

Annexure M



NKETOANA LOCAL MUNICIPALITY

TURNAROUND STRATEGY

2010

KEY LEVERS FOR CHANGE

PROCESS OF CHANGE

- 1. Management should lead by example.**
- 2. We should motivate our staff**
- 3. Management should be committed**
- 4. A culture of respect amongst all of us.**
- 5. Improve on effective communication**
- 6. Quick decision making.**

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Change d 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.	Basic Service Delivery								
1.1	Access to water	15 841 metered	6463	Submit MIG 1 for water meters by April 2010	6463	COGTA through MIG	DBSA Deployee for submission of business plan. Technical Service		R1, 800 000
		0	334	Installation of communal taps (To be considered by management)	334 Communal taps			100 000.00 (own funds)	
	Reitz formalised residential	5 985	100%	Effective monthly meter reading and billing	100%	N/A	Technical Service		
	Petrussteyn formalised residential	3 587	100%	Effective monthly meter reading and billing	100%	N/A	Technical Service		
	Lindley formalised	0	800	Install meters where they are not installed	800 to be	Funding by COGTA	Technical Service	R200 000	

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	residential			Submit business plan for Lindley & Arlington to MIG	metered	through MIG			

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	Arlington formalised residential	1179 Confirm with Technical & submit to COGTA	2681 Not metered 800 metered 1276 not metered	Install meters where they are not installed	1276	Funding by COGTA through MIG	Technical Services		
		Funding available and study in progress	Availability of information	Audit access to portable water and compilation of a master plan in farming areas in consultation with organized structures and communities	Audit report for rural	DWA Free State Agriculture COGTA DoA DLA	DWA financed Consultants Feasibility study continuing	R200 000.00	

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						Funding for supply of water to farming areas			
					Master Plan				
					Nketoana SDF to be given more details on services by CoGTA				
	Raw Bulk water supply	Rural communities accessibility unknown	Completed study	Finalise the feasibility study	Capacity of water storage and catchment	DWA has available to fund the process of feasibility study.	Manager: Technical service and DWAF deployees	R200 000.00	
				Source own funding for upgrading of bulk water supply					

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		Under capacity water purification plant in Lindley	Upgraded water purification plant	Start construction of water purification plant	Upgraded water purification plant	COGTA	Service Providers, Manager Technical Services		11 000 000.00
	Purification plant	Small purification plant	Upgraded water purification plant	Municipality must finalize & submit a business plan to MIG Upgrading of purification plant	Upgraded Arlington water purification plant	DBSA	Service Providers Manager Technical Services	2 500 000.00	
		Old asbestos pipes in Arlington	Upgraded water purification plant	Municipality must finalize & submit a business plan to MIG					
	Finalization of the WSDP	None	30 May 2010	Support DWAF to finalize WSDP	WSDP by December 2010	DWAF	Service Providers	100% funding by DWAF (Exact	

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								Figure)	
	Training of Water and Waste Water Plant Operator	1	20	Staffing according to classification	21	DWAF	21	100% funding by DWAF (Exact Figure)	
1.2	Sanitation.	15541	100%	Complete network for closed system to flush in Mamafubedu Project.	Network complete & 3587 access to Sanitation	COGTA-MIG funding	Technical Services	R800 000.00	
		0	300 of 727	Clean VIP toilets in Arlington. Explore better ways of providing this service.	300 stands				1 200 000.00

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				Submit business plans to Human Settlement for Arlington and Petrus Steyn by June 2010		Human Settlement			
	Arlington	1179 300 households in Mabena without sanitation	0	Submission of business plan to Human Settlement department					
1.3	Access to electricity	Nketoana licensing Authority-100% Eskom – 99%	(300 houses)	Submission of business plans to DE for upgrading the electricity infrastructure in Ntha and Lindley and applications to be submitted to the department of energy as soon as	Rehabilitation of the dumping site			500 000.00	12 000 000.00

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				<p>possible</p> <p>Engage COGTA on the establishment of Mabena Township</p> <p>Engage Eskom to bring forward their plan of installing electricity in Mabena section or the municipality be provided with license to distribute in that area</p> <p>Upgrade the electricity infrastructure in Ntha & Lindley. Application to be submitted to the department of energy as soon as possible</p>					

