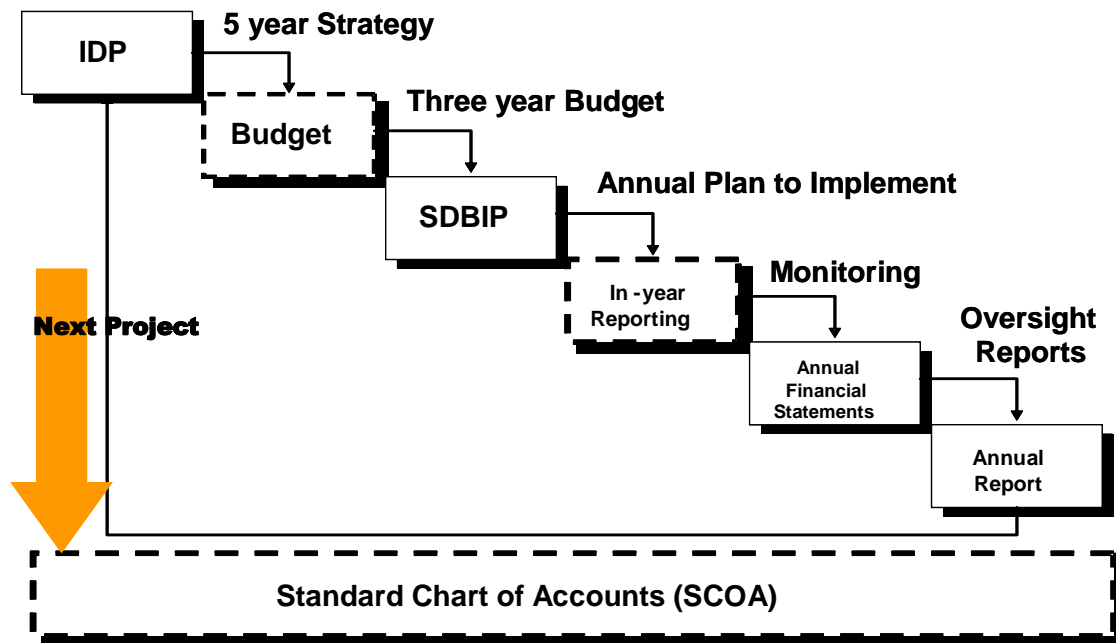
For example, is addressing financial and administrative problems the most important thing for your municipality? If so, the template below will assist by breaking down the priority areas into high level interventions. It needs to be noted as well that these priority areas are linked to the outcomes that the Presidency is monitoring for local government.

The priority areas identified within the Municipal TAS process need to be included in:

- a. The Municipal Integrated Development Plans (as projects/programmes that are resourced and linked to appropriate objectives and strategies of municipalities) and
- b. The Service Delivery and Budget Implementation Plans and will be further broken down to the level of detail that is required in the SDBIP, which includes; targets, indicators, objectives responsibilities etc.

- c. There needs to be alignment between implementation of the IDP/TAS, PGDS, and National and Provincial Annual Performance Plans. This alignment must be reported on by provinces in their monthly reports to Cogta and for the intergovernmental meetings – e.g. MinMec.

A detailed set of municipal specific indicators that are guided by their specific priority areas need to be developed during this process. These indicators will enable municipalities to measure their performance and report to provinces on the agreed timeframes.



7.2 How to compile the TAS and template

7.2.1 Part 1: Concise strategic and contextual overview

Please compile a short report - 1-2 pages - on the *key* strategic, political, service delivery and implementation challenges (use your provincial report) that pose challenges to your municipality: This is Part 1: The Contextual Overview.

7.2.2 Part 2: Supporting Performance Information

In order to ensure that the LGTAS is successfully implemented, please address the following and attach as second part of your report.

- A statement of the actual figures as of the end of December 2009, which can be found in your mid-year report of your Service Delivery and Budget Implementation Plan (SDBIP). It is of paramount importance that the figures given are as accurate as possible.

