

**LEKWA-TEEMANE
LOCAL MUNICIPALITY
“NW396”**



**WORKING DOCUMENT
TURNAROUND STRATEGY
FOR 2009/2010 AND BEYOND**

1. INTRODUCTION

The establishment of the new municipal government in 1995 was seen as the dawn of a democratic order and the collapse of authoritative regime where the majority of the South Africans were passive citizens and they were required to be recipients of governance, rather than participants.

Legal frameworks were put in place as well as the erection of governmental institutions. The formulation of these legal frameworks was done by experts through community consultations. The goals and intentions were to effect democracy and to bring about social and economic delivery at local government.

The following is an outline of the local government system as implemented to give an insight into how it currently functions.

- ✿ In 1993 the Local Government Transition Act (LGTA) was introduced to provide a framework for the transformation of the local government system into a new democratic dispensation.
- ✿ In 1996 the Constitution was promulgated and Chapter 7 thereof is among others about the establishment of municipalities, objects of local government, developmental duties of municipalities and its powers and functions.
- ✿ Subsequent to the Constitution, the White Paper on Local Government was introduced with the sole purpose of establishing the basis for a new developmental local government system, which is committed to working with citizens to create sustainable human settlements which provide for decent quality of life and meet the social, economic and material needs of the communities holistically.
- ✿ In 1998 the Local Government Municipal Demarcation Act came into being to provide for the establishment of the Municipal Demarcation Board (MDB) and task it with the redetermination of municipal boundaries in accordance with the set of factors in the Act. This process led to the reduction of Municipalities from 843 to 284 with the aim of increasing manageability and efficient and effective functionality.
- ✿ The Municipal Structures Act (Act 117 of 1998) came into being to provide for the establishment of Municipalities in accordance with the requirements relating to the categories and types. It also makes provision for the Municipal Structures internally, regulatory systems and office bearers.
- ✿ The Municipal Systems Act covers for the Local Government Systems, principles, mechanisms and processes that a Municipality is required to establish and implement through community participation to ensure effective, efficient and affordable service delivery to the public.
- ✿ The Municipal Finance Management Act (MFMA) deals particularly with the financial management of the Municipality.

Taking into consideration all the responsibilities put on the Municipality by the requirements of the above pieces of legislation and the current financial hardship of the Municipality, this comprehensive plan is developed to coordinate and link all the relevant plans and objectives to turn around the situation.

It is therefore imperative to first highlight the challenges and factor that contribute to the current situation where we cannot meet our creditors' bill and struggle to pay salaries and statutory deductions and then come up with a programme of actions to address the situation.

2. CHALLENGES FACED BY THE LEKWA-TEEMANE LOCAL MUNICIPALITY

2.1 ADMINISTRATIVE CHALLENGES

2.1.1 VACANCIES

(i) Key Positions (Managerial), and other critical positions

Currently we have the following vacancies, which need to be filled as soon as the cash flow problem is addressed:

- ❖ Director: Corporate Services
- ❖ Director: Community Services
- ❖ Director: Technical Services
- ❖ IDP Manager
- ❖ PMU Manager

This has an impact on strategising and planning on the municipal performance. *The challenge facing the municipality is the lack of a strategy on acquisition and retention of scarce skills.*

(ii) Lower Level

About 25% of lower level positions are vacant and this puts a strain on physical service delivery.

(iii) SALGBC AGREEMENT ON FILLING OF VACANCIES ON THE ORGANIZATIONAL STRUCTURE BY 2010

The municipality as part of the organised local government and a signatory to collective bargaining agreements, is bound by the decisions of the bargaining council. The agreement challenges the municipalities to fill all vacancies by end of 2010. The challenge facing the municipality is that the financial implications of implementing such an agreement will have on its operations.

The other challenge is filling posts on the need basis, and this may not be realised by end of 2010. The challenge is to review the organogram in a manner that respond to the timelines of the agreement.

2.1.2 LACK OF CAPACITY

Human Resource

The majority of our staff needs to be capacitated through training because others were put in those positions without the necessary skill and capacity to be trained, because of the circumstances during the placement process. *In order to fulfil the placement agreement and its timeline, placement of staff was done in a manner that overlooked the competency requirements and job content.*

Another factor that has a bearing on the capacity problem is the shortage of staff and the high rate of staff turnover.

