

# Action Plan for the AHI-CoGTA and SALGA Partnership

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## 1 Overall Objective/Goal

The Partnership and its activities contribute to improving the quality of municipal service delivery and support the creation of a conducive environment for effective cooperation and participation between local government and the private sector in order to improve the social and economic wellbeing of the local community.

## 2 Key Focus Areas

- 2.1 For the public and private sector in selected municipalities to engage in "Collective strategy development"; collective operational planning and collective financial planning and monitoring with a focus on improved service delivery of the respective municipality.
- 2.2 For the public and private sector to jointly implement selected projects towards improved service delivery of the respective municipality and of mutual interests for the public and private sector; where appropriate, the private sector should also financially contribute to the projects.
- 2.3 To support the transfer of skills as analysed and mutually agreed upon by the partners in order to improve service delivery.
- 2.4. To develop and/or foster sustained dialogue targeted at improved service delivery between the private and public sector the special emphasis on mining town
- 2.5 To foster inter-institutional learning between any of the above-mentioned partnership models and to study and adopt best practices
- 2.6 To develop a resource for dialogue planning and implementation of collaborative partnership agreements based and depending on experiences made
- 2.7 To document lessons and experiences with collaborative partnership between the public and private sector
- 2.8 To support collaboration with other South African chambers where applicable in the interest of improved service delivery.

## 3 Key Result Areas

- 3.1 Result 1 - Collective strategic planning in targeted municipalities is strengthened and optimised in order to support service delivery that creates a win-win situation for all in the locality.
- 3.2 Result 2 – LED projects, jointly planned, resourced and implemented in each of the targeted municipalities.
- 3.3 Result 3 – Economic development dialogue mechanisms are developed and strengthened, while existing mechanisms are enhanced, through the partnership.
- 3.4 Result 4 – Mutually identified and agreed upon skills shortages and critical functions in the target municipalities are addressed through the co-operation of the partnership.

## 4 Time Line

It has been agreed by the Partnership that the time period for the implementation of the activities of the above-mentioned Key Result Areas is **1 July 2014 to 30 June 2019** (a period of 5 years).

## 5 Targets/Outputs and Indicators

5.1 Result 1 - Collective strategic planning in targeted municipalities is strengthened and optimised in order to support service delivery that creates a win-win situation for all in the locality.		
Target/Output	Indicator for Monitoring and Measuring Progress	Assumptions and Risks
5.1.1 The partnership is involved in selected planning and monitoring processes of targeted municipalities	<ul style="list-style-type: none"> <li>AHI actively involved in the Integrated Development Planning process of the targeted municipality over the five-year period.</li> <li>AHI involved in the LED Planning and implementation process.</li> </ul>	<ul style="list-style-type: none"> <li>Willingness of the partners to work together at a local level.</li> <li>Realistic expectations of the interaction exist amongst the partnership.</li> <li>There is a measure of trust amongst the partners</li> </ul>
5.1.2 Municipal plans embrace and articulate the express needs of business and local communities	<ul style="list-style-type: none"> <li>At the least one noticeable project benefiting the business community directly is included in the IDP of 50% of the targeted municipalities from 2015/16 onwards and 100% of the targeted municipalities from 2016/17 onwards.</li> </ul>	
5.1.3 The legislative process for developing the municipal plan is followed.	<ul style="list-style-type: none"> <li>Communities understand more their role in the planning process and this is reflected in an X% increase in participation year on year.</li> <li>By 2018/19 financial year the IDP reflects 100% of the needs articulated by communities rather than perceived by the municipality.</li> </ul>	
5.1.4 Service delivery targets set out in the municipal plan are consistently met.	<ul style="list-style-type: none"> <li>Measurable service delivery targets are set and effectively communicated to communities.</li> <li>By 2016/17 onwards 100% of service delivery targets set are met.</li> </ul>	
5.1.5 The business environment improves year on year over the period partnership	<ul style="list-style-type: none"> <li>Baseline business environment study, highlighting key indicators, is available in 2015/16.</li> <li>Key business environment indicators improved by X% from 2016/17 onwards.</li> </ul>	

<b>5.2 Result 2 – LED projects are jointly planned, resourced and implemented by the Partnership in each of the targeted municipalities.</b>		
<b>Target/Output</b>	<b>Indicator for Monitoring and Measuring Progress</b>	<b>Assumptions and Risks</b>
5.2.1 LED projects in each targeted municipality identified, planned, resourced and implemented.	<ul style="list-style-type: none"> <li>At least one project in each of the targeted municipality identified and planned in 2014/15.</li> <li>At least one project in each of the targeted municipalities resourced and the implementation processes started in 2015/16.</li> <li>All jointly planned, resourced and sustainability implemented projects are handed over to beneficiary communities upon completion of the project</li> </ul>	Resources are available to implement jointly planned projects

