

# MOHOKARE LOCAL MUNICIPALITY

## Municipal Turnaround Strategy



**March 2010**

## Mohokare Municipal Turnaround Strategy: pre-2011 priority areas

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
1.	<b>Basic Service Delivery</b>								
1.1	Access to water	9874 HH with access to portable water (total HH 9874)	All sites are fully serviced with water	Constant monitoring of existing infrastructure	All sites are fully serviced with water	Financial assistance from DWAE / MIG	MM, CFO, Technical manager, DWA resource person, COGTA (MIG)		
		Plan for future service development	Register projects with MIG	Submission of business plans	Registered water projects	Financial assistance from DWA, COGTA: MIG	MM, CFO, Technical Manager, Community Services Manager, COGTA		2,320 642-00 (For Future Plan)
	Supply of good water quality	No Water conservation and demand management plan	WCDM plan supplied by DWAE and adopted by MLM	Follow up with DWAE	Plans in place before December 2010.	DWA / MLM	MM, CFO, Technical Manager, DWAE	N/A	
		Not full compliance (Water Quality Management System).	Improved water quality.	Develop a water quality monitoring and management plan  Compliance with blue drop criteria	Plan in place  Compliance with blue drop criteria by December 2010.	DWA, XDM to provide assistance.	MM, CFO & Technical Manager	N/A	N/A

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		Rouxville Regional Bulk water project IRR completed by March 2010	Implementation of project	MLM to seek funding for project implementation	Contractor on site	DWA, COGTA	MM, CFO, Technical Manager, DWA	16 Million	12 Million
		Smithfield – Raw Water supply	IRR Study completed	Constant update on the project	Design stage	DWA, COGTA	MM, CFO, Technical Manager, DWA	R855 000 (Already spent)	
		Upgrading of Water Treatment Plant - Smithfield	Complete the project	Project Plan thoroughly followed.  Operation and Maintenance Manual is submitted.	Completion Certificate for construction.  Physical Structure complete.  Submission of Commissioning Certificate.  2.5 ml Treatment Plant functional.	Assistance by DWA	MM, CFO, Technical Manager, DWA	R3,312M	3,312m
		Zastron – Plant capacity to be increased	Project already registered, to be incorporated in the three year MIG action plan	Include in MIG action plan  To be included in (2011/2012 MIG Allocation)	Action plan in place.  Action plan to be approved and submitted by municipality.	DWA	MM, CFO, Technical Manager, DWA	N/A (training can be conducted by / through DWA)	

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		Non Compliance to Blue Drop  7 Operators currently in training.	Compliance to blue drop by Dec 2010	Train operators and achieve blue drop compliance for all 3 towns	Up to standard drinking water quality  Compliant Water Quality management Plan	DWA	MM, TM	Training provision to be obtained through DWA	
1.2	Access to sanitation	7999 HH with access to sanitation (total HH 9874)	9097 HH with access to sanitation (backlog of 777 HH)  Projects completed	Bucket eradication	1098 bucket eradicated in (2 projects in Zastron)  Completed projects by April 2010.	DWA		3.5 Million	4.7 million
			1 project in Rouxville (777)	Bucket eradication	Buckets eradicated upon completion of the Orange river Bulk Water Scheme	COGTA, DWA	MM, TM, CFO		
		777 structures under construction	Structures and pump station complete.	Construct structures	Complete structures	COGTA, DWA	MM, Technical Manager	R466 200 for structures only (this form the allocated R3.5M package)	
		Health & Hygiene campaign	Completed by Dec 2010	Appointed service provider.	Signature from participants.	XDM	MM, Tech manager	R1.5M	R3M

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		Smithfield WWTW	To be completed by Dec 2010  Awareness campaigns.			DWA	MM, Tech Manager	R6,84M	R 12,838,364.12
		Zastron WWTW	To be completed by December 2010	Complete project	Increased capacity of the treatment works	COGTA, DWA	MM, TM, CFO	5,7million	R 11,247,173.12
		Plan future sanitation service (2098: 750 Zastron; 874 Rouxville; 474 Smithfield)	Register sanitation projects	Submission of business plan	Registered projects	DWA & COGTA (MIG)	MM,CFO, Tech Manager		R2M

