

**DRAFT SUMMARY IMPLEMENTATION
PLAN FOR
THE FIVE YEAR LOCAL GOVERNMENT
STRATEGIC AGENDA**

VERSION 6.5

16 MAY 2006

- a. **Mainstreaming hands-on support to Local Government to improve municipal governance, performance and accountability;**
- b. **Addressing the structure and governance arrangements of the State in order to better strengthen, support and monitor Local Government; and**
- c. **Refining and strengthening the policy, regulatory and fiscal environment for Local Government and giving greater attention to the enforcement measures.**

NB: Timeframes are estimates. Fixed timeframes are in blue.

Strategic Priority 1:

Mainstreaming hands-on support to Local Government to improve municipal governance, performance and accountability

CROSS CUTTING INTERVENTIONS

NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
1.	<p>National and provincial government departments must prioritize support for municipalities through the actions identified.</p> <p>They will report to the July 2006 Cabinet Lekgotla on inter alia:</p> <p>a) Reflecting concrete support actions to municipalities in their Strategic and Business Plans; and</p> <p>b) Streamlining their operations and providing appropriate resources to provinces, so that the latter can support local government.</p>	<p>i. Key sector departments implement guidelines on supporting local government.</p> <p>ii. Conduct a workshop and bilateral meetings with National Sector Departments on Local Government Strategic Agenda.</p> <p>iii. Provincial plans must reflect the above in respect of the activities to be undertaken.</p>	<p>i. <i>Dedicated personnel and financial resources allocated by national and provincial departments.</i></p> <p>ii. <i>Strategic and business plans reflect support for local government.</i></p>	<p>June 2006</p> <p>July 2006</p>	<p>All National and Provincial Sector Departments</p>
2.	<p>Provincial government specifically must prioritize support for municipalities through the actions identified by, inter alia:</p> <p>a) Reflecting concrete resources /support actions to their municipalities in their Provincial Growth and Development Strategies; and</p> <p>b) The office of the Premier and Premiers Coordinating Forum must assume overall accountability for coordinating and monitoring the hands-on support to municipalities.</p>	<p>i. PGDS and IDP alignment workshop to form part of the engagement process with all municipalities and provincial sector departments and Traditional Leaders.</p> <p>ii. Develop municipal support plans.</p> <p>iii. Place the 3 strategic priorities of local government as a standing item on the PCF agenda and ensure that it plays an oversight role.</p> <p><i>Provincial plans must reflect the above in respect of the activities to be undertaken.</i></p>	<p>i. <i>Revised PGDP based on new 2006/11 IDPs.</i></p> <p>ii. <i>Municipal Support action plans.</i></p> <p>iii. <i>Monitoring Tool implemented.</i></p>	<p>April 2007</p> <p>August 2006</p> <p>August 2006</p>	<p>All National and Provincial Sector Departments</p> <p>SALGA</p> <p>Traditional Leaders</p>

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NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
3.	<p>dplg must continue to nationally coordinate, facilitate, direct and monitor the priority hands-on support actions of national government to local government by:</p> <p>a) Improving the institutional arrangements of internal capability;</p> <p>b) Identifying priority areas of support to local government required of national government, SOEs and key stakeholders; and</p> <p>c) Facilitating, supporting and monitoring the implementation of these support actions.</p>	<p>i. Ensure that the implementation of the Local Government Strategic Agenda is a standing item on all relevant Intergovernmental Relations structures.</p> <p>ii. Develop a support requirement matrix for different types of municipalities along functions and powers.</p> <p>iii. Provincialise these planned interventions.</p>	<p>i. <i>Dedicated central co-coordinating team in place.</i></p> <p>ii. <i>Regular support and monitoring meetings held between dplg and national departments and individual provinces.</i></p> <p>iii. <i>Monitoring and reporting strengthened and implemented.</i></p>	<p>July 2006</p> <p>Quarterly</p> <p>October 2006</p>	<p>dplg DLG</p>
4.	<p>SALGA must intensify its support to the political leadership of municipalities by:</p> <p>a) Engaging in a structured programme of capacity building and training;</p> <p>b) Stabilizing the political and administrative components of municipalities; and</p> <p>c) Unblocking political problems that negatively affect the service delivery and support actions directed at municipalities.</p>	<p>i. Develop & implement a 5-year national capacity and training programme for councilors (The high level training to include raising awareness on the Municipal Infrastructure Grant – MIG Programme).</p> <p>ii. SALGA to develop proactive intervention plan to address stabilizing the political and administrative components of municipalities; and unblocking political problems that negatively affect the service delivery and support actions directed at municipalities.</p>	<p>i. <i>Develop a training plan.</i></p> <p>ii. <i>All councilors participating in capacity and training programme.</i></p> <p>iii. <i>Implement activities per the plan for each year to be completed by June 2007.</i></p> <p>iv. <i>Intervention plan.</i></p>	<p>June 2007 (Keep original date and stagger activities accordingly)</p> <p>July 2006</p>	<p>SALGA dplg MECs for Local Government</p>

