

## Annexure A: Municipal Turn-Around Template: pre-2011 priority areas for Fezile Dabi District Municipality

### 1. BASIC SERVICE DELIVERY

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	District is currently not a water service authority.  <b>Problems at Lm's</b>  Ngwathe has inadequate water supply.	2 <sup>nd</sup> phase of Edenville water supply to be completed.	Appointed a Contractor  <i>To engage all relevant</i>	Construction resumed (phase 2).	DWA, COGTA (provincial and national) +- R 130m	PM and PW	R13.3m(F DDM counter funded with R4m included)	

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				<i>departments and stake holders to raise funding</i>		needed as a long term solution.			R130m
1.2	Access to sanitation	There is a need for basic sanitation on farms(VIP) approximately 474	There will be approximately 200 toilet structures(VIP) erected by 12/2010	Audit the demand for services to be done.	Construction of the toilets structures(VIP)	Human settlement (sanitation Unit) and Spatial Planning	PM and PW	R2.37m	R5m
1.3	Access to electricity	There is a basic Electricity need for farms Dwellers	There will be approximately 50 unit to access Solar energy by 12/2010	Farmers advised to apply for the solar panels installation	Solar panels installed	Eskom	PM and PW	R100 000	R300 000
1.4	Refuse removal and solid waste	Unpermitted landfills sites.	The waste management plan to be reviewed	Implementation of the district waste management	Ensuring that the Licensing of the landfill	DETEA, COGTA, Human Settlement and Spatial planning and local	MM Community Services	COGTA & DEAT	

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	disposal		and adopted.	plan.	site done.	municipalities			
1.5	Access to municipal roads	Lack of storm Water channels and side walks	2.5 km of storm water channels and 2.5km of sidewalks will be completed by 12/2010	Implementation and Budgeting for the projects.	Projects to be implemented	Dept of Police Roads and Transport	PM and PW	R6.35m	R10 m per year
1.6.1	Disaster Management	There is shortage of disaster management personnel at the District Municipality  Posts advertisement to be filled.  Establishment of fully functional Disaster	The district to appoint the disaster management officials  First phase of the centre to be	The District to Appoint staff to assist with Disaster management at the Local Municipalities  Appointment of a contractor  Sourcing of	Personnel Appointed.	HEALTH, Soc.Dev, SAPS, SASOL, Anglo Coal  COGTA;	Community, Health and Environmental Services	R0.8.m	R2.m

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		Management Centre	functional	funds					
1.6.2	Fire and Rescue Services	Lack of fire and rescue services	Response fire and rescue services centre to be established in Mafube	The municipality to train and absorb learner fire fighters.  Purchase of fire and rescue equipments & vehicles.  Renovation of Fire Station in Mafube	Resources allocated	COGTA, DPRT	Community, Health and Environmental services  Accredited Training Agencies.	R2.5m (employee Cost)  R3.6m	R10m  R84m
1.7	Air Quality management	Development of Air Quality Management Plan to address Poor air quality	Adoption of the air quality management plan.	Conduct awareness campaigns.	Final draft of the Air Quality Management plan submitted.	DEA, DETEA	Community Health and Environmental Services.	R500 000	R2m

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1.8	Sports Development	Uncoordinated working relations between FDDM and local municipalities.	Co-ordinate working relations between the FDDM and the local municipalities.	To develop a working document for the district to coordinate sport related matters within the district.	Working document developed and availed to municipalities.  Number of meetings held.	Free State Sports federation  Free State Sports Academy  DSACR  Local Municipalities	LED and Tourism	R3.85m	R3.85

## 2. PUBLIC PARTICIPATION

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
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<b>2.</b>	<b>Public Participation</b>								
2.1	Functionality of Ward Committees (Support)	Established ward committees (Functionality at various strength)	Efficient & effective ward committees	<b>Capacity &amp; Resources</b>  <b>Coordination of office space</b>  <i>(Training</i>  <i>Computer</i>  <i>Stationery</i>  <i>Underutilized assets)</i>	No. of training conducted  No. of computers provided  No. of assets allocated	Intergovernmental dialogue with other spheres of government and other agencies.  -COGTA  -SALGA  -LGSETA etc.	2 PPO's from the District	R1.2m  R100 000 (Workshops)	R 3.9 m
2.2	Broader public participation policies and plans	Current Strategy under review(draft available)	Adopted Public participation Strategy	Submission for public comments & adoption by council	Adopted Public participation strategy	Technical support from COGTA  (Inputs & comments)	PMS  Communication Officer	Operational	