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1.3	Access to electricity	9338 HH with access to electricity (lighting) (total of 9874)  Zastron – 150 HH currently electrifying  Smithfield – 386 HH	9874 HH with access to electricity  536 h/h complete  MLM to replace the service provider with its own internal unit.	Submit Business plan for electrification programme and implement upon approval.  Request top-up funding from DE  MLM to start the process	All h/h electrified  Electricity provided by MLM	Financial assistance from DE  Eskom, DE,MLM	MM, Technical Manager, DE	2, 950-000	5,492-437.18
		Insufficient street lighting	Installation of 20 out of 80 High mast lights in Mohokare	Submit business plan and implement upon approval	20 new installed High mast light  Reduced crime rate	Financial assistance from DE	MM, Technical Manager, DE	N/A	R700 000 @ a cost of R35K each
1.4	Refuse removal and solid waste disposal  -Illegal dumping sites.  -Landfill sites	9874 HH with access  No integrated waste management plan	Integrated Waste Management Plan in place  Refuse removal programme compiled.	Development and Implementation of Integrated Waste Management Plan	Integrated Waste management plan in place after 31 <sup>st</sup> April 2010	Technical support from the Xhariep District municipality  Department of Economic Development, Tourism and Environmental Affairs resource person	MM, Technical Manager		
		Insufficient awareness in the	4 Awareness campaigns per	Coordination and hosting of awareness		Partnership with EDT&A, financial assistance where	MM, Technical Manager,		

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		community w.r.t refuse removal	town.	campaigns		required e.g. flyers, publication material, ward competitions.	DEDT&A		
1.5	Access to municipal roads	Backlog of 70.52km out of 134.611 Km  Smithfield- 26.92 km  Zastron - 16.6 km  Rouxville – 27 km	Implementation of road project in Rouxville	Registration of projects with MIG must include storm water drainage	Upgrading of roads in Uitkoms (Rouxville)	Public Works, COGTA	MM, CFO, Technical Manager, Public works and Rural Development and COGTA	300 000.00	21 431 550.00
1.6	Formalisation of informal settlements	54 ervens with full municipal services (water, sanitation & electricity)	To have all sites surveyed and proclaimed	Township Establishment Register.  Geo-technical report (Eddie to make follow-up)	Construction of RDP Houses	COGTA, Human Settlement	MM, CFO, Community services manager, Human settlement		
	Acquisition of Land for residential purpose (Mooifontein farm)	Shortage of land for residential land in Zastron	Mooifontein farm Land acquired and registered under the Municipality.  Municipality to have a report on this	Tabled Council resolution with reference to the meeting held on the 10/03/2010	Anticipated Special Council meeting to decide on expropriation route	COGTA, Human settlement & Land affairs	MM, CFO, Community services manager, Human settlement	2.500 000.00	2.500 000.00

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			matter. (Eddie to assist the municipality)						
1.7	Access to Housing	Inadequate housing allocation to Mohokare LM	Review existing housing sector plan in place.	Application for funding / assistance for the review of the Housing sector plan.	Proper allocation of houses informed by adequate backlog	COGTA, Human settlement	MM, CFO, Community services manager, Human settlement		
		Incomplete Houses of 50 (fifty) houses under PHP housing scheme since 1999/2000 financial year	Completion of 50 houses under PHP.	Followed up with relevant sector department.	Monitoring of project progress	Human settlement	MM, CFO, Community services manager, Human settlement		
		1 defective house, acquired through a special housing scheme funded by the former	To have the house reconstructed and specifications followed.	Follow-up with Office of the Premier regarding the status of this 1 house.  Municipality engaged service provide to complete the house.	Monitoring of project progress	COGTA, Human settlement	MM, CFO, Community services manager, Human settlement		R64 000



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2.	2.1	Functionality of Ward Committees	Five Ward committees have been established.	Training on local governance.	Budget allocation	Support from SALGA & COGTA	Mayor, SPO, Communications Officer & Ward Assistants	R75 000 (MSIG)	R75 000
			Meeting on monthly basis, reporting & annual timetable has been drafted.			Ward committee's budget must reflect in a municipal approved budget.			
			Induction conducted.						
			Ward councilors trained.						
			(Stipend)	Municipality to engage COGTA on the financial assistance for out of pocket expenses.	Budget allocation by COGTA	Assistance from COGTA	Mayor, MM, CFO		
			Equipped ward offices	Provide equipment	Effectively functioning ward offices		Mayor, MM, CFO		