- In providing information on audit findings, also indicate the plans to address the issues raised in the Auditor-General's report.
- Cash flow management- what are the rates of collecting rates, tariffs and other form that are due to you?
- Supply Chain Management – an honest assessment and description is needed, inclusive of the challenges and plans to ensure an efficient, effective and transparent Supply Chain Management system.
- Honest description of the current practice is needed, do you have a human resource policy and a recruitment and retention strategy. If the current practice is slightly different from the policy on paper, what would be done to ensure that this area is as per the policy and is very transparent?
- The actual vacancies of the top 4 positions must be stated. Further, all vacancies, including middle management and positions that require technical skills must be stated. A plan to recruit for these positions, in a transparent manner is needed.
- A plan to improve governance by communities should be in place. How would you ensure that your interface with the public is greatly improved? The plan must have clear indicators and time frames, including a budget that shows how this will be improved by the end of the second quarter of the municipal financial year.

7.2.3 Part 3: The TAS template

Please identify your *key levers for change* within the key focus areas on the template. Your selected *priority interventions* must be clearly stated with plans to turn the situation around with clear indicators, targets and dedicated budgets. All these points can be clearly articulated, but should not take more than one page per item.

All items listed in the table below among others, will also form the core of the Annual IDP that the municipality should have ready by 30 March 2010. A well considered budget must also be ready by 30th March 2010. The information provided by the template will be used as a baseline and progress moving forward will be measured against that – this will clearly demonstrate the progress you are making in the implementation of your TAS.

Annexure A: Municipal Turn-Around Template: pre-2011 priority areas: select your key levers for change

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
1.	Basic Service Delivery							
1.1	Access to water, management and maintenance							
1.2	Access to sanitation, management and maintenance							
1.3	Access to electricity, management and maintenance							
1.4	Refuse removal and solid waste disposal							
1.5	Access and maintenance of municipal roads							
1.6	Formalisation of informal settlements							

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
2.	Public Participation							
2.1	Functionality of Ward Committees							
2.2	Broader public participation policies and plans							
2.3	Public Communication systems							
2.4	Complaints management systems							
2.5	Front Desk Interface							
2.6	Appointment of CDWs vs. number of wards							
3.	Governance							

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
3.1	Political Management and Oversight							
3.1.1	Stability of Councils							
3.1.2	Delegation of functions between political and administration							
3.1.3	Training of Councillors							
3.1.4	Oversight report for the 2008/09 FY							
3.1.5	Feedback to communities							
3.2	Administration							
3.2.1	Recruitment, Selection and Suspension of employees							
3.2.2	Vacancies (Top 4- MM, CFO, Planner,							

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
	Engineer)							
3.2.3	Vacancies in other levels							
3.2.4	Top 4 appointed with signed Performance Agreements							
3.2.5	IDP adopted by Council							
3.2.6	SDBIP adopted by Council							
3.2.7	Organisational Performance Management System							
3.2.8	Section 46 report for 2008/09 adopted by Council							
3.2.9	Mid year assessment report for 2009/10 adopted by Council							
3.2.10	Performance Audit Committee							

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
	(PAC) appointed							
3.2.11	PAC report presented to Council							
3.2.12	Skills Audit conducted for all employees							
3.2.13	Skills development for employees							
3.3	Labour Relations							
3.3.1	LLF established (equity in representation)							
3.3.2	Functionality of LLF							
4.	Financial Management							
4.1	Revenue enhancement							

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
4.2	Debtors management							
4.3	Cash flow management							
4.4	Repairs and maintenance provision							
4.5	Capital expenditure							
4.6	Clean Audit							
4.7	Submission of Annual Financial Statements							
4.8	MIG expenditure							
4.9	Asset management							
4.10	Credibility and transparency of Supply Chain Management							
5.	Local Economic							

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
	Development							
5.1	LED Strategy adopted by Council							
5.2	LED Plan aligned to the PGDS and adopted by Council							
5.3	LED Manager appointed							

8. MONITORING AND REPORTING

For the MTAS the province, national support teams, and municipalities will prepare a set of simple, specific indicators related to the priority TAS interventions. Monitoring of progressive achievement of these targets and indicators will be required, followed by quarterly progress reports to provinces and as required by intergovernmental structures and the national Minister.

The monitoring, assessment and reporting of progress in service delivery are crucial activities as the progress reports on these will inform Cabinet, and enable them to assess improvements and trends in the performance of local government. ***A dedicated unit within each LM needs to ensure monitoring and reporting is prioritized and evidence of improvement is verifiable. Provinces must partner with the municipalities in this respect.***

This process is also important in order to identify any persistent obstacles, blockages, poor implementation, good practices etc.

