

# Mkhambathini Municipality

*For the Community*

## **SECTION C**

# **DEVELOPMENT STRATEGIES**

### **3.1 INTRODUCTION**

The strategic framework phase presents programs, strategies and activities. The activities are guidelines for specific actions that the municipality will undertake and embark upon to ensure the implementation of projects. For practical purposes the performance indicators formulations are based on the action plans identified in this phase.

## **3.2 VISION AND MISSION**

### **3.2.1 Vision**

By the year 2020 Mkhambathini will be a sustainable developmental municipality with improved quality of life for its entire people in areas of basic services, social, economic and environmental development.



### **3.2.2 Mission Statement**

Mkhambathini Local Municipality commits itself to the following mission statement in pursuit of the above – outlined vision and development agenda generally:

**Mkhambathini Municipality commits itself to the following:**

- Upholding our leadership vision,
- Working with integrity in an accountable manner towards the upliftment of the community
- Protecting and enhancing the interests of our clients at all times.
- Consistently performing our functions with transparency , honesty and dedication in dealing with clients,
- Responding promptly to the needs of our clients,
- Subscribing to the Batho Pele

---

### **3.2.3 Development Goals**

The following long-term development goals have been identified based on the above key performance areas:

- To build an efficient and sustainable local government structure.
- To promote an equitable access to infrastructure and basic services.
- To create a condition conducive to economic development.
- To promote sustainable social and economic development.
- To create a spatial framework that facilitates an equitable distribution of development.
- To promote sustainable and integrated land use pattern

### **3.2.4 Key Performance Areas**

- Service Delivery and Infrastructure
- Spatial Analysis and Rationale
- Institutional Transformation and Development
- Local Economic Development
- Financial Viability and Management
- Good Governance and Participation

Mkhambathini Local Municipality has identified the following as key performance areas that may lead to the realisation of its development vision. These programs are interrelated and intertwined and as such the success of another depends entirely on the success of others. Thus, for example the success of economic development program

depends on the ability of the institution to transform itself and the success implementation of land use management system.

### **3.2.5 Powers and Functions**

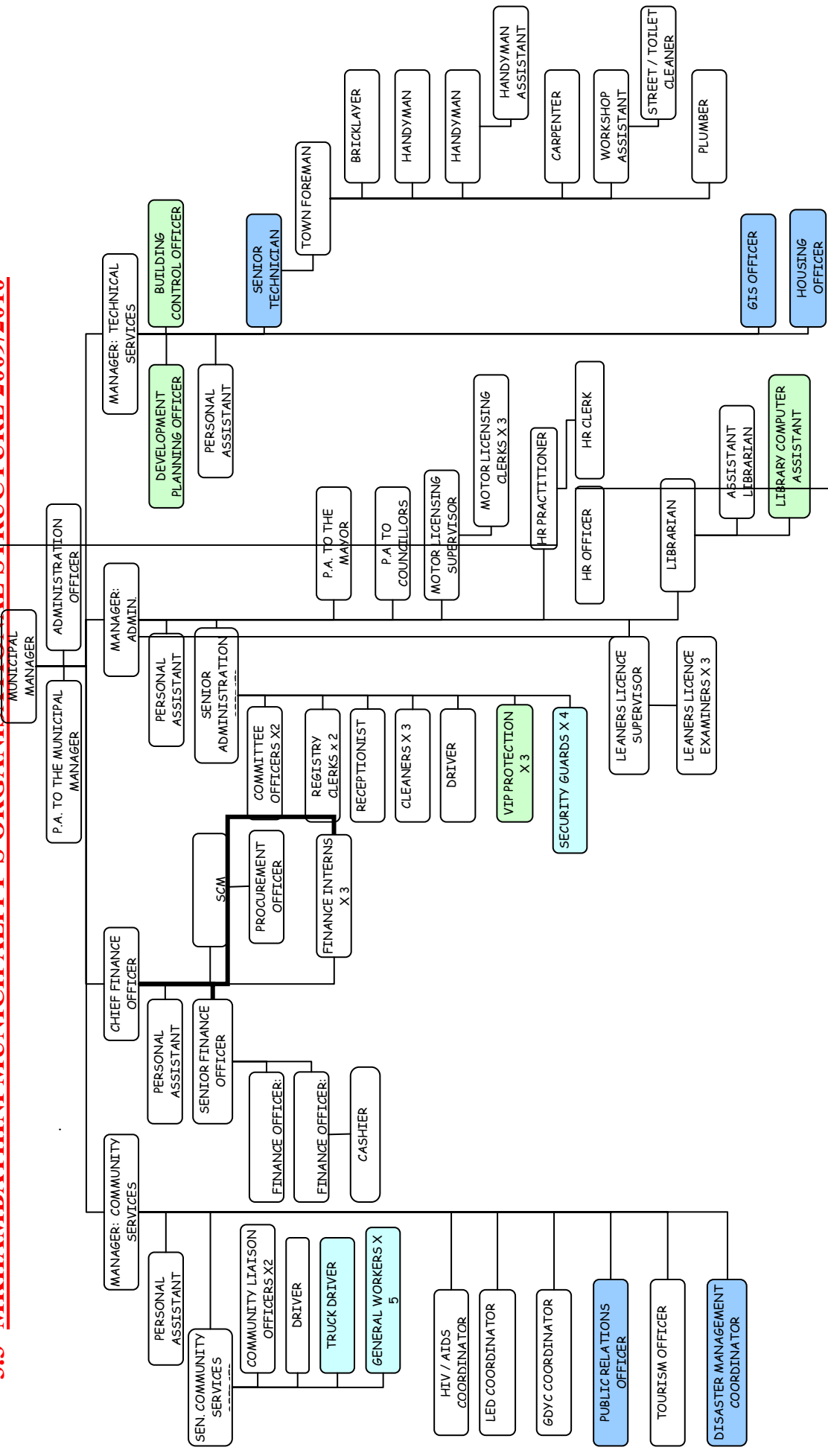
The table below lists all the functions that Mkhambathini Local Municipality is required to perform within its municipal area. Due to lack of sufficient capacity and resources within Mkhambathini to provide all these services efficiently, other agencies are providing some of these services to the local community on behalf of the municipality.

No	Function	2008	2009	2010	Capacity to Perform
1	General Information	Yes	Yes	Yes	Staff Available
2	Air pollution	No	No	No	-
3	Building Regulations	Yes	Yes	Yes	3 Staff members available
4	Child Care Facilities	No	No	No	-
5	Local Tourism	Yes	Yes	Yes	1 Staff Member available
6	Municipal Planning	Yes	Yes	Yes	3 Staff Members available
7	Pontoons and Ferries	No	No	No	-
8	Storm Water	No	No	No	-
9	Trading Regulations	Yes	Yes	Yes	
10	Beaches and Amusement Facilities	No	No	No	-
11	Billboards and Display of Advertisements	No	No	No	-
12	Cemeteries, Funeral Parlors ,Crematoria	No	No	No	-
13	Cleansing	Yes	Yes	Yes	5 Staff Members Available
14	Control of Public Nuisance	Yes	Yes	Yes	Staff Members Available
15	Control of Liquor Sales	No	No	No	-
16	Care of Animals	No	No	No	-
17	Fencing and Fences	No	No	No	-
18	Licensing Of Dogs	No	No	No	-
19	Control of Sale of Food	No	No	No	-
20	Local Amenities	No	No	No	-
21	Local Sport Facilities	Yes	Yes	Yes	Service Providers
22	Markets	No	No	No	-
23	Municipal Parks & Recreation	Yes	Yes	Yes	6 Staff Members Available
24	Municipal Roads	Yes	Yes	Yes	6 Staff Members Available
25	Noise Pollution	No	No	No	-
26	Pounds	No	No	No	-

27	Public Places	Yes	Yes	Yes	3 Staff Members Available
28	Refuse removal, refuse dumps and solid waste disposal	Yes	Yes	Yes	5 Staff Members Available
29	Street Trading	No	No	No	-
30	Street Lightening	No	No	No	-
31	Traffic and Parking	No	No	No	-

**Source: Capacity Assessment Report on Municipal Functions-MDB 2008/09**

### 3.3 MKHAMBATHINI MUNICIPALITY'S ORGANISATIONAL STRUCTURE 2009/2010



Contract Employee



Post Contract Employee



Post to be filled



Vacancy

### 3.3.1 POPULATION OF ORGANOGRAM

#### Number of staff employed per organisational component and function

Organisational component / function	Total approved posts	No of vacant posts
<b>Office of the Municipal Manager</b>		
• Municipal Manager	1	0
• Personal Assistant	1	0
• Administration Officer to the Municipal Manager	1	0
<b>Mayors Parlour</b>		
• Honourable Mayor	1	0
• Personal Assistant	1	0
• Deputy Mayor	1	0
• Personal Assistant	1	0
• Speaker	1	0
<b>Department of Community Services</b>		
• Community Services Manager	1	0
• Personal Assistant	1	0
• Disaster Management	1	0
• Senior Community Services Officer	1	0
• Local Economic Officer	1	0
• Tourism Officer	1	0
• Community Liaison Officer	1	0
• Gender, Disability, youth and Children Officer	1	0



• Driver	1	0
<b>Department of Technical Services</b>		
• Technical Services Manager	1	0
• Personal Assistant	1	0
• Development Planning Officer	1	0
• Building Control	0	1
• Senior Technician	0	1
• Assistant Town Foreman	1	0
• Bricklayer	1	0
• Handyman	2	0
• Handyman Assistant	1	0
• Carpenter	0	1
• Workshop Assistant	1	0
• Street/ Toilet Cleaner	1	0
• Plumber	0	1
• GIS Officer	0	1
• Housing Officer	0	1
• Project Management Unit	0	1
<b>Department of Financial Services</b>		
• Chief Finance Manager	1	0
• Personal Assistant	1	0
• Income and Expenditure Accountant	1	0
• Accountant Payroll	1	0
• Assistant Accountant Income	1	0