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			Best performing ward committees awards.	Adoption & implementation of annual best performing ward committee system	Actively functioning ward committees  Established best performance model for ward committees	COGTA	Mayor, MM, CFO		R30 000
2.1	2.2	No policies in place to ensure broad public participation	Broad public participation policies in place	Develop consultative PP policies.	Adopted consultative PP policies by May 2010  Well informed communities	COGTA, SALGA	Mayor, MM, Communications Officer, SPO.		
		No mayoral Imbizo programme	Hold 4 Mayoral Imbizos  Imbizo programme completed	Develop Imbizo programme.  Approve on the 31 <sup>st</sup> March 2010  Consultation with community	Implemented Imbizo programme  Four Imbizos, 1 per quarter	COGTA	Mayor / Speaker, MM, Communications officer		

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		Insufficient information of ward profiles <i>(will help in ascertaining targeted groups for the purpose of communication)</i>	5 ward profiles developed	Development of ward plans through the IDT, LAP process	Adopted Strategy by the 31 April 2010  Convened Workshops for inputs  Adopted ward plans	GCIS, IDT	Mayor, MM, Communications Officer		

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2.2	2.3	Uncoordinated channels of communicating with the General Public	<p>Communication Strategy &amp; Policy in place by May 2010</p> <p>Public meetings, notices, loud hailing and local news papers.</p> <p>Clarified roles and responsibilities of Ward Councilors, CDWs, and Ward committees.</p> <p>Sufficient utilization of notice boards &amp; Complaints / suggestion boxes</p> <p>Interactive Municipal website.</p>	<p>Process plan for development of strategy &amp; policy by 31<sup>st</sup> March 2010</p> <p>Review &amp; implementation by December 2010</p>	Developed & Implementation of a sound communication strategy / policy	GCIS, XDM, COGTA	Mayor, MM, Communications officer.		
2.3	2.4	Inefficient complaints management systems	<p>Coordinated Suggestion / Complaints boxes in 5 municipal offices.</p> <p>Complaints Register</p> <p>Help desks (receptionis, cashiers and admin. Clerk), CDWs &amp; Ward councilors office</p>	<p>Training of frontline personnel on Batho-Pele principles &amp; customer care by 31 May 2010.</p> <p>Implement the 21 day turn around cycle; acknowledgement response should</p>	<p>Reasonable response time.</p> <p>Efficiency</p> <p>Easy Municipal information access &amp; exchange with sector departments.</p>	Assistance from LGSETA, DBSA & COGTA, <i>provision for training</i>	Mayor, MM, Communications Officer.		

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				be 3 days.  Extending suggestion / complaints boxes to libraries & other Government buildings / sector dept.					
2.4	2.5	No feedback to communities	Imbizo programme  Community/public meeting.  Annual report.  No IDP feedback sessions	Develop a programme of action.  Ensure compliance with reporting to community (around September)  Development of IDP report schedule of meetings.	Informed communities  Adopted yearly programme for community meetings  Feedback sessions on quarterly basis	COGTA	Mayor, MM, Communications Officer, SPO, CLOs.		
2.5	Feedback to communities	Inadequate (not client oriented)	Adequate front desk interface	Applying relevant models	Informed client base	COGTA, GCIS	Mayor, MM, Communications Officer, COGTA		

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3.	Governance								
3.1	Political Management and Oversight								
3.1.1	Stability of Councils	3 Ordinary council meetings held from 01 July 09 <i>(Include special council meetings)</i>	Hold 1 meeting bi monthly, this excludes special council meetings	Mayor / Speaker to convene council meetings;  Develop schedule of Council meetings, Council committees, Ward committee meetings, ward constituency meetings; 1 <sup>st</sup> council meeting will be on the 31 <sup>st</sup> of March 2010.	Meeting of the 31 <sup>st</sup> of March 2010  Adopted schedule of meetings of council (adopted on the 31 <sup>st</sup> of March 2010)  Adopted TAS, and considering the 1 <sup>st</sup> Draft IDP&BUDGET.		MM, Corporate Manager		
		Number of Reports from Ward & PR councilors.	Bi-monthly reports submitted to council from Ward & PR councilors	Ensure submission by Councilors	Submitted reports from Councilors		Mayor, Communications Officer.		
		Role Clarification not outlined.	Develop & outline role clarification for Ward & PR Councilors by 31 <sup>st</sup> March 2010	Develop & Adopt the Councilors role clarification document.	Clear performance indicators for all councilors (including PR)	SALGA, COGTA	Mayor/Speaker, Corporate Services. COGTA Resource person		