A simple, standardized monitoring system will be presented by COGTA as a standard approach following Phase 1 of the MTAS process. In the meantime recording and information management needs to begin.

Government has emphasized that all departments and stakeholders should move from ***managing activities and outputs to managing for results***. This outcome-based approach needs to take into account the entire results chain which links inputs, activities, outputs, outcomes and impact.

Given that major outcomes depend upon various stakeholders and partners working together and are usually sometime in the future, there is also a need to pay particular attention to intermediate-level outcomes and even to outputs. The priority should be given to ***“results that matter to people”*** which is a demonstration of value to the Citizenry. Focus on results is also a powerful tool to increase the credibility of political institutions and an important form of accountability.

ANNEXURE B: COGTA SPATIAL ANALYSIS FRAMEWORK

Municipality	Category A, B1,B2,B3,B4 and C1 and C2	COGTA Research (socio-economic vulnerability) Class 1-4 Class 1 least performing	NT Capacity Classification (High Medium Low)	Audit Outcomes	MDB % of functions
Makhuduthamaga	B4	1	L	Outstanding	18.42
Ezinqoleni	B4	1	L	Disclaimer	23.68
Nongoma	B4	1	L	Disclaimer	23.68
Okhahlamba	B4	1	L	Adverse	31.58
Ratlou	B4	1	L	Disclaimer	15.79
Mbizana	B4	1	M	Outstanding	36.84
Umkhanyakude District Municipality	C2	1	M	Disclaimer	18.42
Sakhisizwe	B3	1	L	Adverse	44.74
Blouberg	B4	1	L	Disclaimer	39.47
Elias Motsoaledi	B4	1	L	Disclaimer	50
Greater Tubatse	B4	1	L	Disclaimer	44.74
Impendle	B4	1	L	Qualified	15.79
Indaka	B4	1	L	Qualified	23.68
Lepelle-Nkumpi	B4	1	L	Disclaimer	44.74
Intsika Yethu	B4	1	L	Disclaimer	47.37
Mhlontlo	B4	1	L	Disclaimer	44.74
Nquthu	B4	1	L	Disclaimer	34.21
Ntabankulu	B4	1	L	Disclaimer	39.47
Qaukeni	B4	1	L	Disclaimer	50
Ubuhlebezwe	B4	2	L	Qualified	50
Kagisano	B4	1	M	Outstanding	26.32
eDumbe	B3	1	L	Disclaimer	50
Mier	B3	2	L	Disclaimer	21.05
Aganang	B4	1	L	Qualified	36.84
Dannhauser	B4	2	L	Disclaimer	42.11
Emalahleni (Eastern Cape)	B4	1	L	Outstanding	60.53

Municipality	Category A, B1,B2,B3,B4 and C1 and C2	COGTA Research (socio-economic vulnerability) Class 1-4 Class 1 least performing	NT Capacity Classification (High Medium Low)	Audit Outcomes	MDB % of functions
Fetakgomo	B4	1	L	Unqualified	23.68
Greater Letaba	B4	1	L	Qualified	31.58
Hlabisa	B4	1	L	Qualified	39.47
Imbabazane	B4	1	L	Unqualified	15.79
Jozini	B4	1	L	Qualified	47.37
Mbhashe	B4	1	L	Disclaimer	55.26
Molemole	B4	1	L	Disclaimer	65.79
Moretele	B4	2	L	Disclaimer	26.32
Moshaweng	B4	2	L	Disclaimer	28.95
Msinga	B4	1	L	Unqualified	18.42
Mutale	B4	1	L	Disclaimer	55.26
Ndwedwe	B4	1	L	Unqualified	23.68
Nyandeni	B4	1	L	Qualified	31.58
Umzumbe	B4	1	L	Unqualified	7.89
Vulamehlo	B4	1	L	Unqualified	7.89
Thabo Mofutsanyane District Municipality	C1	1	L	Disclaimer	26.32
Xhariep District Municipality	C1	2	L	Disclaimer	7.89
Mnquma	B4	1	M	Adverse	63.16
Ngqushwa	B4	1	M	Disclaimer	36.84
Nkandla	B4	1	M	Disclaimer	42.11
Port St Johns	B4	1	M	Outstanding	52.63
Amahlathi	B3	1	L	Disclaimer	60.53
Ditsobotla	B3	2	L	Outstanding	42.11
eMadlangeni	B3	2	L	Disclaimer	50
Great Kei	B3	2	L	Disclaimer	47.37
Inkwanca	B3	2	L	Adverse	52.63
Maletswai	B3	3	L	Adverse	47.37
Naledi (Free State)	B3	2	L	Disclaimer	44.74
Nkonkobe	B3	1	L	Disclaimer	65.79

