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NGWATHE LOCAL MUNICIPALITY MUNICIPAL TURNAROUND STRATEGY

No	Priority turn around focal area	January 2010 (Current situation / baseline)	Target for December 2010 (Changed situation)	Indicator	Unblocking action Needed from other spheres and agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
							Allocated	Projected
1.	Basic Service Delivery							
1.1	Access to water	34 061 households have access to water (2584 backlog)	Additional 600 Shortage of water in Edenville , Parys(Winnie, Zuma, Sisulu, Ghana, Zone 6, Phelendaba,	Technical reports & Business plan approved by June 2010	COGTA, DWA, Human settlement, EA to expedite approvals Financial support from Treasury, DBSA & FDDM	Technical Services (PMU) Finance	R22 274 545 (allocated for access to water)	R150.6m

			Vuka), Vredefort(Map etla), Heilbron (Extension 9		Funding to improve water supply infrastructure and to conduct a study on provision of water			
1.1.1	Free Basic Water	34061 receive 6kl of free water	To increase FBW service to 36645 (2584)	Additional 2584 given access to FBW	Financial support from COGTA, NT	Technical Services, Finance		To be determined upon approval of budget
1.1.2	Operation and Maintenance	Worn out asbestos pipes Drying out of boreholes due to multiple drilling of boreholes, low water table, high water demand etc.	Upon approval of Business plan beyond June, funds to be sourced to replace Complete current water supply project	Approval of business plan by June 2010 Improved water supply	MIG policy review by Minister to incorporate O & M as well as M & E	Technical services & Regional Managers		
1.1.3	Water Loss	Massive loss of water due to leaking and flooded meters, bursting pipes, exposed water pipes,	Reduction of water losses to be determined upon submission of assessment report.	Improved revenue collection Reduction of water losses	Financial support to implement report (DWA, FDDM & DBSA)	Technical Services & Finance	To be determined by assessment	

		unmetered water usage and shortage of valves	During the M & E sessions, information should be readily available					
1.1.4	Water Quality	Water quality failures due to high pollution of the Vaal river resulting in high turbidity, odour and taste problems (Parys & Vredefort).	Advertise and award tenders to improve the operations of the WTW's	Improved water quality in line with SANS 241	Continuous support from DWA & FDDM	Technical Services		R50m
1.1.5	Water Services Development Plans (WSDP)	Not updated	Updated WSDP	Functional WSDP	-FDDM appointed service provider -DWA assisting with module 1 of WSDP	Technical Services	R160 000	R0
1.2.	Access to sanitation	27991 have access to sanitation 2690 without access to sanitation	658 to have access to sanitation	Reduced backlog	Financial support upon approval of the BP from COGTA; DBSA and FDDM to eradicate backlog	Technical Services	R11m	R45m

1.2.1	Free basic sanitation	15790 households have access to FBS	20513 (4723) to have access to FBS	Additional 4723 given access to FBW	Financial support from COGTA, NT	Technical Services and Finance		
1.2.1	Operation and Maintenance	Challenges with Night soil removal. Servicing VIP and full water borne system	Improved service delivery	Reduced number of complains and over times	Financial Support from National Treasury on Equitable Share (i.e. high number of Indigents) also from the District (FDDM).	Technical Services & Finance		
1.2.2	Bucket Eradication	7918 Buckets eradicated 2690 buckets backlog	658 buckets to be eradicated	658 buckets eradicated by Dec 2010	Financial support upon approval of the BP from COGTA; DBSA and FDDM to eradicate backlog	Technical Services (PMU)		
1.2.3	Bulk <i>Infrastructure(Waste Water Treatment works and ponds)</i>	2 Plants running at maximum capacity. Refurbishment projects underway in 3 towns (Parys, Heilbron and Koppies) Vredefort plant upgraded, fencing underway. Edenville town	3 plants refurbished (Parys, Heilbron & Koppies). Vredefort Fence Completed.	Improved plants. Compliance with DWA standards on effluent discharge	Funds required to increase capacity of plants to accommodate new developments	Technical Services (PMU)	R11.2m	R180m

