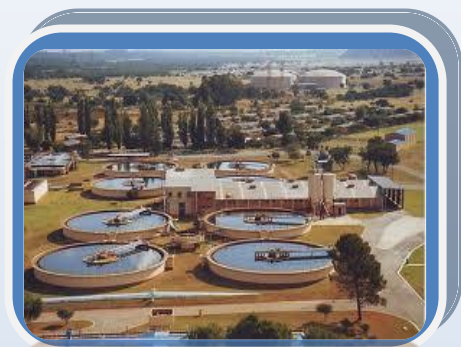


**THE FASTEST GROWING MUNICIPALITY IN GAUTENG**

Local Municipality  
Masepala Wa Selehake  
Plaaslike Munisipaliteit



**DRAFT**

**INTEGRATED DEVELOPMENT PLAN (IDP)  
2013-2018**



**March 2014**

**Prepared by:  
Midvaal Local Municipality**

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**A. Foreword by the Executive Mayor**



This IDP serves to direct and unpack the intended direction and service delivery of the Midvaal Local Municipality (MLM) for the next 5 years, it is also intended to guide all development including that of other spheres of government and promoting principles of Inter-Governmental Relations (IGR). It spells out where the Municipality is heading and what the inhabitants can expect to happen. It is a delivery tool of utmost importance and as the Midvaal Municipal Council, we commend and applaud all residents, ward committees and sectors that participated and contributed to the drafting of the municipality’s five (5) year IDP 2013-2018.

The Municipal Systems Act, Act 32 of 2000, compels all municipal councils to develop and adopt a Five-year Integrated Development Plan (IDP) which has to be reviewed annually. This also marks the drafting and compilation of the new IDP (2013 - 2018) for the Midvaal Local Municipality. It is important to note that the IDP represents the Vision, Strategic Objectives and Business Plan of the Municipality.

The inputs drawn from the public participation processes have assisted the municipality to sharpen its approach to planning processes. The public inputs have challenged us to strengthen the link between the IDP and the budget in order to achieve the vision and objectives.

I state with confidence and assure our community that the IDP 2013 – 2018 clearly reflects the priorities as raised during the community meetings and Council have therefore resolved on a new development agenda in ensuring that Council’s obligation in delivering services is realized.

As Midvaal Local Municipality’s Council we are committed to making Midvaal a place of excellence, and therefore calling on all our stakeholders to join us on this development journey.

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**Councillor B. Baloyi**  
**EXECUTIVE MAYOR**

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**DATE**

## **B. Foreword by the Municipal Manager**

This IDP 2013 - 2018, as the strategic planning instrument that guides development planning in a municipal area remains significant for Midvaal's Development Agenda. The IDP 2013 - 2018 endeavours to reflect the priorities of Council which are informed by the needs of its citizens.



Midvaal, for this strategic reason decided to follow a new path in the development of our IDP. The principle is firstly that Midvaal will in future have not only a credible IDP but also an IDP that will inform the users of one single implementation plan for Midvaal Local Municipality.

Significant time has been spend in developing a new revised document that is able to combine all the statistical data of Midvaal as well as future planning in a aligned format. This IDP is aligned to the budget as well as reporting formats in the reporting cycles of the Municipality.

This plan will also be used to guide the institutional renewal in response to the changing trends and patterns of developmental needs and issues of pertaining to landscape. It will also afford the municipality an opportunity to review its past experiences and successes to re-configure its strategies in order address previous challenges.

As the municipal administration, it is our responsibility to make things happen as we have an obligation to fulfil tasks that have been assigned to us by Council, mainly, to create an enabling environment that support local democracy, developing, reviewing, and finalizing outstanding policies to enhance service delivery. In all our efforts, we will ensure that all existing resources are utilized economically, efficiently, and effectively.

Sound municipal administration processes, systems and procedures are a central focus of institutional transformation and organizational development. Emphasis will be placed on improving revenue collection, identifying new growth paths/areas, rapidly responding to matters that require urgent intervention i.e. disasters and fires in the areas, handling of public enquiries and complaints etc.

The 2013 - 2018 IDP directs us in doing the right things, the right way thereby establishing Midvaal Local Municipality as a "Place of Excellence".

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**Mr. A.S.A. de Klerk**  
**MUNICIPAL MANAGER**

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**DATE**

**C. Acronyms**

1.	EMT	Executive Management Team
2.	IDP	Integrated Development Plan
3.	MSA	Municipal Systems Act
4.	MFMA	Municipal Finance Management Act
5.	MAYCO	Mayoral Committee
6.	OPM	Organisational Performance Management
7.	SDBIP	Service Delivery and Budget Implementation Plan
8.	GVA	Gross Value Added
9.	SALGA	South African Local Government Association
10.	MLM	Midvaal Local Municipality
11.	EMF	Environmental Management Framework
12.	SDF	Spatial Development Framework
13.	PMU	Project Management Unit
14.	ECD	Early Childhood Development
15.	WSP	Workplace Skills Plan
16.	ATR	Annual Training Report
17.	PDP	Personal Development Plan
18.	SLA	Service Level Agreement
19.	ICT	Information Communication and Technology
20.	MSP	Master Systems Plan
21.	TPS	Town Planning Scheme
22.	NBR	National Building Regulations
23.	EPWP	Expanded Public Works Programme

## **D. Definitions**

1. Key Performance Area (KPA) It is the performance area in which the municipality must perform to achieve its Mission and Vision
2. Strategic Objective It translates the Key Performance Area (KPA) into an outcome statement
3. Key Focus Area (KFA) It is those areas in which the municipality must perform to ensure that the Key Performance Areas are achieved
4. Predetermined Objective (PDO) It translates the Key Focus Area (KFA) into a pre-determined outcome in the form of an outcome statement
5. Key Performance Indicator (KPI) It defines how performance will be measured along a scale or dimension (e.g. number of houses, km of road, percentage increase, etc.) to achieve the KPAs, KFAs and PDOs
6. Inputs The resources that contribute to the production and delivery of outputs
7. Outputs The final products, or goods and services produced for delivery
8. Activities The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes
9. Outcomes The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs
10. Impact The developmental results of achieving specific outcome
11. Project It is an initiative that is executed over a specific period of time with a defined beginning and end with the intension of achieving the Key Focus Areas (KFAs). (It can be capital intensive or any other project)
12. Programme A sequence of scheduled activities and / or projects executed with the intension of achieving the Key Focus Areas (KFAs)
13. Activity It is an action or task that is performed with the intension of achieving the Key Focus Areas (KFAs)
14. Baseline It is the actual results of a project, programme or activity achieved during the previous financial year(s)

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## Midvaal Local Municipality Integrated Development Plan (IDP) 2013 - 2018