Municipality	Category A, B1,B2,B3,B4 and C1 and C2	COGTA Research (socio-economic vulnerability) Class 1-4 Class 1 least performing	NT Capacity Classification (High Medium Low)	Audit Outcomes	MDB % of functions
Ramotshere Moila	B3	2	L	Disclaimer	39.47
The Big 5 False Bay	B3	1	L	Qualified	28.95
Tokologo	B3	2	L	Outstanding	36.84
Tswaing	B3	2	L	Disclaimer	34.21
Elundini	B4	1	L	Qualified	52.63
Greater Giyani	B4	1	L	Qualified	52.63
Ingwe	B4	1	M	Unqualified	31.58
Maruleng	B4	1	L	Disclaimer	26.32
Ntambanana	B4	1	L	Unqualified	34.21
uPhongola	B4	1	L	Unqualified	47.37
Mopani District Municipality	C2	1	L	Disclaimer	23.68
Motheo District Municipality	C1	3	L	Disclaimer	13.16
Vhembe District Municipality	C2	1	L	Disclaimer	21.05
Engcobo	B4	1	M	Outstanding	63.16
Greater Taung	B4	2	M	Disclaimer	47.37
Maphumulo	B4	1	M	Qualified	42.11
Nkomazi	B4	2	M	Disclaimer	42.11
Thulamela	B4	1	M	Disclaimer	60.53
Umhlabuyalingana	B4	1	M	Qualified	42.11
Umzimvubu	B4	1	M	Disclaimer	73.68
Alfred Nzo District Municipality	C2	1	M	Outstanding	10.53
!Kheis	B3	3	L	Disclaimer	36.84
Dikgatlong	B3	3	L	Disclaimer	34.21

Municipality	Category A, B1,B2,B3,B4 and C1 and C2	COGTA Research (socio-economic vulnerability) Class 1-4 Class 1 least performing	NT Capacity Classification (High Medium Low)	Audit Outcomes	MDB % of functions
Dipaleseng	B3	2	L	Disclaimer	63.16
Kamiesberg	B3	3	L	Outstanding	36.84
Kgetlengriver	B3	3	L	Outstanding	39.47
Lekwa	B3	3	L	Disclaimer	39.47
Magareng	B3	2	L	Disclaimer	55.26
Masilonyana	B3	3	L	Disclaimer	47.37
Mohokare	B3	2	L	Outstanding	63.16
Molopo	B3	2	L	Unqualified	10.53
Nxuba	B3	2	L	Qualified	47.37
Phumelela	B3	2	L	Outstanding	36.84
Thabazimbi	B3	3	L	Disclaimer	39.47
Tsolwana	B3	2	L	Adverse	86.84
Umsobomvu	B3	2	L	Disclaimer	68.42
uMuziwabantu	B3	1	L	Unqualified	28.95
Bushbuckridge	B4	2	L	Qualified	55.26
Dr JS Moroka	B4	2	L	Unqualified	50
Greater Marble Hall	B4	2	L	Disclaimer	81.58
Thembisile	B4	2	L	Unqualified	36.84
Ulundi	B4	1	L	Unqualified	52.63
Umshwathi	B4	2	L	Unqualified	26.32
Lejweleputswa District Municipality	C1	3	L	Qualified	23.68
Mamusa	B3	3	M	Outstanding	50
Nala	B3	2	M	Outstanding	60.53
Nketoana	B3	2	M	Disclaimer	44.74
Renosterberg	B3	2	M	Disclaimer	42.11
Siyancuma	B3	2	M	Disclaimer	39.47
Umzinyathi District Municipality	C2	1	L	Qualified	13.16
Makhado	B4	2	M	Adverse	76.32
Matatiele	B4	1	M	Unqualified	36.84