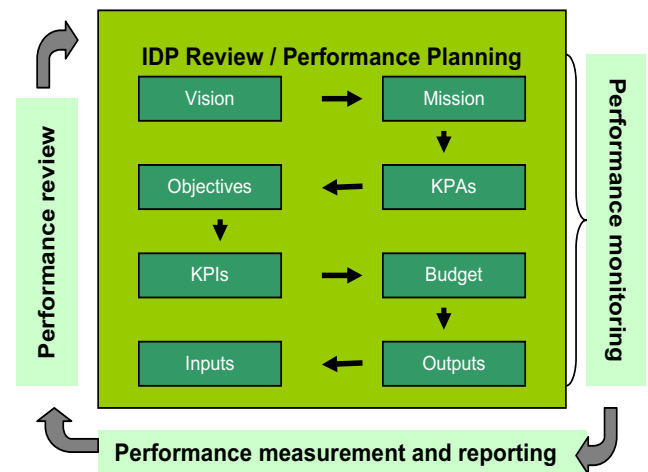
• Cashier	1	0
• Budget Intern	2	3
• Supply Chain Practitioner	0	1
• Assistant Procurement Officer	0	1
• Asset management Officer	0	1
<b>Department of Corporate Services</b>		
• Administration/Corporate Manager	1	0
• Personal Assistant	1	0
• Senior Administration Officer	1	0
• Committee Officers	2	0
• Receptionist	1	0
• Cleaners	3	0
• Driver	1	0
• VIP Protection	3	0
• Records Officer	0	1
• Interpreter	0	1
• Registry Clerk	2	0
• Motor Licensing Supervisor	1	0
• Learners License Examiner	3	0
• Motor Licensing Clerks	2	0
• Motor Licensing Filing Clerk	1	0
• Human Resource Officer	1	0
• Human Resource Clerk	1	0
• Librarian	1	0

▪ Assistant Librarian	1	0
▪ IT Co-ordinator	0	1

### 3.3.2 Services provided per Department

#### Office of the Municipal Manager

- Provide strategic direction in pursuance of mandates
- IDP review and implementation
- Internal Audit/External Audit
- Implementation of special mayoral projects
- Legal compliance
- Service delivery improvement
- Municipal Electoral Management
- Sound Labour Relations



- Public participation
- Anti-corruption Strategy
- Performance Management
- Powers and functions of an Accounting Officer

#### Department of Technical Services

- Access to water (in liaison with District)
- Access to sanitation (in liaison with District)
- Access to electricity
- Roads and storm water management
- Waste management
- Sustainable human settlement
- Land use management



- Provision of public facilities
- Development Planning
- Building Control

### **Department of Financial Services**

- Implementation of the MFMA
- Budgeting and Reporting
- Income Control
- Expenditure Control
- Supply Chain Management
- MPRA
- Municipal Property Rates
- Asset Management

#### **All managers are measured on the 3 Es**

1. Economical: Cost-benefit analysis completed each quarter for the most expensive outputs
2. Efficient: Initiatives introduced to increase productivity and combat fruitless expenditure
3. Effective: 100% of scorecard objectives achieved within budget by 30 June 2008

### **Department of Administration and Corporate Services**

- Human resource management
- Information communications technology
- General administration
- Secretarial services to committees

- Document management(Archives)
- Library services
- Motor licensing



- Learners License

### Department of Community Services

- Core functions
  - Local economic Development
  - HIV/AIDS
  - GDYC( Gender, Disability, Youth & Early Child Development)
  - Tourism
  - Arts & Culture
  - Sports & Recreation
  - Pauper Burial
  - Waste Removal
  - Disaster Management



- Non-core functions
  - Promote literacy
  - Improve the standard of health
  - Improve social security
  - Reduce crime
  - Promote land reform
  - Environmental health

### **3.4 COUNCIL**

Mkhambathini Municipality has seven wards. Below is a table indicating the current Ward and Public Relations Councilors.

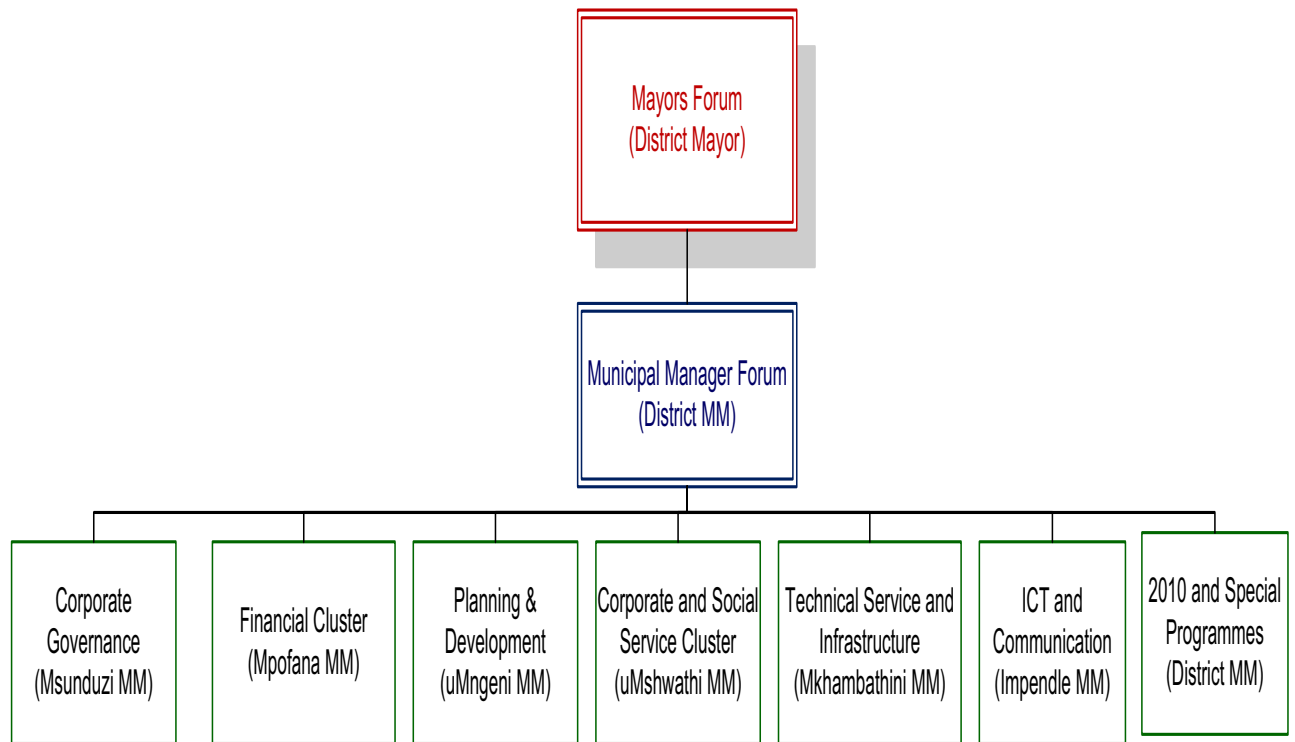
<b>MEMBERS OF EXECUTIVE COUNCIL</b>	
Cllr. T.E.Maphumulo	Honourable Mayor
Cllr.E Ngcongo	Deputy Mayor
Cllr.T.Z Maphumulo	Speaker
Cllr.F.P Msomi	Exco Member / Ward Councillor

<b>COUNCILLORS</b>	
Cllr.T.A Gwala	Ward Councillor
Cllr.F.J. Ngubane	PR Councillor
Cllr.S.P Goqo	Ward Councillor
Cllr.M.Nene	Ward Councillor
Cllr.M.E.Ngcongo	PR Councillor
Cllr.E.Ngcongo	Ward Councillor
Cllr.M.R.Ntuli	Ward Councillor
Cllr.M.K.Mkhize	PR Councillor
Cllr.B.Zondi	PR Councillor
Cllr.S.Tovernrath	PR Councillor
Cllr S Wanda	Ward Councillor

<b>COMMITTEES</b>	
Political Liaison Committee	Finance Committee
Economic Development and Planning Committee	
Audit Committee	Human Resource Committee
Executive Committee	Housing Committee

<b>CLUSTERS</b>	
Technical Cluster Committee	Financial Cluster Committee
Disaster Cluster Committee	Local Sports Cluster Committee
Planning Cluster Committee	

## **Fully operational Cluster Model (IGR System)**



The Cluster Model has led to the establishment of shared services in the District, which also lead to better utilisation of resources. Shared services are now used in the fields of Internal Audit, Performance Management, Integrated Development Planning and Information and Communications Technology. This approach is having the effect that our family of Municipalities in the District are all benefiting from the scarce resources and expertise available within the District. Each cluster is chaired by Municipal Managers as indicated in the diagram above.

### 3.5 PRIORITY ISSUES

The priority issues as identified in the Ward Committee meetings, the SWOT analysis and based on the Situational Analysis are listed below and aligned to the Key Performance Areas (KPA's).

KEY PERFORMANCE AREA	PRIORITY ISSUES
Municipal Transformation and Institutional Development	-
Local Economic Development	High levels of unemployment High levels of poverty
Basic Service Delivery and Infrastructure Investment	Portable water and sanitation
	Electricity/alternative energy
	Access Roads
	Public Health Facilities
	Telecommunication facilities
	Housing
	Educational Facilities
Financial Viability and Financial Management	-
Good Governance and Community Participation	-

### 3.6 STATUS OF POLICIES

POLICY	STATUS	COMMENTS ON PROGRESS
HR Policy	Adopted	Exist pending reviewal- SALGA-view & relevant municipal committees
Workplace Skills Plan	Adopted	Exist Workplace Skills Plan, 2009 WSP has been submitted before the 28 <sup>th</sup> June 2009 and the Human Resource Office is currently reviewing the WSP for the 2010/2011 financial year.
Recruitment and Selection	Adopted	Policy reviewed awaiting for Council approval
Employment Equity Policy	Adopted	The Employment Equity Policy was reviewed and submitted on 24 <sup>th</sup> September 2009.
Leave Policy	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA awaiting Council approval.
Employment Benefits and Conditions Policy	Adopted	Using Basic Conditions of Employment Act in conjunction with collective agreement
Common Business Language of Municipality	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA
Substance abuse	Adopted	Reviewed, approved and aligned to the



Policy		collective agreements as per resolution by SAMWU, IMATU & SALGA
Industrial Relations Policy	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA
Communication Policy	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU,IMATU & SALGA
Confidentiality Policy	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA
Conflict of Interest Policy	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA
Use of Municipality Assets & Resources Policy	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA
Entertainment Policy	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA
Gifts to Municipality Employees Policy	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA
Housing guarantees Policy	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA, pending Council Approval.
Medical Aid Policy	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA, pending Council Approval.
Membership to professional societies Policy	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA
Parking on Municipality Head Office Premises	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA
Performance Management Policy	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA
Training and Development Policy	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA
HIV/AIDS Policy	Adopted	Currently been reviewed in the 2010/2011 financial year.
Medical Examinations Policy	Adopted	Currently been reviewed in the 2010/2011 financial year.
Sexual Harassment Policy	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by