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		Conditional approval received from Townships Board	Close & Rehabilitate dumping site by May 2010	Close & Rehabilitate dumping site by May 2010 Municipality must write a confirmation letter to CoGTA after rehabilitation	Rehabilitate dumping site by May 2010	CoGTA to facilitate the finalization unconditional approval		R550 000 own funds	
					Approval of the Townships establishment & Opening Townships Register	COGTA DTEEA Health			
							ESKOM DoE		

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					300 100%	COGTA ESKOM DoE			
	Supply of electricity.					COGTA ESKOM DoE		R550 000	12 000 000.00
		Eskom-99%				The above mentioned departments will have to assist us in ensuring that we deliver this services to Arlington as a matter of urgency	2 x Electricians		

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					Closed Dumping site.				
					Finalization of conditional approval of township establishment				
	Prepaid electricity	4075 backlog in NTHA	1200 prepaid meters installed	Submit a business plan to DE		Own resources	As per the approved organogram	300 000.00 2009/10	1 200 000.00 2010/11
	Area lighting (High mast lighting)	Petsana-street lights	Petsana -5	Erection of high mast lighting	15 x Highmast lighting			2 600 000.00	
		Mamafubed u- street light	Mamafubed u-3	Submit business plans to COGTA					

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		Leratswana-street lights							
		Ntha-combination of both High mast and street lighting							
			Ntha-5						
			Leratswana - 2						
1.4	Refuse removal and solid waste disposal	Four times a month in all units	Twice a week in all units	Implementation of job cards Hands on supervision by operational managers and supervisors.	Remove refuse regularly		Community service employees.		
				Clear inaccessible roads in Reitz					

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				roads.					
				Procure compactor truck Procure 4 tractors with tipper trailer in outer years	Improvement of service			1 200 000.00 (2009/10)	1 200 000.00 (2010/11)
				Deploy extra team in Reitz.			Five extra employees	350 000.00 (2009/10)	
			Leasing of skip bins & compacting at landfill sites	Outsource the cleaning of illegal dumps.	Removal of illegal dumping areas				1 200 000.00
				Full maintenance of refuse tractors & machinery to ensure that they are functional & road worthy.				250 000.00	
				Provide dustbins for indigents				400 000.00	

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	Landfil sites	Two permitted landfill site	Extension of a existing licenced landfill site in Lindley and Reitz	Appointment of a Waste Management Officer	2	Approval of business plan from MIG	Community Service		
		Lindley and Reitz		Submit a MIG business plan for a site in Lindley					
				Rehabilitate existing site in Arlington				550 000.00	
1.5	Access to municipal roads and storm water channels.	0	270.2 km to be upgraded	Maintenance of existing municipal roads. Control of heavy load vehicles.	270.2 km	Department of Roads, Transport and Police	Asper approved organogram	2 600 000.00	

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				Grading of roads.					
				Training of grader operators.					
				Hands on supervisor.					
				Deploy staff to Petrus Steyn.					
				Lease Yellow Plant to clean main storm water channels.					
				Complete roads projects.					
				Improve the management of roads projects.					

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				Engage the provincial government to repair access roads to our towns that is under their control. (Petrus Steyn and Arlington)					
	Operation and Maintenance Master Plan	December Infrastructure	Developed and approved Master Plan	Operation and Maintenance plans	Approved Master Plan	COGTA	DBSA has seconded staff Manager Technical Services		
		June –Open spaces					DBSA-Siyenza Manje		
	REFER TO THE ATTACHED REPORT								

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1.6	Grass Cutting	50% (1.4 million sm)	80% (2 million sm)	Expand the service to all areas. Outsource grass and tree cutting function. Regular monitoring of this service	Clean Open spaces.		Manager Community Service. Service Provider	340 000	500 000.00
1.7	Cleaning and maintenance of Cemeteries	3	11	Procure weed killer.	Clean cemetery		One general worker.	Same budget as grass cutting	400 000.00
				Procure tools.			Manager Community Service. SCM		

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				Cut grass regularly in all our cemeteries.			Manager Community Service.		
				Repair access roads to all cemeteries.			Manager Community Service.		
1.8	Fencing Cemetery	7	11	Repair fencing in all cemeteries.	Fenced Cemeteries	COGTA - MIG	Manager Community Service.	45 000.00	100 000.00
				Approval of business plan					
				Appoint service providers to Erect fencing in those cemeteries.			Manager Community Service. SCM		
1.9	Cleaning Public Toilets	0	3	Appoint services providers to clean public toilets. Service Level Agreement.	Better public toilets	Service provide	Manager Community Service. Manager Community	25 000.00	