Focused Training – This form of training enables an incumbent to develop skills that sharpen his/her ability to perform better in his/her job. The challenge is that currently our WSP is not promoting a linkage between service delivery and desired skills. Secondly, the WSP is not categorised into soft skills and technical skills, thus making it difficult for the municipality to implement a WSP that responds directly to the needs of the municipality.

Recruitment Policy – It is in the interest of the municipality to develop a distinct career pathing or promotional growth within the municipality to enhance the choice of Lekwa-Teemane municipality as a preferred choice of employer. The challenge is the definition of what is an internal advertisement..

2.1.3 LACK OF STAFF MORALE AND COMMITMENT

The organizational culture relating to staff morale and commitment to the organizational culture is wanting. The following factors contributes to the general lack of discipline:-

- *Lack of staff commitment to designated job description;*
- *Lack of reward and recognition for job well done and development of policy thereof;*
- *Lack of identification with organizational strategic vision and development goals*
- *Lack of disciplinary controls from the level of supervisors to general workers.*

2.1.4 LACK OF COMMUNICATION (BOTH INTERNALLY AND EXTERNALLY)

Communication is essential to the common understanding of the strategic direction that a municipality wants to take, and the proper communication will be an excellent vehicle to do so both internally and externally. The challenge is to develop a medium of communication internally and externally that will disseminate unambiguous message when decoded.

The other challenge on communication is the management of what, when, why and to whom by who, should such communication be done.

The other challenge is the improvement of the quality of our newsletter.

2.1.5 CONTROL OF RESOURCES

Resource management is critical to the effective and cost-effective utilization of resource to meet the service delivery targets. The challenge facing the municipality is the management and supervision of resource usage, for example, phone usage; photocopying; petrol and fuel consumption. The other challenge is the development of an enforceable system of monitoring of resource control.

2.1.5 FINANCIAL CONSTRAINTS

The following is a brief overview of factors that contribute to the financial and service delivery challenges of the Lekwa Teemane Local municipality and we need to attend to them as a matter of urgency so that we should be in a position to pay our creditors when accounts are due and also be able to finance capital expenditures:

- ✓ There is inconsistency in terms of the period of our billing process i.e. from meter reading up to the delivery of accounts, which is having a negative effect on our payment rate; hence the growing debtors account especially at Boitumelong, Coverdale, Geluksoord and Utlwanang.
- ✓ Sources of revenue are not appropriately balanced because much of the revenue which keeps the Municipality afloat is from electricity and water, hence the payment rate at Bloemhof and Christiana being the highest.

The above situation contributes to the low economic growth and high unemployment rate in the area because investors are not interested in an area with no incentives especially on water and electricity, safe to say those that are here are opting to use less labour to cover for the high electricity and water bill.

- ✓ Our account data is corrupt and most of the newly established residents are not being billed despite the fact that they are being provided with basic services such as water, sanitation and refuse removal. As a result our indigent register does not reflect a true picture because about 90% of those new residents are indigents.
- ✓ Our networks and infrastructure for electricity and water are very old and we experience a high rate of lost and unmetered energy and water. Eskom and NERSA informed and warned us to upgrade and maintain our electricity networks regularly because we are losing about 15% of energy in our network which is above the acceptable norm.
- ✓ The second problem identified is the by-passing of electricity meters especially at Geluksoord. The Municipality has also inherited a huge debt on loans from the disestablished Bloemhof and Christiana Local Municipalities.
- ✓ When these two municipalities merged back in 2000 they both had serious financial problems with a huge salary bill which consequently prevented the Municipality from attracting skilled workers because it cannot provide for competitive salary packages.

2.1.6 HOLISTIC INFRASTRUCTURE DEVELOPMENT

Development is needs-capacity driven, the more the demand for services, the more the capacity constraints emerges. The sustenance and maintenance of such infrastructure

development is essential to a creation of a holistic infrastructure. The challenge facing our municipality is

- ✓ *The financial constraints that disempowers the municipality to meet its developmental objectives;*
- ✓ *The technical relations between municipality and district municipality's technical personnel on a shared district infrastructure direction;*
- ✓ *Service delivery improvements based on infrastructure.*