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NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
5.	Focus the relevant organs of the state and stakeholders on the priority actions identified under the 5 Key Performance Areas (see slides 14-45) and elaborated in <u>the Summary Report</u> , the Project Consolidate <u>Municipal Action Plans</u> and the <u>updated IDPs</u> .	i. Develop a consolidated implementation plan that includes inputs of provincial and national departments. ALL	i. <i>Integrated Local Government Strategic Agenda implementation plan.</i>	July 2006	dplg DLG SALGA
6.	Rollout an unprecedented national capacity building, training and support programme to Local Government over the next 5 years.	i. Develop and implement a systematic programme of capacity building for sustainable local government. ii. Develop and implement a programme on the professional and personal development of local government leadership / management. iii. Refined NCBF CAT resulting in a strategy for coordinating capacity building. iv. Assess municipal capacity. v. Provincial plans must reflect the above in respect of the activities to be undertaken.	i. <i>A professional and personal development framework for local government leadership/management compiled.</i> ii. <i>A Macro and Management Plan for the national coordination of local government capacity building implemented and monitored. Capacity for municipalities assessed.</i> iii. <i>Core Municipal Leadership Development Programme (MLDP) developed and piloted.</i> iv. <i>Functional areas of MLDP developed and rolled out.</i> v. <i>Other interventions addressing professional and personal development</i>	July 2006 and ongoing August 2006 and ongoing July 2006 and ongoing March 2007 and ongoing July 2006 and ongoing November 2006 and ongoing	dplg , SALGA, DPSA, Treasury dplg , Learning Institutions, SAMDI, LGSETA, SALGA, professional bodies <u>Lead: dplg</u> <u>Support: SALGA, DPSA DLG</u> <u>Lead: dplg</u> <u>Support: DLG, SALGA</u>

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NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
		vi. Strengthen monitoring and evaluation.	<i>of leadership / management developed and rolled out.</i> <i>vi. Impact measured and relevant interventions adapted.</i>	December 2006 and ongoing	
7.	Convene the national series of orientation sessions with Mayors after the March 2006 municipal elections.	i. Plan the orientation session with mayors as soon as possible after the March 2006 elections Provincial plans must reflect the above.	<i>i. Successful orientation with mayors held (should include presentation on MIG).</i>	June 2006	dplg SALGA
8.	Implement a practically focused induction programme for councilors and senior Municipal Managers immediately after the 2006 municipal elections.	i. Develop a data base of new mayors and municipal managers. ii. Develop and conduct structured induction training. iii. Establish a support mechanism for both Mayors and Municipal Managers. iv. The focused induction programme for councilor and senior municipal managers should include raising awareness on the MIG Programme. Provinces must reflect above in submissions.	<i>Consolidated report of new councilors and mayors.</i> <i>Skills requirement matrix developed.</i> <i>Support mechanism established.</i> <i>Presented to raise awareness on MIG.</i>	May 2006 August 2006 December 2006 July 2006	dplg SALGA
9.	Building the technical capacity of municipalities through the mobilization and deployment of appropriate skills and expertise.	i. Establish a deployment management team to align and refocus different capacity deployment initiatives including Project Khaedu, Siyeza Manje and others.	<i>i. Incremental roll-out & deployment of experts to priority municipalities, based on an established resource pool.</i>	May 2006 and ongoing	dplg SALGA

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NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
		ii. Utilize the capacity audit report under process. iii. Use the short term MIG intervention effectively with the deployment of senior engineers, students and graduates. Work closely with the DBSA long term intervention. iv. Hands on support and training through the sponsorship from the British government. Provincial plans must reflect the above.	ii. <i>Mentorship of graduates by senior engineers. Experiential training for students so that they can graduate.</i> iii. <i>Developed training material, trained officials and improved service delivery.</i>	May 2006 August 2006	
10.	Providing appropriate support to the previous cross boundary municipalities.	i. Monitor and support the execution of implementation protocols and transitional measures in support of PCC oversight. AFFECTED PROVINCES: must reflect this in their action plans.	i. <i>Implementation of Protocol agreements.</i> ii. <i>Facilitate the resolving of stumbling blocks in implementation.</i> iii. <i>Report to the PCC.</i>	Ongoing Ongoing May 2006 and ongoing	National Treasury Provincial Treasury
11.	Finalization of implementation of Local Government Communication System.	i. Adoption of Local Government Communication Guidelines through national workshop. NATIONAL, PROVINCIAL, MUNICIPALITIES must reflect the above in their action plans	i. <i>Municipal Communication Infrastructure in place.</i> ii. <i>Communications Policy in place.</i> iii. <i>Municipal Communication Cycle adopted.</i> iv. <i>Communications Strategy in place.</i> v. <i>Communications Support in place for Public Participation.</i>	September 2006	dplg/GCIS/SALGA OTP, DLG, GCIS SALGA, Municipalities

Cross Cutting - Communications

NO.	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
1.	Urgent resource mobilization for weak municipalities	<ul style="list-style-type: none"> i. Establishment of dedicated fund to enhance and support communication in struggling municipalities. ii. Support secondments and twinning arrangements between municipalities through provincial communication forums. iii. Execute communication skills and structures audit in municipalities to assess functionality and interventions needed. 	<ul style="list-style-type: none"> i. <i>Needs assessed and funders attained and municipalities assisted to enhance their communication activities in line with LGCS guidelines.</i> ii. <i>Completed audit.</i> 	<p>March 2007</p> <p>December 2006</p>	<p>dplg</p> <p>SALGA dplg GCIS</p>
2.	Development of five year communication framework for local government service delivery programmes and communicate progress and successes	<ul style="list-style-type: none"> i. Intensify communication on the outputs of Project Consolidate. ii. Actively support the government-wide campaign on local economic activities and opportunities through LED initiatives. iii. Communicating progress of service delivery in line with set targets. iv. Communication support to municipalities around a mass awareness campaigns and priorities on all service delivery programmes including IDP, URP, ISRDP, FBS, MIG, etc. 	<ul style="list-style-type: none"> i. <i>High levels of awareness of local government programmes through periodic assessments.</i> 	<p>April 2007 and every IDP quarter thereafter</p>	<p>dplg</p>
3.	Repositioning image/profile of local government sector.	<ul style="list-style-type: none"> i. Conduct research into public opinion/perception on local government. ii. Develop ideal brand identity that is in line with the desirable image of local government. 	<ul style="list-style-type: none"> i. <i>Improved perceptions of the role of local government as well as communities roles to make it work.</i> 	<p>March 2007</p>	<p>dplg SALGA GCIS</p>