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							Service.		
1.10	Maintenance of Sport Facilities	Exist in Petsana, Reitz-2, Lindley-2, Arlington -1 and Petrus Steyn-1	Maintenance of all six sports facilities	Submit business plan for MIG funding	Maintained sports facilities		Manager Community Service.	400 000.00	500 000.00
1.11	Indigent Register Updated	4758	5500	Register indigents.	5500		CFO 9 ward committee members	90 000.00	90 000.00
1.12	Erecting signs and marking roads	78%	100%	Erect all traffic signs.	Marked roads		Manager Community Service.	170 000.00	100 000.00
				Mark all roads.					

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				Use young people to assist mark roads.					
1.13	Clean stormwater channels	96.8 km	127.8 km	Cleaning of storm water channels Repair catchment points. Complete current project on storm water channels	Reduce flooding.		Manager Technical Service	R300 000 (2009/10)	4 800 000.009 (2009/10/11)
				Clean storm water channels					
1.14	Operational and Maintenance Plans	None	Open Spaces operational and Maintenance Plans	Develop operations and maintenance plans for all service delivery units.	Improved services.	DBSA	Manager Community Services DBSA deployee		
1.15	Fleet and Equipments	Old equipments	New equipments	Procurement of all budgeted fleet and equipment.	Number of old and obsolete equipment	DBSA	DBSA deployee & Community Service	4 000 000.00	

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1.16	Formalized sites	0	3600 sites	Finalize township establishment	3600 sites	COGTA and Surveyor General to assist in speeding up plans approvals	Staff from :COGTA DBSA depoyee' Manager Community Services (Applicatio n for funds)	Manager Community Service & Urban Planner	900 000.00
				Source funding for services		Human Settlement to provide funding for services		Manager Community Service & Urban Planner	
				Allocate sites to communities			Human Settlements	Manager Community Service & Urban	

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								Planner	
				Provide basic services to the sites					
	Informal Settlement			1					
	Petsana	1020	1401						
	Mamafubedu	243	1000						
	Ntha	87	1000						
2.	Public Participation								
2.1	Functionality of Ward Committees &	8 Provided with	9 functional Ward committees	Finalise offices for ward committees (also to purchase	1 functional committee e (Ward 9) &	Must ensure that non functional	Speaker	R135 000	

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	CDW's	stationery		furniture).	Effectiveness of all committees.	to relieve themselves and follow the necessary processes to fill such vacancies.			
				Provision of working tools for ward committees.	<i>No of meetings a year as per LG Amendment Act functionality indicators</i>	CoGTA to assist with training of Ward Committees of Local Government issues.	MM; Speaker	MSIG allocation R15 000 per ward	

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				Ensure the functionality of all Ward Committees (special emphasis of Ward 9).		Policy advice on the work of Ward Committees and their performance			
				Budget for Ward Committees					
				Each Ward must develop a Ward Plan by August 2010.					
		8 CDW's available				CoGTA must train the newly appointed CDW's			

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						CoGTA must ensure that CDW's submits reports to the Office of the Speaker			
						CoGTA National must accelerate the transfer of CDW's to CoGTA Provincial			

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2.2	Broader public participation policies and plans	No Policy	Must develop a Policy	Development and Approval of public participation policy.	Informed community.	CoGTA will provide a guideline for Public Participation by end of March 2010.	Manager Human Resource		
		Adopted IDP Process Plan					Chief Operations officer		
		Mayoral Budget Road show					Mayor		
2.3	Public Communication systems	Notice boards, News letter, toll free & Website	Develop flyers	Development of Municipal flyers		Department of Communication	Manager Corporate Services	R120 000	R360 000
			Use print & electronic media	Use print & electronic media effectively		GCIS			

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			effectively	Translate news letter to local languages and expand distribution channels.		Provide support to improve public communication system.			
			Develop a language Policy for the municipality	Develop a policy		Cogta provide guidelines	Municipal Manager		
			Adoption of the by-laws	Identify relevant by-laws for adoption		CoGTA must provide a Draft of By-laws	Municipal Manager		