2.1.7 ASSET CONTROL AND ASSET REGISTER

Asset management is critical to the municipality's asset valuation and financial return value of asset investment. Asset control provides the going concern of the municipality on the basis of its asset value. Lack of asset control causes asset mismanagement, loss and vandalism. The challenge facing our municipality is the lack of maintenance of our asset register and periodic review of each asset value against the cost of keeping such asset and its use on service delivery. The other challenge is the lack of dedicated person to man this function

2.1.8 IMPLEMENTATION OF BYLAWS AND LEGAL COMPLIANCE

Municipalities are empowered to develop own secondary legislation called by-laws. These by-laws give expression to how service delivery and municipal programmes and functionality are shaped. Local Government as part of government, has to conform to legislation and state laws, therefore legal compliance is necessary. The municipality's challenge is the enforcement of its by-laws, and the legal compliance in terms of soliciting sound legal jurisprudence. The challenge for the municipality is lack of enforcement of municipal by-laws, and the other challenge is the management and co-ordination of ensuring legal compliance to the best interest of the municipality. The other challenge is the absence of a full time legal person to handle day to day legal issues of the municipality.

2.1.9 HUMAN SETTLEMENT BACKLOG

The right to shelter and the function of realising such an exercise vest with government. It is the role of government to fulfil this right. In doing so, different spheres of government assumes different responsibilities and functions, ranging from land spatial development framework to integrated land use management. The challenge is management of housing processes related to the municipal capacity (for example, update of housing backlogs; land use management in terms of site issuing, etc). The other challenge is old housing projects that are an eye sore to the development legacy of the municipality's overall development.

2.1.10 CASCADING PERFORMANCE MANAGEMENT SYSTEM

Realization of service delivery targets and objectives are the measuring blocks that enhances monitoring and review of municipal performance. Performance management

can only be effective once its objectives are shared by all in the municipality. The Top Layer SDBIP sets the tone for municipal developmental objectives. The technical SDBIP determines the operational plans for each departments. Performance Agreements are individual contract of service delivery expected from each director. The challenge facing the municipality is that the measurable targets and priorities are not shared by all in a particular department. The other challenge is that performance management and measurement thereof, should cascade to both junior management and supervisors.

SYNOPSIS OF ACCOUNTS

DEBTORS

- (i) Debtors account as at 31 July 2009 is R 122m.
- (ii) Bloemhof Ratepayers are withholding ±R 2m in their account.
- (iii) Average monthly billing = R 5m
- (iv) Average monthly payment = R 3m

CREDITORS

Debit orders	R 280 000 p.m.
Salaries per month	R 2,7m
General expenses	R 2m
Eskom monthly account	R 3m
Outstanding Eskom account	R 4,5m
Outstanding Audit Fees (Internal and External)	R6m
Outstanding DWAF account	R 43m
Outstanding SARS	R 1,2m
Other statutory deductions not paid over	R 1,5m

NB: The outstanding accounts include interests on outstanding payments which amount ±R1m p.a.

CAPITAL EXPENDITURE

A municipal budget is divided into two sections, namely, operational and capital budgets. It is expected from the municipality to respond to national key performance indicators in terms of percentage of each section of the budget in addressing these indicators. The challenge facing the municipality is the financial constraints in realising our capital projects.

The other challenge is the correction of the formula used to determine municipal grants due to the municipality, for example, indigent grant.

Due to the financial challenges as outlined above, the Municipality is unable to budget for decent capital expenditure from own revenue. The networks, viz. water, electricity, roads and storm water drainage networks are very old and need to be upgraded because their repairs and maintenance costs are unacceptably high. *The state of the machinery and equipment in the municipality is not up to the standard of enhancing quality service delivery.*

2.2 POLITICAL CHALLENGES

2.2.1 MAYOR'S OFFICE

The type of a municipality and the status of the Mayor are disadvantaging the office of the Mayor because it cannot effectively discharge its political oversight duties and responsibilities as outlined in the MFMA and other pieces of legislation. The political climate as well has not been healthy in this office for quite some time. *Different pieces of municipal legislations like, Municipal Systems Act; Municipal Finance Management Act; Municipal Structures Act and other applicable legislations entrust a wide range of legislative obligations and responsibilities to the office of the mayor, thus requiring hands-on approach to municipal issues. The municipality's challenge is the status of the current section 12 notice (full time status of certain councillors), which does not provide for a full time mayor who will be the interface between the administration; council and the community, and the custodian of such legislative obligations and responsibilities. The other challenge is the restaffing of the mayoral office taking into account the change of leadership, relationship between such officials, and the expected outcomes to be carried by such staff in pursuit of mayoral programmes.*