		SAMWU, IMATU & SALGA
Smoking Policy	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA
Provident Fund Policy	Adopted	Adopted and implemented.
The Municipality Group Life Policy	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA
Travel & Subsistence & Expenditure Policy	Adopted	Will need to be reviewed during the 2010/2011 financial year which depends on the Municipality's financial capacity.
Unemployment Insurance Fund (UIF) Policy	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA
Uniform Policy	Adopted	Reviewed during the 2010/2011 financial year, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA
Use of Internet & e-Mail	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA
Working Hours Policy	Adopted	To be reviewed during the 2010/2011 financial year
Appointment in an acting capacity Policy	Adopted	To be reviewed during the 2010/2011 financial year
Policy for Individual/ Group Problem Solving / Grievances Policy	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA
Business Meetings Venue Policy	Adopted	Reviewed, approved and aligned to the collective agreements as per resolution by SAMWU, IMATU & SALGA
Contractors and Consultants Policy	Adopted	To be reviewed during the 2010/2011 financial year.
Petty Cash Policy	Adopted	Reviewed in 2009/2010 financial year.
Vehicle Policy	Adopted	The policy is being implemented.
Safety Records Management Policy	Adopted	The policy is being implemented.
Debt Management Policy	Adopted	To be reviewed during the 2010/2011 financial year.
Payroll Policy	Adopted	Reviewed in 2007/08 and implemented accordingly
Performance Management Policy Framework	Adopted	To be reviewed during the 2010/2011 financial year.
SCM Policy	Adopted	Reviewed during the 2009/2010 financial year and aligned as per National Treasury Guidelines
Revenue Policy	Adopted	Reviewed in 2007/08 and implemented

		accordingly.
Investment & Cash Management Policy	Adopted	Reviewed in 2007/08 and implemented accordingly.
Budget Policy	Adopted	Reviewed in 2007/08 and implemented accordingly.
Creditors Control & Debt Collection Policy	Adopted	Reviewed in 2007/08 and implemented accordingly.
Fixed Asset Policy	Adopted	Reviewed in 2007/08 and implemented accordingly.
Investment Banking Policy	Adopted	Reviewed in 2007/08 and implemented accordingly.
Risk Management Policy	Adopted	Reviewed in 2007/08 and implemented accordingly.
Tariffs Policy	Adopted	To be reviewed during the 2010/2011 financial year.

### **3.7. ADDRESSING SPECIAL NEEDS**

<b>SPECIAL NEED ISSUES</b>	<b>MUNICIPAL PROGRAMMES</b>
HIV/ AIDS	<p>The Municipality has appointed an HIV/AIDS Co-ordinator to address HIV/AIDS issues. The HIV/AIDS Co-ordinator has established Aids Committees in all seven wards within the Mkhambathini Area and a Local Aids Council. A draft HIV Strategic Plan has been prepared.</p> <p>The HIV/AIDS Co-ordinator conducts various meetings with other departments in fighting the HIV pandemic within Mkhambathini.</p> <p>The HIV/AIDS Co-ordinator works in relation with SAPS when conducting HIV awareness campaigns and is also responsible for the distribution of condoms and HIV related information/brochures to the communities.</p> <p>MIPAA (Men in Participation against Aids) Structures were formed.</p>
Youth	<p>A Youth Co-ordinator has been appointed to focus on Youth, Women and People with Disability issues, With regard to Youth, the Co-ordinator prescribes to the Framework for Youth Development for Local Government, which states the specific targets to follow in order to reach the Millennium Development Goals. The youth office is ready to implement the program of the young people and the youth strategy has been approved by Council.</p>
Women	<p>The programme that is implemented is the Women Empowerment programme and women in construction with the KZN Department of Housing.</p>

Disabilities	Mkhambathini Has a Disability Forum developed in all Seven wards and works in conjunction with the Department of Health.
--------------	--

### **LOCAL ECONOMIC DEVELOPMENT**

Local Economic Development (LED) offers local government, the private sector, the not-for-profit sector and the local community the opportunity to work together to improve the local economy. It aims to enhance competitiveness and thus encourage sustainable growth that is inclusive. The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation. The Local Economic Development for all Local Municipalities is a working partnership and this project was a joint effort by the uMgungundlovu District municipality and the Gijima KZN Programme of the Department of Economic Development of KwaZulu Natal in partnership with uMgeni, uMshwati, Msunduzi, Mkhambathini, Implendle, Richmond & Mpofana Local Municipalities and various Local Economic Development(LED) Stakeholders within the District geographic area. Therefore Mkhambathini Municipality LED Strategy is informed by the District Development Strategy. The LED Strategy is aligned with the National, Provincial and District objectives in respect of infrastructure and skills development and was adopted in May 2007. In Mkhambathini Municipality we have employed one incumbent as the LED Officer who established an LED forum which consists of seven Ward Committee Members and additional five community members. A strategy to support SMME's will be established in the next financial year because the Municipality has to source funding.

### **HR STRATEGY AND WORKPLACE SKILLS PLAN**

To ensure that all employees are capacitated accordingly in order for the municipality to deliver and also have competent and motivated employees who are always willing and dedicated in the performance of their duties. Through the Human Resource Strategy and Workplace Skills Plan employees are encouraged to perform their tasks effectively and efficiently which will aid development in the Municipality. With our limited capacity for our employees we are able to ensure that good service delivery is afforded to our community at large.

## **3.8 NATIONAL AND PROVINCIAL PRIORITIES**

3.8.1 The Seven (7) Provincial Priorities are (in no particular order):

- Caring and Humane Government
- Inclusive Government
- Use Agriculture as main platform to integration
- Create an image of new administration
- Good Governance

- Household Food Security
- Present and Practical measurable program of action for government with time frames

3.8.2 The Ten (10) National Priorities are (in no particular order):

- Creation of decent work and economic growth
- Social and Economic Infrastructure
- Rural Development Linked to land platform
- Skills and Human Resource Base
- Improving the nations health profile
- Fight against crime and corruption
- Cohesive and sustainable communities
- International co-operation
- Sustainable Resource Management
- Democratic Developmental State

### **3.9. DEVELOPMENT STRATEGIES**

#### **KPA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**

Mkhambathini Municipality has developed an Audit Committee, and also is part of the uMgungundlovu District IGR Structures such as:

- Mayors Forum;
- Municipals Managers Forum;
- Planning and Economic Cluster; and
- IDP Alignment sub-committee.

Mkhambathini Municipality has established a new Audit Committee in March 2009 with the assistance of uMgeni Municipality

The new Audit Committee members are:

- Mr.Vukani Dlamini - Chairperson
- Mr Skhumbuzo Kunene – Audit Committee Member
- Mr Joel Nkosinati Mathobela – Audit Committee Member

<b>AUDIT COMMITTEE MEMBER</b>	<b>QUALIFICATIONS</b>
<b>Mr Vukani Dlamini</b>	Senior Certificate
	Honours bachelor of Commerce
	Bachelor Of Commerce
	Certified Internal Auditor Certificate
	Certified Government Auditing Professional Certificate
	Certification in Control Self-Assessment

<b>Mr Skhumbuzo Kunene</b>	Senior Certificate
	Bachelor of Commerce Degree
	Diploma in Financial Accounting
	Post-graduate Diploma in Business Management
<b>Mr Joel Nkosinati Mathobela</b>	Senior Certificate
	Bachelor Of Commerce
	CPIR
	Advanced Business Programme ( ABP)
	B.Tech ( Management)

**KPA 1: SPATIAL ANALYSIS AND RATIONALE**

OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
Process development applications	Process development applications in line with the existing SDF & draft LUMS	Development applications processed in line with the existing SDF & draft LUMS	Land use management	Two development applications processed per week	Scrutinise application into SDF and draft LUMS requirements	Process to Council within 30 days by the Development Town Planner/Tech Manager
<b>LAND USE MANAGEMENT SYSTEM (LUMS)</b>						
<b>SPATIAL DEVELOPMENT FRAMEWORK ( SDF)</b>						
Co-ordinated Development	Increase densification to improve economic viability	Bulk Infrastructure	Spatial Development Framework	Sewerage works will facilitate better planning/ encourage development	Applied for R30 million for new sewerage works	Tech Manager Ongoing
To promote a coordinated approach to land use management	Alignment of Mkhambathini SDF & UMDM SDF	All meetings attended	Land use management	All meetings attended according to schedule	Liaise with the District Hold meetings with the service provider	Technician 31 July 2010
					Follow-up on resolutions and correspondence attended to	Manager 30 June 20 11
<b>SUSTAINABLE HUMAN SETTLEMENT ( HOUSING )</b>						
To provide sustainable human settlement	Liaise with Department of Housing to ensure that the Mkhambathini human settlement needs are implemented in a sustainable manner ,	Number of houses built	Human Settlement	Stage one (planning) for 500 houses per ward completed by 30 June 2011	Meet with Department of Housing Appoint Service Providers Liaise with ward councillors	Tech Manager 31 July 2010 Tech Manager 31 July 2010 Tech Manager 31 Aug 2010

	into adopted housing plan	Human settlement	Planning for implementation of basic services by 30 June 2011	Meet and correspond with District	Tech Manager 31 July 2010
	Provide basic services in liaison with relevant stakeholders			Appoint Service Provider	Tech Manager 31 July 2010
				Liaise with ward councillors	Tech Manager 31 Aug 2010
				Finalise the Basic Service Plan	Tech Manager 30 June 2011

**TURN AROUND STRATEGY**

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 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)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (R00)	Quarterly Progress
5.5	N3 Corridor Development	Currently involved in N3 Corridor PSC	Detailed N# corridor Planning for each municipality advertised	05/11 Corridor Plan completed	Share information on PSC Part of project consultative process Make recommendations to Council	Silo Planning Localized priorities – (each municipality pushing own agenda)	Started	05/11	N3 PC2 Plan finalized and adopted	Two staff members	None None External Funding	
5.6	Approve LUMS	Approval awaited from Province Constraint to development	Ongoing	Ongoing	Formal Request for approval to Province	Formal Request for approval to Province	Ongoing	Ongoing	Urgent Provincial approval required		None	None