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- |   |  |
|---|--|
| 15. Target                                    | It completes the performance indicator with actual numbers, percentages, rand values, etc., to be achieved over a specific period of time  |
| 16. Driver                                    | It is the person who takes ownership to execute a project, programme or activity   |
| 17. Portfolio of Evidence (PoE)               | It is file with a clear “paper trail” that serves as proof of the execution of a specific project, programme or activity. (It can include documents, pictures or any other form of evidence) |
| 18. National Key Performance Area (NKPA)      | This is a key area of focus determined at national level and is mandatory to all municipalities in South Africa  |
| 19. National Key Performance Indicator (NKPI) | This is a key indicator determined at national level and is mandatory for all municipalities in South Africa to regularly report on  |
| 20. National Outcomes                         | This refers to the 12 Outcomes determined by National Government of which Outcome 9 is focusing specifically on local government   |

*Chapter*

**1**

**Introduction**

**Chapter 1: Introduction**

**Chapter 2:** Situational Analysis

**Chapter 3:** Five (5) Year Development Plan

**Chapter 4:** Support Plans

**Chapter 5:** Service Delivery and Budget Implementation Plan (SDBIP)

**Chapter 6:** Performance Management

**Annexures**

- 1.1 Background
- 1.2 Legal Framework
- 1.3 Mandate
- 1.4 Process Plan
- 1.5 Key Performance Areas (KPA's)
- 1.6 Key Focus Areas (KFAs)



# Chapter 1

## Introduction

### 1.1 Background

The Municipal Systems Act, Act 32 of 2000, requires that local government structures prepare Integrated Development Plans (IDPs). The IDP serves as a tool for the facilitation and management of development within the areas of jurisdiction. In conforming to the Act's requirements the Council of the Midvaal Local Municipality (MLM) has delegated the authority to the Municipal Manager to prepare the IDP.

The aim of the new 5-Year IDP for Midvaal is to present a coherent plan to improve the quality of life for people living in the area. The intention of this IDP is to link, integrate and co-ordinate development plans for the municipality which is aligned with national, provincial and district development plans and planning requirements binding on the municipality in terms of legislation.

### 1.2 Legal Framework

The *Constitution of the Republic of South Africa (1996)* stipulates that the local sphere of government consists of municipalities which were established for the whole South Africa – the so-called wall-to-wall municipalities.

The objectives of local government are set out in Section 152 of the Constitution as follows:

- to provide democratic and accountable government for local communities;
- to ensure the provision of services to communities in a sustainable manner;
- to promote social and economic development;
- to promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.

The Constitution commits government to take reasonable measures, within its available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security.

In order to realise the above, the *Municipal Systems Act, 2000 (MSA)* was enacted. Chapter 5 of the MSA states that a municipality must undertake developmentally oriented planning, in the form of integrated development planning, to ensure that it achieves the objects of local government as set out in the Constitution. It must further give effect to its developmental duties as required by Section 153 of the Constitution.

According to Section 25 of the MSA each municipal council must, after the start of its elected term, adopt a single, inclusive and strategic planning (IDP) for the development of the municipality which links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality and which aligns the resources and capacity of the municipality with the implementation of the said plan. The IDP should form

the policy framework and general basis on which annual budgets will be based and should be aligned with national and provincial development plans and planning requirements.

The Constitution further states that the three spheres of government are distinctive, inter-dependent and inter-related. They are autonomous, but exist in a unitary South Africa and have to cooperate on decision-making and must co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres.

Cooperative governance means that national, provincial and local government should work together to provide citizens with a comprehensive package of services. They have to assist and support each other, share information and coordinate their efforts. Implementation of policies and government programmes particularly require close cooperation between the three spheres of government.

A number of policies, strategies and development indicators have been developed in line with the prescriptions of legislation to ensure that all government activities are aimed at meeting the developmental needs of local government.

Section 1.3 outlines the national, provincial and district policy directives, sector plans and legislation that set the strategic direction and with which the Midvaal local Municipality must align to ensure that government spending is directed at the pressing needs of the community and those that contribute towards economic growth.

The Service Delivery and Budget Implementation Plan (SDBIP) is regulated by National Treasury **Circular No. 13** dated 2005 and Performance Management by **Regulation 29089** dated 2006.

### **1.3 Mandate**

To ensure that Midvaal is a responsive, efficient, effective and accountable municipality, chapter 3 to 5 of the IDP will outline in detail how the long term vision translates into an effective plan that aligns the municipal budget, monitoring and evaluating mechanisms as well as timeframes for delivery. The municipality will ensure closer alignment between the long term development objectives (in context of National, Provincial and District development policies) and the IDP. The mandate for the municipality is guided by – but not limited to – the following:

#### **1.3.1 National Development Plan**

The South African Government through the Presidency, has published a National Development Plan. The Plan aims to eliminate poverty and reduce inequality by 2030. The Plan has the target of developing people's capabilities to be to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection, rising income, housing and basic services, and safety. It proposes to the following strategies to address the above goals:

- Creating jobs and improving livelihoods
- Expanding infrastructure
- Transition to a low-carbon economy
- Transforming urban and rural spaces
- Improving education and training
- Providing quality health care
- Fighting corruption and enhancing accountability
- Transforming society and uniting the nation

At the core of the Plan is to eliminate poverty and reduce inequality is the special focus on the promotion gender equity and addressing the pressing needs of youth. More importantly for efficiency in local government the NDP proposes 8 targeted actions listed below:

- Stabilise the political-administrative interface
- Make public service and local government careers of choice
- Develop technical and specialist professional skills
- Strengthen delegation, accountability and oversight
- Improve interdepartmental coordination
- Take proactive approach in improving national, provincial and local government relations
- Strengthen local government
- Clarify the governance of SOE's

The National Development Plan 2030 has been adopted by the National Cabinet in August 2012 and this place an injunction on the state and its agencies (including municipalities) to implement the Plan.

The Plan makes the following policy pronouncements and proposes performance targets that intersect with developmental mandates assigned to local government. Importantly, municipalities are expected to respond to these developmental imperatives when reviewing their Integrated Development Plan and developing the corresponding three-year Medium Term Revenue and Expenditure Frameworks.

- Youthful population presents opportunities to boost economic growth, employment and reduce poverty;
- Strengthen youth service programmes – community based programmes to offer young people life skills training, entrepreneurship training;
- Increase employment from 13 million in 2010 to 24 million in 2030;
- Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup;
- Establish effective, safe and affordable public transport;
- Produce sufficient energy to support industry at competitive prices;
- Ensure that all South African have access to clean running water in their homes;
- Make high - speed broadband internet universally accessible at competitive prices;

### **1.3.2 National Government's Outcomes-Based Approach to Delivery**

National Government has agreed on 12 outcomes as a key focus of work between now and 2014. These outcomes have been expanded into high-level outputs and activities, which in turn formed the basis of a series of performance agreements between the President and relevant Ministers.