2.2.2 COMMUNITY PARTICIPATION

Municipal Systems Act expects of any municipality to develop a framework of community participation where community members can effectively interact with municipal functions. The Office of the Speaker is entrusted to oversee and monitor the functionality of ward committees. Community participation is therefore the only essence of public participation. The role of the ward councillor is crucial to enhancing the public participation between the community and the Council. The challenge facing our municipality is that ward councillors and ward committees are not positioned to carry their public participation responsibilities in a manner that advance community participation within the municipality.

Ward Committees are established and members had training, but they have not been fully functional because of lack of capacity, and there is a need to capacitate them on ward committee policy.

2.3 SUPPORT FROM OTHER SPHERES OF GOVERNMENT

2.3.1 DR. R.S. MOMPATI DISTRICT MUNICIPALITY

There is a good relationship between the local Municipality and the District and we appreciate the support given to us by the District municipality. The only challenge is that there is no

formal and structured agreement such as Service Level Agreements on functions that are being performed by one sphere on behalf of the other e.g. for:

- Water
- Sanitation
- Emergency service – Fire fighting.

2.3.2 PROVINCIAL GOVERNMENT

Council policy requires that all users of municipal services pays for such services. Most of the government departments in the province are not meeting their responsibilities in terms of paying for services rendered. Whilst acknowledging the positive assistance from the provincial departments, much still needs to be done. Just like the District Municipality, the Provincial Government does offer support and we appreciate especially DDLGH and Finance, the challenge is that assistance takes longer than anticipated. Both the Provincial Department of Finance and Local Government have been informed about the financial situation of the Municipality, without any response.

The following must be attended to:

- Service Level Agreements (SLA's)
- Unblocking and completion of housing projects.
- New housing allocations
- Pomfret allocated houses

2.3.3 NATIONAL GOVERNMENT

The Municipality is not having direct communication with most National Departments except for the Department of Minerals and Energy (DME), Department of Cooperative Governance and National Treasury. However the following are our challenges with regard to National Government:

- ⚠ *Lack of updating the indigent register to register new indigents for access to indigent services. The criteria used to determine the equitable share which is not enough to our current expenditure on the delivery of services. There are difficulties about detailed knowledge of the expenditure and the implications of municipal functions.*
- ⚠ *Rehabilitation of old diamond digging dumps in the municipal land through DME. We are still awaiting a response from DME which dates back as far as 2006.*
- ⚠ *Funding for the eradication of French septic tanks at Bloemhof and Christiana. What is needed is only for the network and not yard connections.*

3. PROGRAMME OF ACTION

OBJECTIVE	KPI	TARGET	RESPONSIBLE PERSON	RESOURCES		REPORTING INTERVALS	CHALLENGES
				NEEDED	SOURCE		
Human Resources and staff appraisals	1. Filling of 4 senior positions 1.1. Implementation of SALGBC Agreement	From August 2009 – Jan 2010	MM/ Corporate Services	Funding of R 2m budget for 2009/2010	Internal	Monthly	Cash Flow
	2. <i>Review of Performance Management Policy</i> 2.1 Cascading Performance Management System to supervisory level.	By 30 Sept. 2009 <i>Beginning of October 2009</i>	All Directors and CFO; Trade Unions and general workforce	Technical SDBIP and financing of R 1,5m for incentives from savings	Internal	Weekly Weekly	
	3. <i>Recognition and reward of excellent work performance by the municipality.</i> Encourage and intensify extra efforts and own initiatives	<i>Ongoing</i>	MM & All Directors / CFO	Financing incentives R 300 000-00 already budgeted for	Internal	Quarterly	<i>Development of a policy to regulate this indicator.</i>
	4. Training of staff members at Finance and Public Safety	By Jan 2010	CFO, Director Corporate Services and	R 1m	FMG	Monthly	<i>To verify relevance of such training</i>