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NO.	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
		<ul style="list-style-type: none"> iii. Develop multimedia campaign to addressing perceptions. iv. Through research develop perception index which can be assessed annually. 			
4.	Strengthening municipal communication institutions.	<ul style="list-style-type: none"> i. Fast-track the establishment of fully resourced communication units in ALL municipalities. ii. Develop a programme to train municipal communicators and political principles. iii. Support and strengthen the establishment of intergovernmental communication structures between all three spheres of government to facilitate a coordinated government communication system. iv. Ensure technical support to district municipalities to formulate district-wide communication strategies. v. Intensify the use of Izimbizo as a platform to focus attention on local government 5 year development plan. 	<ul style="list-style-type: none"> i. <i>Functional communication units in line with guidelines.</i> ii. <i>All municipalities have credible and implementable communication strategies.</i> 	Districts 2008 All municipalities to have fully functional units by end of term	Municipalities (with technical support from relevant Stakeholders)
5.	Strengthen communication infrastructure to support public participation.	<ul style="list-style-type: none"> i. Give support to and integrate ward committees into communication strategy implementation (in conducting joint campaigns). ii. Provide communication skills development to ward committees to enable them to perform their communication role. iii. Ensure that Ward Committees are represented in relevant municipal communication structures (eg. DCFs etc). 	<ul style="list-style-type: none"> i. <i>Public participation structures become the local agencies of two-way communication</i> ii. <i>Workshop government communicators to understand roles, functions and composition.</i> 	March 2007	dplg Local and Provincial Government

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NO.	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
6.	Improve access to information through the use of ICT in municipalities.	<ul style="list-style-type: none"> i. Establish ICT forum to develop local government ICT framework. ii. Ensure that all municipalities are compliant with applicable legislation. iii. Ensure that MPCCs have adequate ICT capacity to support service delivery efforts. 	<ul style="list-style-type: none"> <i>i. Domain and web standards developed and distributed wide.</i> <i>ii. All municipalities to have websites.</i> 	December 2007	dplg

KPA 1: Municipal Transformation and Organisational Development

NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMFRAMES	RESPONSIBILITY
1.	Support District and Metropolitan municipalities to prepare draft IDPs by the 1st of March.			March 2006	National: dplg & Presidency Provincial: Office of the Premier, DLG
2.	Municipalities need to be supported to establish the core basic municipal systems to function as effective governments as required by law.	<ul style="list-style-type: none"> i. Develop Regulations on Local Government Administrative systems. ii. Support Project Consolidate municipalities to establish Admin systems. 	<ul style="list-style-type: none"> i. <i>Local Government Administrative Systems Regulations developed.</i> ii. <i>PC municipalities supported with implementation.</i> 	April 2007 June 2007-2011	National: dplg , National Treasury Provincial: Office of the Premier & DLG
3.	Finalising a local government competency framework by July 2006 (which include improving the regulatory environment by issuing regulations on the appointment, performance and evaluation of Municipal Managers together with other Senior Managers).	<ul style="list-style-type: none"> i. Draft Regulations to strengthen management and accountability in Local Government for Section 57 Senior Managers. ii. Support to appoint, review contracts and assess performance; sign new contracts for Senior Managers in Local Government provided. 	<ul style="list-style-type: none"> i. <i>Regulations and Framework for supporting municipalities at provincial level developed and implemented.</i> ii. <i>Performance Management Regulations published for implementation.</i> 	July 2006	National: dplg , National Treasury Provincial: Office of the Premier & DLG
4.	Supporting municipalities to fill vacant municipal and senior manager posts.	<ul style="list-style-type: none"> i. Identify vacant positions for Section 57 Senior Managers in Project Consolidate Municipalities. ii. Develop a national/provincial database tracking the status of Section 57 SM, reporting and supporting affected municipalities. 	<ul style="list-style-type: none"> i. <i>PC municipalities are supported to fill vacant SM posts.</i> ii. <i>Database developed and trends reported.</i> 	July 2006 Quarterly	National: dplg , DPSA, National Treasury Provincial: Office of the Premier & DLG

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NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMFRAMES	RESPONSIBILITY
		<ul style="list-style-type: none"> iii. Develop Case history on disputes, resolution mechanisms to inform overall administrative regulations, monitoring and response to disputes. iv. Develop recruitment and retention strategy with particular focus to rural based municipalities. 		Quarterly	
5.	Fast-tracking and finalizing work on the national local government skills audit.	<ul style="list-style-type: none"> i. Undertake work on skills audit for Section 57 Senior Managers, prioritizing Project Consolidate municipalities. ii. Professionalize LG management. 	<ul style="list-style-type: none"> <i>i. Skills Audit initiated and completed.</i> <i>ii. Pilot the Leadership development programme in selected municipalities.</i> <i>iii. Developed functional Professional Leadership Programmes and assessment report on existing institutions done.</i> 	July 2006 – March 2007	National: dplg Provincial: DLG LG-SETA
6.	Sourcing and deploying hands-on technical capacity to municipalities.	<ul style="list-style-type: none"> i. Determine priority Project Consolidate Municipalities institutional requirements and provide support to address those gaps. ii. Engage Banking Institutions to assist with financial management training to complement other sources. 	<ul style="list-style-type: none"> <i>i. Deploy Institutional and Admin systems expertise in identified PC Municipalities.</i> 	Ongoing	National: dplg , DWAF, DME, Housing, DPW, National Treasury, Transport Provincial: Local Government, Housing and Public works

