

Priority Actions on Municipal Transformation and Institutional (Capacity) Development (KPA 1):

- (i) Support District and Metropolitan municipalities to prepare **draft IDPs by 1st of March 2006**. Final IDPs to be completed by 1st of July 2006.
 - National: Lead by dplg and the Presidency, Provincial: Lead by the Office of the Premier and the Department of Local Government
- (ii) Municipalities need to be supported to **establish the core basic municipal systems** to function as effective governments as required by law.
 - National: dplg, National Treasury, Provincial: Office of the Premier and Department of Local Government
- (iii) Enforcing a more effective **performance management system** in local government.
 - National Level: dplg, DPSA, National Treasury; Provincial Level: Local Government and the Office of the Premier

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Priority Actions on Municipal Transformation and Institutional (Capacity) Development (KPA 1):

- (iv) Finalising a local government **competency framework** by July 2006 (which will include improving the regulatory environment by issuing regulations on the appointment, performance and evaluation of Municipal Managers together with other Senior Managers - see Annexures B1 to B4)
 - National: dplg, National Treasury, Provincial: Office of the Premier and Department of Local Government
- (v) Supporting municipalities to **fill vacant municipal and senior manager posts**
 - National: dplg, DPSA, National Treasury, Provincial: Office of the Premier and Department of Local Government

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Priority Actions on Municipal Transformation and Institutional (Capacity) Development (KPA 1):

- (vi) Fast-tracking and finalizing work on the national local government skills audit
 - National: dplg, Provincial: Department of Local Government

- (vii) Sourcing and deploying hands-on technical capacity to municipalities
 - National: dplg, DWAF, DME, Housing, DPW, National Treasury, Transport, Provincial: Local Government, Housing, Public Works

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Priority Actions to Improve Basic Service Delivery and Infrastructure Investment (KPA 2):

- (i) Ensuring that the following **service delivery targets** are achieved:
 - a) All communities have access to clean water and decent sanitation by 2010
 - b) All houses have access to electricity by 2012
 - c) There is universal provision of Free Basic Services.
 - National: dplg, DWAF, National Treasury, Housing, Provincial: Local Government, Housing

- (ii) Prioritising the **eradication of the bucket system** in 2006 / 2007.
 - National: dplg, DWAF, National Treasury, Housing, Provincial: Local Government, Housing

- (iii) Development of a national **Municipal Infrastructure Investment Strategy** that will be a roadmap to achieving universal access.
 - National: Inter-Ministerial Committee, Municipal Infrastructure Task Team

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Priority Actions to Improve Basic Service Delivery and Infrastructure Investment (KPA 2):

- (iv) Development of a **sector master plan**, synergised with the PGDS and IDPs, and promoting the NSDP.
- National: DWAF, DME, DPW, DEAT, Housing, Correctional Services, Sport and Recreation, Provincial: Local Government, Housing, Public Works, Community Development
- (v) Prioritising technical **hands-on support** to less capacitated municipalities, the **realigned (previous cross-boundary) municipalities** and the **21 urban and rural nodes**, eg. through the DBSA and SAACE support initiatives. Building capacity will include:
- a. *Deploying a pool of engineering, project management and financial human resources by engaging existing and retired senior engineers and project management professionals to provide mentorship and coaching for young graduates (new entrants);*
 - b. *Developing a workplace programme, which captures critical phases of training to be undergone by the young graduate during the mentoring period.*
 - c. *Discussion with the Department of Education, focussing on tertiary institutions in the engineering, project management and financial field, to develop curriculum, which will meet the technical capacity needs of municipalities.*
- National: Inter-Ministerial Committee, Provincial: Local Government, Housing, Public Works

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Priority Actions to Improve Basic Service Delivery and Infrastructure Investment (KPA 2):