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						CoGTA must assist with the development of language policy			
						CoGTA must publicize the by-laws			
2.4	Complaints management systems	No Policy or System	Have a complaint register with full details	Develop customer care policy (must include the escalation procedure).	Improved response to complaints.	Customer care must be prioritized		Municipal Manager & Speaker	R250 000
		Have suggestion boxes	Develop customer care policy.	Implement customer care system.	Functional Customer care system				
		Toll free Complaint forms	Implement customer care	A dedicated staff to deal with Toll free Develop a					

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			system. Developme nt of Customer Care Unit	complaints management system 7 customer care units					
2.5	Feedback to communities	Schedule of meetings with communities	Must develop a feedback mechanism frequently	Support ward councilors to ensure that ward meeting are held at least monthly.	Informed communities.		Speaker Mayor & Municipal Manager	R180 000	R270 000
		Council meetings are advertised to the public and roving Councils are embarked on.		Schedule of meetings to communicate the success and failures of the municipality such meetings must be refined to suit the need (standardized format of reporting).			Manager Corporate Services & Speaker		

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3.	Governance								
3.1	Political Management and Oversight								
3.1.1	Stability of Council <i>What are other committees</i>	4 Committees (Tech, Finance, Corporate & IDP) & 1 Sec 80 Co Schedule of Council meeting are adopted by Council Standard Council has been	Establish 5 Council Committees Establishment of Rules Committee	Must adhere to Council Schedule Municipality must provide reports and attendance register (from 2006 to date) to the meetings with regard to non attendance of Councils. The Speaker must seek advice on	Review standard rules	CoGTA must give advice on the matter of a Councillor who reside in Gauteng Province	Manager Corporate Services		

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		<p>adopted</p> <p>Have the Council support staff</p> <p>Section 79 Committees are function with an exception of Corporate Services</p>	<p>Must ensure that Corporate Services & IDP, LED Committee is functional &</p>	<p>legislative matters</p> <p>Review the management of Committees</p> <p>The office of the Speaker must be capacitated (staffed)</p> <p>Municipal Organogram must be reviewed</p>	<p>and orders</p>	<p>CoGTA & SALGA must review the management of Committees</p>			

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			restructures as such.						
3.1.2	Delegation of functions between political and administration	There is Delegation system has not been reviewed	Must approve the Delegation system	Approval of draft delegation of powers. Must provide the minutes of the first Council meeting Must be provided with the draft	Clear delegations.	CoGTA & SALGA must assist and support in terms of Delegations	Municipal Manager & Human Resource		
3.1.3	Training of Councils	Training Programme is in place Councillors are not trained	Capacity Building in terms of roles and responsibilities Councillors must attend training	Capacity Building in terms of roles and responsibilities		SALGA CoGTA LGSETA in terms of training and funding	Manager Corporate Service		

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3.2	Administration								
3.2.1	HR Policies	<p>Policies are available & were adopted by Council</p> <p>(Leave, Over time, Recruitment & Selection)</p> <p>Organogram has been</p>	<p>To develop the HR manual which includes all policies by 30 June 2010</p> <p>Must workshop staff all relevant policies</p> <p>Develop an Induction Manual</p>	<p>Development of an HR Manual</p> <p>The Organogram</p>	HR Manual by June 2010	COGTA	Manager Corporate Services		

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		approved in 2008 & not reviewed by Council	(Orientation) Develop a retention strategy	must be approved by Council					
3.2.2	Vacancies (Top 3- MM, CFO, Planner, Engineer)	MM, CFO & Engineer No Engineer	To appoint Technical Manager	Appointment of Technical Services	Filled post for Technical Services Manager			R605 000	
3.2.3	Critical Vacancies	PMU non existence	Must establish PMU Appointment of the 6 Managers Appointment of additional personnel in the office of the Speaker	Appointment of critical post.	Filled critical posts. Section 57 and Electricians. 1 x Manager Corporate Services 1 x Legal Advisor 1 x Assistant Manager SCM 2 x			R3 256 125	

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					Electricians 1 x Mechanic 1 x LED Assistant Manager Waste Manager Officer				
3.2.4	Organizational Performance Management System developed	Performance Management System exist	PMS reviewed & Approved	.Review PMS	Reviewed PMS	CoGTA	Chief Operations Officer		R600 000 (Software)
3.2.5	Conclude employment contracts	100 employees have contracts	248 must signed by 30 June 2010	All employees would have employment contracts and signed with MM Must verify the information of old	All staff to have contracts.		Manager Corporate Services		