KPA 2: Basic Service Delivery

NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
1.	<p>Ensuring that the following service delivery targets are achieved:</p> <p>a) All communities have access to clean water and decent sanitation by 2010;</p> <p>b) All houses have access to electricity by 2012; and</p> <p>c) There is universal access and provision for Free Basic Services.</p>	<p>i. Complete and verify backlog study.</p> <p>ii. Develop national master sector plans.</p> <p>iii. Develop national sector implementation plans with annual targets.</p> <p>iv. Implement Indigent policy guidelines.</p> <p>v. Implement Free Basic Services Sector Communication strategy.</p> <p>vi. Complete the establishment of Regional Electricity Distributors - REDs.</p> <p>vii. Report regularly to Cabinet and the PCC.</p> <p>iii. Establish targets for roads and transportation infrasture.</p>	<p>i. <i>Backlog completed and verified.</i></p> <p>ii. <i>National master sector and implementation plans developed, implemented and monitored.</i></p> <p>iii. <i>Same as ii above.</i></p> <p>iv. <i>All 283 municipalities have indigent policies and registers.</i></p> <p>v. <i>Educated communities on FBS entitlement.</i></p> <p>vi. <i>All REDs established and electricity supply reliability stabilized.</i></p> <p>vii. <i>Targets for roads and transportation services determined.</i></p>	<p>Backlog study June 2006.</p> <p>Sector Plans Nov 2006. Implementation Plans Nov 2006.</p> <p>Indigent policy implementation March 2009.</p> <p>Comstrat implementation June 2006 and ongoing.</p> <p>REDs establishments March 2011.</p>	<p><u>Coordinating:</u> dplg</p> <p><u>Lead Sectors:</u> DWAF DME Housing Treasury</p> <p><u>Coordinating:</u> dplg</p> <p><u>Lead Sectors:</u> DWAF DME DEAT</p>
2.	<p>Prioritizing the eradication of the bucket system by December 2007.</p>	<p>i. Develop a national implementation plan for the eradication of the bucket system, with clear targets linked to housing delivery.</p>	<p>i. <i>National implementation plan developed.</i></p> <p>ii. <i>Buckets eradicated.</i></p>	<p>July 2006</p> <p>Dec 2007</p>	<p><u>Lead:</u> DWAF</p> <p><u>Contributing:</u> dplg,</p>

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NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
					National Treasury, Housing Provincial: Local Government
3.	Development of strategies to better utilize the services of large contractors, construction teams as well as the support from State Owned Enterprises.	<ul style="list-style-type: none"> i. A relevant national department with their SOE's to prepare a national support strategy to local government. ii. Conduct high level consultations with the construction industry, together with the Construction Industry Development Board, and prepare a Construction Industry Support Strategy to Local Government. 	<ul style="list-style-type: none"> i. <i>SOE support strategy to local government developed and implemented.</i> ii. <i>Construction Industry Support Strategy to Local Government developed and implemented.</i> 	July 2006 November 2006 and ongoing	<u>Lead:</u> DPE DPW DME DoC
4.	Development of national Municipal Infrastructure Investment Policy and a Strategy that will be a roadmap to achieving universal access and will deal with other issues such as refuse removal & FBS.	<ul style="list-style-type: none"> i. Develop a Municipal Infrastructure Investment Policy and Strategy (MIIS). 	<ul style="list-style-type: none"> i. <i>MIIS and Policy developed.</i> 	September 2006	<u>Lead:</u> dplg National: Inter-Ministerial Committee Municipal Infrastructure Task Team
5.	Alignment of all Sector plans with the he PGDS and IDPs, and the NSDP.	<ul style="list-style-type: none"> i. Alignment of the sector plans (e.g. water, sanitation, electricity, roads, housing, waste management, municipal health) with IDPs, PGDS, NSDP. ii. Report regularly to Cabinet and the PCC. 	<ul style="list-style-type: none"> i. <i>National master sector and implementation plans aligned.</i> 	Nov 2006 Ongoing-July 2011	National: DWAF, DME, DEAT, Housing, Correctional Services, Sport & Recreation Provincial: Local Government, Housing, Public Works, Community