							PPO.		
2.3	Public Communication systems	Loud hailer, Municipal notice boards, local news paper & local radio stations, Imbizo,s Website	Utilization of ward committees to disseminate information to their respective wards	Establishment of district ward committee forum  District news letter	No. of meetings held.  No. of publications	GCIS	Communication Officer		Operational
2.4	Service Delivery Complaints management systems	Community feedback  (Office of the Premier)	N/A	Support and Contribution of resources needed	No. of valid complaints resolved	Office of the Premier	Community liaison officer	N/A	
2.5	Feedback to communities	Annual Report	Distribution of news letters(Sept. & Dec)  <i>Simplified</i> version of annual report & news letter with one of the vernacular language (i.e. S. sotho).	Development of newsletters.  Collaboration between local	No. of newsletters distributed, in more than one official language.  No. of meetings held with local	PANSLAB	Communication Officer	R260000	

			Provide feedback through ward committees	& district municipalities.  Regular usage of community & national radio to provide feedback to the community.	municipalities (DCF)  Nature of feedback from the communities surveys.  Approved programs by both parties.				
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### 3. GOVERNANCE

<b>3.</b>	<b>Governance</b>								
<b>3.1</b>	<b>Political Management and Oversight</b>								
3.1.1	Stability of Councils	Council's is stable	N/A	N/A	N/A	N/A	None	None	None
3.1.2	Delegation of functions between political and administration	Adopted delegations under review, as per amended versions of legislations	Adopted delegation of functions between political and administration.	Workshop for councillors, and adoption by Council.	Adopted set of delegations	None.	Municipal Manager and all S57 Managers	None	None
<b>3.2</b>	<b>Administration</b>								
3.2.1	a) Recruitment and selection	All policies are	N/A	N/A	N/A	N/A	None	None	None

	policies and procedures developed  b) Policy on suspension of employees developed	in place & functional.							
3.2.2	Vacancies (Top 4- MM, CFO, Planner, Engineer)	MM's post is vacant	Filled	Short listing & Interviewing of candidates	Signed contract of employment	None	Executive Mayor & Council	Negotiable	Negotiable
3.2.3	Vacancies other S57	None	N/A	N/A	N/A	N/A	N/A	None	None
3.2.4	Top 4 appointed with signed Performance Agreements	All sec 57 has signed. MM's post vacant.	N/A	N/A	N/A	N/A	N/A	None	None
3.2.5	All S57 with signed performance Agreements	All sec 57 has signed. MM's post vacant.	N/A	N/A	N/A	N/A	N/A	None	None
3.2.6	Organizational Performance Management System developed	Framework approved by council	Implementation & cascading of PMS to line managers (post level 1 -3)	Implementation & cascading of PMS to line managers (post level 1-3)	Performance evaluation	Technical support (assistance with regard to appraisal options)	Municipal Manager  All Directors  Performance Audit Committee  PMS Officer	R 270 000	R270 000

3.2.6	Skills development plan for employees	WSP in place and sufficiently implemented.	N/A	N/A	N/A	N/A	N/A	None	None
3.2.7	Business Continuity Plan	No Business Continuity Plan	Specification in place on the contents of the plan.	Bring the Issue to the attention of council	Informed Council	Funding COGTA. Prov Treasury. Public Works	Director CSS	0	R2m
<b>3.3</b>	<b>Labour Relations</b>								
3.3.1	a) LLF meetings convened as planned  b) Organizational rights procedure developed	As per schedule.  In place.	N/A	N/A	N/A	N/A	N/A	None	None