TURN AROUND STRATEGY

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 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)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (00)		Quarterly Progress
											Allocated	Projected	
<b>BASIC SERVICE DELIVERY (EXPECTED OUTCOME)</b>													
1.1 and 1.2	Access to water and sanitation, management and maintenance	Water (DM function): billing and metering management and administration	Aging infrastructure and demand is higher than the supply March 2010	Beyond 2011	DM is still looking for funding from Orion to	DM	April 10	Dec 10	Orion Agreement	MIG	MIG		Reports
			78 households should have access to sanitation(understanding that district has to provide services to other municipalities on a limited budget)	Put pressure on the district to deliver. (How?)	MIG District Municipality DWAF		April 10	Dec 10	Reports and minutes of meetings with the District	District Municipality (Bheki Mbambo: Technical Manager)	MIG Funding district		District to provide Quarterly reports to LM
			855 households should have access to water (understanding that district has to provide services to other municipalities on a limited budget)	Put pressure on the district to deliver. (How?)	MIG District Municipality DWAF		April 10	Dec 10	Reports and minutes of meetings with the District	District Municipality (Bheki Mbambo: Technical Manager)	MIG Funding district		
			DM system failures in generating	Accurate meter readings and	LM needs to have a meeting with the DM	LM and DM	April 10	Dec 10	There should be a drop in the	DM (Beki Mbambo: Technical	MIG	MIG	

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 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)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (R00)		Quarterly Progress	
											Allocated	Projected		
			accurate bills	billing by DM					number of residents complaints on accurate billing and meter readings DM to send Technical Manager to report on water issue to LM	Manager			Reports	
		Holding service providers/authorities [incl the DM] accountable for service delivery provision committed to in statements eg IDP/Community	Unfulfilled service delivery commitments leading to community tensions	Less community protests and Tangible Commitment of services delivery commitments by service providers	LM needs to draft an Explicit MOUs (with numbers, budget and time frames) Making follow up with relevant depts. And service providers through letters and meetings	LM Relevant Services Providers and Depts	April 10	Dec 10	Minutes and Responses to Correspondents	MM (Mr Pillay)				
1.3	Access to electricity, management and maintenance	Holding service providers/authorities [incl the DM] accountable for service delivery provision committed to in statements eg IDP/Community	Unfulfilled service delivery commitments leading to community tensions	Less community protests and Tangible Commitment of services delivery commitments by service providers	LM needs to draft an Explicit MOUs (with numbers, wards, budget and time frames) that will tabled to Council and Ward Committees A representative from Eskom must be present in the community meetings	ESKOM Dept of Energy	April 10	Dec 10	2 Meetings+ Minutes with Management Council Adoption of MOU	MM (Mr Pillay)				
1.4	Refuse removal and solid waste disposal													
1.5	Access roads (new) and maintenance of	Poor maintenance of access roads	Poor maintenance of access roads	Improve maintenance of access roads	LM Budget Allocation	LM	April 10	Dec 10	SDBIP Doc	MM				

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 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)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (00)		Quarterly Progress
											Allocated	Projected	
1.6	municipal roads  Formalisation of informal settlements (What is required i.r.o. township formalization, basic services and housing)	Human Settlements: IGR issues to facilitate the process of human settlement	Lack of commitment of Dept of Human Settlement	Tangible commitment in service delivery of Human Settlement	LM needs to draft an Explicit MOUs (with numbers, wards, budget and time frames) that will tabled to Council and Ward Committees The LM should ensure that Sector Depts should be present in Planning and Implementation	Dept of Human Settlement LM	April 10	April 10	2 Meetings+ Minutes with Management Council Adoption of MOU	MM (Mr Pillay)			
	General service delivery	Accountability/ Transparency on application of the municipality's Equitable Share portion allocated to DM for service delivery [improved communication between DM and the MLM)	Not having certainty or information on how and where the ES allocation is being applied	Obtain clarity and information on allocation of ES	LM to obtain financial documents from DM	LM and DM	April 10	Dec 10	The ES must be tabled to Council	MM (Mr Pillay)			
			Service delivery assets not being maintained due to a lack of communication between municipality and stakeholders	Improvement in service delivery assets as a result better communication channels	LM should Review or Develop an External + Internal Communication Strategy	LM and Idasa (National Steering Committee) External service providers not communicating developments/ assets to the municipality and it has implications on operational and maintenance implications	April 10	Dec 10	Communication Strategy Document				
		Clear communication and	Uncertainty by communities on	Clarify Roles and Responsibilities of	Council to Draft and Table a	LM	April 10	Dec 10	Document	MM, Mayor and			

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 2010 (Current Situation/Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unlocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (00)		Quarterly Progress
											Allocated	Projected	
		understanding of separate powers and functions with water provision and administration	who to contact in cases of service delivery failures and account enquiries	officials and political office bearers	document that provides a synthesis on Roles and responsibilities guided by the Systems and Structures Act				Speaker				

**KPA 2: BASIC SERVICE DELIVERY PROGRAMMES AND/OR PROJECTS**  
**ACCESS TO WATER**

OBJECTIVES	STRATEGIES	KPI'S	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
To facilitate access to efficient, affordable and sustainable water services to our consumers	Liaising with the district's Water Services Authority to ensure that Mkhambathini water services are included in the programme	Meetings / correspondence with the District	All scheduled meetings attended and follow-up on resolutions dealt with before the next meeting	Draft a schedule that is aligned with the District schedule Attend meetings Follow up on resolutions and correspondence attended to	Tech Secretary 31 July 2010 Manager or Technician As per schedule Manager or Technician As Required
	Provide a link between communities and the district WSA	Liaison services established	All enquiries from communities attended to within two weeks of receipt	Establish communication channels Identify relevant liaison people Establish communication structures Meetings with the community structures once a month	Manager 30 Aug 2010 Manager 30 Aug 2010 Manager 30 Aug 2010 Manager or Technician As Per Schedule

**KPA 2: BASIC SERVICE DELIVERY PROGRAMMES AND/OR PROJECTS**  
**ACCESS TO SANITATION**

OBJECTIVES	STRATEGIES	KPI'S	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
To facilitate access to efficient, affordable and sustainable sanitation services to our consumers	Liaising with the district's Water Services Authority to ensure that Mkhambathini Sanitation services are included in the programme	Meetings / correspondence with the District	All scheduled meetings attended and follow-up on resolutions dealt with before the next meeting	Draft a schedule that is aligned with the District schedule Attend meetings Follow up on resolutions and correspondence	Tech Secretary 31 Aug 2010 Manager or Technician As Per Schedule Manager or Technician As Required

OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
To provide basic electricity to households in line with the Integrated Electrification Plan	Provide a link between communities and the district WSA to promote hygienic sanitation services	Liaison services established	Access to sanitation	All enquiries from communities attended to within two weeks of receipt	<p>attended to</p> <p>Establish communication channels</p> <p>Identify relevant liaison people</p> <p>Establish communication structures</p> <p>Meetings with the community structures once a month</p>	<p>Manager 31 Aug 2010</p> <p>Manager 31 Aug 2010</p> <p>Manager 31 Aug 2010</p> <p>Manager or Technician As Per Schedule</p>
	<p>Liaising with the district's Technical Services department to ensure that Mkhambathini electrification needs are included in the district's plan</p> <p>Provide a link between communities and the district technical services</p>	<p>Meetings / correspondence with the District</p> <p>Liaison services established</p>	<p>Access to electricity</p> <p>Access to electricity</p>	<p>All scheduled meetings attended and follow-up on resolutions dealt with before the next meeting</p> <p>All enquiries from communities attended to within two weeks of receipt</p>	<p>Draft a schedule that is aligned with the District schedule</p> <p>Attend meetings</p> <p>Follow up on resolutions and correspondence attended to</p> <p>Establish communication channels</p> <p>Identify relevant liaison people</p> <p>Establish communication structures</p> <p>Meetings with the community structures once a month</p>	<p>Tech Secretary 31 July 2010</p> <p>Manager or Technician As Per Schedule</p> <p>Manager or Technician As Required</p> <p>Manager 31 Aug 2010</p> <p>Manager 31 Aug 2010</p> <p>Manager 31 Aug 2010</p> <p>Manager or Technician As Per Schedule</p>

KPA 2: BASIC SERVICE DELIVERY						
OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
	To provide interim alternative energy sources in prioritized areas	Number of households supplied with interim alternative energy sources in prioritised areas	Interim alternative energy provision	2000 households supplied with interim alternative energy sources by 30 June 2011	Identify and prioritise areas Appoint a service provider Monitor and report on progress	Comm.Ser. Manager 30 Sep 2010 Comm Ser/Manager 31 Oct 2010 Community Ser Manager Monthly
<b>ACCESS TO ROADS &amp; STORMWATER</b>						
To implement the DOT, Council's and MIG funded roads and stormwater projects	Liaising with the district's Technical Services to ensure that Mkhambathini roads & stormwater needs are included in the district's Integrated Transportation Plan	Meetings / correspondence with the District	Access to Roads and Stormwater	All scheduled meetings attended and follow-up on resolutions dealt with before the next meeting	Draft a schedule that is aligned with the District schedule Attend meetings Follow up on resolutions and correspondence attended to	Tech Secretary 31 July 2010 Manager/Technician As Per Schedule Manager/Technician As Required
	Liaise with DOT to ensure that Mkhambathini roads & stormwater needs are included in the DOT Plan	Meetings / correspondence with DOT	Access to Roads and Stormwater	All scheduled meetings attended and follow-up on resolutions dealt with before the next meeting	Draft a schedule that is aligned with the Department of Transport schedule Attend meetings Follow up on resolutions and correspondence attended to	Tech Secretary 31 July 2010 Manager/Technician As Per Schedule Manager/Technician As Required

KPA 2: BASIC SERVICE DELIVERY						
OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
	Provide a link between communities and the district technical services	Liaison services established	Access to roads and stormwater	All enquiries from communities attended to within two weeks of receipt	Establish communication channels Identify relevant people	Manager 30 August 2010 Manager 30 August 2010
	Maintenance and improvement of municipal roads	Number and lengths of roads maintained and / or improved	Road maintenance and improvement	5 roads and 3 km of roads maintained and / or improved by 30 June 2011	Establish communication structures Meetings with the community structures once a month Identify and prioritise roads to be maintained and / or improved Compile a Roads Maintenance and	Manager 30 August 2010 Manager/Technician As per schedule Technician 31 July 2010 Manager 31 August 2010