<b>5.3 Result 3 – Economic development dialogue mechanisms are developed and strengthened, while existing mechanisms are enhanced, through the partnership.</b>		
<b>Target/Output</b>	<b>Indicator for Monitoring and Measuring Progress</b>	<b>Assumptions and Risks</b>
5.3.1 Viable and functional economic development mechanism is in place in the targeted municipal spaces.	<ul style="list-style-type: none"> <li>Each of the targeted municipalities has an appropriate economic development dialogue mechanism (LED forum, mining town upgrade forum, Business Development Forums, IDP Forums etc.)</li> </ul>	<ul style="list-style-type: none"> <li>No duplication of existing dialogue mechanisms for local.</li> <li>Partners are willing and able to participate in the dialogue mechanism.</li> <li>Dialogue mechanism provides advantage for all partners.</li> </ul>
5.3.2 Active participation of key partners in the functional economic development mechanism occurs.	<ul style="list-style-type: none"> <li>One or more Partners are part of the membership of the forum in the targeted municipality.</li> <li>AHI forms part of the management structure of the economic development dialogue mechanism.</li> </ul>	
5.3.3 Framework/terms of reference which would guide the dialogue mechanism is in place.	<ul style="list-style-type: none"> <li>The dialogue mechanism is guided by a agreed upon charter</li> </ul>	

**5.4 Results 4 – Mutually identified and agreed upon skills shortages and critical functions in the target municipalities are addressed through the co-operation of the partnership.**

Target/Output	Indicator for Monitoring and Measuring Progress	Assumptions and Risks
<p>5.4.1 All filled positions in selected municipalities are occupied by appropriately skilled staff.</p>	<ul style="list-style-type: none"> <li>• If necessary capacity building programmes supported by the partnership are conducted in the targeted municipalities based on mutually identified skills shortages.</li> <li>• Skills audit reports shows a gradual X% increase in appropriate skilled staff on a year-to-year basis.</li> <li>• Filled positions at selected municipalities are 100% occupied by appropriately skilled staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Municipalities are willing for a skills audit to occur.</li> <li>• Municipalities are prepared to accept assistance from partnership.</li> </ul>
<p>5.4.2 Critical functions in selected municipalities are innovatively supported and implemented.</p>	<ul style="list-style-type: none"> <li>• Critical functions linked to specific service delivery challenges are identified</li> <li>• The Partnership has instituted innovative measures (e.g. PPP) to deal with the identified specific service delivery challenges in at least 50% (if more than one) of the targeted municipalities</li> </ul>	

## 6 Activities per Result Area

6.1 Result 1 - Collective strategic planning in targeted municipalities is strengthened and optimised in order to support service delivery that creates a win-win situation for all in the locality.				
Activity	Indicator for Monitoring and Measuring Progress	Resources		
		CoGTA	AHI	SALGA
6.1.1 Introduce the Partnership to selected Municipalities through IGR structures by CoGTA and SALGA.	<ul style="list-style-type: none"> <li>• Presentation of the programme to the L G MinMec</li> <li>• Letters from Minister to targeted municipalities</li> <li>• Meetings and presentation to targeted municipalities (all by 30 June 2014)</li> </ul>	Please fill in your respective resources e.g man-days? Funding?		
6.1.2 AHI to formally brief/inform affiliated chambers in targeted municipalities about the MOU.	<ul style="list-style-type: none"> <li>• Presentation to AHI provincial committee on the programme and its targeted municipalities.</li> <li>• AHI to meet with constituents in the targeted municipalities to brief on process (all by 30 June 2014)</li> </ul>			
6.1.3 Constitute formal municipal management committee meeting quarterly	<ul style="list-style-type: none"> <li>• At least two planning meetings between the local AHI and the targeted municipality is held to discuss the process of working together.</li> <li>• Fully fledged quarterly integrated meetings are held from 2015/16 onwards</li> </ul>			
6.1.4 Conduct Baselines on selected areas – service delivery, business environment	<ul style="list-style-type: none"> <li>• Selected area for Baseline study is identified and recorded</li> <li>• baseline study to be completed by end of municipal financial year June 2015</li> </ul>			
6.1.5 Businesses involved in all planning processes of the municipality	<ul style="list-style-type: none"> <li>• Business represented on all relevant municipal committees from the beginning of the 2015/16 municipal financial year</li> </ul>			
6.1.6 Monitor the achievements of the partnership in their interaction with the targeted municipalities	<ul style="list-style-type: none"> <li>• Evaluation of achievement of the partnership once a year from the end of the 2015/16 financial year.</li> </ul>			