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NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
					Development
6.	<p>Prioritising short to long term technical hands-on support to less capacitated municipalities, e.g. through the DBSA support initiative, the dplg SDFs, the NT, DWAF, JIPSA etc.</p>	<ul style="list-style-type: none"> i. Establish and/or refine the management arrangements and support mechanisms for deployment of local government technical experts. ii. Develop guidelines for effective deployment of local government technical experts. iii. Identify more Generalist technical experts from within the sector and mobilise specialist experts from Government and Outside Government. iv. Roll-out phased hands-on support to former cross boundary, Izimbizo and nodal municipalities respectively. 	<ul style="list-style-type: none"> i. <i>Management systems and support mechanisms established (support unit).</i> ii. <i>Guidelines on the deployment of experts developed.</i> iii. <i>Experts deployed in all 138 municipalities and 46 Districts with priority deployment to formers x-boundary, nodal and Izimbizo municipalities.</i> 	<p>June 2006</p> <p>June 2006</p> <p>Dec 2006</p>	<p><u>Lead:</u> DPSA dplg DBSA DWAF National Treasury</p>
7.	<p>Specific hands-on support will be given to the realigned (previous cross-boundary) municipalities and the 21 urban and rural nodes.</p>	<ul style="list-style-type: none"> i. Orientation of official's in the ISRDP in the previous cross boundary municipalities/Nodes. ii. Economic profiling of the nodes and development of economic development strategy. iii. Implement community investment programme in nodes. iv. A short term intervention is in place where MIG has deployed senior engineers, students and graduates to previously cross boundary municipalities. For continuity of the intervention, 	<ul style="list-style-type: none"> i. <i>Technical and support of the nodes.</i> ii. <i>Coordinated integrated implementation of the ISRDP.</i> iii. <i>Increase the level of economic and social investment in the nodal areas.</i> iv. <i>Mentorship of graduates by senior engineers. Experiential students so that they can graduate. Fast tracking</i> 	<p>December 2006</p> <p>Ongoing</p> <p>Ongoing</p> <p>December 2006</p>	<p>dplg Provincial: Local Government, Housing, Public Works</p>

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NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
		DBSA will continue with the intervention, by signing new contracts with the deployed resources.	<i>service delivery.</i>		
8.	(Key service delivery (line function) Departments, national and provincial, to include the identified priority actions in their Strategic and Business Plans (including budget) over the next 5 years.	i. Key sector departments and SOEs implement priorities identified in their strategic and business plans focusing on supporting local government.	i. <i>Dedicated personnel and financial resources allocated by national and provincial departments.</i> ii. <i>Strategic and business plans reflect support for local government.</i>	July 2006 July 2006 - July 2011	National: dpig , DME, DEAT, Housing, DWAF, DPW, Correctional Services, Sport & Recreation, SAPS, National Treasury Provincial: Local Government, Housing, Public Works, Environmental Affairs, Community Development

KPA 3: Local Economic Development

An analysis of the 52 district and metropolitan municipal economies are undertaken. The comparative and competitive advantage of these regions are identified and incorporated into credible LED strategies and programmes. These programmes are effectively implemented through appropriately constituted LED capacity in municipalities and through strong partnerships with provincial and national government departments, state owned enterprises, organised business and labour, and communities.

NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
1.	National and provincial government must provide differentiated support to district and metropolitan municipalities to prepare implementable LED Strategies that are aligned with the revised IDPs.	<ul style="list-style-type: none"> i. Manage the National and Provincial IDP engagement process and ensure alignment with LED strategies of municipalities anchored by credible and updated data. ii. Each province to conduct an LED capacity assessment based on a municipal LED competency framework. iii. Mobilization and deployment of LED related capacity in selected municipalities. 	<ul style="list-style-type: none"> i. <i>As per KPA1 (Intervention 1)</i> ii. <i>LED capacity assessments completed.</i> iii. <i>LED experts working in priority municipalities.</i> 	<p>July 2006</p> <p>September 2006</p> <p>September 2006</p>	<p>National: DTI, DPE, Economic Cluster, Presidency and dplg</p> <p>Provincial: Economic Affairs, Office of the Premier & Local Government</p> <p><u>Lead:</u> Provincial LG dept (i and ii)</p> <p>dplg (iii)</p>
2.	Provinces must support all district and metropolitan municipalities by prioritizing LED interventions in the Provincial Growth and Development Strategy .	<ul style="list-style-type: none"> i. <i>Provincial Economic Clusters to coordinate LED support and PGDS alignment strategy for municipalities. This should be linked to district and metro growth summits.</i> ii. <i>Develop second economy in partnership with civil society and Rural Economic Development with particular focus to small towns and declining economies..</i> 	<ul style="list-style-type: none"> i. <i>Growth and Development summits held in districts and metros and outcomes to inform provincially aligned local economic development programmes.</i> 	<p>September 2006</p>	<p>National: ASG-SA, Task Team led by Presidency</p> <p>Provincial: Office of the Premier, LG Economic Affairs</p> <p>Lead: OTP</p>

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NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
3.	A National Framework for LED , including policy guidelines and strategies, has been developed by dplg . This must be implemented rigorously in alignment with ASGI-SA in rural and urban municipalities.	<p><i>Convene a LED, PGDS & ASGI-SA alignment workshop.</i></p> <p><i>Improve market and public confidence in municipalities.</i></p> <p><i>Identify and exploit the comparative and competitive advantage of the 52 municipal regions.</i></p> <p><i>Intensify enterprise support at Local Level.</i></p> <p><i>Introduce sustainable community investment programmes.</i></p>	<p><i>i. Publish, communicate and implement LED Framework as part of hands on support.</i></p>	- July 2006	<p>National: dplg, DTI, DPE & The Presidency, SALGA</p> <p>Lead: dplg</p>
4.	<p>The LED Framework will be implemented through mobilization of key sets of LED-related capacity:</p> <p>a) Deployment of experienced economists, development economists and planners in selected municipalities. Identification of high-level international skills and a dedicated strategic leadership programme for municipal managers and senior municipal staff; and</p> <p>b) Conduct national level economic analysis of District and Metro areas.</p>	<p>i. Economic profiling of the nodes and development of economic development strategy.</p> <p>ii. Implement community investment programme in two nodes.</p> <p>iii. (see KPA 2, Number 7).</p> <p>iv. (see KPA 3, Number 1).</p>	<p><i>i. Economic profile in nodes.</i></p> <p><i>ii. Increase the level of economic and social investment in the nodal areas (see KPA 2, Number 7).</i></p>	October 2006	<p>National: dplg, dti, and Presidency</p> <p>Provincial: Local Government, Economic Affairs & Office of the Premier</p> <p>Lead: dplg</p>
5.	The need to strengthen national coordination for long-term economic development planning that will, inter alia,	<p>i. Develop proposals on strengthening national coordination for long-term economic development planning.</p>	<p><i>i. National implementation approach to regional industrial development and local</i></p>	December 2006	<p>National: DTI, dplg, National Treasury & The Presidency</p>