#### 4. FINANCIAL MANAGEMENT

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support	Human Resource allocated	Budget	
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<b>4.1 Revenue enhancement</b>									
4.1.1	Not Applicable								
<b>4.2 Debt Management</b>									
4.2.1	Not Applicable								
<b>4.3 Cash Flow Management</b>									
4.3.1	Cash flow management model developed	No overdraft Payments of creditors within 30 days	N/A	Cash flow management	Timeous payment of creditors	None	MM, CFO, Budget Office and Expenditure	Operational	Operational
4.3.2	Creditors Control	Policy Implemented	N/A	N/A	None	None	CFO	Operational	Operational
<b>4.4 Repairs &amp; Maintenance</b>									
4.4.1	Furniture & Equipment	All usable furniture repaired	Draft Repair and maintenance Policy  Adopted Policy and implementation	Council adoption	Adopted Policy	None	PM & PW CFO, Senior Financial Accountant and Directors	R 765 000 (All repairs and maintenance. )	None
4.4.2	Vehicles	Vehicles are under maintenance	Development of Maintenance policy for vehicles	Council adoption	Adopted and Implemented Policy	None	Director Project Management and Public	Operational	None

		plans. Reviewed, Approved and Implemented Fleet Management Policy	out of maintenance				Works.		
4.4.3	Buildings	Building Maintenance Plans not in place	Developed of Building Maintenance Plans	Council adoption	Approved Building Maintenance Plan	None	Director Project Management and Public Works	Operational	None
4.5	<b>Capital Expenditure</b>								
4.5	Not applicable								

<b>4.6</b>	<b>Clean Audit</b>								
	Clean Audit plan developed DM	Currently the DM has unqualified report  Action Plan for issues raised by Auditor General developed and adopted by council	Clean Audit	Implementation the Action Plan	Clean Audit Report	None	MM, CFO, All Directors	R 500 000	R 350 000
	Local Municipalities	All Im's has disclaimer opinions.	Qualifications	Unit to support	Qualifications	Provincial Treasury, COGTA Local Municipalities &	All CFO's	R 4 m	R 30 m

		Unit supporting Im's established in DM finance unit  Budget made available to assist with clean audit programs		local municipalities  Identification of projects aimed at clean audit		Audit Committees			
4.6.1	Municipal Finance Management Act Implementatio n	Quarterly reports not submitted On time due to unaligned scheduled meetings -Budget prepared in line with prescribed formats -Mid-year performance report(S72) Compliance monitored by Council	Scheduled Meetings  Implemented	Continue to report	Report submitted on time	None	MM, CFO, Manager, Budget Officer, Compliance Officer all the Directors. And Mayoral Committee and Council	Operational	Operational

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4.6.2	Internal Audit	-Internal audit unit exist -Approved Internal Audit Charter -Audit committees formulated and functional -Approved Risk Management Policy and Plan -Draft Fraud prevention strategy developed	Approved Fraud Prevention Plan	Implementation of the Fraud Prevention Strategy	Fraud free environment	Provincial Treasury.	MM, CFO and other S57 Mangers and Risk Officer	Operational	Operational
4.6.3	Internal Control Procedures and Policies	Internal controls and procedure manuals developed.	Improved compliance with internal control procedures	Follow up training and training of new appointees Review of procedure manuals as an	Internal and external audit queries reduced Improved processes	None	MM, CFO, Internal Auditor, Risk Officer and all Directors	R 300 000	R1.5m

				when needed					
<b>4.7</b>	<b>Financial Management System</b>								
4.7.1	Financial Management and accounting records	-Salary Control accounts cleared quarterly	Salary Control account cleared monthly	Clearing and reconciling the salary control account.	Reconciled salary control account	None	CFO, MFO Snr. Expenditure Accountant and Payroll Officer	Operational	Operational
<b>4.8</b>	<b>Submission of Annual Financial Statements</b>								
4.8.1	Preparation and submission of Annual Financial Statements	Service Provider appointed to build capacity in the preparation of financial statements in accordance with applicable standards.	Transferred skills by the service provider on the compilation of the financial statements	Monitor the SLA to ensure transfer of skills	Capacitated officials	None	MM, CFO, MFO and Senior Financial Accountant.	R 350 000	R350 000
<b>4.9</b>	<b>Asset Management</b>								
4.9.1	<b>Asset Management</b>	Asset Management Policy under review for July 2010	Adopt Reviewed policy	Review and submission to council for adoption.	Adopted Policy	None	CFO and Senior Financial Accountant	<b>Operational</b>	<b>Operational</b>