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		PR Councilors deployed to wards.	Formalize Deployment of PR Councilors to wards.	Take council resolution on deployment of PR councilors	5 PR Councilors deployed per ward.	COGTA, SALGA	Mayor, MM, COGTA, SALGA		
		Section 79 committees re-established on 23 February 2010.	All ten councilors belong to specific committees.	Establish committees with clear TOR	Draft Scheduled adopted by Council on the 31 <sup>st</sup> of March 2010.	COGTA	Mayor / Speaker, MM		
		Community Services, Technical Com. Finance Committee, LED Com, Resolution Com, Speaker's Office.	Review Committees (Clustering committees)	Develop & implement review process plan	Draft Report submitted to council on review of committees by 31 <sup>st</sup> March 2010.	COGTA, SALGA	Management . MM, Manager: Corporate Services.		

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		Committee meetings met once per two months.	Committees to meet monthly.	Develop & Adhere to schedule of meetings.	Meetings held (attendance registers)	Relevant resource persons from sector departments, e.g. DWA, DE, Treasury	Speaker, MM, Corporate Manager		
		3 vacancies at top management level contributing to instability.	Filled by 01 July 2010.	Fill vacant top posts	Employed bodies	COGTA	Mayor / Speaker, MM		
		Poor Implementation of council resolutions	80% implementation of council resolutions ( Progress reports)	Develop resolutions register.  Develop a resolutions implementation plan  Disseminate accordingly to relevant departments through the MM	Register of resolutions in a form of Template or Action Plan.  Submitted progress reports for the attention of Council		MM & Corporate Services		



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		Meetings between the mayor & the MM before Council, Committees and ward meetings. (quarterly)	Weekly meetings with the Mayor.	Develop schedule of meetings to be adopted by council on 31 <sup>st</sup> March 2010	Adopted Schedule of meetings  Number of meetings held.  Progress reports discussed with the Mayor and form part of the agenda to Council.		Mayor, MM & Corporate Manager		
3.1.2	Delegation of functions between political and administration	Current delegation system extends only to MM	Adopted draft approach document for the review on 31 <sup>st</sup> March 2006.	Develop draft review approach document	Adopt draft by May 2010.  Clear roles and responsibilities for other managers report to the MM.	COGTA, (Ntantsane).	Mayor, MM, Corporate Manager		
3.1.3	Training of Councilors	No consistent councilors training	Basic governance and performance training conducted  DWA provide training to councilors on water related matters.  Cogta to assist with training on legislative matter and Performance management.  <b>(Training Needs)</b> Leadership Training, Public	Conduct trainings for councilors  Develop a training programme for councilors.	Approved training programme for councilors  Allocated budget	Assistance from COGTA, SALGA, LGSETA, DBSA	MM, Corporate Services Manager, Skills Development Officer, COGTA, LGSETA, Provincial Treasury (Mr Leburu), DWA, SALGA.		

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			Participation, Financial Management.						
<b>3.2</b>	<b>Administration</b>								
3.2.1	a) Recruitment and selection policies and procedures developed  b) Policy on suspension of employees developed	Review and approval of Organisational structure by 11/11/09  New HR Policy Manual adopted 11/11/2010  Currently using Disciplinary Collective agreements  8 x Employees suspended	Start appointing qualified and skilled staff  To run Road shows on HR Policies to minimize the number of suspensions  Finalized all suspension cases by Dec 2010	Budget allocation for the whole recruitment process  Implementation of new organogram including placements  Road shows to be conducted  Disciplinary proceedings	Recruitment and selection as per our HR policy  Filled of critical vacant posts  Compliant Municipal Departments and employees  Compliant municipal environment	COGTA  Budget allocation for whole recruitment process  SALGBC	MM, Corporate Services		
3.2.2	Vacancies (Top 4-MM, CFO, Planner,	2 Vacancies filled ie.MM	To fill all top 4 vacancies by Dec	Re-advertisement of top 4 vacant	To have the vacancies filled by	COGTA for financial assistance	MM, Corporate	R	R