KPA 2: BASIC SERVICE DELIVERY PROGRAMMES AND/OR PROJECTS						TARGET DATES & RESPONSIBILITY
OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
					Improve the Roads Maintenance and Improvement Plan	Manager 31 August 2010
To conduct waste management in line with the district's Integrated Waste Management Plan	Liaising with the District Technical Services department to ensure that Mkhambathini waste management needs are included in the district's plan	Meetings / correspondence with the District	Waste management	All scheduled meetings attended and follow-up on resolutions dealt with before the next meeting	Draft a schedule that is aligned with the District schedule  Attend meetings  Follow-up on resolutions and correspondence attended to	Tech secretary/ Comm Ser Secretary 31 July 2010  Manager/Technician As Per Schedule Manager/Technician As Required
To assist and implementing the Districts integrated cemeteries & Crematoria Plan	Liaise with the District about cemeteries and crematoria	Cemeteries and Crematoria Plan	<b>CEMETERIES &amp; CREMATORIA</b> Cemeteries and Crematoria	All meetings attended and resolutions followed up before next meeting	Co-ordinate pauper burials	Community Liaison Officer As Required

**KPA 3: LOCAL ECONOMIC DEVELOPMENT**

OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
<b>LOCAL ECONOMIC DEVELOPMENT</b>						
To create an enabling and conducive environment for economic growth and employment generation	Implement projects in line with the district's LED strategy	Implemented projects	Economic development	100% implementation of planned projects	Develop action plan with project managers Hold monthly progress meetings Follow up on resolutions	LED Officer 31 July 2010  LED Officer Monthly  LED Officer Monthly
<b>TOURISM</b>						
To stimulate tourism development	Develop a local tourism strategy	Tourism Strategy and plan	Tourism development promotion	Identification and implementation of tourism development opportunities	Appoint a Service Provider to develop a tourism strategy	Tourism Officer/CM 01 March 2010
To create tourism awareness	Conduct Tourism Awareness Campaign	Encourage full participation with the community and d schools	Tourism Awareness	Community's full participation and understanding the benefits of tourism	Conduct Tourism awareness campaigns in all 7 wards	Tourism Officer/CM 01 March 2010
To market the existing tourist attractions to tourists	Develop a tourism brochure	Increase in tourists arrivals	Tourism Marketing Brochure	Effective Tourism Marketing Brochure	Appoint a service provider to develop a marketing brochure for the municipality	Tourism Officer/CM 01 Feb 2010
To package the existing tourism products	Develop a tourism route	Effective Market Segmentation	Tourism experience promotion	Mkhambathini tourism route with an increase in tourist numbers	The Local Tourism Forum will collate all the information required.	Tourism Officer/CM 01 Feb 2010
To establish accurate information	Formulation of a tourism forum committee	Tourism Forum Formulation	Collective Tourism Promotion	Fully Functional Tourism Body	Open Africa will assist the forum/association to form a tourism route  The forum meets monthly to share information, capacity building and discuss issues pertaining to route development. Open Africa and PMB Tourism is also assisting the forum on their activities ( as and when required)	Tourism Officer/CM 01 Feb 2010  Tourism Officer/CM 01 July 2009
To recognize tourism as one of the key economic development sectors	Workshop local government on the importance of tourism development	Promote Tourism Development Budget	Tourism Local Economic Development	Tourists projects stimulating the local communities economy	Conducting workshops on tourism benefits, linked to LED  Budget Provision for Tourism Development Initiatives	Tourism Officer/CM 01 Feb 2010  Tourism Officer/CM Limited Budget



**KPA 3: LOCAL ECONOMIC DEVELOPMENT**

OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
To facilitate the optimal utilization of all arable land by current & potential farmers	Liaise with the dept of Agriculture & Environmental Affairs, Land Reform, RLCC and Farmers Ass.	Implementable Agricultural project plan	Agricultural promotion	Implementable plan submitted to Council for adoption by 30 June 2011	Arrange and attend meetings with stakeholders	Community Services Manager 31 Dec 2010
					Develop a draft plan	Community Services Manager 31 Dec 2010
					Presentations of draft plan to stakeholders	Community Services Manager 31 March 2010
					Refine plan	Community Services Manager 31 May 2011
					Submission of plan for adoption	Community Services Manager 30 June 2011

**AGRICULTURAL DEVELOPMENT**

**KPA 3: LOCAL ECONOMIC DEVELOPMENT**

OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
	Assist stakeholders in implementing and facilitating agricultural projects	Liaison services established	Implementation of agricultural projects	All enquiries from communities attended to within two weeks of receipt	Establish the communication channels Identify relevant liaison people	Manager 31 Aug 20 10  LED Officer 31 Aug 2010
					Establish communication structures Meetings with community as required	LED Officer 31 Aug 2010  LED Officer As required
<b>CO-OPERATIVES AND SMME'S</b>						
To create employment through the promotion of Cooperatives & SMME's	Liaise with DED to assist stakeholders in participating fully in developing Cooperatives & SMME's in the municipal area	Poverty Alleviation Programme Implemented Cooperatives and SMMEs	Poverty Alleviation	Poverty Alleviation Programme implemented by 31 Oct 2010	Promote Co-operatives  Promote SMME's	LED Officer Ongoing  LED Officer Ongoing

**TURN AROUND STRATEGY**

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 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)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (00)	Quarterly Progress
<b>5. LED (EXPECTED OUTCOME)</b>												
5.1	Formulate Implementation Plan (IP) for existing LED Strategy and IDP projects	Various projects listed in LED Strategy undertaken by the UMDM and IDP – no implementation	Approve IP by Council in July '10 for implementation	Compile and submit 3 LED project proposals to relevant funding partners for consideration	Formulate LED implementation plan Approval by Council Formulate proposals BP's to funding partners Ongoing liaison with funding partners	Technical Support from Prov Govt required Funding Support from relevant stakeholders Political Support (Local and Provincial)	4/10	12/10	3 LED project proposals submitted for funding consideration to relevant stakeholders and partners	Comm Services Manager No budget	Operational Cost	
5.2	LED alignment and coordination (PGDS, IDP, land reform, MIG, housing, N3 corridor, infrastructure development, service delivery)	Currently no local LED forum	Submit recommendation on LED forum to Council with detailed TOR Establish the local LED Forum with clear functions and responsibilities	2 meetings held and all LED strategies and plans aligned with LED IP	Arrange and Administer 2 forum meetings	Involve all internal and external stakeholders.	4/10	Ongoing	Quarterly meetings held	Comm Services Manager None	None	
5.3	Enhance LED capacity	No LED Manager to champion local LED	Recommend post of LED Manager to Council	Council consideration on LED Manager post	Recommendation and motivation submitted to Council for consideration	MM & DEDT to consider motivation for post	5/10	12/10	Formal Submission to Council for consideration	Comm Services Manager (MM) None	TBD	
5.4	Local Enterprise and SMME Support	None	Liaise with Seda and Relevant SMME support stakeholders	1 SMME Support workshop	Liaise with relevant stakeholders Submit proposal to Council Arrange the	Sector Departments Seda Local SMME's	5/10	Annually	Arrange and administer One SMME workshop per annum	Comm Services Manager (MM) None	Operational	

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 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)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)	Quarterly Progress
5.5	Poor basic bulk infrastructure (sewerage) in Industrial area	Impacts negatively on LED and investment	District and Province to address through LGTAS	LGTAS to be effectively implemented	workshop Costing undertaken Secure phased external funding for infrastructure	Political buy in and support required from District and Province IDP prioritization and financial commitment	Ongoing	Ongoing	Funding secured for 1 <sup>st</sup> phase of sewerage plant development	Preliminary costing undertaken	R6 mil R70 mil	

KPA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION						
OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
To ensure implementation of the Batho Pele policy in order to improve service	Address obvious areas of improvement around Batho Pele without delay	Obvious service delivery improvements implemented	Batho Pele	Obvious service delivery improvements implemented 31 Dec 2010	Promote the visibility of the Municipality throughout the area	Admin Manager 31 Dec 2010
					Arrange staff team building sessions	Admin Manager Ongoing
					Capacitate Ward Committees	Admin Manager Ongoing

KPA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION						
OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
To improve the overall performance of the municipality	Revise the current policy framework	Revised Framework	Performance Management	Revised policy Framework submitted for approval 31 March 2011	Assess effectiveness of current policy framework against legislation and best practises	Manager 31 Jan 2011
					Review the document	Manager 28 Feb 2011
					Present the reviewed document	Manager 28 Feb 2011
	Develop and implement organisational PMS	Completed SDBIP	Performance Management	Revised SDBIP'S submitted for approval 31 March 2011	Refine the document after presentation	Manager 31 March 2011
					Submit reviewed document for adoption	Manager 31 March 2011
					Participate in the IDP review process, which represents the planning phase of PM	Manager 28 Feb 2011

**PERFORMANCE MANAGEMENT**

KPA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION						
OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
Develop and implement an individual PMS		Completed individual performance appraisals	Performance management	Individual performance appraisals completed in line with approved policy framework and within one month of the close of the financial year	Develop performance measures	Manager 31 March 2011
					Include the budget for each objective and include the projected expenditure per quarter	Manager 31 March 2011
					Submit SDBIPs for approval	Manager 31 March 2011
					Complete performance agreements and performance plans with those concerned	Manager 31 March 2011
					Submit performance agreements for approval	Manager 31 March 2011

									Place performance agreements on website	Manager 31 March 2011
									Conduct appraisals in line with policy framework	Manager 30 June 2011

KPA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION											
OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY					
To develop internal capacity for effective local governance	Review the organisational structure	Aligned organisational structure to the IDP	Organisational structure	Structure aligned to the organisational structure by 31 March 2011	Determine capacity requirements for implementing the IDP Involve managers in amending the structure Consult Unions	IDP Manager 30 April 2011 IDP Manager 31 May 2011 IDP Manager 31 May 2011					
	Promote skills and development of staff	Completed Workplace Skills Plan	Skills and development	Completed Workplace Skills Plan by 30 June 10	Submit reviewed organisational structure for adoption Prepare WSP in-house	IDP Manager 31 May 2011 Annually Skills Development Facilitator 30 June 2011					
	Review of Employment Equity Plan	Completed Employment Equity Plan	Employment Equity	Completed review of Employment Equity Plan by 1 October 2010	Annual Review of Workplace Skills Plan	Skills Development Facilitator 30 June 2011					
						Prepare EEP in house-access compliance	HR Officer 1 October 2010				