Municipality	Category A, B1,B2,B3,B4 and C1 and C2	COGTA Research (socio-economic vulnerability) Class 1-4 Class 1 least performing	NT Capacity Classification (High Medium Low)	Audit Outcomes	MDB % of functions
Senqu	B4	2	M	Qualified	47.37
Umzimkhulu	B4	1	M	Unqualified	31.58
Capricorn District Municipality	C2	1	M	Disclaimer	21.05
Mafikeng	B2	2	L	Disclaimer	65.79
Baviaans	B3	2	L	Qualified	60.53
Hantam	B3	3	L	Disclaimer	63.16
Ikwezi	B3	2	L	Qualified	57.89
Kwa Sani	B3	2	L	Unqualified	44.74
Lekwa-Teemane	B3	3	L	Disclaimer	57.89
Mkhondo	B3	2	L	Qualified	65.79
Modimolle	B3	3	L	Disclaimer	52.63
Naledi	B3	3	L	Disclaimer	63.16
Thembelihle	B3	3	L	Disclaimer	57.89
eNdodakusuka	B4	2	L	Unqualified	60.53
Richmond	B4	2	L	Unqualified	81.58
Amajuba District Municipality	C2	2	L	Qualified	13.16
Endumeni	B3	3	M	Outstanding	52.63
Ilembe District Municipality	C2	2	L	Qualified	15.79
Kopanong	B3	3	M	Disclaimer	39.47
Lephalale	B3	2	M	Disclaimer	57.89
Mafube	B3	2	M	Outstanding	68.42
Metsweding District Municipality	C1	3	L	Unqualified	7.89
Ngwathe	B3	3	M	Disclaimer	44.74
Sisonke District Municipality	C2	1	L	Qualified	26.32

Municipality	Category A, B1,B2,B3,B4 and C1 and C2	COGTA Research (socio-economic vulnerability) Class 1-4 Class 1 least performing	NT Capacity Classification (High Medium Low)	Audit Outcomes	MDB % of functions
Umvoti	B3	2	M	Unqualified	21.05
Ventersdorp	B3	3	M	Disclaimer	50
Waterberg District Municipality	C1	3	L	Adverse	15.79
Albert Luthuli	B4	2	M	Qualified	73.68
Mbonambi	B4	2	M	Disclaimer	76.32
Moses Kotane	B4	2	M	Unqualified	28.95
Nama Khoi	B3	4	M	Outstanding	50
Bophirima District Municipality	C2	2	M	Disclaimer	18.42
Chris Hani District Municipality	C2	1	M	Disclaimer	28.95
Abaqulusi	B3	2	L	Unqualified	60.53
Cederberg	B3	4	L	Qualified	42.11
Gariep	B3	3	L	Disclaimer	97.37
Kgatelopele	B3	4	L	Disclaimer	60.53
Khai-Ma	B3	3	L	Qualified	60.53
Mooi Mpofana	B3	3	L	Unqualified	50
Mthonjaneni	B3	2	L	Unqualified	63.16
Mtubatuba	B3	3	L	Unqualified	39.47
Musina	B3	3	L	Unqualified	47.37
O.R.Tambo District Municipality	C2	1	H	Disclaimer	21.05
Tsantsabane	B3	3	L	Disclaimer	94.74
Kungwini	B2	4	M	Outstanding	47.37
Lukhanji	B2	2	M	Qualified	50
Umdlazi	B4	2	L	Unqualified	94.74
Central District Municipality	C2	2	L	Qualified	31.58

Municipality	Category A, B1,B2,B3,B4 and C1 and C2	COGTA Research (socio-economic vulnerability) Class 1-4 Class 1 least performing	NT Capacity Classification (High Medium Low)	Audit Outcomes	MDB % of functions
Emthanjeni	B3	3	M	Disclaimer	60.53
Fezile Dabi	C1	4	L	Unqualified	10.53
Ga-Segonyana	B3	3	M	Disclaimer	65.79
Kannaland	B3	3	M	Disclaimer	52.63
Karoo Hoogland	B3	3	M	Disclaimer	63.16
Letsemeng	B3	2	M	Outstanding	60.53
Maquassi Hills	B3	3	M	Outstanding	52.63
Mkhambathini	B3	2	M	Unqualified	39.47
Phokwane	B3	3	M	Outstanding	71.05
Setsoto	B3	3	M	Qualified	42.11
Siyathemba	B3	3	M	Disclaimer	73.68
Sunday's River Valley	B3	2	M	Disclaimer	76.32
Maluti a Phofung	B3	2	H	Disclaimer	63.16
Dr Kenneth Kaunda	C1	3	M	Qualified	39.47
Gert Sibande District Municipality	C1	3	M	Unqualified	18.42
Greater Tzaneen	B4	2	H	Qualified	52.63
Kgalagadi District Municipality	C1	3	M	Qualified	39.47
Kokstad	B2	3	L	Unqualified	50
Mogalakwena	B2	2	L	Unqualified	55.26
Msukaligwa	B2	3	L	Qualified	65.79
Namakwa District Municipality	C1	4	M	Qualified	23.68