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NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
	support LED across the state.		<i>economic development initiated as part of current NSDP project.</i>		Lead: Presidency
6.	<p>Urban based municipalities need special attention and must be supported to understand their unique LED role in contributing to the national economy. Specific interventions must include:</p> <p>a) Focusing on making urban land markets work for the poor;</p> <p>b) Promoting more competitive city business environment and facilitating the movement of information, people and products within and between cities; and</p> <p>c) Promoting appropriate economic integration zones, the global city region concept and facilitating the global role of cities through the national trade investment strategy.</p>	<p>i. Work closely with provinces, SALGA and the SACN to finalise the Urban Development Framework.</p> <p>ii. Urban Development Framework to reinforce the implementation of national LED framework in cities and towns.</p>	<p><i>i. Urban Development Framework published and implemented.</i></p>	October 2006	<p>National: DTI, dplg, and Presidency</p> <p>Provincial: Local Government, Economic Affairs & Office of the Premier</p> <p>Lead: dplg</p>

KPA 4: Municipal Financial Viability and Management: 2006/07

NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
1.	National and provincial government must provide financial management hands-on support to in particular, low capacity municipalities and improve the capacity to account for public resources.	<p>i. Support selected municipalities to comply with MFMA priority areas for implementation without ignoring medium and high capacity municipalities.</p> <p>ii. Establish shared services and promote knowledge sharing.</p>	<p>i. <i>MFMA priority areas for implementation in selected municipalities identified and municipalities supported.</i></p> <p>- Hands on support provided to LG in key priority areas of:</p> <p>- Supply Chain Management - Submission of credible Annual Financial Statements</p> <p>ii. <i>Improved financial capacity through sharing and retaining of scarce skills.</i></p>	Ongoing in terms of MFMA implementation plan	<p>National: dplg, National Treasury, Audit General</p> <p>Provincial: DLG Provincial Treasuries</p>
2.	Providing appropriate support to the former cross boundary municipalities.	<p>i. Explore options for securing appropriate financial support for former cross boundary municipalities.</p>	<p>i. <i>Implementable financial support options to former cross boundary municipalities identified.</i></p>	March 2007	<p>National: dplg, National Treasury</p> <p>Provincial: DLG</p>
3.	Support all programmes that are designed to improve governance and fight corruption.	<p>i. Rollout of the local government anti-corruption strategy to all provinces and coordinates the implementation of the strategy at a local level.</p> <p>ii. Support Project Consolidate municipalities to develop and implement anti-corruption policies, systems and procedures including internal institutional structures and capabilities.</p>	<p>i. <i>Capacity in provincial and local sphere developed to implement the strategy.</i></p> <p>ii. <i>PC municipalities have anti-corruption policies, systems and procedures in place.</i></p>	<p>Ongoing</p> <p>31 March 2007</p>	<p>National: dplg National Treasury, Auditor General,</p> <p>Provincial: DLG, Provincial Treasuries</p>

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	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
4.	Further refinement of the local government fiscal system, with a particular focus on ensuring the LG Equitable Share (LGES) and other grants benefit the poorer municipalities.	<ul style="list-style-type: none"> i. Explore options for a fiscal instrument to replace Regional Services Council (RSC) levies. ii. Explore options on the revised local government equitable share (LGES) formula to assist poorer municipalities. iii. Develop mechanisms for municipalities with good credit rating to borrow. 	<ul style="list-style-type: none"> i. <i>Option(s) on the preferred fiscal instrument for the replacement of RSC levies in place while grant funding is guaranteed in the interim.</i> ii. <i>Implementable options that will benefit poor municipalities identified.</i> iii. <i>LG Borrowing Mechanism Developed.</i> 	<ul style="list-style-type: none"> Ongoing (by 1st July 2009) December 2006 	<ul style="list-style-type: none"> National: National Treasury and dplg National: National Treasury and dplg
5.	Guiding the implementation of the Municipal Property Rates Act (MPRA).	<ul style="list-style-type: none"> i. Development of Regulations. ii Support and monitor municipal implementation of the Act. And its impact of communities and fiscal the environment. 	<ul style="list-style-type: none"> i. <i>First set of regulations which focuses on administrative issues and transitional arrangements Gazetted for implementation.</i> ii. <i>Second set of regulations which focuses on rating and valuation issues Gazetted for public comments.</i> iii. <i>Municipalities assisted in the implementation of the Act, the monitoring framework implemented by provinces and best practices shared among provinces, through the activities of the MPRA Implementation Task Team.</i> 	<ul style="list-style-type: none"> July 2006 November 2006 Ongoing 	<ul style="list-style-type: none"> National: dplg, National Treasury Provincial: DLG National: dplg & National Treasury Provincial: DLG Provincial: DLG National: dplg