		using Ponds						
1.3	Access to electricity-	35 594 households have access to electricity (1750 backlog)		953 households electrified	Continuous support from DoE	Technical services	R6.3m	R4.4m (to address backlog)
	Upgrading of bulk infrastructure	Maximum capacity of substations reached	Upgraded substations	Improved capacity	Continuous support from DoE	Technical Services	R7m	R60m
	Free basic electricity	35 594 have access to FBE 21466 households receive 50kwh FBE 14128 households receive 15kwh FBE	Non-indigents to be excluded from FBE (14128)	14128 households removed from FBE service	Financial support to improve vending system from FDDM and internal	Finance		
1.3.1	Operation and Maintenance	Ageing of infrastructure	Transformers, mini substations and network maintained.	Improved electricity supply	Allocation of budget by the municipality	Technical Services and Finance		
1.3.2	Energy Efficiency	Short term measures implemented (69 000 CFL installed) Campaign	Reduce energy consumption	Improved energy consumption(reduced KwH)	Financial Support from DoE to implement long term measures	Technical Services	R0m	R47m

1.5	Access to Municipal Roads	32km of roads under construction (paving) in all towns. Current road infrastructure reached its life span (i.e. potholes) , Road Master Plan not available	32km of roads to be paved. Master Plan to be compiled.	Improved road infrastructure	Financial Support from COGTA, DBSA, and FDDM to develop Road Master Plan and implementation thereof.	Technical Services	R80m	To be determined
1.6	Formalisation of informal settlements,	Service provider appointed to develop a housing demand database	Determine the NLM housing needs.	Developed Housing Demand Database	FDDM and COGTA-HS	DCS, MP & HD and MM	R1 500 000	R1 500 000
		Grant of R1 500 000 received from DHS (FS) to purchase Koppies 55 ha of land.	Provide adequate residential sites to the deserving members of the community.	55 ha purchased and planned in Koppies and 800 sites proclaimed throughout NLM.	COGTA-HS		R0	R1 500 000
		Township Establishment projects to proclaim 4060 sites in 4 towns are in progress	Proclamation 4060sites	4060 proclaimed	COGTA-HS	DCS	R1 500 000	R2 300 000

		The are informal settlements in 4 of the five municipal towns	Recognise the existing informal settlements and curb proliferation	All is informal settlement recognised and functional committees established.			Nil	R150 000
1.7	Access to Housing	Backlog of 14016 excluding 1900 allocation of 2009/10 1900 houses have been allocated and contractors appointed. 258 incomplete PHP houses	Notable progress regarding construction of 1900 units Council resolution regarding unblocking of PHP's be submitted to MEC by June	Progress registered on construction of 1900 Report and Council resolution submitted to MEC	COGTA-HS	Dept. Community Services	R121.6m To be determined by province	R0

1.8	Indigent Register Updated	15790 registered indigents. Indigent policy adopted by Council	Review and update indigent register Improved service standards on approvals of indigent applications	Updated and improved indigent register	COGTA to assist	Finance		
1.9	Sports & Recreation facilities	1 formalised sports facility in Parys is being constructed Sports facilities in Heilbron , Vredefort and Schonckenville vandalized Most clubs invaded open sites zoned for other land uses	FD stadium to be completed Audit report on needs assessment with regard to sports fields available	Business plan submitted Needs audit completed and sites identified	Dept. of Sports, Free State Sports Confederation, Federations.	Director: Community Services	R99m To be determined	R149m
1.11	Access to health facilities	18 clinics (2 CHC, 6 mobile clinics, 8 fixed clinics) Parys	Business plan	Building	Dept. of Public works, Dept. of Health	Community Services	Nil	R500 000

		(Thusanong & town) clinics operating beyond capacity	for extension of Thusanong submitted	plans with their BOQ and business plans completed				
		Heilbron: New site allocated for Relebohile clinic. Currently using municipal offices which are very small	Completion of construction of Relebohile clinic by Dept. of Public Works	Construction of Relebohile Clinic completed			R8.7m	
		No electricity backup (generators) affecting quality of immunization during electricity interruptions	Provision of electricity backup (generators)	Audit completed and business plans submitted			Nil	To be determined