Addressing Government's Capacity to Spend will have a number of dimensions -

- (vi) Development of a **strategy to better utilize the services of large contractors**, construction teams and **State Owned Enterprises**
- National: Inter-Ministerial Committee, Provincial: Local Government, Housing, Public Works
- (vii) Key **service delivery (line function) Departments**, national and provincial, must include the identified priority actions in their **Strategic and Business Plans** over the next 5 years.
- National: dplg, DWAF, DME, DPW, DEAT, Housing, Correctional Services, Sport and Recreation, SAPS, National Treasury, Provincial: Local Government, Housing, Public Works, Environmental Affairs, Community Development

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Priority Actions to Improve Local Economic Development (KPA 3):

- (i) National and provincial government must support all district and metropolitan municipalities to prepare **implementable LED Strategies** that are aligned with the revised IDPs.
 - National: DTI, DPE, and Economic Cluster, The Presidency and dplg, Provincial: Local Government, Economic Affairs and the Office of the Premier
- (ii) Provinces must support all district and metropolitan municipalities by prioritising LED interventions in the **Provincial Growth and Development Strategy**
 - National: ASGI-SA Task Team led by the Presidency, Provincial: Office of the Premier, Economic Affairs
- (iii) A draft **National Framework for LED**, including policy guidelines and strategies, has been developed by dplg. This must be finalised and implemented rigorously in **alignment with ASGI-SA** across rural and urban municipalities by focusing on the following areas:-
 - a) Improve market and public confidence in municipalities;
 - b) Identify and exploit the comparative advantage of 53 municipal regions
 - c) Intensify enterprise support
 - d) Introduce sustainable community investment
 - National: DTI, DPE, Economic Cluster, The Presidency, dplg

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Priority Actions to Improve Local Economic Development (KPA 3):

- (iv) The draft LED Framework will be implemented through **mobilization of key sets of LED-related capacity**:
 - a) Deployment of experienced economists, development economists and planners in selected municipalities. Identification of high level foreign skills and a dedicated strategic leadership programme for municipal managers and senior municipal staff.
 - b) Conduct national level economic analysis of District and Metro areas.
 - National Level: dplg, dti and Presidency; Provincial Level: Local Government, Economic Affairs and the Office of the Premier
- (v) The need to **strengthen national coordination for long-term economic development planning**, that will, inter alia, support LED across the state.
 - National Level: DTI, dplg, National Treasury and Presidency.
- (vi) **Predominantly urban municipalities** need special attention and must be supported to understand their **unique LED role** in contributing to the national economy. Specific interventions must include:
 - a. Focusing on making urban land markets work for the poor;
 - b. Promoting more competitive city business environments and facilitating the movement of information, people and products within and between cities;
 - c. Promoting appropriate economic integration zones, the global city region concept and facilitating the global role of cities through a national trade and investment strategy.
 - National Level: dti, dplg and Presidency; Provincial Level: Local Government, Economic Affairs and the Office of the Premier

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Priority Actions to Improve Financial Viability and Financial Management (KPA 4)

- (i) National and provincial government must provide financial management hands-on support to, in particular, low capacity municipalities and appropriate support to the previous cross boundary municipalities
 - National: National Treasury, dplg, Provincial: Department of Local Government and Provincial Treasury
- (ii) Improve the capacity to account for public resources and support all programmes that are designed to improve governance and fight corruption
 - National: National Treasury, Auditor-General, dplg, Provincial: Department of Local Government and Provincial Treasury
- (iii) Further refinement that should lead to finalisation and stabilisation of the local government fiscal system that should focus on
 - a) Improving efficiencies based on the revenue raising capacity; and
 - b) Bias intergovernmental transfers towards municipalities with low fiscal capacity and a low RSC base.
 - National: National Treasury and dplg
- (iv) Implement key local government finance legislation and strengthen financial management support and oversight at the national and provincial levels
 - National: National Treasury, Auditor-General, dplg, Provincial: Department of Local Government and Provincial Treasury

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Priority Actions to Improve Financial Viability and Financial Management (KPA 4)