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				staff members					
3.2.6	Appointment of Effective Audit Committee	0	Appoint a fully fledged Committee by 30 April 2010	Appointment Implementation of the Audit Plan.	Functional Audit Committee		MM & Council & Mayor	R60 000	
3.2.7	Appointment of Risk Management Committee	0	Appoint Risk Committee by April 2010	Appoint a Risk Management Committee Identify organizational risks. Mitigate risk in the organization.	Risk Management Committee		MM & CFO		
3.2.8	Top 4 appointed with signed Performance Agreements	MM, CFO, COO & Community Services		Develop a performance appraisal template. Workshop staff on the implementation.	Improvement and compliance.	CoGTA with its PM unit			

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				Assess third quarter performance in April 2010. Management meeting to be held monthly.	Annual Report completed in Time.				
3.2.9	Customer Care Management System.	0	1	Customer Care system to be local in Corporate Services. Develop customer service charter. Telephone system to be customer complaint.	Customer Care Management System		Manager Corporate Services		R250 000
3.2.10	Skills Development for employees	WSP has been approved by Council		Review Implementation of WSP	Reviewed WSP	LGSETA in terms of training	Manager Corporate Services	490 000.00	500 000.00

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								Allocated	Projected
		Training Committee has been established				Funding			
3.3	Labour Relations								
3.3.1	Functionality of Local Labour Forum	1 LLF meeting held Reports of the LLF serve before Council	8 LLF meetings	Coordination & secretariat to meetings	8 Meetings		Manager Corporate Services		

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								Allocated	Projected
4.	Financial Management								
4.1	Revenue enhancement programme developed	R3.6 million Collection rate currently 76% including subsidization of indigents Credit control policy in place and implemented Municipal license area,	Improve collection to +-R4 million	Presently done internally, debt collection will be outsourced. Write off indigent debtors, out of R138M total debt 25M is envisaged to be written off before the end of 2009/10 financial year. Community Awareness. Address metering	Financial viability Write off the debt 30 June 2010	Treasury	MM & CFO MM to negotiate with Department of Energy	R300 000	R450 000

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								Allocated	Projected
		<p>Peter- steyn, Reitz, Lindley and Ntha,</p> <p>the current challenge in terms of collection is Ntha due to electricity by-pass</p> <p>Non payment from Government department such as Public Works, SAPS, Department of Justice, Education and health</p>	All outstanding	<p>of electricity in Lindley.</p> <p>Full implementation of credit control.</p> <p>Bill the departments on monthly basis</p> <p>Cut off the services of the municipality</p>	<p>Installation of meters to +- 4000 households</p> <p>Collect all outstanding debt by 30 June 2010</p>	<p>Treasury</p> <p>Treasury and COGTA</p>	MM & CFO	R3,5	R5,7M

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								Allocated	Projected
			debt to be collected						
4.9	Clean Audit plan developed	08/09 has been received by the Municipality and the opinion was Disclaimer, the report was presented to council on the 22 nd January 2010	Action plan has been developed, and it is at 70% in terms of progress Financial Statement	Action Plan developed and implemented, will be attached to this report Clear suspense accounts. General Ledger reconciliations to be performed monthly. Pre audit preparation in April 2010. Full compliance with GRAP/GAMAP	Improved audit report. Ongoing By December 2010 there will be drastic changes				

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								Allocated	Projected
		Assets Register is at final stage, we are reviewing values	for 2008/09 already GRAP compliant and submitted on time, 2009/10 AFS will be submitted on the 31 August 2010 Targeted date to be finished 30	currently attended to by Makomota FMS 1. Quality review of financial statements 2. Finalise	Financial statements will be submitted by the end of August 2010	Treasury	CFO		

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								Allocated	Projected
			June 2010	Assets Register ASAP. Resolve legacy issues. Commissioned outside assistance	Assets Register will be complete by 30 June 2010		CFO	R450 000	
4.8	% MIG expenditure by	65%	100%	Appointment of Project	100%	COGTA	CFO & DBSA	R 20M	R23M