1.12	Fire and Rescue	2 stations not fully functional (Parys & Heilbron) Shortage of fire fighting and rescue equipments	Establishment of 2 satellite stations (Koppies, Vredefort & Edenville) Acquisition of personnel and equipment	Improved response time to incidents	Financial support to have fully functional fire stations with dedicated personnel (FDDM, COGTA)	Community Services		R2m
1.13	Traffic	Old fleet (only 3 vehicles) 1 vehicle written off Non availability of weighbridges and fixed speed cameras in all towns 1 functional taxi rank in Parys 4 informal taxi ranks	Acquisition of 4 vehicles for traffic officers 1 speed camera installed in parys 1 Weighbridge installed in Heilbron Appointed service provider to plan the taxi ranks	4 vehicles acquired and 1 weighbridge erected and operational in Heilbron BP and ToR prepared by September 2010 and service provider appointed by 12/2010	Financial and technical support from Dept. of Roads, Transport and Police	DCS and 2 Traffic superintendents		R6m (weighbridge) R1m (vehicles) R4m

2.2	Broader public participation policies and plans	A draft policy for community participation exists	Community Participation Policy to be in place and fully implemented	Implementation of the Community Participation Policy after being adopted by council	Office of the FDDM Speaker	Public Participation Manager Office of the FDDM Speaker	To be determined by FDDM Speaker	
2.3	Public Communication systems	<p>Ward based meetings, road shows, local radio station, print media, loud hailing, flyers & door to door are currently being used.</p> <p>Promotional material, Churches, Schools and Ngwathe religious forum are also being used.</p> <p>Minimum rural community participation</p>	60% rural community participation will be achieved	<p>Good Attendance (Attendance Registers)</p> <p>Number of members of rural communities participating in ward committees and other government programs</p>	Office of the Premier, FDDM, External stakeholders	Managers in the political offices.	R 2.3 m	

2.4	Complaints management systems	Ward Councillors, Ward Committees, CDWs and Public Participation Manager and Officers The complain register not in existence	By June 2010 complain register will be in place	Develop the complaint register	Office of the President and Premier Other external institutions	Managers in political Offices			
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3.	Governance								
3.1	Political Management and Oversight								
3.1.1	Stability of Councils	1 Council meeting have already being held (as scheduled per financial year 2009/2010)	6 Council Meetings	Covering 6 council meetings(Guided by Municipal Council schedule of meetings)	Compliance to Municipal System Act	Funding for the Council chamber	Director Corporate Services		

	Portfolio Committees (Section 80)	Only Cooperate Services is stable	Roles and functions to be clarified	Councilors workshoped on the roles and functions of section 80 committees	All 6 Committees seating as scheduled	Continued support by SALGA and COGTA			
	Training of Councilors	4 out of 38 Councilors are attending formal training	12 Councilors must have attended formal training	Skills audit Forms Completed	Implementation of the work place skills plan	SALGA LGSETA	Learning and Development Manager		
3.1.2	Delegation of functions between political and administration	Delegation of powers document was adopted by Council	Reviewal of delegation of powers	Implementation and Review	All Councilors and Officials workshoped	SALGA and COGTA support	Municipal Manager		
3.2	Administration								
3.2.1	a) Recruitment and selection policies and procedures developed	Organogram developed and approved by Council in 2007 The recruitment and selection policy has been developed The policy on suspension of employees not existent	Reviewal and adoption of organogram Full implementation of Recruitment and selection policy	Watertight recruitment and selection policy Key information in every personnel file Development of internship and recruitment policy Implementation of retention policy Prioritization	High level performance for service delivery Retention of scarce skills by ensuring that the policy is adopted Compilation of the complete staff audit	None	Human resource personnel		

	b) Policy on suspension of employees developed		Development of the suspension policy	of scarce skills Usage of the collective agreements	Development of the suspension policy by July 2010	SALGBC Collective Agreement	HR Manager		
3.2.2	Vacancies (Top 4-MM, CFO, Planner, Engineer)	Vacancy for Municipal Manager exists	The vacancy must be filled	The post has already been advertised(08/03/2010)	All top level Management posts filled		Mayor and Council		
3.2.3	Vacancies other S57	There are 724 filled permanent posts in the municipality	All the critical positions must be filled	Letters have been written to all affected Departments and Regions to submit their critical vacant posts so that they are included within the 2010/2011 budget	Effective and efficient service delivery		Director Cooperate Services and Human Resource Manager		
3.2.4	Top 4 appointed with signed Performance Agreements	All Directors have signed performance agreements	After the appointment of the Municipal Manager, he/she must sign performance agreement	Measure the performance of top 4 according to signed performance agreements	All Section 57 must have signed performance agreements	Continuous inter action with COGTA for monitoring and Evaluation	Mayor and Municipal Manager		
3.2.6	Organisational Performance Management System developed	The PMS policy has been developed and adopted	Full implementation of PMS	Ensure implementati on of the PMS in the	Effective and efficient service delivery by meeting laid out	Assistance from COGTA to implement	Strategic Executive Support Manager,H		