- (v) Implement key sector reforms and address potential fiscal handicaps, e.g. REDS
 - National: National Treasury, Auditor-General, dplg, Provincial: Department of Local Government and Provincial Treasury
- (v) Giving urgent attention to the accelerated implementation of the programme of action that was adopted at the Municipal Finance Conference in April 2005, with regard to the following:-
 - a) Guiding the implementation of the Municipal Property Rates Act;
 - b) Progress on the rollout of the implementation of the Municipal Finance Management Act and the role of National and Provincial Government in the implementation of the Act;
 - c) The Local Government Equitable Share Review;
 - d) The Local Government Fiscal Framework with focus on the Regional Services Council Levies; and
 - e) Towards the establishment of the Regional Electricity Distributors.
 - National: National Treasury and dplg, Provincial: Local Government, Economic Affairs, Provincial Treasury

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Priority Actions to Strengthen Good Governance, Community Participation and Ward Committee Systems (KPA 5):

- (i) Undertaking an intensive national campaign to improve mechanisms for community participation and empowerment with a specific focus on:
 - a. Municipalities in the Western Cape and KwaZulu Natal provinces;
 - b. Municipalities that experienced service-delivery related protests in 2005;
 - c. The 21 urban and rural development nodes; and
 - d. The erstwhile cross-boundary municipalities.
 - National Level: dplg; Provincial Level: Office of the Premier, and the Department of Local Government
- (ii) Premiers, Mayors and Ward Councillors must lead public participation processes in their provinces, municipalities and wards
 - National Level: dplg; Provincial Level: Office of the Premier & Local Government
- (iii) Specific focus and support should be given to the Municipal Speaker's Offices
 - Provincial Level: Department of Local Government

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Priority Actions to Strengthen Good Governance, Community Participation and Ward Committee Systems (KPA 5):

- (iv) Development of support programmes with key development agencies to scale up the mobilisation of social capital for development
 - National Level: Social Development and the Social Cluster, dplg, DTI, DPE and the Economic Cluster
- (v) Improving communication, refining the Izimbizo Program and deepening social mobilization
 - National Level: GCIS, dplg; Provincial Level: Office of the Premier, and the Department of Local Government
- (vii) Strengthening political championship, support and oversight
 - National Level: SALGA, dplg; Provincial Level: Office of the Premier, and the Department of Local Government
- It should be noted that the **Handbook for Ward Committees** and the **Ward Committee Resource Book** was launched on 10 February 2006 and will be included in the induction and capacity building programmes for councillors and senior officials after 1 March 2006

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Project Consolidate Specific Priority Actions for 2006

- i. The **priority actions** for Project Consolidate in 2006 must focus on the four (4) thematic areas below.
- ii. Seventeen specific (17) actions are identified under the following themes:
 - Strengthening political championship, support and oversight;
 - Extending and mainstreaming hands-on support to municipalities;
 - Improving communication, refining the Izimbizo Program and deepening social mobilisation; and
 - Accelerating and broadening stakeholder mobilisation

Strategic Priority No. 2:

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

Strategic Priorities For The Next Term Of Local Government: 2006 - 2011

Strategic Priority No. 2

Addressing the Structure & Governance Arrangements of the State in order to better Strengthen, Support and Monitor Local Government:

- (i) **The intergovernmental system must be strengthened to benefit local government** by principally implementing the IGR Framework legislation
- (ii) **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

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Strategic Priorities For The Next Term Of Local Government: 2006 - 2011

Recommendation No. 2

Addressing the Structure & Governance Arrangements of the State in order to better Strengthen, Support and Monitor Local Government:

- (iii) **The capacity of Provincial Departments responsible for Local Government should be improved.** With regard to Project Consolidate, their responsibilities should include the following:
 - a. Providing a framework and clear direction for the intervention in a particular municipality;
 - b. Identifying and mobilising the resources (human, financial and otherwise) that currently reside within the government system;
 - c. Addressing impediments and bottlenecks, particularly those that are a result of national and/or provincial government actions (or lack thereof);
 - d. Ensuring that the intervention goals are delivered on time and with the desired impact;
 - e. Negotiating with various stakeholders to ensure progress and success with the intervention; and
 - f. Mediating conflicts that would otherwise inhibit the progress and success of the intervention.

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