Whilst all of the outcomes can to some extent be supported through the work of local government, **Outcome 9** (A responsive, accountable, effective and efficient local government system) and its 7 outputs are specifically directed at local government:

- Output 1:** Implement a differentiated approach to municipal financing, planning and support;
- Output 2:** Improving access to basic services;
- Output 3:** Implementation of the Community Work Programme;
- Output 4:** Actions supportive of the human settlement outcome;
- Output 5:** Deepen democracy through a refined Ward Committee model;
- Output 6:** Administrative and financial capability; and
- Output 7:** Single window of coordination.

### **1.3.3 CoGTA – National KPAs for Municipalities**

Department of Cooperative Governance and Traditional Affairs (CoGTA) assess the progress made by municipalities against five Key Performance Areas (KPAs) and cross-cutting interventions adopted in the 5-Year Local Government Strategic Agenda. The five KPAs that form the basis of the assessments are:

- NKPA 1. Municipal Transformation and Organisational Development;
- NKPA 2. Basic Service Delivery;
- NKPA 3. Local Economic Development (LED);
- NKPA 4. Municipal Financial Viability and Management; and
- NKPA 5. Good Governance and Public Participation.

The above allow CoGTA to determine how well each municipality is performing, compare its performance to targeted goals, create measures to improve performance, identify the municipalities that have under-performed and propose remedial action to improve performance of municipalities.

### **1.3.4 The New Growth Path**

This National Policy Framework deals specifically with issues such as creating decent work, reducing inequality and defeating poverty through *“a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the*

*composition and rate of growth*". Important and of practical consequence to local government, are the specific job drivers that have been identified:

- Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy;
- Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services;
- Taking advantage of new opportunities in the knowledge and green economies;
- Leveraging social capital in the social economy and the public services; and
- Fostering rural development and regional integration.

### **1.3.5 Provincial Government Gauteng - Provincial Strategic Objectives**

In 2009 the Provincial Government of Gauteng published the “Gauteng’s Provincial Government’s Five Year Strategic Objectives” which puts forward the following strategic objectives:

***PSO 1: Creating decent work and building a growing, inclusive economy:***

- Prioritise the creation of decent work;
- Invest in public infrastructure;
- Implement an appropriate response to the economic crisis;
- Improve the functioning of economic development entities and agencies;
- Review and implement the reviewed Gauteng Growth and Development Strategy;
- Develop and maintain our road networks and transportation system;
- Facilitate, manage and oversee initiatives that contribute to economic growth and creation of employment opportunities; and
- Create an enabling environment for infrastructure improvement.

***PSO 2: Promoting quality education and skills development:***

- Eliminate disparities in access to quality education and skills development;
- Invest in building well-educated, skilled and productive people; and
- A holistic approach to human development and improving people’s quality of life will be adopted.

***PSO 3: Prioritising better healthcare for all:***

- Promote equity and universal access to quality public health care, including services for the poorest and most vulnerable. step up the fight against HIV/Aids, TB and other diseases;
- Improve our human resources and support; and
- Better regulation of the private health sector.

***PSO 4: Stimulating rural development and food security:***

- Undertake equitable regional development to improve access to infrastructure and services in the rural areas of Gauteng. Promote rural development;
- Maximise the agricultural sector's contribution to economic development and growth to improve the lives of the rural poor; and
- Universal access to basic services, water and sanitation.

***PSO 5: Intensifying the fight against crime and corruption:***

- Develop a Gauteng-wide perspective on policing priorities;
- Strengthen the criminal justice system; and
- Mobilise communities in the fight against crime.

***PSO 6: Building cohesive and sustainable communities:***

- Reduce social infrastructure deprivation, poverty and under development;
- Build socially integrated and sustainable human settlements to better the lives of the poor;
- Urban renewal; and
- Build social cohesion and national unity and social development.

***PSO 7: Strengthening the developmental state and good governance:***

- Delivery renewal;
- Cooperative governance; and
- Build an activist local government.

### **1.3.6 Sedibeng District Municipality**

Through the National Growth Path, the National Government expects that all spheres of government must develop programmes which enhance sustainable economic growth to overcome the triple axis of poverty, unemployment and inequality through job creation and sustained through skills development targeting young people and women.

The Key Performance Areas (KPA) of the Sedibeng District Municipality are aligned to the national and provincial strategic priorities and are the following:

- R1: Sedibeng KPA 1: Reinventing the Economy** from an old to a new by consolidating existing sectors and exploring new sectors of growth and in this way build local economies to create more employment and sustainable livelihoods.
- R2: Sedibeng KPA2: Renewing our communities** from low to high quality through the provision of basic services, improving local public services and broadening access to them, and regenerating and property development to improve the quality of living.
- R3: Sedibeng KPA 3: Reviving a Sustainable Environment** from waste dumps to a green region, by increasing the focus on improving air, water, and soil quality and moving from being a producer and receiver of waste to a green city.
- R4: Sedibeng KPA 4: Reintegrating the region** with the rest of Gauteng, South and Southern African to move from an edge to a frontier region, through improving connectivity and transport links.
- R5: Sedibeng KPA 5: Releasing Human Potential;** from low to high skills and build social capital through building united, non-racial, integrated and safer communities.
- G1: Sedibeng KPA 6: Good and Financially Sustainable Governance;** through building accountable, effective and clean government, with sound financial management, functional and effective Councils, and strong, visionary leadership. It is about compliance and competence.
- D1: Sedibeng KPA 7: Vibrant Democracy;** through enabling all South Africans to progressively exercise their constitutional rights and enjoy the full dignity of freedom. To promote more active community participation in local government, including further strengthening the voice of communities and making sure that community based structures such as ward committees, police forums, school governing bodies are legislatively supported to function effectively

**1.3.7 Midvaal Political Guidelines**

The Midvaal Local Municipality is guided by the following 5 (five) pillars:

1. **Open Opportunity Society:** A society in which every person is free, secure and equal, where everyone has the opportunity to improve the quality of his life and pursue her dreams, and in which every language and culture has equal respect and recognition
  
2. **Reconciliation:** Enable South Africans to come to terms with their past on a morally accepted basis by all group, and bringing them together on their shared future
  
3. **Redress:** Addressing the imbalances of the past that has resulted in economic and spatial inequality in a sustainable manner that ensures that all benefit
  
4. **Delivery:** Ensuring that everyone has equal access to basic services and resources under the mandate of government and the constitution
  
5. **Diversity:** We celebrate and showcase the diversity of the party as a mirror of the diversity in broader South African Society