				Municipality	targets	PMS	RManager & Learning & development Manager		
3.2.6	Skills development plan for employees	WSP submitted to LGSETA	Development of a detailed and complete Skills Plan	Develop Municipal Skills Plan based on Skills Audit. Table the Skills plan to the Council. Review the Skills Plan	Municipal Skills Development Plan to be developed and functional	Support from the District Municipality and LGSETA	Manager Learning & Development, Training Committee		
	Development of and employees	5% employees trained to date	80% to be trained	Directorates to submit their needs to Learning & Development section. Encourage self development within employees	Employees to be empowered and developed	District municipality COGTA LGSETA DBSA Centralize Training and Development	Manager Learning & Development, Human Resource Manager		
3.3	Labour Relations								
3.3.	a) LLF meetings	LLF meetings	The LLF must	Convener and	The decreasing	None	Director		

1	convened as planned b) Organisational rights procedure developed	are held regularly The organisational rights agreement as agreed at the bargaining council is being used	convene according to the planned schedule	provide transport to the LLF members Shop stewards are been allowed time offs according to the organizationa l rights agreement	number of labour relation issues within the municipality Attendance of union meetings by Shop stewards and provision of feedback to employees		Corporate Services and HR Manager		
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4. FINANCIAL MANAGEMENT

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
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4.1 Revenue enhancement									
4.1.1	Conventional Meters	Out of 31659 meters, 5965 are faulty (18%). -Parys -2969 of 17439 meters (17%) -Heilbron - 1217 of 6861	All meters replaced by; -December 2010 -September 2010	Replacement of faulty meters	Revenue base improved by 18%	Funding for replacement of faulty meters from COGTA and DWAF	MM, CFO, All Directors, Supply Chain Manager, Revenue Manager, All	R2 million	Shortfall of R4 million

		<p>meters (18%) -Vredefort - 1071 of 3199 meters (33%) -Koppies – 553 of 3413 meters (16%) -Edenville – 157 of 747 meters (21%)</p>	<p>-June 2010 -June 2010 -June 2010</p>				Regional Managers		
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
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4.1.2	Prepaid-meters	<p>Bridged Meters and illegal connections</p> <p>Vending</p>	<p>Bridged prepaid meters replaced and monitor illegal connections</p>	<p>Replacement of bridged meters and appointment of a team for revenue protection</p> <p>Purchasing of</p>	<p>Enhanced electricity revenue and theft of electricity controlled</p> <p>Usage and</p>	<p>Funding for replacement of bridged prepaid meters from DBSA, COGTA and DWAF</p>	<p>MM, CFO, All Directors, Supply Chain Manager, Revenue Manager, All Regional Managers</p>	<p>R800 000</p> <p>R0</p>	<p>R2 million</p> <p>R5 million</p>

		systems not integrated and not able to analyse information. Illegal connections	Uniform and compatible vending systems implemented	compatible vending systems	consumption of electricity monitored	Funding required for procurement of vending system			
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4.1.3	Billing	Not all properties are billed Tariffs charged to consumers not verified	Accounts sent to all new connections on services and rates charged on new developments All properties billed correctly	-Audit of all new connections -Audit of zoning and use of properties	Increased revenue base Increase in revenue collection rate	Funding of R100 000 for appointment of service provider to review electricity tariffs	MM, CFO, All Directors, Supply Chain Manager, Revenue Manager, All Regional Managers	R0	R100 000