Municipality	Category A, B1,B2,B3,B4 and C1 and C2	COGTA Research (socio-economic vulnerability) Class 1-4 Class 1 least performing	NT Capacity Classification (High Medium Low)	Audit Outcomes	MDB % of functions
Pixley ka Seme	C1	3	M	Qualified	39.47
Siyanda District Municipality	C1	4	M	Outstanding	31.58
Zululand District Municipality	C2	1	M	Unqualified	15.79
Blue Crane Route	B3	3	L	Qualified	76.32
Ehlanzeni District Municipality	C1	2	H	Unqualified	18.42
Greater Sekhukhune	C2	1	H	Disclaimer	26.32
Kai ! Garib	B3	4	L	Qualified	63.16
Inxuba Yethemba	B3	4	L	Qualified	65.79
Dihlabeng	B2	3	M	Disclaimer	52.63
Nokeng Tsa Taemane	B2	3	M	Outstanding	57.89
Oudtshoorn	B2	4	M	Outstanding	71.05
Ba-Phalaborwa	B3	3	M	Outstanding	55.26
Bela-Bela	B3	4	M	Outstanding	55.26
Bergrivier	B3	4	M	Disclaimer	63.16
Kareeberg	B3	3	M	Unqualified	36.84
King Sabata Dalindyebo	B2	2	H	Disclaimer	55.26
Koukamma	B3	4	M	Outstanding	71.05
Mantsopa	B3	3	M	Qualified	55.26
Mookgophong	B3	4	M	Outstanding	52.63
Pixley ka Seme	B3	3	M	Outstanding	65.79
Richtersveld	B3	4	M	Outstanding	73.68

Municipality	Category A, B1,B2,B3,B4 and C1 and C2	COGTA Research (socio-economic vulnerability) Class 1-4 Class 1 least performing	NT Capacity Classification (High Medium Low)	Audit Outcomes	MDB % of functions
Tswelopele	B3	3	M	Unqualified	47.37
Ubuntu	B3	3	M	Qualified	57.89
Cape Winelands District Municipality	C1	4	M	Unqualified	18.42
Sedibeng District Municipality	C1	4	M	Unqualified	21.05
Uthukela District Municipality	C2	2	M	Unqualified	18.42
West Coast District Municipality	C1	4	M	Unqualified	18.42
Amathole District Municipality	C2	2	H	Qualified	21.05
Bojanala Platinum District Municipality	C1	3	H	Unqualified	21.05
Cape Agulhas	B3	4	L	Unqualified	65.79
Ndlambe	B3	4	L	Qualified	81.58
Nkangala District Municipality	C1	3	H	Unqualified	13.16
Swellendam	B3	4	L	Unqualified	68.42
Thaba Chweu	B3	4	L	Qualified	89.47
Ukhahlamba Distict Municipality	C2	2	H	Qualified	10.53
Witzenberg	B3	4	L	Unqualified	68.42
liKhara Hais	B2	4	M	Outstanding	65.79
Madibeng	B1	3	H	Adverse	57.89
Makana	B2	4	M	Adverse	76.32