**1.4 Process Plan**

Proposed Date	Activity	Responsible Person
30 July 2013	Budget Steering Committee to review comments received from NT and PT regarding the 2013/2014 budget process	Executive Mayor
29 August 2013	Approval of Key Deadlines as required by Section 21 of the MFMA	Chief Financial Officer to compile report Council for approval
29 August 2013	Carry over adjustments budget for the 2013/2014 financial year	Chief Financial Officer to compile report Council for approval
29 August 2013	Final Virements for 2012/2013	Chief Financial Officer to compile report Council for approval
10 September 2013	Budget Steering Committee to set priorities for the 2014/2015 Budget	Executive Mayor
17 September 2013	Budget circular to be issued to Heads of Department for guidance on preparation of draft budgets	Chief Financial Officer
31 October 2013	Departmental Compilation of Draft Capital Budget for 2014/2015:  <ul style="list-style-type: none"> <li>- Compilation of project plans (including outputs and outcomes to be achieved)</li> <li>- Motivations for new projects</li> <li>- Analysis of impact on operating budget</li> </ul>	Heads of Department
5 November 2013	Municipal Manager to review departmental submissions (Draft Capital Budgets)	Municipal Manager
12 November 2013	Budget Steering Committee to consider Draft Capital Budget	Executive Mayor
30 November 2013	Departmental Compilation of Draft Operating Budget for 2014/2015 (based on draft capital budget as recommended by	Heads of Department



## Midvaal Local Municipality Integrated Development Plan (IDP) 2013 - 2018

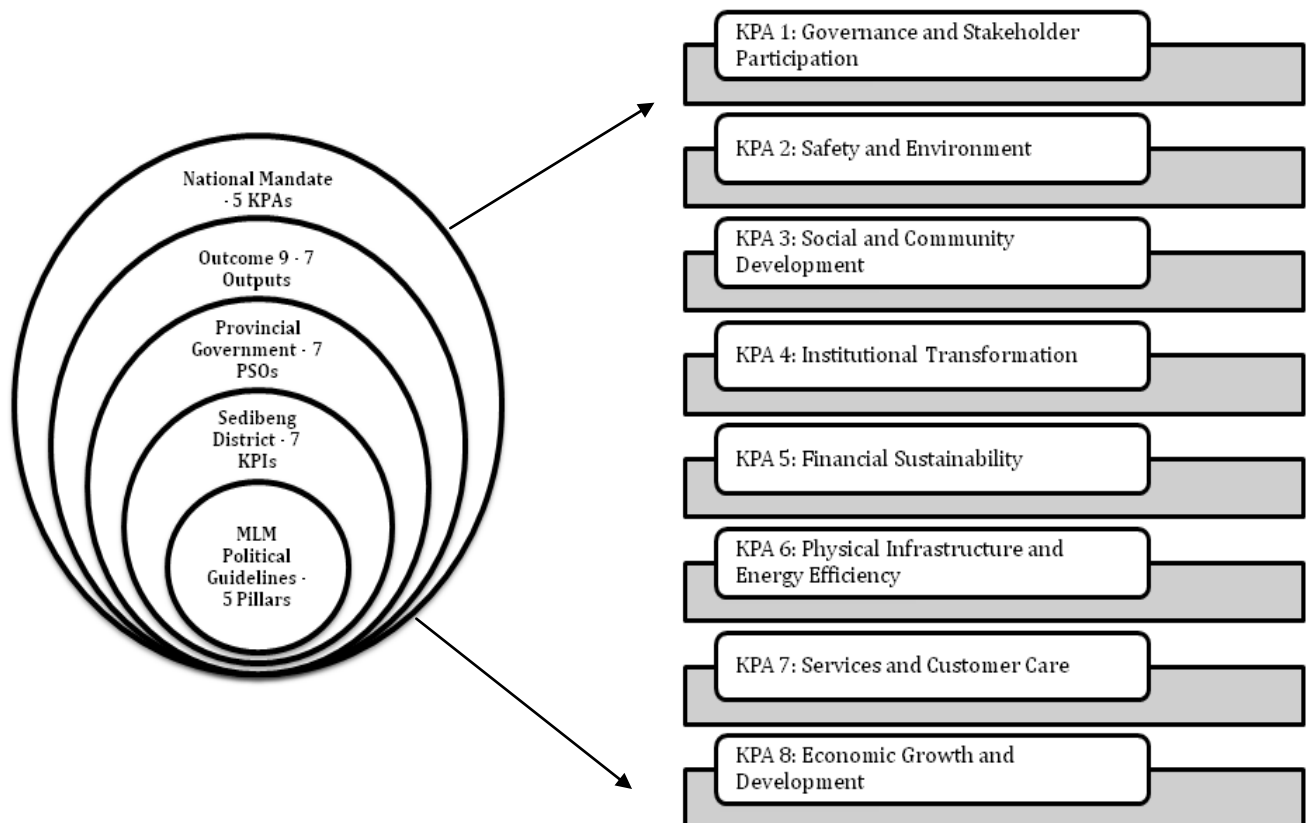
Proposed Date	Activity	Responsible Person
	Budget Steering Committee)	
14 January 2014	Municipal Manager to review departmental submissions (Draft Operating Budgets)	Municipal Manager
21 January 2014	Budget Steering Committee to consider first draft Operating Budget (before tariff approvals) Budget Steering Committee to consider Adjustments Budget for 2013/2014	Executive Mayor
24 January 2014	Draft tariff increases to be finalised by departments (including cost recovery analysis)	Heads of Department
28 January 2014	Municipal Manager to review draft balanced budget and proposed tariff increases	Municipal Manager
30 January 2014	Council to approve main adjustments budget	Chief Financial Officer to compile report Council for approval
4 February 2014	Budget Steering Committee to consider draft balanced budget (based on recommended tariff increases)	Executive Mayor
11 February 2014	Budget Steering Committee to consider budget policies <ul style="list-style-type: none"> <li>- Tariff policies</li> <li>- Tariff by-laws</li> <li>- Property rates policy</li> <li>- Property rates by-laws</li> </ul>	Executive Mayor
18 February 2014	Budget Steering Committee to consider budget policies <ul style="list-style-type: none"> <li>- Indigent Management Policy</li> <li>- Credit control and debt management policies</li> <li>- Revenue management policies and by-laws</li> </ul>	Executive Mayor
25 February 2014	Budget Steering Committee to consider budget policies <ul style="list-style-type: none"> <li>- Cash management policy</li> <li>- Borrowing policy</li> <li>- Investment policy</li> <li>- Long term financial plan</li> <li>- Budget policy</li> <li>- Other policies</li> </ul>	Executive Mayor
28 February 2014	Corporate Services to scrutinise all tariff submissions and by-laws for legal compliance	ED: Corporate Services
11 March 2014	Budget Steering Committee to consider Draft IDP	Executive Mayor
18 March 2014	Budget Steering Committee to consider Draft SDBIP	Executive Mayor
27 March 2014	Formal tabling of Draft IDP, Budget and SDBIP to Council	Chief Financial Officer to compile report and Draft Budget ED: Development Planning for Draft IDP ED: Corporate Services for Draft SDBIP Council for approval
1 April 2014	Making public of tabled IDP / Budget as per the MFMA and MSA requirements  Submission of IDP to MEC for Comments  Submission of Budget to NT for Comments (Including upload files in printed and electronic format)  Submission of draft IDP / Budget to organs of state	Chief Financial Officer  ED: Development Planning
April 2014 Exact dates to be confirmed	Community Consultation Workshops	Speaker's Office
25 April 2014	Summary of public comments received	Chief Financial Officer