		Eskom tariffs differentiate between high and low demand seasons and municipality charge fixed tariff Late distribution of accounts	Municipal electricity tariffs reviewed to differentiate between high and low demand seasons Accounts submitted by end of every month	-Appointment of service provider to review of electricity tariffs structure -Finalize billing process by 20 th of every month and ensure that accounts are printed and send to consumers by end of the month	Surplus on electricity services 90% of Accounts settled by 7 th of every month				
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4.2	Debt Management								
	Debt management	78% of current	90%		Debtor		MM, CFO,	R700 000	R1 million

	programme developed	debt collected	collection of current debt and 20% of arrears recovered		outstanding for more than 90 days reduced from 75% to 55%		All Directors, Supply Chain Manager, Revenue Manager, All Regional Managers		
4.2.1	Debt Collection Strategy	Debt Collection Strategy not fully implemented	Functional debt collection strategy	Data purification and implementation of campaigns to enhance collection of debts	Debtor outstanding for more than 90 days reduced from 75% to 55%	Technical support from Provincial Treasury, COGTA, SALGA, Fezile Dabi and DBSA	MM, CFO, All Directors, Supply Chain Manager, Revenue Manager, All Regional Managers		
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4.2.2	Credit Control and Debt Collection Policy	By -laws not approved and	By-laws gazetted and	-Approval of revenue	Debtor outstanding	COGTA to provide	MM, CFO, All		

	and By-laws	gazetted Credit Control policy not fully implemented in other 4 towns Critical vacant posts of Billing officers, meter readers and debt collection clerks and officers	functional debt collection policy Competent staff	collection by-laws - Establishment of fully functional debt collection units in all towns -Concentrate more on collection of business debt and dedicate official to deal with both government and businesses -Fill all critical positions in the Revenue Management section by May 2010	for more than 90 days reduced from 75% to 50%	assistance in finalization of revenue collection by-law	Directors, Supply Chain Manager, Revenue Manager, All Regional Managers		
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4.2.3	Government Debt	Government Debt on unregistered schools not collected from Public Works	All unregistered properties transferred to Public Works	-Registration of all properties donated to government by end of August 2010 -Liaise with Public Works to settle the debts before the end of June 2010	Government debt reduced by 80%	technical support Provincial Treasury and COGTA to assist in facilitating the meetings and collecting debt	MM, CFO, All Directors, Supply Chain Manager, Revenue Manager, All Regional Managers		
4.3 Cash Flow Management									
	Cash flow management model developed	Draft Financial Recovery Plan and cash flow projections compiled The municipality is currently on	Funds available to cover two months operational costs	-Introduction of cost cutting measures and ensure that procurement is done in line with projected cash flow	Positive cash flow	Provincial Treasury and COGTA to assist in enhancing revenue and development of cash flow management	MM, CFO, All Directors, Senior Finance Manager, Supply Chain Manager,		

		overdraft		<p>-Capacitate officials in Finance staff to deal with internal processes</p> <p>-Introduction of cost cutting measures in terms of telephone usage, catering and other auxiliary services</p> <p>-Monitor all monthly fixed costs in terms of the highest to the lowest</p>		strategies and implementation internal control process	Budget and Expenditure Manager, Revenue Manager, All Regional Managers		
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4.4 Repairs & Maintenance									
4.4.1	Vehicles, heavy	+_ 80 vehicles, heavy	Implementation of fleet	Enforce strict control on the	Effective service	COGTA to assist with	CFO	R3 million	R8 million

	equipment and machinery	equipment and machinery have exceeded their life-span. Repairs are done even on old vehicles that don't have book value.	management policy Dispose vehicles that have exceeded life span Acquisition of new fleet	use of vehicles. Compile a list of vehicles that need to be disposed. Consider various financing options to acquire service delivery fleet Review fleet management policy to include oversight by Council	delivery	acquiring new fleet.			
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4.4.2	Furniture & Equipment	The is a very low cost of repairs on furniture & office	Replace all redundant computers of the municipality.	Safeguard the assets of the municipality. Update the replaced assets	Efficient and effective support services	Assistance to be sourced from COGTA when and where is needed.	CFO	R500 000	R550 000

		equipment Redundant equipment	Auction old computers or consider donating them to schools. Upgrade Computer Server	in the register					
4.4.3	Sewer networks	Repairs of sewer networks are done on the basis of emergency. Blockages	Attend to all blockages timeously	-Community campaigns to educate them about items that should not go through sewer networks.	Number of blockages reduced	Write to DWAF to assist with community campaigns. Write to DBSA to assist with developing Master plan	Director Technical Services	R1,2 million	R2 million
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4.4.4	Roads	Internal roads are in bad conditions. Municipality currently working on	Resealing of all major internal roads and fixing of potholes	-Municipality to implement a technical plan for resealing roads.	Trafficable major internal roads	Financial support from other spheres of government. Explore the	Director Technical Services	R4 million	R6 million