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NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
			<i>iv. Valuation Appeals Boards established by provinces taking into account the proposed implementation dates of municipalities.</i>	Ongoing based on the proposed implementation dates of municipalities	Provincial: DLG
6.	Towards the establishment of the Regional Electricity Distributors (REDs).	i. Financial implications of REDs on municipalities addressed and financial sustainability turnaround strategies developed.	<i>i. Financial modeling that guides the establishment of the 6 metro REDs and the National RED, including the identification of the appropriate funding for the National Red done.</i>	March 2007	National: DME & EDI Holding (supported by DPE, SALGA, Eskom, National Treasury and dplg)

KPA 5: Good Governance and Public Participation

NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
1.	<p>Undertaking an intensive national campaign to improve mechanisms for community participation and empowerment with specific focus on:</p> <p>a) Municipalities in the Western Cape and KwaZulu Natal provinces;</p> <p>b) Municipalities that experienced municipal protest in 2005;</p> <p>c) The 21 Urban and Rural Development Nodes; and</p> <p>d) The erstwhile cross-boundary municipalities.</p>	<p>i. Provide ongoing support for the implementation of the national policy guidelines on public participation, with a focus on the priority municipalities.</p> <p>ii. Community Based Planning Phase 1 and 2 completed.</p> <p>iii. Next generation of IDPs to emerge from Ward Plans.</p> <p>iv. Build capacity of ward committees through accredited LGSETA process.</p> <p>v. Adopt a ward campaign by senior managers in government.</p>	<p>i. <i>Rate of ward committee establishment and functionality improved in all municipalities and provinces, with a focus on the priority municipalities.</i></p> <p>ii. <i>Train the trainer workshops on Community Based Planning completed for officials and ward committees in priority municipalities.</i></p> <p>iii. <i>Ward plans finalized and integrated into IDPs in all priority municipalities.</i></p> <p>iv. <i>Training of ward committees through LGSETA implemented in all priority municipalities.</i></p> <p>v. <i>Guidelines developed for the Adopt a Ward Committee and campaign launched.</i></p>	<p>June 2006 & Ongoing</p> <p>September 2006</p> <p>July 2006</p> <p>December 2006</p> <p>March 2007</p> <p>August 2006</p> <p>March 2007</p>	<p>National: dplg</p> <p>Provincial: Office of the Premier and DLG</p>
2.	<p>Premiers and Mayors must lead public participation processes in their provinces and municipalities.</p>	<p>i. Develop guidelines for Premiers and Mayors to develop and implement public participation / Izimbizo programmes.</p>	<p>i. <i>Premiers and Mayors implementing Izimbizo programmes.</i></p>	<p>July 2006</p>	<p>National: dplg</p> <p>Provincial: Local Government & Office of the Premier</p>

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NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
3.	Specific focus and support should be given to the Municipal Speaker's Offices.	<ul style="list-style-type: none"> i. Develop a national Strategy to support the Offices of Speaker in managing public participation, including training of trainers in public participation. ii. Establish comprehensive machinery for supporting public participation through ward committees. iii. Develop public participation regulatory framework (Defining sectors, reporting back mechanisms between council and ward committees, deputy chairs). 	<ul style="list-style-type: none"> i. <i>Support strategy for the Office the Speaker implemented.</i> ii. <i>Support centers, profomas, routine training, best practice sharing.</i> iii. <i>Public participation regulatory framework.</i> 	July 2006	National: dplg Provincial: Office of the premier and DLG
4.	Strengthen transparency and accountability of financial affairs of Local Government.	<ul style="list-style-type: none"> i. Ensure strict adherence to tender rules and financial management regulations and provide guidelines on reporting unethical conduct by councillors and officials. iv. Hold regular public reporting of financial expenditures according to budgets. v. Ensure independent audits. 	<ul style="list-style-type: none"> i. <i>Tender rules and MFMA specifications adhered to in priority municipalities and strengthen awareness for reporting unethical conduct.</i> ii. <i>Forums with civil society held by municipalities and districts for reporting on financial expenditure in priority municipalities.</i> iii. <i>Audits done annually by independent auditors in priority municipalities.</i> 	Ongoing 2007 and ongoing Ongoing	dplg DLG Provincial Treasury National Treasury
5.	Development of support programmers with key development agencies to scale up the mobilization of community resources, including human as well as material (Including private sector) for development.	<ul style="list-style-type: none"> i. Identify key development agencies to assist in scaling up the mobilization of social capital and develop a partnership programme. 	<ul style="list-style-type: none"> i. <i>Finalize an implement support programme with key development agencies to scale up the mobilization of social capital.</i> 	November 2007 and ongoing	National: Social Development and Social Cluster, dplg , DTI, and Economic Cluster