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	end of financial year	R20M was allocated and to date R14M has been received		Management Unit. Accelerate expenditure of MIG projects.	Spending		deployee		
4.9	Asset Register Developed.	Not GRAP compliant, also under review to comply GRAP	30 June 2010	Asset Register developed.	Asset Register		CFO	R150 000	
4.10	Supply Chain Management policy applied in a fair and transparent manner (e.g. open tenders, Bid Adjudication committee established.	MFMA framework and SCM National Guidelines are being presently SCM Draft policy is in		Approval of Supply Chain Management Policy. Appoint the Assistant Manager SCM Procure Supply Chain Management system.	Compliance and Fair procurement processes.	SITA SITA will assist and procuring the best system to use for procurement purposes.	CFO	R200 000	R250 000

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								Allocated	Projected
		place, will be taken to council	Next council meeting in March 2010	Restructure SCM committees. Review procurement authorization.					
5.	Local Economic Development								
5.1	Establishment of a functional LED Unit.	No functional LED Unit.	Assistant Manager LED 6 additional Interns	Appoint Assistant Manager LED 6 additional interns will be catered for from sourced funds	Functional LED Unit	COGTA & DETEA to assist in developing the strategy & Plan; & establishment of a functional	Assistant Manager LED & 6 interns		R500 000

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	LED Plan aligned to the PGDS; adopted by Council		Develop LED Strategy & Plan	Development of Strategy & Plan Approval of the Plan by Council	LED Strategy & Plan Resolution on the adoption of plan	unit (External Funding of staff needed for functioning of LED Section for 6 interns)		R300 000	
5.2	Implementation of the EPWP	120	450	Register with Expanded Public Works Program.	450 Jobs	Public Works - EPWP		R2 000 000	
5.3	SMME Support	No SMME Hub	SMME Hubs in Reitz SMME Hubs in all	Establish SMME Hub in Reitz Establish SMME Hub in all units	Establishment of SMME Hub in Reitz Establish SMME Hub in	DETEA, FDC, IDC, Thabo Mofutsanyane Development Agency		100 000.00	450 000.00

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			units	(From Sourced Funds) Link SMME to supply Chain	all units	(External Funding for SMME Hubs in all Units)			
5.4	Poverty Alleviation & Job Creation	Disused centers in Mamafubedu & Leratswana be fully utilized (Current unemployment rate is at 43%)	Utilize the centers as satellite offices for sector departments. Utilize the centre for social upliftment programs & poverty	Avail the centers for local communities to utilize Assist Co-operatives with the development of communal vegetable gardens. Provide seeds for individual gardens	Improve poverty by 5% (Number of jobs created & SMME assisted)	Department of Agriculture, Public Works – EPWP, DETEA, Social Development, TM Development Agency, SEDA			

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			alleviation programs Reduction of unemployment rate by 5%						
5.5	Revival of local economic projects	Collapse of poultry projects in Reitz, Lindley & Arlington Brick making project in Arlington Uncontrolled usage of commonages	Revival & sustainability of these projects	Engagement of relevant stakeholders & sector departments	Sustainable community lead LED projects	Department of Agriculture, DETEA, Social Development, TM Development Agency, SEDA, Public Works (Extra Funding needed for			

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		Illegal establishment of commonages (Next to residential areas).	Management of commonages in all units	Formulation of By-laws & strict enforcement thereof	To rid municipality of sporadic informal settlements	the revival of local economic development projects) Department of Agriculture, DETEA, Social Development, TM Development Agency, Rural development (External Funding for			

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								Allocated	Projected
						establishment of commonages)			
5.6	Development of Agro-Tourism & Tourism Attraction Centers	No Tourism centers	Establish a Tourist Centre in Reitz	<p>Establish a tourist centre (Municipality boundaries need to be clearly marked as point of entries into the municipality.</p> <p>Establish a centre to reflect Tourism destination that are available within the jurisdiction/ The website to be fully developed with all tourism attraction enlisted)</p>	Promotion & enhancement of tourism within the municipality	<p>DETEA, Free State Tourism Authority, TM Development Agency</p> <p>(External Funding for the development of tourism centers)</p>			

We the undersigned hereby confirm that this is Nketoana Local Municipality's Turnaround Strategy as adopted by Council on the 31 March 2010

Cllr. Mandla Mamba
Mayor

Mr. Siphon Thomas
Municipal Manager