		potholes.	Gravelling of roads	-Dedicated unit or team dealing with maintenance of roads		possibility of using Free State Public Works' Government Garage equipment and machinery for maintenance of roads			
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4.4.5	Electricity	<p>Cable theft in all towns (Especially in Koppies).</p> <p>Challenges relating to transformers and mini-substation</p> <p>Old infrastructure in all towns</p>	<p>Security measures implemented to control cable theft</p> <p>Transformers and mini-substations in all towns properly functioning</p>	<p>-Appointment of revenue protection team.</p> <p>-Refurbish old transformers and purchased lightning arrestors</p>	Sustainable provision of electricity in all towns within Ngwathe	<p>Involve the Department of Police, Roads and Transport in terms cable theft.</p> <p>Involve DME to assist where necessary</p>	Director Technical Services	R1,5 million	R2 million

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4.5 Capital Expenditure									
	Funding Plan shows capital expenditure	Infrastructure Projects included in the IDP and Budget of the municipality Total Capital expenditure for 2009-10 equals R70 million and additional R170 million for the next two years	Alignment of IDP and budget	-Finalization of infrastructure master plans and review of the IDP. -Consider various sources to fund infrastructure backlogs	Infrastructure backlogs reduced	Funding for infrastructure development Revision of MIG formula by National Treasury and COGTA to address infrastructure backlogs	MM, CFO, All Directors, Senior Finance Manager, Supply Chain Manager, Budget and Expenditure Manager, Revenue Manager, All Regional Managers	R70 million	R74 million
4.6	Clean Audit								

	Clean Audit plan developed	Action plan on 2008-09 audit developed	A comprehensive plan adopted	Obtain and/ re-produce all outstanding documentation . Involve reputable service provider in addressing GRAP related audit queries. Capacitate Finance staff	Improved audit opinion for 2009-10	Funding for appointment of service provider	MM, CFO, All Directors	R500 000	R2,5 million
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4.6.1	Municipal Finance Management Act Implementation	Section 71 reports submitted on monthly basis - Budget prepared in line with prescribed formats - Mid -year performance report	Compliance to legislation improved	Perform reconciliations and review financial records Appointment of personnel dealing with performance	Reliable financial information Mid-year performance report submitted by	Continuous technical support by Provincial Treasury	MM, CFO, Senior Finance Manager, Budget Manager		

		Compliance not monitored by Council		management - Establishment of the oversight committee -Regular Finance and Budget Committee meetings -Report non-compliance to relevant bodies	end of May 2010				
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4.6.2	Internal Audit	- Internal audit unit exist	Internal Audit Charter	-Review Internal Audit Charter and	Functional Audit Committee	Continuous technical support by	MM, CFO, Internal Auditor,		

		<ul style="list-style-type: none"> - Internal Audit Charter not reviewed - Audit committees not formulated - Risk Management Plan not developed - Fraud prevention strategy not developed 	<ul style="list-style-type: none"> reviewed by end of August 2010 Functional Internal Audit Committee Risk management and fraud prevention strategy implemented 	<ul style="list-style-type: none"> send to Council for approval - Appointment of the Risk Manager to profile risks and formulate risk management plan - Involve various stakeholders to provide technical support in development of policies and plans 	Oversight by Council	Provincial Treasury, COGTA and SALGA	Risk Manager		
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4.6.3	Internal Control Procedures and Policies	Policies developed but not fully implemented.	Compliance to internal control procedures	Approval, training and implementation of policies	Internal and external audit queries reduced	Continuous technical support by Provincial	MM, CFO, Internal Auditor, Risk		