KPA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION						
OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
	Review, update and implement human resource policies	Review and update policies	HR policies	All policies reviewed and updated as required	Review policy as and when required	HR Officer Ongoing 30 June 2011
<b>INFORMATION TECHNOLOGY</b>						
To maintain an efficient and effective ICT system	Liaise with the district around a shared-service	Effective ICT service in place	Information Technology	Effective ICT service in place throughout the year	Liaise with the District	Admin Manager 31 July 2010
<b>ADMINISTRATION</b>						
Committees: To produce accurate and timely documentation to relevant stakeholders	Ensure the implementation and adherence to the Committee Division Management document	Compliance to approved rules	Committee procedures	Full compliance with approved procedures for each meeting	Monitor compliance with agreed upon standards	Manager Ongoing

KPA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION						
OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
Registry: To manage a reliable document management system	Finalize the development of the document management system	Municipal filing system completed	Document management system	Municipal filing system finalised by 30 June 08	Capture data onto system	Admin Manager 30 October 2010
Library: To broaden the usage of the library for the community	Research the feasibility of developing a community resource centre	Operational community resource	Community resource centre	Operational information resource centre by 31 December 2010	Monitor for three months Transfer of skills from service provider to staff Streamline Soul Buddyz and Internet access system	Admin Manager 31 December 2010 Admin Manager 31 January 2010 Admin Manager 31 July 2010
Licensing: To provide an efficient and effective licensing service	Develop service standards and train staff accordingly	Compliance to the Transport Services Standards	Motor licensing	Full compliance to the Transport Services Standards by 30 June 2011	Promote Resource Centre Relocation of Learners Licence Office	Admin Manager Ongoing Admin Manager 30 June 2011



										Increasing the number of learner's licence test days		Admin Manager Ongoing	
										Electronic Testing System to be implemented		Admin Manager 31 July 2010	

TURNAROUND STRATEGY

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 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)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)	Quarterly Progress
<b>2. PUBLIC PARTICIPATION(EXPECTED OUTCOME)</b>												
2.1	Broader public participation policies and plans (Implemented framework)	Improve communication about and at structures and processes between councilors and communities to provide honest feedback on service delivery issues. This includes Ward Committee establishment and functionality	There hasn't been any review of public participation policies WC have been established and are functioning. However, CSM is vacant and could result in the loss of information on this aspect The practicalities of making PP and WC work as per the concerns need to be displayed	Public Participation Framework should be reviewed	Council needs to review public participation policies and framework Having dedicated staff to manage ward committee functionality	LM	April 10	Dec 10	Council minutes adoption	Cooperate Service (Interim Ntombi)		

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 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)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)	Quarterly Progress
			and should steer away from developing and reviewing plans/policies and strategies									
2.2	Public Communication strategy	The lack of communication back to communities and other stakeholders (ratepayers association and farmers associations)	There no Communication Strategy	Develop a Communication Strategy	LM should Develop an External + Internal Communication Strategy with assistance from other partners such as Idasa	LM and Idasa (Application should be sent to Idasa National Steering Committee)	April 10	Dec 10	Communication Strategy Document	Ntombi Mnguni		
		Relations between municipal and Traditional Institutions are strained and the challenges need to be identified to improve services	Poor relations between LM and Traditional leaders	Improve communication between LM and Traditional Leaders	LM should deploy a Ward Committee member attend and actively participate in the Traditional Council meetings and vice versa Traditional leaders should deploy a representative from Traditional Council to attend Ward Committee Meeting.	LM and Traditional Council	April 10	Dec 10	Minutes and Reports (WD)	Speaker		
		The representivity of the communities present at community meetings and represented on structures needs	Inadequate representativity of Community members in meetings and	Improve community participation	LM will be visiting all 7 Wards	LM	April 10	Dec 10	Minutes of meetings + observation of communities attending and	Speaker, Mayor		

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 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)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)	Quarterly Progress
		attention	structures						participatin g			
2.3	Complaints management system and Front desk interface.	Refer to service delivery										
2.4	Municipal Year Planner.				Development of a year planner reflecting the municipal events WC need to participate in							
2.5	Budget framework.				Develop a framework indicating the sources of revenue to fund WC activities and PP activities							
2.6	Ratio of CDWs to wards Performance Management of CDWs		Is there a need/ value in having a CDW in every ward									
2.7	Functionality of Ward Committees. 1. A Policy must be in place. 2. There must be a Ward Committee Database. 3. There must be a skills audit for ward committees. Members must	Community meetings must be structured around a formal programme and agenda that is influenced by community/ local priorities and issues. This to also improve community buy-in into projects/processes. Lack of resources in	1 No Policy/Fram ework in place 2. There is Ward Committee Database 3. There hasn't been a documented skills audit	1 Develop a Framework for Ward Committees Existing database 2 Existing database 3 Compile skills audit report 4 Ward Committees to develop their service delivery	1. LM needs to engage sector depts. To develop a working relationship with Ward Committee Portfolio. 3. Obtain a skill audit guideline from Prov COGTA 4. LM and COGTA (Nomti) 5. Speaker and MM should	1. LM and various sector depts. 2. LM 3. LM and Prov CoGTA (Nomti) 4. LM and COGTA (Nomti) 5. LM and Prov CoGTA 6. LM and Prov CoGTA	April 10 April 10 April 10 April 10 April 10	Dec 10 Dec 10 Dec 10 Dec 10	1. Minutes of the meetings 2. WC Database 3. Guideline Doc	1. Corporate Service Manager (Interim Ntombi Mnguni) Cooperate Service Manager and Speakers Office 2. Corporate Service		

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 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)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)	Quarterly Progress
	<p>be trained.</p> <p>4. Ward Committee plans must be developed for each ward and must be aligned to the IDP process. (IDP process plans must be implemented).</p> <p>5. Ward Committee meetings must be taking place with the minimal of 4 meetings a year.</p> <p>6. There must be a Strategic Agenda, Minutes of meetings and recordings of meetings taking place.</p> <p>7. The existence of sub structure ward committees (portfolio).</p> <p><b>Monitoring and evaluation mechanisms in place:</b> The Dept has a tool that measures functionality. From the tool you see the functionality</p>	<p>the Speaker's Office hampers functionality of Ward Committees in the municipality</p> <p>Community meetings must be structured around a formal programme and agenda that is influenced by community/ local priorities and issues. This to also improve community buy-in into projects/processes.</p>	<p>done on Ward Committees</p> <p>. The skills audit will determine training needs for Ward Committees</p> <p>4. Ward Committee Planning and</p> <p>Aligning to IDP is not done</p> <p>5. Ward Committee meetings take place on quarterly basis but there is no consistency</p> <p>6. There are no Agenda, minutes and records taking place any longer.</p> <p>7 Sub-structures are existing</p> <p>6. There are sub-structure Ward Committee.</p>	<p>plans which should</p> <p>4. To align Ward Committee Planning with IDP for monitoring purposes.</p> <p>5. Ward Committees need to submit their quarterly meeting minutes</p> <p>6. Ward Committees should develop an agenda, record minutes.</p>	<p>convene a meeting to write a proposal to obtain funding for Ward Committee</p> <p>6. LM and Speakers Office should develop a template for minutes and reports</p>				<p>Manager (Interim Ntombi Mnguni)</p> <p>3.Cooperative Service Manager and Speakers Office Corporate Service Manager (Interim Ntombi Mnguni)</p> <p>Cooperative Service Manager and Speakers Office (Interim Ntombi) Speaker and Ntombi Mnguni</p>			

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 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)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)	Quarterly Progress
2.8	indicators. Progress on implementation of framework incorporated in the annual report.											

**TURN AROUND STRATEGY**

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 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)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)	Quarterly Progress
<b>4.FINANCIAL MANAGEMENT</b>												
<b>CLEAN AUDIT WITH STRENGTHENED SERVICE DELIVERY</b>												
4.1	Revenue enhancement strategies	Standardize approaches on billing to enhance efficiencies	95% collection rate on an annual base because rates was paid annually	Update the property registers to ensure all properties are billed and billed correctly	Only bill for one service eg rates. All other is FBS Ensure all ratable properties are billed for rates	KZN-CoGTA to provide support on updating the property rates register						
4.2	Debtors management	Review the efficiency of certain policies eg SCM, Budgeting, Credit and Debt Control	Collection of debt currently 90 days and older due to implementing a new system of charging rates on a monthly basis	Outstanding debt to be dealt with by end April 2010 Revised debt management policy and budget to be finalized by end of May 2010	Collection of debt currently 90 days and older to be managed in terms of debt management policy	Prov Treasury to assist municipality in dealing with outstanding debt of government departments				CFO		
				<b>Indigent Policy</b>	<b>Discussions on the</b>							

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 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)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)	Quarterly Progress
4.3	Cash flow management	Strengthened internal cash flow management should/could be guiding the service delivery commitments made/ to be made by the MLM	Planned cash flow for operational and capital projects as operational is funded from own revenue and capital from grants	finalised	indigent to formalise in a policy based on the services that the municipality provide Planned cash flow for operational and capital projects as operational is funded from own revenue and capital from grants					CFO		
4.4	Repairs and maintenance provision		Planned cash flow for operational and maintenance of capital projects as operational is funded from own revenue and capital from grants	Monthly cash flow statements on applying of own revenue on maintenance						CFO		
4.5	Capital expenditure	Review the efficiency of certain policies eg SCM, Budgeting, Credit and Debt Control	Planned cash flow for operational and capital projects as operational is funded from own revenue and capital from grants	Monthly cash flow statements on applying of own revenue and conditional grants for capital budgets						CFO		
4.6	Clean Audit	AG report did raise matters and attention to those matters must be		Audit Schedule containing the audit findings and issues with		KZN-CoGTA to provide support on the auditing programme for non-financial				CFO		

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 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)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)	Quarterly Progress
		given.		progress report 2008/2009 Audit Findings to be addressed by May 2010 Audit Programme to be in place by May 2010 for Non-financial information		information						
4.7	Submission of Annual Financial Statements	No challenges										
4.8	% MIG expenditure	Part of capital expenditure above										
4.9	Asset management	Asset register to be reaffirmed to include both movable and immovable assets		A consolidated "clean" asset register by end of June 2010						CFO		
4.10	Credibility, and transparency of Supply Chain Management	Review the efficiency of certain policies eg SCM, Budgeting, Credit and Debt Control	Filling vacancies to service on SCM committees									
4.11	Capacity Building		The finance dept has the necessary skills and competencies									