<b>6.2 Result 2 – LED projects are jointly planned, resourced and implemented by the Partnership in each of the targeted municipalities.</b>				
<b>Activity</b>	<b>Indicator for Monitoring and Measuring Progress</b>	<b>Resources</b>		
		<b>CoGTA</b>	<b>AHI</b>	<b>SALGA</b>
6.2.1 Develop guidelines/criteria for selecting what needs to be done	<ul style="list-style-type: none"> <li>Guideline/criteria is used on a regular basis to decide what priority area needs to be tackled.</li> </ul>		Please fill in your respective resources e.g man-days? Funding?	
6.2.2 Identification of a project jointly	<ul style="list-style-type: none"> <li>Agreement and recording of the project to be implemented in the targeted municipality</li> </ul>			
6.2.3 Project plan to be developed with clear roles and responsibilities	<ul style="list-style-type: none"> <li>Recorded project plan with clear roles and responsibilities available.</li> </ul>			
6.2.4 Compile a database of expertise	<ul style="list-style-type: none"> <li>Database of expertise to support the project available.</li> </ul>			
6.2.5 Identification of resources incl. finances	<ul style="list-style-type: none"> <li>Resources for the project (including finances) available for implementation.</li> </ul>			
6.2.6 Implementation	<ul style="list-style-type: none"> <li>Implementation of joint projects in the targeted municipalities starting up in 2015/16 municipal financial year</li> <li>Where available, engage with Local Development Agencies to support implementation</li> </ul>			
6.2.7 Develop monitoring and evaluation plan for the projects	<ul style="list-style-type: none"> <li>Monitoring and evaluation plan for all jointly implemented projects available in all the targeted municipalities.</li> </ul>			

6.3 Result 3 – Economic development dialogue mechanisms are developed and strengthened, while existing mechanisms are enhanced, through the partnership.				
Activity	Indicator for Monitoring and Measuring Progress	Resources		
		CoGTA	AHI	SALGA
6.3.1 Do environmental scan around existing dialogue mechanism	<ul style="list-style-type: none"> <li>A list of existing mechanisms available and clear understanding of the roles of each of the mechanisms.</li> </ul>			
6.3.2 Create a mechanism or build on existing dialogue mechanism	<ul style="list-style-type: none"> <li>Dialogue mechanism where business and local government are talking about issues is active from municipal financial year 2015/16</li> </ul>			
6.3.4 Identification of local business people who are to form part of the process.	<ul style="list-style-type: none"> <li>List of local business people to be involved in the dialogue process.</li> <li>X amount of local business people consistently involved in the dialogue process.</li> </ul>			
6.3.5 Review lessons from the Small Town Development Initiative	<ul style="list-style-type: none"> <li>Study “Lessons learnt” from Small Town Development flyer</li> <li>Consider incorporation of “Lessons learnt” in the partnership</li> </ul>			
6.3.6 Design & develop a charter for dialogue mechanism	<ul style="list-style-type: none"> <li>A charter for dialogue interaction is being used during the dialogue process.</li> </ul>			
6.3.7 Develop monitoring mechanism around business dialogue	<ul style="list-style-type: none"> <li>Monitoring mechanism is available to track the dialogue process.</li> </ul>			
6.3.8 Broaden the business platform to ensure inclusivity	<ul style="list-style-type: none"> <li>A plan is in place that maps out the process for broadening the dialogue mechanism and making it inclusive</li> </ul>			
6.3.9 Clarify rules of engagement	<ul style="list-style-type: none"> <li>All partners are clear on how they should interact during the dialogue process (possibly incorporate in charter)</li> </ul>			

<b>6.3 Result 3 – Economic development dialogue mechanisms are developed and strengthened, while existing mechanisms are enhanced, through the partnership.</b>				
<b>Activity</b>	<b>Indicator for Monitoring and Measuring Progress</b>	<b>Resources</b>		
		<b>CoGTA</b>	<b>AHI</b>	<b>SALGA</b>
6.3.10 Identify business drivers within the shareholder groups	<ul style="list-style-type: none"> <li>A list of business drivers are available and are fully participating with in the dialogue mechanism.</li> </ul>			

<b>6.4 Result 4 – Mutually identified and agreed upon skills shortages and critical functions in the target municipalities are addressed through the co-operation of the partnership.</b>				
<b>Activity</b>	<b>Indicator for Monitoring and Measuring Progress</b>	<b>Resources</b>		
		<b>CoGTA</b>	<b>AHI</b>	<b>SALGA</b>
6.4.1 Conduct skills audit.	<ul style="list-style-type: none"> <li>Report of the skills audit available for all the targeted municipalities.</li> </ul>			
6.4.2 Identify critical skills shortage.	<ul style="list-style-type: none"> <li>Comparison report on the skills available and the skills needs has been compiled and the critical shortages are pointed out.</li> </ul>			
6.4.3 Conduct training and capacity building.	<ul style="list-style-type: none"> <li>Where appropriate, at least one training programme per annum is conducted in each of the targeted municipalities from 2015/16</li> </ul>			
6.4.4 Collectively find resources to fund training activities in targeted municipalities.	<ul style="list-style-type: none"> <li>Financial and other resources are available to conduct training programs in each of the targeted municipalities.</li> </ul>			
6.4.5 Assist in staffing critical posts in selected	<ul style="list-style-type: none"> <li>All critical posts in the targeted municipalities are either</li> </ul>			