		Training and approval of procedure manuals not done	Competent finance staff	and internal control procedures		Treasury, COGTA and SALGA	Manager		
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								Allocated	Projected
4.7 Financial Management System									
4.7.1	Financial Management and accounting records	<ul style="list-style-type: none"> - Bank reconciliations not performed timeously - Creditors reconciliations not performed - Vat reconciliations not performed - Register of Direct Income not kept - Suspense accounts not cleared - Salary Control accounts not 	All information and records will be updated by July 2010 and performed continuously afterwards	<ul style="list-style-type: none"> -Start immediately to update all information -Appointment of staff on critical posts (Bank Reconciliation Officer, Creditor Control Officer, Payroll Officer, Compliance Officer) -Capacitate Finance staff to deal with reconciliations 	Internal and external audit queries reduced	Continuous technical support by Provincial Treasury, COGTA and SALGA	MM, CFO, Internal Auditor, Risk Manager		

		cleared - No Information systems unit		-Rotate finance staff on all functions					
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support	Human Resource allocated	Budget	
								Allocated	Projected
4.7.2	Supporting documentatio n files	Manual filing system not fully implemented -Records management unit not fully functional -Missing documentation	Improve filing system and keep all municipal documentatio n in a safe place Consider electronic document management system Keep all financial records in the Registry	-Conduct file audit on financial records to prepare for 2009-10 audit -Regular monitoring of filing systems by senior official and availability to locate critical supporting documentation -Obtain and/ or reproduce missing documentation	Internal and external audit queries reduced	Continuous technical support by Provincial Treasury, COGTA and SALGA Engage Provincial Treasury to deal with legacy issues	MM, CFO, Internal Auditor, Risk Manager		

				-Development of records management policy					
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
4.8	Submission of Annual Financial Statements								
4.8.1	Preparation of AFS	2008-09 financial statements outsourced to service provider and submitted to AG on time. 2008/2009 issues raised in the audit report not yet solved.	Municipality to perform reconciliations, compile accounting files and prepare AFS internally on a monthly basis to detect material misstatement in the books of the municipality timeously.	Implementation of the issues raised by the AG on the 2008/9 audit.	2009-10 financial statements submitted in line with GRAP by 31 August 2010	Funding and technical support from COGTA/TRE ASURY where necessary	MM, CFO, Senior Finance Manager	R 200 000	R1,2 million

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
4.9	Asset Management								
	Asset Management	<p>Only movable asset register has been developed.</p> <p>Asset Management Policy exists but not implemented.</p> <p>All three asset management positions vacant</p>	<p>Compile GRAP Asset Register containing roads and buildings.</p> <p>Implement Asset Management Policy.</p> <p>Asset management unit fully staffed</p>	<p>- Extension of the scope of work to include infrastructure asset register broken into three phases (2009-10 Buildings and Roads, 2010-11 Electricity and 2011-12 Water and Sanitation infrastructure asset register)</p> <p>-Appointment of asset management personnel by</p>	<p>All Municipal Buildings and Roads valued and included in the Asset Register in line with GRAP requirements</p> <p>All new acquisitions and disposals updated on the register</p>	<p>COGTA and Provincial Treasury to assist/ or provide funding for compilation of GRAP compliant asset register.</p>	<p>MM, CFO, Senior Finance Manager, Supply Chain Manager</p>	R 690 000	<p>R2 000 000 (MSIG)</p> <p>Shortfall of R3,3 million</p>

June 2010									
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
4.10	Supply Chain Management								
	Supply Chain Management policy applied in fair and transparent manner (e.g. Open tenders, Adjudication committee established.)	SCM Policy reviewed in line with relevant regulations. SCM unit exists Non-compliance to SCM processes Bid Committees not fully functional	Full implementation of SCM policy by June 2010	-Training of all user departments on SCM processes. -Monthly meetings for all three bid committees.	Internal and external audit queries reduced	Technical Support from Provincial Treasury	MM, CFO, All Directors, Supply Chain Manager		
No.	Focal Area	Baseline	Target for Dec. 2010	Municipal Action	Indicators	Unblocking action from other Spheres and SOE's	Human Resource Allocated	Budget	
								Allocated	Projected