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	Engineer)	&CFO	2010	posts	Sept 2010		Services		
3.2.3	Vacancies of the S57	3 x Vacancies	3 Posts to be advertised and filled	The municipality to ensure those posts are advertised and filled	All 5 posts to be filled by Oct 2010	Provincial Treasury and COGTA to assist financially	MM, CFO, Corporate Services		
3.2.4	Top 4 appointed with signed Performance Agreements	MM & CFO have signed the performance agreements	Vacant posts are filled so that the agreements can be signed	To re-advertise, appoint and prepare performance contracts	All Performance agreements to be signed by end Oct 2010	COGTA	MM, PMS Manager, Corporate Services		
3.2.5	All S57 with signed performance Agreements	MM & CFO have signed the performance agreements  No signed agreements for acting S57 managers	Vacant posts are filled so that the agreements can be signed	To re-advertise and appoint	Performance agreements to be signed by end Oct 2010	COGTA	MM, PMS Manager, Corporate Services		
3.2.6	Organisational Performance Management System developed	Implemented on Sec 57 level but not cascaded down to other levels	<ul style="list-style-type: none"> <li>• Implementation of PMS for all employees</li> <li>• Reviewed PMS framework</li> </ul>	<p>Performance agreements to be signed down to the lowest level of employment</p> <p>To engage service providers</p>	<p>To be in place before end June 2011</p> <p>To have quarterly reports as to compile the annual report</p>	SALGA, COGTA	MM, Corporate Manager, PMS Manager.		R75 000

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3.2.7	Skills development plan for employees	<ul style="list-style-type: none"> <li>Workplace Skills Plan in place and implemented</li> <li>Training Committee in place</li> </ul>	Implementation of WSP until end June 2010. Development and adoption of new WSP for 2010/2011  Employees to comply with what is entailed in the WSP  To have the updated Skills Audit outcomes readily available	To complete the (National) Skills Audit	Regular submission of monthly monitoring reports to LGSETA	Source funding for WSP  SALGA/LGSETA	MM, Corporate Services Manager, SDF	R358 700	
<b>3.3</b>	<b>Labour Relations</b>								
3.3.1	a) LLF meetings convened as planned	Last LLF sitting 03/12/2009  Consisting of  Speaker, MM, Chief Whip, 2 Clrs  Labour side Imatu(1) & Samwu(3)  Secretariat	To be consistent in terms of sittings according to draft schedule adopted by Council on the 31 <sup>st</sup> of March 2010	Availability of all LLF members	Attendance of meetings as per scheduled dates	SALGA for training of LLF members	Speaker, MM, Corporate Services Manager		

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	b) Organisational rights procedure developed	ORA  Collective agreement in place	Compliance with the ORA by Dec 2010	To ensure compliance with the ORA and ensure attendance of relevant bodies.	Compliance with the ORA	SALGA & SALGBC	Speaker, MM, Corporate Manager		
<b>4.</b>	<b>Financial Management</b>								
4.1	Revenue enhancement programme developed	Lack of functional and optimal credit control and debt collection (currently standing 40% of expected revenue income)	Appointed all staff members in Credit Control and Debt Collection by December 2010 as per new organizational structure.	Appointment of an innovative Credit Control Officer who will head the division by July 30 <sup>th</sup> .	Improved revenue collection	Timeous payment of services & outstanding debt by other sector departments and Agencies. Municipality to forward a list of government employees who owe the municipality to their respective departments for deduction from their salaries.	Income accountant, Credit control officer, 4 Credit Control Clerks (6 in total)		R86 190,00
		No audit of indigent register (unreliable data)	Purified data of population.	Conduct audit and data purification of the register & debt book versus the actual households	Reduced debt book; economic data that correlates to indigent register	Financial and technical assistance with the data purification exercise	Income Accountant, All credit control staff		R524 194,32
		Over / exceedingly high consumption by	Minimal Consumption of water. Put in place control measure over indigents'	Minimal acceptable flat rate for all indigents	Reduced debt book particularly indigents and water conservation i.r.o.	DWAF to assist with systems, i.e. controlling meters	Income Accountant, All credit control staff		R524 194,32