## Midvaal Local Municipality Integrated Development Plan (IDP) 2013 - 2018

Proposed Date	Activity	Responsible Person
6 May 2014	Budget Steering Committee to consider final IDP, Budget and SDBIP	Executive Mayor
13 May 2014	Mayoral Committee to recommend final IDP, Budget and SDBIP	Executive Mayor
29 May 2014	Council to approve final IDP and Budget. SDBIP to be noted by Council	CFO to prepare report Council for approval
6 June 2014	Making public of approved IDP / Budget as per the MFMA and MSA requirements  Tariff and By-law Promulgation  Submission of approved IDP to MEC for Local Government and Housing  Submission of approved IDP and Budget to NT (Including upload files in printed and electronic format)	Chief Financial Officer  ED: Corporate Services  ED: Development Planning
30 June 2014	MM and HOD's to sign performance agreements as per approved SDBIP	ED: Corporate Services

### 1.5 Key Performance Areas (KPA's)

Taking cognisance of the national, provincial and district policies and plans, the following KPA's were identified for the Midvaal Local Municipality:



The Key Performance Areas (KPA's) are defined in the following table:

<b>Key Performance Areas</b>	<b>Definition</b>
<b><i>KPA 1:</i></b> Governance and Stakeholder Participation	To promote proper governance and public participation
<b><i>KPA 2:</i></b> Safety and Environment	To contribute to the safety of communities in Midvaal through the pro-active identification, prevention, mitigation and management of environmental health, fire and disaster risks.
<b><i>KPA 3:</i></b> Social and Community Development	To assist and facilitate with the development and empowerment of the poor and the most vulnerable. These include the elderly, youth and disabled.
<b><i>KPA 4:</i></b> Institutional Transformation	To provide an effective and efficient workforce by aligning our institutional arrangements to our overall strategy in order to deliver quality services.
<b><i>KPA 5:</i></b> Financial Sustainability	To ensure the financial sustainability of the municipality in order and to adhere to statutory requirements.
<b><i>KPA 6:</i></b> Physical Infrastructure and Energy Efficiency	To ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within Midvaal.
<b><i>KPA 7:</i></b> Services and Customer Care	To improve our public relations thereby pledging that our customers are serviced with dignity and care.
<b><i>KPA 8:</i></b> Economic Growth and Development	To facilitate sustainable economic empowerment for all communities within Midvaal and enabling a viable and conducive economic environment through the development of related initiatives including job creation and skills development.

## 1.6 Key Focus Areas (KFAs)

The eight (8) Key Performance Areas (KPA's) are supported by the following Key Focus Areas (KFAs):

<b>KPAs</b>	<b>KFAs</b>	<b>Driver</b>	<b>Sedibeng KFA</b>
<b>KPA 1:</b> Governance and Stakeholder Participation	KFA 1: Governance Structures	CS	G1
	KFA 2: Stakeholder Participation	CS	D1
	KFA 3: Inter-Governmental Relations (IGR)	CS	G1
	KFA 4: Communications (Internal and External)	CS	D1
<b>KPA 2:</b> Safety and Environment	KFA 5: Safety & Security	P	R3
	KFA 6: Environmental Management	SS	R3
	KFA 7: Disaster Management	P	R3
	KFA 8: Emergency Services	P	R2
	KFA 9: Law Enforcement	P	R2
<b>KPA 3:</b> Social and Community Development	KFA 10: Sustainable Human Settlements	DP	R2
	KFA 11: Sport and Recreation programmes	SS	R2
	KFA 12: Clinics	SS	R2
	KFA 13: Cemeteries	SS	R2
	KFA 14: Libraries, Arts, Culture and Special Programmes (gender, elderly, youth and people living with disabilities, including ECD)	SS	R2
<b>KPA 4:</b> Institutional Transformation	KFA 15: Human Capital & skills Development	HR	R5
	KFA 16: Performance Management	CS	R5
	KFA 17: Systems and Technology	CS	R5
	KFA 18: Policies, Processes and Procedures	CS	G1
<b>KPA 5:</b> Financial Sustainability	KFA 19: Financial Management	Fin	G1
	KFA 20: Revenue Management	Fin	G1
	KFA 21: Supply Chain Management	Fin	G1
	KFA 22: Asset Management, including Fleet Asset Management	Fin/ES	G1
<b>KPA 6:</b> Physical Infrastructure and Energy Efficiency	KFA 23: Electricity & Energy Efficiency	ES	R2
	KFA 24: Roads and Storm-water Infrastructure	ES	R2
	KFA 25: Water and Sanitation Infrastructure	ES	R2
	KFA 26: Landfill Sites and Transfer Stations	SS	R3
	KFA 27: Municipal and public facilities, including sport & recreation	CS/SS	R2
<b>KPA 7:</b> Services and Customer Care	KFA 28: Water and Sanitation	ES	R2
	KFA 29: Electricity	ES	R2
	KFA 30: Cleansing and Waste Management	SS	R3
	KFA 31: Customer Relations	CS	D1
<b>KPA 8:</b> Economic Growth and Development	KFA 32: Local Economic Development (LED) & Capacity Building	DP/SS/HR	R1
	KFA 33: Spatial and Development Planning	DP	R4

*Chapter*

Situational Analysis

**2**

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- 2.1 Introduction
- 2.2 Governance and Stakeholder Participation
- 2.3 Safety and Environment
- 2.4 Social and Community Development
- 2.5 Institutional Transformation
- 2.6 Financial Sustainability
- 2.7 Physical Infrastructure and Energy Efficiency
- 2.8 Services and Customer Care
- 2.9 Economic Growth and Development

## Chapter

# 2

## Situational Analysis

### 2.1 Introduction

This chapter in accordance with the requirements of the Municipal Systems Act provides a situational analysis of the existing trends and conditions in the Midvaal Local Municipality.