5.	Local Economic Development									
5.1	Municipal Contribution to LED									
5.1.1	Youth and Women Development.	Funds amounting to R9,3 mil sourced externally for the ff projects								
		Edenville Bakery (Women) funded for R500 000 and under construction.	Bakery building 100% complete.	Facilitate construction of the bakery building.	100% completion of the bakery building.	DoSD and DETEA to provide financial assistance.	SCM, DCS MLED and MP & H	R500 000	R750 000	
		8x Carwashes funded for R400 000 and 4 under construction.	8x Carwashes built and fully operational.	Facilitate full construction of the carwashes and operationalise	8x Carwashes fully built an operational	DoSD and DETEA to provide financial assistance.	SCM, DCS MLED and MP & H	R400 000	R500 000	
		Juice factory funded for R1mil, R500 K paid in already and premises acquired	Juice factory fully operational	Facilitate purchase of the machinery, equipment and initial feed stock. Facilitate training of the project beneficiaries in Business and Financial Management.	Juice factory is fully operational	DETEA for funding the shortfall.	MLED, DCS, and SCM	R1 000 000	R1 300 000	
		Brick making	Brick	Facilitate	Erected	DETEA and	DCS,	R3 500 000	R6 000 000	

		plant funded for R3,5 mil Service provider appointed to conduct feasibility study and two preliminary reports submitted.	making Plant erected.	acquisition of land (donated by Council) Facilitate appointment of contractor to erect the plant	brick making plant.	FDDM for funding the shortfall.	MLED SCM and Council	00	00
		Food processing project funded R700 000 and building that requires renovations donated	Donated building renovated. Feasibility study conducted.	Facilitate renovation of the building and funding thereof. Facilitate the appointment of the service provider to conduct and complete the feasibility study.	Building renovations are completed. Completed feasibility study.	DoPW &RD to fund the renovation of the donated building in Edenville	DCS, MLED and MP & HD	R700 000	R1 700 000
		Organic vegetable production project funded for R1 200 000	Feasibility study conducted. Land acquired for the project.	Facilitate appointment of the service provider to conduct the feasibility study.	Completed Feasibility study. Land is acquired for the project.	DoA for providing technical support SASOL Mining to provide financial	DCS, MLED, MP & HD SCM and Council.	R1 200 000	R1 200 000

				Facilitate acquisition of land for the project.		support			
		B3 Printing Plant Funded for R1 000 000 and operational.	1x course in business and financial management conducted for the project leaders.	Liaise with the project funder to provide training in business and financial management.	1x course in business and financial management conducted for project leaders.	Sasol Mining and SEDA.	DCS, MLED, and MM	R1 000 000	R1 300 000
5.1.2	Institutional capacity of the LED Unit.	LED Manager and Acting LED Officer appointed. Unit still understaffed and not fully functional.	LED Unit 60% functional.	Budget for key positions to be filled. Advertise vacancies. Appoint and fill the positions.	60% functional LED unit.	None	DCS, MLED, HRM and MM		
		LED and Tourism forums non-existent	Established functional LED and Tourism Forums	Launch the Ngwathe LED Strategy and establish LED and Tourism Forums with clear terms of reference.	Functional Ngwathe LED and Tourism forums established.	DETEA: technically and financially jointly with FDDM, DTI.	MLED, DCS CFO and MM	R0	R400 000
						Unblocking action from	Human Resourc	Budget	

No.	Focal Area	Baseline	Target for Dec. 2010	Municipal Action	Indicators	other Spheres and SOE's	e Allocated	Allocated	Projected
5.1.2	Informal Sector Development	Informal economy policy non-existent	Informal Economy Policy developed and adopted by Council.	Facilitate appointment of the Service Provider for the development of the Policy.	Developed Informal Economy Policy.	FDDM, DETEA, SEDA be requested to provide technical and financial assistance.	MLED, DCS and SCM	R0	R250 000
		Database of informal sector non-existent.	Database of the informal sector developed.	Facilitate appointment of the Data Collectors (ToR etc.)	Database established.	FDDM, DETEA and SEDA to be requested to provide technical and financial assistance.	MLED, DCS and CDO.	R0	R450 000
5.1.2	Informal Sector Development	No Capacity building of the informal sector.	% of people in the sector trained in basic business management	Facilitate training of the sector participants with SEDA.	% of people in the sector trained in basic business management.	SEDA to provide the training.	MLED, CDO and ALEDO	R0	R500 000

		No business stalls for the sector, funding to the value of R475 000 acquired for the purpose.	5x business stalls built and used by the qualifying participants.	Identify and allocate suitable land for the erection of the stalls. Facilitate appointment of the service provider to construct the erect the stalls. Select and award stalls to qualifying informal businesses.	5 x Business stalls erected and allocated.	DETEA	MP&HD, MLED, PMU and SCM.	R475 000	R1 000 000