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		indigent group	consumption		water bill				
4.2	Debt management programme developed	Extensive debt book - number of indigents to be written off.	Write – off indigents & proper indigents Register	Updating constantly indigent register	Regularly updated indigent register	Reduced debt book & appointment of Debt Collection staff, Timeous payments of outstanding debt by government departments.	Income Accountant, All credit control staff		R524 194,32
		Unreliable billing information	Correct billing information	Continuously assist in updating the billing information and training intervention	Increased payment, reduced number of complaints	Regular training interventions i.r.o current Billing System provided by the Provincial Treasury	Income Accountant, All debtors staff		R1 094 778,84
4.3	Cash flow management model developed	Lack of staff in BTO & currently performed by CFO & Acting Interns	Appointed BTO Accountant	Appointment of BTO staff – 50%  Proper & timeous monitoring of BTO reports, and provision of assistance when required.	Timeous reporting to all spheres of government and agencies and 100% compliance i.r.o. financial reporting issues	Departments to indicate Timeous & and indicate if no returns i.r.o BTO reports  Proper & timeous monitoring of BTO reports, and provision of assistance when required.  Political & Administrative Head be provided with the list of non-compliance	BTO Accountant		R184 367,04
4.5	Funding Plan shows capital expenditure	100% grant funded	Maximum 5% budget allocation for CAPEX	Reduce previous years unspent conditional grants - CAPEX	25% Reduction of unspent conditional grants - CAPEX	COGTA, Office of the Premier, Provincial Treasury and all other donor sector departments – Technical support in terms of reporting	BTO Accountant, PMU Officials		R889 153,68

## Mohokare Municipal Turnaround Strategy: pre-2011 priority areas

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								Allocated	Projected
						expenditure			
4.6	Clean Audit plan developed	Active Plan developed by partners – CoGTA, PT, OtP, KPMG	Adopted action plan by Steering and Committee and continuous monitoring	Establishment of Steering Committee by 31 <sup>st</sup> March 2010	All representatives from relevant partners	Improvement i.r.o Audit Opinion, Departments to send officials with relevant information and authority.	CoGTA, OtP & Treasury be part of Steering Committee,		
4.7	Submission of Annual Financial Statements	Active Plan developed by partners – CoGTA, PT, OtP, KPMG	Adopted action plan by Steering Committee	Establishment of Steering Committee	Compliant submission before August 31	Improvement i.r.o. Audit Opinion	CoGTA, OtP & Treasury be part of Steering Committee,		
4.8	% MIG expenditure by end of financial year	Currently spending 100% of received grant	Total allocation to be transferred	Regular MIG expenditure reporting	Non-application of section 26 of DORA (with holding of funds)	Sector departments should adhere to the agreed arrangement of the Municipality	Technical Manager, Technical officer*2, data capture		R704 786,64
4.9	Asset management register developed.	Active Plan developed by partners – CoGTA, PT, OtP, KPMG	Adopted action plan by Steering and Committee and continuous monitoring	Establishment of Steering Committee	All representatives from relevant partners	Improvement i.r.o Audit Opinion, Departments to send officials with relevant information and authority.	COGTA, OtP & Treasury be part of Steering Committee,		
4.10	Supply Chain Management policy applied in a fair and transparent manner (e.g. open tenders, Bid Adjudication committee established.	Functional BAC	Functional Supply Chain management Bid Committees	Review the Supply Chain Management Policies and appoint members in the SCM Bid Committess	Fully fledged committees, up to date SCM policies, No audit queries i.t.o SCM Policy	Training and evaluation of SCM committee by PT.	CFO, Supply chain practitioner.		R755 491,44

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								Allocated	Projected
5.	<b>Local Economic Development</b>								
5.1	Municipal contribution to LED	No cooperatives established to tap on local economic initiatives/opportunities (There is a need to establish cooperatives)	Established and trained 10 cooperatives to ensure that they are tap into the local economy	Availing LED Human Resource as a point person	10 Cooperatives established and trained	IDT, DTEEA; COGTA;	LED unit	R300,000	
		No LED Forums	Established functioning Mohokare LED forum	Facilitate / Lead the establishment and avail necessary resources.	Established forum by Sept 2010	SALGA (P3), MLM	MM, LED Manager		R10 500
		Makhaleng border post closed for commercial purposes	Bilaterals with the relevant provincial government regarding opening of the Makhaleng border post for commercial purposes	Mayor Speaker, MM to lead the bilateral regarding the commercializing of the Makhaleng border post	Number of meetings held  Attendance register	MLM, Provincial Department of Police, Roads and Transport, SARS, Home affairs	MM, Mayor Speaker, LED Unit		