**KPA 5: FINANCIAL VIABILITY AND MANAGEMENT**

<b>OBJECTIVES</b>	<b>STRATEGIES</b>	<b>KPI'S</b>	<b>PROGRAMMES AND/OR PROJECTS</b>	<b>OUTPUTS</b>	<b>ACTIVITIES</b>	<b>TARGET DATES &amp; RESPONSIBILITY</b>
To constantly improve the standard of budgeting and reporting	Review budgeting and reporting policies and procedures	Approved and implemented budgeting and reporting policies	Financial policies	Implement budgeting and reporting policies by 31 Dec 2010	Workshops	31-Dec-2010 CFO
					Refine policies	30-Jun-2011 CFO
	Compile the budget	Approved budget	Budget	Budget aligned to IDP and approved by 30 June 2011	Obtain budget inputs	30-Nov-2010 CFO
					Compile draft budget	31-Dec-2010 CFO
					Consult on draft budget	30-Jan-2011 CFO
					Refine budget and submit for adoption	31-May-2011 CFO

**BUDGETING AND REPORTING**



**KPA 5: FINANCIAL VIABILITY AND MANAGEMENT**

<b>OBJECTIVES</b>	<b>STRATEGIES</b>	<b>KPI'S</b>	<b>PROGRAMMES AND/OR PROJECTS</b>	<b>OUTPUTS</b>	<b>ACTIVITIES</b>	<b>TARGET DATES &amp; RESPONSIBILITY</b>
<b>INCOME CONTROL</b>						
To improve income control and generation	Regularise the annual debtors collection rate	Annual debtors collection rate (Payment level %) = (Last 12 months receipts)/ (Last 12 months billing)	Revenue management	Set norm by 31 Oct 2010	Benchmark with other municipalities	31-Oct-2010 CFO
	Enhance revenue	Approval alternative sources of funding	Conduct a study on core functions to identify legislated revenue generators	Revenue enhancement strategy developed by 31 Dec 2010	Monitor and report  Investigate new sources of funding	Monthly CFO  31-Dec-2010 CFO
					Compile Revenue Enhancement Strategy	28-Feb-2011 CFO
					Submit Strategy for adoption	31-Mar-2011 CFO

**KPA 5: FINANCIAL VIABILITY AND MANAGEMENT**

OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
	Improved collection rate	Increased % of revenue collected	Billing system upgrade	95% of bills collected per month by 30 June 2011	Conduct status quo analysis	30-Sep-2010 CFO
					Consult stakeholders	31-Oct-2010 CFO
					Develop specifications for system	30-Nov-2010 CFO
					Conduct parallel testing	31-Dec-2010 CFO
<b>EXPENDITURE CONTROL</b>						
To constantly improve on the control of expenditure	Formulate debt settlement policy	Lead-time for the payment should agree to the Debt Settlement Policy	Debt settlement	Implement Debt Settlement Policy by June 2011	Implement Debt Settlement Policy	30-Jan-2011 CFO
					Consult stakeholders and refine policy	28-Feb-2011 CFO

**KPA 5: FINANCIAL VIABILITY AND MANAGEMENT**

<b>OBJECTIVES</b>	<b>STRATEGIES</b>	<b>KPI'S</b>	<b>PROGRAMMES AND/OR PROJECTS</b>	<b>OUTPUTS</b>	<b>ACTIVITIES</b>	<b>TARGET DATES &amp; RESPONSIBILITY</b>
	Compile compliant financial statements	GRAP compliant financial statements	GRAP compliance	Compliance by 30 June 2011	Conduct compliance audit	30-Sep-2010 CFO
					Address identified shortcomings	31-Oct-2010 CFO
<b>SUPPLY CHAIN MANAGEMENT</b>						
To fully implement the supply chain rules and regulations	Research and develop Supply Chain Policies	Approved Supply Chain Management Policies that are in line with the MFMA and Regulations	Develop policies	Implement and review policies and procedures annually	Workshop policies and procedures	31-Aug-2010 CFO
					Address identified shortcomings	30 Sept 2010 CFO

**KPA 5: FINANCIAL VIABILITY AND MANAGEMENT**

<b>OBJECTIVES</b>	<b>STRATEGIES</b>	<b>KPI'S</b>	<b>PROGRAMMES AND/OR PROJECTS</b>	<b>OUTPUTS</b>	<b>ACTIVITIES</b>	<b>TARGET DATES &amp; RESPONSIBILITY</b>
	Promote Black Economic Empowerment	Number of contracts awarded to SMME through Joint Ventures and Consortiums	Workshops periodically for BEE Companies	10% increase in contracts awarded to BEE companies	Analyse businesses on the data base according the HDI status and during tender submissions	30-Jan-2011 CFO/LED
	Reduce turn around time	Time between requisition received and order issued	Buying	3 business days for purchase of goods	Report monthly on contracts awarded to BEE Companies	Monthly CFO
		Time between order issued and delivery of goods	Goods receiving	25 business days for the finalisation of the tender process	Induct internal staff	31-Dec-2010 CFO
				Set time frames for delivery at order date with the supplier	Invite tenders / proposals	31-Dec-2010 CFO
					Rate suppliers into response time	31-Dec-2010 CFO

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
To ensure IDP review addresses developmental needs of Mkhambathini	Process planning and management  Alignment of IDP, PMS, budget and organogram  Alignment of IDP with national & provincial priorities & sector departments	IDP Process Plan  Aligned IDP, PMS, Budget and PMS  National and provincial priorities and sector departments included in IDP	IDP  IDP  IDP	IDP Process Plan adopted & Approved  Aligned IDP, Budget and PMS for 2010/2011  National and provincial priorities and sector departments projects included in 2010/2011 IDP	Develop Plan	31 June 2010 IDP Manager
					Submission of Plan for approval	31 July 2010 IDP Manager
					Publish Plan	30- July 2010 IDP Manager
					Implement the approved Policy Framework	30-Jun 2011 Manager
					Conduct alignment workshop	28-Feb-2010 IDP Manager
Alignment of IDP with national and provincial priorities and sector departments. Projects						30-Jun-2010 IDP Manager

**KPA 6 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

<b>OBJECTIVES</b>	<b>STRATEGIES</b>	<b>KPI'S</b>	<b>PROGRAMMES AND/OR PROJECTS</b>	<b>OUTPUTS</b>	<b>ACTIVITIES</b>	<b>TARGET DATES &amp; RESPONSIBILITY</b>
<b>PUBLIC PARTICIPATION</b>						
To increase public participation in municipal decision-making	Provision of training to ward committees	Effective ward committees	Public participation	Fully functional ward committees by 30 June 2010	<p>Liaise with DLGTA</p> <p>Oversee the completion of the training programme</p>	<p>30-Sep-2010 Manager</p> <p>30-Jun-2010 Manager</p>
<b>CO OPERATIVE GOVERNANCE</b>						
To promote service delivery through cooperative governance	Compliance with the Intergovernmental Relations Framework Act	Legal compliance	Cooperative governance	Full compliance with the Act by 30 June 2010	Attend Mayor's Forums	Ongoing MM
					Attend Municipal Manager's Technical Committee meetings and follow-up on resolutions taken at the Mayor's Forum	Ongoing MM
					Promote cooperative governance with all spheres of government and state owned enterprises	Ongoing MM

**KPA 6 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

<b>OBJECTIVES</b>	<b>STRATEGIES</b>	<b>KPI'S</b>	<b>PROGRAMMES AND/OR PROJECTS</b>	<b>OUTPUTS</b>	<b>ACTIVITIES</b>	<b>TARGET DATES &amp; RESPONSIBILITY</b>
To promote literacy	Participate on the district education forum	Established Local Education Forum	Education Forum	All meetings attended accordingly to schedule	Liaise with DOE	Senior Community Services Officer 31 Dec 2010
						Senior Community Services Officer Ongoing
To promote literacy	Introduce Masifundisane Programmes	Implementable Masifundisane Programme Plan	Masifundisane Programmes	All Prioritised Programme milestones for the year achieved by March 2010	Masifundisane Programme is implemented Attend Meetings Implemented in Ward 1,2,3,5 and 6	Senior Comm. Services Officer Ongoing
						Senior Comm. Ser Officer Monthly
						Senior Comm. Services Officer Ongoing

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
To improve the standard of health care in the Municipality	Liaise with the Dept of Health to promote primary health care	Promote health care practices	Community Health	Meetings of Health Care Forum attended and resolutions followed up before next meeting	Diarise schedule of meetings/events	Senior Comm Ser Officer/HIV Co-ordinator 31 July 2010
					Attend meetings	Manager/Senior Officer As per Schedule
					Follow up on resolutions and correspondence attended to	Manager/Senior Officer As Required
<b>DISASTER MANAGEMENT</b>						
To deal with all disaster related matters informed by the district's Disaster Management Plan	Develop local Disaster Management Plan which is aligned with the district's as well as province	Implementable Disaster Management Plan	Promote Disaster Management programmes	Implementable plan submitted to Council for adoption .by 31 July 2011	Arrange and attend meetings with stakeholders Develop a draft plan	Disaster Mgt Officer 31 March 2011 Disaster Mgt Officer 31 June 2011 Disaster Mgt Officer 30 November 2011
					Presentations of draft plan to stakeholders	Disaster Mgt Officer 30 November 2011
					Refine plan	Disaster Mgt Officer 31 December 2011
					Submission of plan for adoption	Disaster Mgt Officer 30 July 2011
KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
	Draft Contingency Plan in compliance with the Disaster Management Framework,	Contingency Plan developed	Disaster Management	Contingency Plan developed in consultation with the District and stakeholders by Aug 2011	Consult district on requirements of the Plan	Disaster Mgt Officer 31 Feb 2011
					Consult stakeholders	Disaster Mgt Officer 30 March 2011
					Develop the Plan	Disaster Mgt Officer 31 June 2011



