



the dplg

Department:
Provincial and Local Government
REPUBLIC OF SOUTH AFRICA

IMPLEMENTATION PLAN FOR THE FIVE YEAR LOCAL GOVERNMENT STRATEGIC AGENDA (2006-2011)

- 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.**

Strategic Priority 1:

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

IMPLEMENTATION PLAN FOR THE FIVE YEAR LOCAL GOVERNMENT STRATEGIC AGENDA

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 SALGA 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-ordinating 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 and elaborated in the <u>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 Lead: dplg Support: SALGA, DPSA DLG Lead: dplg Support: DLG, SALGA

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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>		
			vi. <i>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

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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. Needs assessed and funders attained and municipalities assisted to enhance their communication activities in line with LGCS guidelines. ii. Completed audit. 	<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. High levels of awareness of local government programmes through periodic assessments. 	<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. Improved perceptions of the role of local government as well as communities roles to make it work. 	<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> 	<p>Districts 2008</p> <p>All municipalities to have fully functional units by end of term</p>	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. Domain and web standards developed and distributed wide. ii. All municipalities to have websites. 	December 2007	dplg

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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> 	<ul style="list-style-type: none"> April 2007 June 2007-2011 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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> 	<ul style="list-style-type: none"> July 2006 Quarterly 	<ul style="list-style-type: none"> 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> ii. <i>Pilot the Leadership development programme in selected municipalities.</i> iii. <i>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