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								Allocated	Projected
		Gravel road linking Zastron to Makhaleng border post makes it difficult for business generation	Bilaterals with the Provincial Department of Police, Roads and Transport regarding the tarring of the Zastron – Makhaleng border post road	Mayor Speaker, MM to lead the bilateral regarding the opening of the Makhaleng border post	Meetings with relevant provincial government departments	MLM, Provincial Department of Police, Roads and Transport	MM, Mayor Speaker, LED Unit  Establish LED unit as per the proposed structure		
		Meat processing factory proposal in Zastron (Imbumba Trust Project) have been approved by the Municipality	Funding proposal for the project submitted to Department of Rural Development	Hands on support of the Imbumba Trust Projects  Political, and management buy in (done)	Approved funding for the project by the Department	Department of Rural Development, Provincial Department of Public Works and Rural Development, SoEs, Economic Sector Department	MM, LED Unit		
		Aqua-Culture project in Zastron has been approved by the Municipality	Registered and trained Aqua-Culture co-operative.  Compilation of business plan with the help of IDT to source funding.	To allocate land for the co-operative to start the project.	Established and trained Aqua-Culture cooperative and;  Approval of funding application	MLM, IDT, Economic Sector departments, SOEs	MM, LED Unit	R2M	

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								Allocated	Projected
		A need for the resuscitation of Charcoal project in Zastron has been approved by Council	Established and trained Charcoal manufacturing cooperative.  Compilation of business plan by the IDT to source funding	Dedicated LED Unit Support to the Project team  Avail land or building for the project.	Established and trained Charcoal Resuscitation cooperative  Secured funding by Dec 2010	MLM, IDT, Economic Sector departments, SOEs, NDA	MM,LED Unit		
		A need for a Toilet paper making factory in Zastron	Established and trained toilet paper making cooperative.  Compilation of business plan by the IDT to source funding	Dedicated LED Unit Support to the Project team  Avail land or building for the project.	Established and trained toilet paper making cooperative  Secured funding by Dec 2010	MLM, IDT, Economic Sector departments, SOEs, NDA	MM,LED Unit		
		A need for a Bakery project in Zastron, Rouxville and Smithfield	Established and trained Bakery, Confectionary and catering cooperatives.  Compilation of business plan by the IDT to source funding	Dedicated LED Unit Support to the Project team  Avail land or building for the project.	Established and trained toilet paper making cooperative  Secured funding by Dec 2010	MLM, IDT, Economic Sector departments, SOEs, NDA	MM,LED Unit		

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								Allocated	Projected
		Milk processing project in Rouxville has collapsed	Resuscitation of the project  Established and trained Milk Processing cooperative  Compilation of business plan with the help of IDT to source funding	Approval of resuscitation and land or building allocation  Dedicated LED Unit Support to the Project team	Secured funding by Dec 2010  Established and trained Milk Processing cooperative	MLM, IDT, Economic Sector departments, SOEs, NDA	MM, LED Unit		
		A need for the resuscitation of carpentry project in Rouxville	Established and trained Carpentry cooperative.  Compilation of business plan with the help of IDT to source funding	Approval of resuscitation and land or building allocation  Dedicated LED Unit Support to the Project team	Secured funding by Dec 2010  Established and trained carpentry cooperative	MLM, IDT, Economic Sector departments, SOEs, NDA	MM, LED Unit		
		A need for a Nursery project in Smithfield.	Established and trained Nursery cooperative.  Compilation of business plan with the help of IDT to source funding	Avail land  Dedicated LED Unit Support to the Project team	Secured funding by Dec 2010  Established and trained carpentry cooperative	MLM, IDT, Economic Sector departments, SOEs, NDA	MM, LED Unit		

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								Allocated	Projected
		A need for a Recycling project in Smithfield	Established and trained recycling cooperative.  Compilation of business plan with the help of IDT to source funding	Grant permission for the project to operate from landfill sites.  Dedicated LED Unit Support to the Project team	Secured funding by Dec 2010  Established and trained recycling cooperative	MLM, IDT, Economic Sector departments, SOEs, NDA	MM, LED Unit		
LED Plan aligned to the PGDS; adopted by Council.	2006 LED Strategy is available  Review the Supply Chain Management to favour LED initiatives	LED strategy to be reviewed and aligned to the IDP, FSPGDS	Financial resources for the review of the strategy.  Financial resources for the review of the strategy.	Draft strategy developed  Draft review SCM strategy developed	Reviewed LED plan  LED Plan aligned to the PGDS; adopted by Council.	COGTA, Economic and Environmental affairs	MM, LED Unit		
	Availability of Land	No audit of commercial land	Audit commercial land by Nov 2010	Facilitate, Lead and fund the project	Fully audited residential / communal and commercial land	COGTA, IDT	MM, LED Unit		