Improve financial position	5. Establishment of PMU	By Sept. 2009	Director Technical Services. <i>DBSA Technical Expert</i>	MIG	National Treasury	Weekly	Monitoring of transfer of skills and integration of PMU in municipal service delivery mechanism	needs from time to time in relation to service delivery demands.
	1. Data cleansing and opening of new accounts to all service users	Dec. 2009 All account holders and service users profiled	CFO & Director Community	-R 1,5M	To be requested from Provincial Government	Weekly	Ability of the municipality to secure such funding from Provincial Government.	
	2. Improve meter reading	Appointing 4 meter readers by Sept. 2009	CFO	R 200,000 budgeted for 2009/2010	Internal	Monthly		
	3. Improve delivery of accounts	Introduce incentives to existing staff to do delivery by Sept. 2009	CFO	R 13,000	Internal	Weekly		
	4. Step up debt collection and updating of indigent register	Achieve effective collaboration between debt collection	CFO	R 50,000 budgeted	NICS Internal Unit Volunteering CBO's	Monthly	Activity collaboration between NICS and municipal Debt Collection	

	company and our unit and CBO's	company and our unit and CBO's						Unit
	5. Audit all water and electrical meters and install meters on supply lines e.g. to Geluksoord	By January 2010	Technical Services Director	Funding ± R 3,5m	Internal human resource and DME, DBSA and Provincial Government	Monthly		
	6. Restructuring of loan agreement with DBSA	By Oct. 2009	CFO/DBSA Deployee	-	-	Monthly		
	7. Cash flow improvement programme	Positive bank balance and reduce operational expenditure by Sept. 2009	CFO	Cash flow management plan	Internal	Monthly		
	8. Speed up and complete valuation roll	Jan. 2009	CFO / MM	R 2,8m	DBSA	Monthly		
	9. Budget reform and GRAP conversion of financial system	Jan. 2010	CFO		FMG	Monthly		
	10. Improve on reporting of conditional grant spending	August 2009	CFO/Technical Services	None	Internal	Monthly		
	11. Improve the audit opinion of 2008/09	Sept. 2009 To have all the	MM / CFO All directors	Audit queries action plan	Provincial Treasury			

	to a qualification	records available for auditing					
Capital Budget	1. Facilitate funding to upgrade electrical and water networks	January 2010 Plans to be submitted to DME, DWAF, MIG and DBSA	Mayor, MM and Technical Services Director	Business plans estimated cost – R 34m	DBSA and Ingplan	Monthly	
	2. Maintenance and Operational Plan	1. Submit to DBSA by August 2009 2. Develop and Maintenance and Repairs Plan for vehicles	MM / Technical Services	Internal	Internal		
	3. Replacement of old machinery and plant	June 2010	Technical Services	R7,8m	External funding	Monthly	
Political Structure and community participation	1. To have the mayor full time	Oct. 2009	Mayor, MM	Council Resolution	DDLG & H	Monthly	
	2. Educate community members to participate in planning and decision making	Starting from Sept. 2009	Mayor	Publicity material	Internal Communication	Weekly	
	3. Revive ward committees and develop programme for them	Sept. 2009	Mayor	Publicity and Transport	Internal Communication	Weekly	
	4. Develop Performance Programmes for Councillors	Sept. 2009	Mayor	-	-	Weekly	

Facilitate support from other spheres of government	<u>Dr. R.S. Mompoti</u>								
	1. SLA - Water	Jan 2010	MM/Technical Director	Draft SLA	District	Monthly			
	2 SLA – Sanitation	Jan 2010	MM/Technical Director	Draft SLA	District	Monthly			
	3. SLA - Fire	Jan 2010	MM/Technical Director	Draft SLA	District	Monthly			
	4. Source funding for water supply at Gelukoord Ext. 2	Jan 2010 Business Plan to have been submitted to Dr. R.S. Mompoti District Municipality	MM/Technical Director	Business Plan	Internal	Monthly			
	5. Source funding for Boitumelong pressure tower	Jan 2010 Business Plan to have been submitted to Dr. R.S. Mompoti District Municipality	MM/Technical Director	Business Plan	Internal	Monthly			
	<u>Provincial</u>								
	1. SLA - Transport	Oct. 2009	MM/Community Services Director	Draft SLA	Dept. Of Transport and public safety	Monthly			
	2 SLA - DSAC	Jan 2010	MM/Community Services Director	Draft SLA	DSAC	Monthly			