The Midvaal Local Municipality (GT422) is a category B municipality comprising of fourteen (14) wards:

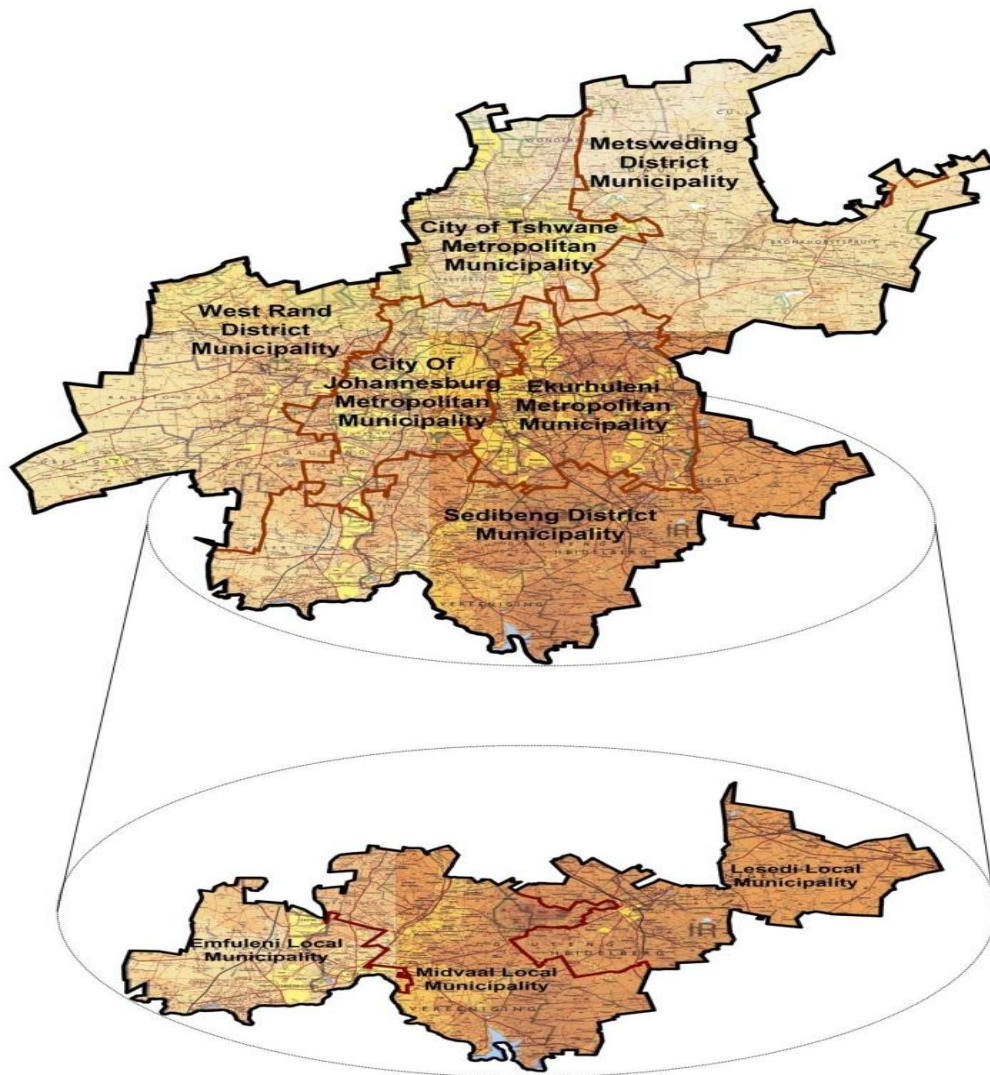
MIDVAAL LOCAL MUNICIPALITY	
AREAS	TOTAL NUMBER
Townships	43 (24 231 Stands)
Farms	79 (12 563 Portions)
Agricultural Holdings and other Settlements	32 (4 078 small / agricultural holdings)
Nature Reserves	1
Conservancies	9

#### 2.1. Geographical Location

The Midvaal Local Municipality (GT422), covering approximately 1 722 km<sup>2</sup>, is one of three local municipalities situated within the Sedibeng District Municipality, the other two being the Emfuleni Local Municipality (GT421), approximately 966 km<sup>2</sup> in extent and the Lesedi Local Municipality (GT423), approximately 1 484 km<sup>2</sup> in extent. The Midvaal Local Municipality is a Category B-municipality as defined in the Municipal Structure Act.

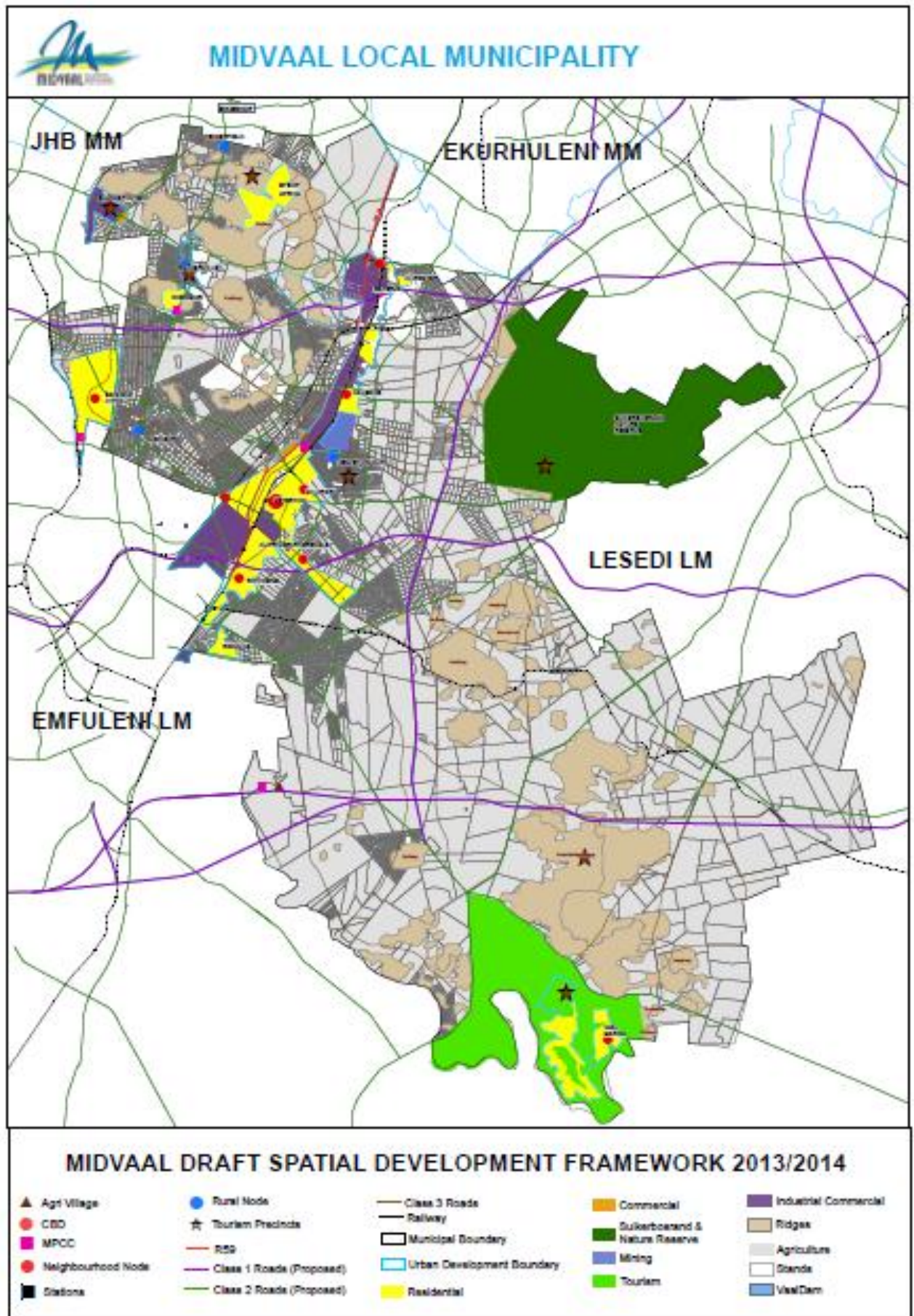
Midvaal is located in the southern parts of the Gauteng Province and is bordered by two provinces, namely the Mpumalanga Province to the east and the Free State Province to the south.