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NO	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
6.	Improving communication, refining the Izimbizo Program and deepening social mobilization.	<ul style="list-style-type: none"> i. Finalize the national, provincial and local Izimbizo programme for 2006. ii. Establish comprehensive framework for communication "within the local circle" (Linked to performance contracts of MMs, issues of literacy and language, co-ordination izimbizo). 	<ul style="list-style-type: none"> i. <i>Implement the Izimbizo programme for 2006.</i> 	May 2006 and ongoing	National: GCIS, dplg Provincial: Office of the Premier & DLG
7.	Strengthening Political Championship, support and oversight.	See cross cutting interventions See SALGA's Action Plan <ul style="list-style-type: none"> i. Provide leadership support. ii. Institutionalizing sector engagement. 	See cross cutting interventions <ul style="list-style-type: none"> i. <i>Strategic development choices, routine communication, listening, CDW and ward committees, roles of Mayors and Speakers.</i> ii. <i>Accountability structured at PCF and DIGR Forums.</i> 	Ongoing	National: SALGA, dplg Provincial: Office of the Premier & DLG
8.	Strengthen Good Governance at Local Government Level (Corporate Governance).	<ul style="list-style-type: none"> i. Implement the Code of Conduct for Councilors. iii. Establish audit committees at district and municipal level (Risk Management). iv. Establish a shared anti-corruption forum. 	<ul style="list-style-type: none"> i. <i>Councilors in priority municipalities conducting themselves according to Code of Conduct.</i> ii. <i>All municipalities with audit committees.</i> iii. <i>All priority municipalities with a shared anti-corruption forum and accessing Hotline.</i> 	Ongoing Ongoing Ongoing	National: dplg Provincial: Office of the premier and DLG, Provincial and National Treasury

Strategic Priority 2:

**Addressing the structure and
Governance Arrangements of the State
in order to better Strengthen, Support
and Monitor Local Government**

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NO.	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
1.	Strengthening of the intergovernmental system to benefit local government by principally implementing the IGR Framework Legislation.	<p>Implement the IGR Framework Act.</p> <p>Provide implementation toolkits.</p> <p>Provincial Departments of Local Government to support establishment and functionality of the District IGR structures to comply with IGR Framework Legislation.</p>	<p>i. <i>Publish, communicate and implement the Practitioners Manual, Guidelines and other toolkits.</i></p> <p>ii. <i>Support the establishment and functionality of District IGR structures.</i></p>	August 2006	dplg DLG
2.	Critically review the structure and role of provincial governments to support and monitor municipalities and their capability to play an effective and efficient role in supporting, implementing and overseeing national development priorities in general.	<p>i. Assess the capacity of Local Government Departments to perform their statutory responsibilities towards local government, and to recommend measures to improve their capacity to support and monitor municipalities.</p> <p>ii. Develop a framework for the strategic and capacitated role for provincial departments of local government, including implementing Project Consolidate responsibilities.</p>	<p>i. <i>Report on the comprehensive review of Provincial Government structure and role.</i></p> <p>ii. <i>A framework developed for improving the capacity and capability of the Provincial Departments of LG and of the province in general.</i></p>	<p>November 2006</p> <p>July 2007</p>	dlpg SALGA Office of the Premier DLG

Strategic Priority 3:

Refining and Strengthening the Policy, Regulatory and Fiscal Environment for Local Government and giving greater attention to the Enforcement Measures

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No.	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
1.	Providing greater attention to enforcing existing aspects of government legislation.	i. Undertake a regulatory compliance audit with local government legislation (with respect to national and provincial government and municipalities).	i. <i>All key areas identified where compliance with local government legislation is absent.</i> ii. <i>Implement a strategy of ensuring compliance with Local Government Legislation.</i>	December 2006 December 2006	dplg DLG
2.	Institutionalise intergovernmental planning with delivery focus at local level: “Planning for Growth and Development”	i. Significantly improve the planning capacity at all three levels of government. ii. District and Metro IDP's must be transformed into expressions of government-wide commitments through regulations and/or legislative amendments. iii. Improve the regulatory framework for intergovernmental planning. iv. National Spatial Development Perspective should become a stronger and more directional and enforceable national development planning instrument. v. All Provincial Sector Departments to sign MOU's with Provincial Treasuries to ensure integration and alignment of provincial plans with municipal IDP's.	i. <i>Inter-spheres engagement process aimed at ensuring credibility of the Municipal IDP's</i> ii. <i>Municipal Councils adopt 5-year IDP's that expresses government-wide commitments.</i> iii. <i>Identify amendments and other related issues for strengthening the policy, legislative and regulatory environment for intergovernmental planning.</i>	May/June 2006 June 2006-05-09 December 2006	dplg DLG SALGA District Municipalities Local Municipalities Metros Treasury

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No.	PLANNED INTERVENTIONS	HIGH LEVEL ACTIVITIES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
		vi. Municipal Councils to prepare a 5-year perspective for concrete and realistic localised development and service delivery targets.			
3.	Review of the Two-Tier District System of Municipalities.	i. Develop facilitator and Co-ordinator role of District. ii. Develop proposal on a "District Shared Services model". iii. Division of functional responsibilities between B's and C's.	i. <i>Development facilitation and co-ordination role of District Municipalities model completed.</i> ii. <i>Model for the District Shared Services completed.</i> iii. <i>Adjustments of functional responsibilities between tiers of local government completed.</i>	June 2006 June 2006 December 2006	dplg DLG Treasury Premier's Offices
4.	A report on the distribution of powers and functions across the Government and related matters of assignment of and devolution to Local Government.	i. Develop National Strategy setting out a policy and conceptual framework for distribution of powers and functions across the State and the asymmetrical assignment to Local Government. ii. Guidelines to progressively standardise definitions for schedule 4 and 5. iii. Examine feasibility of devolving built-in environment functions to metropolitan municipalities.	i. <i>Submit National Framework Strategy to LG MinMec, PCC, Cabinet Lekgotla and/or Parliament if legislative route is suggested.</i>	July 2006	dplg DLG SALGA
5.	Strengthen Ward Committee System.	i. Amend legislation to make it mandatory for all municipalities to adopt the ward committee system for community participation.	i. <i>Finalise Draft Bill and submit to LG MinMec for consultation and approval.</i>	February 2007	dplg DLG SALGA