						Obtain comment and refine Plan	Disaster Mgt Officer 31 March 2011
	Encourage community Members to participate in the Disaster Forum	Establish Disaster Management Forum	Disaster Management Forum	Establish Disaster Management Forum representing Stakeholders by 30 June 2011		Identify Stakeholders Agree To forum composition and mandate Submission of proposed Disaster Forum To Council Attend Forum meetings and follow up on resolutions	Disaster mgt officer 31 March 2011 Disaster mgt officer 30 April 2011 Disaster mgt officer 31 May 2011 Disaster mgt officer 30 June 2011
<b>KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>							
<b>OBJECTIVES</b>	<b>STRATEGIES</b>	<b>KPI'S</b>	<b>PROGRAMMES AND/OR PROJECTS</b>	<b>OUTPUTS</b>	<b>ACTIVITIES</b>	<b>TARGET DATES &amp; RESPONSIBILITY</b>	
<b>GENDER, YOUTH &amp; PEOPLE WITH DISABILITIES</b>							
To promote the interests of gender, disability, youth, and children (GDYC)	Develop a programme with projects and events to promote targeted groups	Implemented Programme	Promote GDYC	Implemented programme by 30 June 2011	Youth-Develop programme and projects aimed at empowerment and job creation Women- Arrange events to promote gender equality Disabled- Arrange events to establish & meet the needs of the disabled Children- Visit pre-schools and supplement their needs	Youth-Co-ordinator 30 June 2011 Youth-Co-ordinator Ongoing Youth-Co-ordinator Ongoing Youth-Co-ordinator Ongoing	
<b>SPORTS &amp; RECREATION</b>							
To develop talent in all sports codes within communities	Facilitate the implementation of the SALGA-KZN sports programme	SALGA-KZN Sports Programme implemented	Sports Promotion	SALGA-KZN Sports Programme implemented by 30 June 2011	Arrange mayoral Games at ward Level Participate in District Selection Process	Community Liaison Officer 31 July 2010 Community Liaison Officer 30 Oct/Nov 2010	

						Assist with participation in SALGA-inter provincial games	Community Liaison Officer 31 Dec 2010
<b>KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>							
<b>OBJECTIVES</b>	<b>STRATEGIES</b>	<b>KPI'S</b>	<b>PROGRAMMES AND/OR PROJECTS</b>	<b>OUTPUTS</b>	<b>ACTIVITIES</b>	<b>TARGET DATES &amp; RESPONSIBILITY</b>	
	Establish Sports Forum	Sports Forum Established	Sports Management Forum	Established Sports Forum representing Stakeholders by 30 June 2011	Agree to Forum composition and mandates	Community Liaison Officer 30 April 2011	
					Submission of proposed Sports Forum to Council	Community Liaison Officer 31 May 2011	
					Attend Forum Meetings and follow-up on resolutions	Community Liaison Officer 30 June 2011	
<b>HIV &amp; AIDS</b>							
To combat HIV and Aids	Embark on an education campaign in liaison with stakeholders	Implementable HIV and Aids plan	HIV and Aids	HIV & Aids plan will be reviewed by 30 June 2011	Attend HIV & Aids Forum Meetings & Local AIDS Council meetings and follow up on resolutions before the next meeting	HIV Co-ordinator As per Schedule	
					Arrange Events to educate community members	HIV Co-ordinator Ongoing	
					Visit wards, co-ordinate awareness campaigns	HIV Co-ordinator Ongoing	
<b>COMMUNITY &amp; PUBLIC FACILITIES</b>							
To manage and effective utilization of all community facilities	Upkeep and clean facilities	Clean & useable facilities	Community Facilities	Clean & useable facilities throughout the year	Ensure staff are properly equipped to clean facilities	Senior Community Serv. Officer 31 July 2010	
					Conduct inspections	Senior Community Serv. Officer Weekly	

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
To promote arts and culture within the municipal area	Develop a calendar of events in consultation with relevant stakeholders	Calendar of events	Promote arts and culture	Calendar of events implemented by 31 Aug 2011	Arrange and attend meetings in wards	Tourism Officer 31 June 2011
					Provide training to forums	Tourism Officer 30 July 2011
					Develop and implement a calendar of events	Tourism Officer 30 June 2011
<b>ENVIRONMENTAL HEALTH</b>						
To promote an environmentally healthy municipality by systematically addressing environmental health issues	Liaise with the district on the promotion of environmental health issues	Monthly programmes executed	Promotion of environmental health	Completed monthly programmes and submission of reports	Liaise with District on environmental health	Manager 31 July 2010
					Meet with district coordinators	Comm Manager As per Schedule
					Execute programmes and report	Comm Manager As required

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
OBJECTIVES	STRATEGIES	KPI'S	PROGRAMMES AND/OR PROJECTS	OUTPUTS	ACTIVITIES	TARGET DATES & RESPONSIBILITY
To provide public facilities within communities	Review the existing programme and provide new facilities accordingly	Number of facilities provided	Community and public facilities	6 facilities provided by 30 June 2011	Prioritise needs Appoint service provider Manage the project	Technician 31 July 2010 Manager 31 Aug 2010 Manager 30 June 2011
	Establish means of maintaining existing facilities through community involvement	Number of facilities maintained	Maintenance of community and public facilities	7 community and public facilities maintained by 30 June 2011	Prioritise needs Appoint service provider Manage the project	Technician 31 July 2010 Manager 31 Aug 2010 Manager 30 June 2011

**COMMUNITY AND PUBLIC FACILITIES**

**TURN AROUND STRATEGY**

**3. GOVERNANCE**

**THE MUNICIPALITY POSITIVELY CHANGING THE MINDSET OF EXTERNAL AND INTERNAL STAKEHOLDERS ON THE ROLE OF THE MUNICIPALITY**

		THE MUNICIPALITY POSITIVELY CHANGING THE MINDSET OF EXTERNAL AND INTERNAL STAKEHOLDERS ON THE ROLE OF THE MUNICIPALITY																		
<b>3.1</b>	<b>Political Management and Oversight</b>																			
3.1.1	<b>Stability of Council</b>																			
3.1.2	Delegation of functions between political and administration	Lack of managing delegations given by council/exco.	Register of delegations developed, reviewed and implemented	Register of delegations to be developed for managing implementation of decisions and responsibilities	Register of resolutions developed and implemented	Register of resolutions to be developed for implementation of decisions and responsibilities	Translation of RR documents in a correct, simple and understandable manner	RR doc exist Workshop did not take place Language of documents	RR document translated, distributed and monitored by Dec 2010	KZN CoGTA could assist with the translation of the document	MM; Senior Offices (Shoniso Dlamini)									
		Lack of managing resolutions taken by council/exco.	Register of resolutions developed and maintained	Register of resolutions to be developed for implementation of decisions and responsibilities	Register of resolutions developed and maintained	Register of resolutions to be developed for implementation of decisions and responsibilities	Translation of RR documents in a correct, simple and understandable manner	RR doc exist Workshop did not take place Language of documents	RR document translated, distributed and monitored by Dec 2010	KZN CoGTA could assist with the translation of the document	MM; Senior Offices (Shoniso Dlamini)									
		Clarify/ improve communication/ reporting and roles between political structures and administrative structures on resolutions/ decisions taken by council/exco	RR doc exist Workshop did not take place Language of documents	RR document translated, distributed and monitored by Dec 2010	KZN CoGTA could assist with the translation of the document	MM; Senior Offices (Shoniso Dlamini)														

3.1.3	Training of Councillors	Empowerment of political and administrative structures on legislative framework Availability of funding to conduct accredited training	There is little practical understanding and application of legislation.	1 refresher course on the application of the MFMA, MSysA and MStrA	Regular and accredited training on applicable legislation and policies especially on the MFMA, MSysA and MStrA	KZN CoGTA could assist with the translation of documents and provision of the training				HR officer					
3.1.4	Councilor Oversight Framework (functioning scope)	Identify the weaknesses in the oversight process Develop a framework and process to guide the oversight process	Councilor interferences due to a lack of understanding of the legal framework and the oversight function Council interfere due to obvious incorrect action	Finalise and distribute the oversight framework	Develop a customized oversight framework/guideline Training of Councilors on the oversight function					MM					
3.1.5	Feedback to communities (Ward councillor to ward committee and vice versa)	Refer to PP													
3.2	Administration														
3.2.1	HR Policies availability, adoption and implementation	2 Sec 57 posts are vacant (Tech and Corp Services)	There is an HR Policy that needs to be reviewed Existing organogram not appropriate and has challenges in terms of addressing critical functions of the municipality such as technical services	Develop a policy on the placement/movement of staff	Develop a policy on the placement/movement of staff	KZN CoGTA to assist with this placement process				HR officer					
3.2.2	Vacancies (S57) Status of filling of vacant positions				Review of the existing organogram based on affordability and functions		01/11	03/11		MM	Revised organogram approved by Council				
3.2.3	% Vacancies in other	Vacancy of IT post			Explore a shared										







				Administration and Politicians not well versed with labour related issues and their advancement in terms of careers			Career pathing and capacity building of staff and councillors	Kwanaloga to support capacity building initiatives by the municipality IDASA to support capacity building Department of Education on career pathing and motivational talks	01/11	Ongoing	Bi-annual reports on the nature of capacity building	Corporate Services Manager	0	20000	
			Poor relationships and perceived lack of transparency on strategic matters amongst staff contribute to lack of cohesion and commitment in meeting service delivery imperatives within the municipality	Municipality to "diagnose" the situation to determine the causes of the poor relationships and tensions. Organise wellness programme to enhance relationships and team building within the municipality including staff, management and council	Engage service providers Department of Health to provide assistance with employee wellness services	Bi-annual sessions	Bi-annual sessions	Engage service providers Department of Health to provide assistance with employee wellness services		Bi-annual sessions	Reports to Council and the MM	Corporate Services Manager	0	20000	
			<b>2 Quarterly meetings held and signed minutes including decisions taken</b>		Organise regular staff meetings to improve transparency in the municipality	Quarterly meetings	Quarterly meetings			Quarterly meetings	Reports to Council and the MM	Corporate Services Manager			

				Signed record of minutes regarding participation of staff in the mid-year budget review process	Involvement of staff in strategic management committee meetings e.g. budget meetings			Annually: March -June Dec.-January for mid-year review	June & January respectively	Minutes of meetings and signed recommendations/resolutions	MM			
		Disciplinary cases are not resolved timely and this has implications on staff morale as well as financial implications for the municipality	Disciplinary procedures implemented accordingly and timeously for different levels of staff including section 57 staff	<b>Progress reports to the relevant committees within the stipulated time frame</b>	Disciplinary procedures implemented accordingly and timeously for different levels of staff including section 57 staff	Kwanaloga	As when necessary and within 6 months	As when necessary and within 6 months	As when necessary and within 6 months	Progress reports to the relevant committees within the stipulated time frame	Corporate Services Manager			
		Reports need to be submitted in accordance with the relevant legislation and performance of the municipality monitored	Implement PMS for all staff	<b>Monthly reports aligned to the SDIBPs</b>	Implement PMS for all staff	Kwanaloga KZN COGTA	In terms of appropriate legislation	In terms of appropriate legislation	In terms of appropriate legislation	Monthly reports aligned to the SDIBPs	MM			
3.3.2	Employment equity plan													
		(See above on development of policies and plans)												