3. Facilitate unblocking old housing projects	Jan 2010	MM/Community Services Director	Top-up funding R 35m	DDLH & H	Monthly	
4. Allocation of 2500 new housing project	June 2010	MM/Community Services Director	New Subsidies R 125m	DDLH & H	Monthly	
5. Resolve Pomfret issue	Nov. 2009	MM/Community Services Director	Intervention	DDLH & H	Monthly	
<u>National Departments</u>						
1. Submit updated Indigent register stats to request improvement of equitable share allocation for 2010/2011	Nov. 2009	CFO	Campaigns and volunteers	Internal	Weekly	
2. Facilitate rehabilitation of land with DME	June. 2010 To secure R 2m for rehabilitation of land	Community Services Director	Meetings and Inspections	DME	Weekly	
3. Facilitate funding for eradication of septic tanks	Dec. 2009 To submit business plans to secure funding	Technical Director	Business Plans	DWAF / DBSA	Monthly	

KPI	Aug. 2009	Sept. 2009	Oct. 2009	Nov. 2009	Dec. 2009	Jan. 2010	Feb. 2010	March 2010	April 2010	May 2010	June 2010
Filling of 4 senior positions											
Cascading performance Management System to supervisor level.											
Encourage and intensify extra efforts and own initiatives											
Training of staff members at Finance and Public Safety											
Establishment of PMU											
Data cleansing and opening of new accounts to all service users											
Improve meter reading											
Improve delivery of accounts											

KPI	Aug. 2009	Sept. 2009	Oct. 2009	Nov. 2009	Dec. 2009	Jan. 2010	Feb. 2010	March 2010	April 2010	May 2010	June 2010
Step up debt collection and updating of indigent register											
Audit all water and electrical meters and install meters on supply lines e.g. to Geluksoord											
Restructuring of loan agreement with DBSA											
Cash flow improvement programme											
Speed up and complete valuation roll											
Budget reform and GRAP conversion of financial system	Jan. 2010										
Improve on reporting of conditional grant spending	August 2009										

KPI	Aug. 2009	Sept. 2009	Oct. 2009	Nov. 2009	Dec. 2009	Jan. 2010	Feb. 2010	March 2010	April 2010	May 2010	June 2010
Improve the audit opinion of 2008/09 to a qualification	Green	Green									
Facilitate funding to upgrade electrical and water networks	Yellow	Yellow	Yellow	Yellow	Yellow						
Maintenance and Operational Plan	Orange										
Replacement of old machinery and plant	Cyan	Cyan	Cyan	Cyan	Cyan	Cyan	Cyan	Cyan	Cyan	Cyan	Cyan
To have the mayor full time	Purple	Purple	Purple								
Educate community members to participate in planning and decision making	Dark Green	Dark Green	Dark Green	Dark Green	Dark Green	Dark Green	Dark Green	Dark Green	Dark Green	Dark Green	Dark Green
Revive ward committees and develop programme for them	Orange	Orange									

KPI	Aug. 2009	Sept. 2009	Oct. 2009	Nov. 2009	Dec. 2009	Jan. 2010	Feb. 2010	March 2010	April 2010	May 2010	June 2010
Develop Performance Programmes for Councillor											
<u>Dr. R.S. Mompoti</u>											
SLA - Water											
SLA - Sanitation											
SLA – Fire											
Source funding for water supply at Gelukoord Ext. 2											
Source funding for Boitumelong pressure tower											
<u>Provincial</u>											
SLA - Transport											
SLA - DSAC											
Facilitate unblocking old housing projects											
Allocation of 2500 new housing project											
Resolve Pomfret issue											

KPI	Aug. 2009	Sept. 2009	Oct. 2009	Nov. 2009	Dec. 2009	Jan. 2010	Feb. 2010	March 2010	April 2010	May 2010	June 2010
<u>National Departments</u>											
Submit updated Indigent register stats to request improvement of equitable share allocation for 2010/2011											
Facilitate rehabilitation of land with DME											
Facilitate funding or eradication of septic tanks											

IMPLEMENTATION PROCESS

1. Council Resolution to adopt the Recovery Plan by August 2009.
2. Workshop all the staff /employees of the Municipality about the situation and the plan to ensure positive attitude towards the implementation of the strategy in the first week of September 2009.
3. Inform all the relevant provincial and national departments with the intention of getting their support as well as parastatals by the 04th September 2009.
4. Send monthly progress reports to Council, Provincial Treasury and the Department of Developmental Local Government and Housing.