Municipality	Category A, B1,B2,B3,B4 and C1 and C2	COGTA Research (socio-economic vulnerability) Class 1-4 Class 1 least performing	NT Capacity Classification (High Medium Low)	Audit Outcomes	MDB % of functions
Matjhabeng	B1	3	H	Disclaimer	47.37
Umdoni	B2	3	M		44.74
Delmas	B3	3	M	Unqualified	55.26
Gamagara	B3	4	M	Qualified	65.79
Hessequa	B3	4	M	Qualified	65.79
Laingsburg	B3	3	M	Unqualified	55.26
Metsimaholo	B2	4	H	Disclaimer	50
Moqhaka	B2	3	H	Disclaimer	73.68
Prince Albert	B3	3	M	Unqualified	71.05
Theewaterskloof	B3	4	M	Unqualified	42.11
Umtshezi	B3	3	M	Unqualified	65.79
Cacadu District Municipality	C1	4	M	Unqualified	42.11
Frances Baard District Municipality	C1	4	M	Unqualified	36.84
Overberg District Municipality	C1	4	M	Unqualified	26.32
Umgungundlovu District Municipality	C2	3	M	Unqualified	13.16
West Rand District Municipality	C1	4	M	Unqualified	34.21
Camdeboo	B3	4	L	Unqualified	76.23
Ugu District Municipality	C2	2	H	Unqualified	21.05
City of Matlosana	B1	3	H	Disclaimer	60.53
Emalahleni	B1	4	H	Outstanding	73.68
Mbombela	B1	3	H	Qualified	44.74
Tlokwe	B1	3	H	Disclaimer	63.16

Municipality	Category A, B1,B2,B3,B4 and C1 and C2	COGTA Research (socio-economic vulnerability) Class 1-4 Class 1 least performing	NT Capacity Classification (High Medium Low)	Audit Outcomes	MDB % of functions
Beaufort West	B3	4	M	Unqualified	68.42
Bitou	B3	4	M	Unqualified	65.79
Hibiscus Coast	B2	3	H	Unqualified	36.84
Kouga	B3	4	M	Qualified	84.21
Lesedi	B3	4	M	Unqualified	71.05
Saldanha Bay	B2	4	H	Disclaimer	65.79
Swartland	B3	4	M	Unqualified	73.68
Umjindi	B3	4	M	Unqualified	57.89
Central Karoo District Municipality	C1	4	M	Unqualified	68.42
Eden District Municipality	C1	4	M	Unqualified	68.42
Emakhazeni	B2	4	L	Unqualified	76.32
uThungulu District Municipality	C2	2	H	Unqualified	26.32
Emfuleni	B1	4	H	Disclaimer	73.68
Mangaung	B1	4	H	Disclaimer	63.16
Midvaal	B2	4	M	Unqualified	68.42
Polokwane	B1	3	H	Outstanding	73.68
Sol Plaatje	B1	4	H	Disclaimer	73.68
Westonaria	B2	4	M	Unqualified	68.42
Breede River Winelands	B3	4	M	Unqualified	78.95
Emnambithi/Ladysmith	B2	3	H	Unqualified	63.16
Matzikama	B3	4	M	Unqualified	78.95
Merafong	B2	4	H	Qualified	68.42
Randfontein	B2	4	H	Qualified	63.16
George	B1	4	H	Qualified	73.68
Knysna	B2	4	M	Unqualified	76.32
Rustenburg	B1	4	H	Qualified	71.05
uMngeni	B2	4	M	Unqualified	94.74

Municipality	Category A, B1,B2,B3,B4 and C1 and C2	COGTA Research (socio-economic vulnerability) Class 1-4 Class 1 least performing	NT Capacity Classification (High Medium Low)	Audit Outcomes	MDB % of functions
Breede Valley	B2	4	H	Unqualified	60.53
Kwa Dukuza	B2	4	H	Unqualified	71.05
Mossel Bay	B2	4	H	Unqualified	60.53
Overstrand	B2	4	H	Unqualified	71.05
Buffalo City	B1	4	H	Qualified	84.21
Drakenstein	B1	4	H	Unqualified	68.42
Govan Mbeki	B1	4	H	Qualified	84.21
Mogale City	B1	4	H	Qualified	81.58
Msunduzi	B1	4	H	Unqualified	73.68
Newcastle	B1	3	H	Unqualified	78.95
Stellenbosch	B1	4	H	Unqualified	57.89
City of Tshwane	A		H	Qualified	
Ekurhuleni	A		H	Qualified	
Steve Tshwete	B1	4	H	Unqualified	86.84
uMhlathuze	B1	4	H	Unqualified	78.95
City of CapeTown	A		H	Unqualified	
City of Johannesburg	A		H	Unqualified	
eThekwini Metro	A		H	Unqualified	
Nelson Mandela Bay	A		H	Unqualified	