The Dipaliseng Local Municipality (MP306) is located to the east of Midvaal and the Metsimaholo Local Municipality (FS204) is situated to the south. The City of Johannesburg and Ekurhuleni Metropolitan Municipality are situated to the north.



### 2.1.2 Spatial Structure

The spatial structure of the Midvaal Local Municipal area is predominantly that of a rural area (see map on page 20), with extensive farming constituting approximately 50 % of the total area of jurisdiction. There are two significant natural features impacting on the physical structure, namely the Suikerbosrand Nature Reserve and the Vaal River which forms the southern boundary of both the municipality and the Gauteng Province. Secondary natural features which play a significant role in the development dynamics of the area are the Klip River, Suikerbosrand River and the Vaal Dam.





Development in Midvaal is concentrated in the north-eastern part of the municipal area and occurs along the R59 freeway and to a lesser extent the R82 freeway to the west. Prominent towns and development occurring along these corridors are:

- **R59:** Klip River Business Park, Grace View Ext 3, Waterval, Randvaal, Henley-on-Klip and Meyerton; and
- **R82:** Tedderfield, Walkerville and De Deur.

Meyerton is the highest order town in the Midvaal area with relatively large business and residential components. The other towns mentioned above are mainly service centres to the surrounding rural areas. The towns are surrounded by agricultural holdings, which are mainly used for rural residential purposes and extensive farming.

### 2.1.3 Socio – Economic Analysis

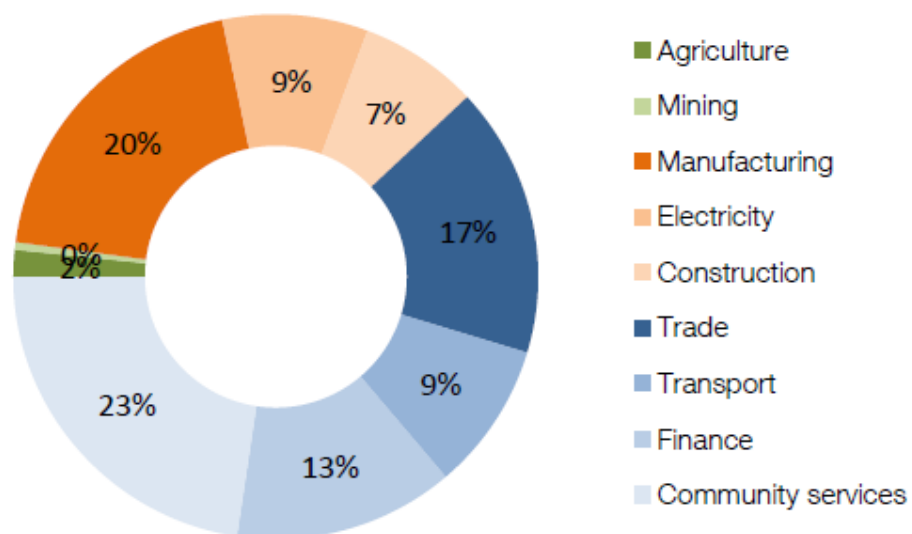
#### 2.1.3.1 Population

The Midvaal Local Municipality has a total population of 95 300 (Source Statssa: 2011 Census). The total population grew from 52 679 in 1996 to 95 300 in 2011, according to the 1996 and 2011 census data. The year on year growth for the total population for this period was 2,78%. The Black or African population grew at a rate of 3,59 % and the White or European population grew by 1,46 %.

#### 2.1.3.2 Sectoral Analysis

According to IHS Global Insight, Social Services, followed by Manufacturing and Trade, is the largest contributors to the Midvaal economy, see figure below.

### Sector composition



**Municipal Fact Sheet**

Description	ELM	LLM	MLM
Geographical size (sq km)	966	1 484	1 722
Number of people	721 663	99 520	95 301
Population growth (% per annum 2001 – 2011)	0,92	3,26	3,94
Number of Households	220 135	29 668	29 852
Population density (people per sq km)	747,1	67,1	55,3
Number of Wards	45	13	14
Number of Councillors		26	27
% of households with formal housing	81	83,3	76,4
% of households with hygienic toilets	91,2	90,1	84,1
% of households with piped water at or above RDP level	96,3	88,9	75,8
% of households with electricity connections	92,2	89,9	79,3
% of households with formal refuse removal	90,7	86,3	83,1
Number of households in informal settlements	12974	2021	3766
Unemployment rate (broad definition %)	34,7	25,9	18,8
Unemployment rate (narrow definition %)	14,9	11,1	9
% of people employed in the formal sector	79,2	74,8	73,20
% of people employed in the informal sector	9,6	11,1	10,11
% of people employed in private households	11,3	14,2	16,68
Dependency Ratio (per 100 (15 – 64))	43,8	45,8	41,9

Source: Statssa 2011 Population Census

The above table clearly indicates the impact of low population density on service delivery. The lower net density in Midvaal has a significant impact in the capital cost of infrastructure delivery and the operational expenses associated with infrastructure delivery. This trend supports the founding principles of the Midvaal Local Municipal SDF, whereas development should be contained within the defined urban development boundary.