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<b>4.10</b>	<b>Supply Chain Management</b>								
	Supply Chain Management policy applied in fair and transparent manner (e.g. Open tenders, Adjudication committee established.)	SCM Policy is in place SCM unit exists  Comply with SCM processes  Bid Committees are fully functional  Not all user department adhere to the SCM Policy	Improve Compliance    Development and review of SCM	Ongoing training of all user departments on SCM processes.  Implementation of MFMA – recovery of irregular, fruitless and wasteful expenditure  Development of various forms to ease the work of SCM Practitioners	Internal and external audit queries reduced	None	MM, CFO, All Directors, Senior Supply Chain Management Practitioner	Part of internal control budget	Part of internal control budget
	Electronic Database of SCM	No electronic Database	Electronic Database implemented	Implement electronic vendor database  Training of SCM Practitioners	Improved audit trail for allocation of quotes / tenders	None	MM, CFO, All Directors, Senior Supply Chain Management Practitioner		

## Local Economic Development (LED)

### Focal Area 5: To improve Local Economic Development

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
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5. 5.1.1	Local Economic Development SMME Development	Our development strategy is focusing at a small scale	Formalized SMMEs	Empowerment programmes to be implemented	Improvement in formalized SMME sector	Funding for programmes and intensive training of SMMEs	Director: LED and LED Officers	R 100 000	
5.1.2	LED Forum	LED Forum not inclusive of all relevant stakeholders	Inclusive, representative LED Forum for the District	Hold an LED summit to beef up the current forum by end of September 2010	LED Summit from which LED Forum will be established	Assistance from COGTA with regard to guidance on terms of reference. COGTA For	LED Director and LED officers, COGTA	R 100 000	R 250 000

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								Allocated	Projected
						funding			
5.1.3	Economic Development Agency	In process of sourcing funding to establish EDA	Office establishment, appointment of the Board and appointment of CEO	Pursue the establishment of the Office and appointment of the Board	Established Agency	Industrial Development Cooperation and FS Provincial Government	MM,CFO Director LED	R1.5m	R2.5m
5.2	Municipal contribution to LED								
5.2.1	Municipal LED Units	Only Ngwathe and Metsimaholo have functional LED units	All LMs to establish LED units	Assist and support LMs in establishing LED Units	Functional LED units	none	MM; HR dept. Director		
5.2.2	Assistance to emerging farmers	Providing "soft" interventions to emerging farmers	Provision of equipment to emerging farmers  To have a mentoring	Providing farming equipment for emerging farmers  Implement the	Empowered emerging farmers	DoA  COGTA ( facilitation of meetings with DoA)	Assistance form relevant provincial departments  LED Director	R 0.9m	R2m

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			program	mentoring program		Labour			
5.3	LED Plan aligned to the PGDS								
5.3	LED Plan	Draft LED Plan	An aligned Plan approved by the council	Tabling of the Draft LED Plan to council.	Approved LED Plan	Comment from COGTA	Director LED		
5.4	<b>Tourism Development</b>								
5.4.1	Tourism signage	Inadequate tourism signage within the region	Visible signage at strategic points	Needs analysis of tourism signs	Adequate tourism signage within the region	Safety, Roads and Transport department  LM's engineering department	Director LED  Asst. Manager Tourism		R200 000
5.4.2	Vredefort Dome Gateway Centre	Structural defects prohibiting	Structural defects repaired	Attending to the repairs on the	Complete, functional information	DTEEA	Director LED	R1m	

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		timeous installation of exhibition materials	Site handed over to DM  Officially opened and operational	structure  Staff positions are advertised  Furniture procured	and exhibition centre,	DEAT  Premier's office	PMU Director		
5.4.3	Improvement of quality crafts produced locally	Low standards of locally produced crafts	Professional training for crafters	Identification of available training programmes	Improved standards of crafts produced	Department of labor  DTI  COGTA  TEP	Director LED  Asst. Manage Tourism		R200 000