<b>6.4 Result 4 – Mutually identified and agreed upon skills shortages and critical functions in the target municipalities are addressed through the co-operation of the partnership.</b>				
<b>Activity</b>	<b>Indicator for Monitoring and Measuring Progress</b>	<b>Resources</b>		
		<b>CoGTA</b>	<b>AHI</b>	<b>SALGA</b>
municipalities	filled by permanent staff or seconded from business.			
6.4.6 Fill empty vacancies collectively	<ul style="list-style-type: none"> <li>All vacancies in targeted municipalities are filled.</li> </ul>			
6.4.7 Identify critical areas in selected municipalities that underperform	<ul style="list-style-type: none"> <li>Critical areas in selected municipalities underperforming are identified by 2015/16</li> </ul>			
6.4.8 Establish a buddy system between local chamber and local municipalities on a topic.	<ul style="list-style-type: none"> <li>Buddy systems in all targeted municipalities have been established and are running from municipal financial year 2015/16</li> </ul>			
6.4.9 Assist in up-skilling underperforming staff in critical posts in selected municipalities.	<ul style="list-style-type: none"> <li>Up-skilling of staff is done through mentorship and through staff exchange.</li> </ul>			
6.4.10 Find innovative solutions where staffing and/or up-skilling is not feasible.	<ul style="list-style-type: none"> <li>Innovative solutions are used to solve problems that cannot be rectified with up-skilling or staff appointments</li> </ul>			
6.4.11 Design a training/mentor program that responds to a capacity gap.	<ul style="list-style-type: none"> <li>Training / mentor program in place and being implemented in all targeted municipalities from municipal financial year 2016/17</li> </ul>			

## 7 List of Targeted Municipalities

To be agreed upon and completed by partners

## 8 Communication Strategy

It was agreed that a separate half-day workshop should be held in order to develop a comprehensive communication strategy for the Partnership. This workshop should take place as soon as possible - before the end of March 2014.

## 9 Management of the Partnership

It was agreed that the Partnership and the activities of the partnership will be managed by two committees namely:

- The Steering Committee
- The Operational Committee

The terms of reference and the rules of engagement for these committees will be set out once they have been constituted. In the meantime certain basic processes for each of the committees have been discussed.

### 9.1 Steering Committee

- The Steering Committee will be the decision-making body of the Partnership and will take overall responsibility for the programmes and projects of the partnership.
- It has been agreed that the Steering Committee (as indicated in the Memorandum of Understanding) should meet at least twice a year. (The months within which meetings to take place must still be agreed upon but a suggestion was for the months of July and January).
- The composition of the Steering Committee is as follows:
  - CoGTA - Deputy Director General
  - CoGTA - Chief Director Local Economic Development
  - AHI - President
  - AHI - Chief Executive Officer
  - SALGA - Chief Executive Officer
  - SALGA - Executive Director Economic Planning
  - (GiZ - Observer)

### 9.2 Operational Committee

- The Operational Committee will drive the operations of the Partnership and take responsibility of ensuring the implementation of the activities of the Partnership.
- They will report to the Steering Committee and keep it updated on the progress of the planned activities of the Partnership.
- The Operational Committee will meet once every two months, however during the preparation phase and early start-up phase, these meetings will occur much more regular (at least once a month).
- It was agreed that the responsibility for driving the processes of the Operational Committee (including ensuring that partners are performing their respective responsibilities) will be rotated on a yearly basis. It was agreed that CoGTA will be the driver for the first year of activities (including this preparation phase).
- The composition of the Operational Committee is as follows:
  - CoGTA – Ms Vespa Mabitsi
  - AHI – Ms Nadia Carolissen
  - SALGA – Ms Letticia Naid
  - GiZ - Mr Josef Neumeier (observer and support)

## 10 Gantt (time) Charts

- A full Gantt Chart of all the activities that will be implemented for the partnership will only be possible when all resources have been allocated to each of the activities.
- Any of the activities indicated above will have to be eliminated if resources are not available for its implementation.
- Gantt Charts should also be developed for each of the targeted municipalities.

### 10.1 Gantt chart to kick start partnership

Activity	March 14	April 14	May 14	June 14
Workshop on communication strategy				
Information of target LM's				
Info to Provincial Committee of AHI and info to targeted chambers				
Minister of DCOG – letter of Partnership to LM				
Roadshow to targeted Municipalities				
Information to the first LG MinMec				
Develop individual Gantt Charts for each selected Municipality				