## Rating System

The analysis in this chapter is conducted according to a rating system, as follows:

- |   |   |
|---|---|
| 1 | Good performance/implementation/standard 😊                                    |
| 2 | Average performance/standard OR policy in place with average implementation 😐 |
| 3 | Poor performance/standard OR no performance/function 😞                        |

## 2.2 KPA 1: Governance and Stakeholder Participation

**Strategic Objective:** To ensure good governance and the participation of stakeholders.





### 2.2.1 KFA 1: Governance and Structures

#### 2.2.1.1 Governance and Structures







Description	Rating
Council has been duly elected and is fully functional	😊
Executive Mayor and Mayoral Committee	😊
Sect 80-Committees	😊
Sect 79-Ethics Committee	😊
Sect 79-Municipal Public Accounts Committee (MPAC)	😊
Sect 79-Naming Committee	😊
Sect 79-Petitions Committee	😊
Performance & Audit Committee & Risk & Risk Management Committee	😊
IDP Representative Forum	😐
Office of the Speaker	😊
Ward Committees in all 14 wards	😊
Office of the Chief Whip	😊
Municipal Code (By-laws)	😊
Town Planning Tribunal	😊

#### 2.2.1.2 Risk Management






Description	Rating
Anti-Fraud and Corruption Management	😊
Risk Matrix	😐
Risk Management Policy	😐
Risk Register (Strategic & Operational)	😐

Risk Committee	
Risk Management Committee	
Incident Register	
Disaster Management Plan / Risk Management Plan / Business Continuity Plan	










**2.2.2 KFA 2: Stakeholder Participation**

Description	Rating
Petitions Policy	
Petitions Committee	
Resources and Procedures	
Functional ward committees in all 14 wards	
Participation in IDP and Budget process	
Annual People's Assembly	

**2.2.3 KFA 3: Inter-Governmental Relations (IGR)**

Description	Rating
Premier's Coordinating Forum (PCF)	
Technical PCF	
MEC/MMC Fora	
SALGA	
District Fora	

**2.2.4 KFA 4: Communications (Internal and External)**

Description	Rating
Communications Policy	
Communications Plan	
Marketing Plan	
Communications and Marketing Unit	
Budget and Resources	
Internal Newsletter	
External Newsletter	
Functional Website	
Complaints Management System	

Media Releases	😊
Stakeholder Engagement	😊
Branding	😊
Corporate Identity Manual	😊
Advertising and Marketing	😐
Events	😐
Telephone Systems	😊
Regular internal management meetings	😊
Departmental Meetings	😊
Regular Mayoral Strategic Sessions	😊
Functional Website and Compliance with Sect 75 of MFMA	😊
IDP Fora	😊
Functional Ward Committees in all 14 wards	😊
People's Assembly	😊
E-mail System	😊

**2.3 KPA 2: Safety and Environment**

**Strategic Objective:** To ensure safety within the community as well as a healthy and protected environment.

**2.3.1 KFA 5: Safety & Security**

Description	Rating
Traffic Administration	😐
Community Training / Projects	😐





**2.3.2 KFA 6: Environmental Management**

Description	Rating
Environmental Management Framework (EMF)	😐








**2.3.4 KFA 7: Disaster Management**

Description	Rating
Disaster Management Plan	😐
Disaster Management Centre	😞

**2.3.5 KFA 8: Emergency Services**

<b>Fire Fighting Services</b>	
<b>Existing Facilities</b>	<b>Rating</b>
Meyerton Fire Station SANS 090 Standard	
Vaal Marina Fire Station SANS 090 standard	
Fire Prevention	
Community Training / Projects	

**2.3.6 KFA 9: Law Enforcement**

<b>Existing Activities</b>	<b>Rating</b>
Informal Trading By-law Enforcement	
Poster Management	
CCTV Project	
Crime Prevention	
Fire By-law Enforcement	
Traffic Law Enforcement	
Speed Law Enforcement	

**2.4 KPA 3: Social and Community Development**

**Strategic Objective:** To facilitate social and community development.

**2.4.1 KFA 10: Sustainable Human Settlements**

Human settlements become sustainable when residents of the settlement have access to a variety of basic services, social services and housing. The social services could be shared with another settlement or community. A further important aspect is access to suitable shelter (housing) and security of tenure.

Housing is the competency of the Provincial Department of Housing, a number of informal settlements are located in the Midvaal Local Municipality and the eradication of the housing and services backlog is directly related to accessibility of suitable land.

## Midvaal Local Municipality Integrated Development Plan (IDP) 2013 - 2018

Ward Nr.	Settlement	Nr of Structures	Services				Settlement linked to Housing Project
			Potable water	Electricity	Sanitation	Refuse removal	
1	Mamello	348	😊	😞	😞	😊	😊
1	Bantu Bonke	82	😊	😊	😊	😊	😊
2	Boitumelo	130	😊	😞	😊	😊	😊
3	Piels Farm	215	😊	😞	😊	😊	😊
4	Alewynspoort - Harold	73	😊	😞	😞	😊	😊
5	Sicelo	2696	😊	😞	😊	😊	😊
6	Put-Put/ Varkeng (Kayalitscha)	258	😊	😞	😊	😊	😊
<b>Total per Settlement</b>		<b>3766</b>					

Source: RED ANT Survey 2009 & 2012

WARD	Town Name	Services				Settlement linked to Housing Project
		Potable water	Electricity	Sanitation	Refuse removal	
1	Vaal Marina Holiday Township	😊	😊	😊	😊	N/A
2	Risiville	😊	😊	😊	😊	N/A
	Risiville x 3	😊	😊	😊	😊	N/A
	Risiville x 2	😊	😊	😊	😊	N/A
3	Kookrus	😊	😊	😊	😊	N/A
	Rothdene	😊	😊	😊	😊	N/A
4	Henley On Klip	😊	😊	😊	😊	N/A
5	Highbury x 1	😊	😊	😊	😊	N/A
	Daleside (Witkop)	😊	😊	😊	😊	N/A
	Highbury	😊	😊	😊	😊	N/A
6	Lakeside Est.	😊	😊	😊	😊	N/A
	Lakeside x 1	😊	😊	😊	😊	N/A
	The Evaton Estate	😊	😊	😊	😊	N/A
7	Eye of Africa	😊	😊	😊	😊	N/A
8	Meyerton Farms	😊	😊	😊	😊	😊
9	Meyerton (CBD)	😊	😊	😊	😊	N/A

	Meyerton x2	😊	😊	😊	😊	N/A
	Meyerton x3	😊	😊	😊	😊	N/A
10	Noldick x 1	😊	😊	😊	😊	N/A
	Noldick	😊	😊	😊	😊	N/A
	Meyerton X1	😊	😊	😊	😊	N/A
	Meyerton Farms	😊	😊	😊	😊	😞
11	Balmoral Estates	😊	😊	😊	😊	N/A
	Balmoral Ext	😊	😊	😊	😊	N/A
	De Deur Estates	😊	😊	😊	😊	N/A
	Ohenimuri	😊	😊	😞	😊	N/A
12	Klipwater	😊	😊	😊	😊	N/A
13	Riversdale	😊	😊	😊	😊	N/A
14	Meyerton x 3	😊	😊	😊	😊	N/A
	Meyerton x 6	😊	😊	😊	😊	N/A
	Meyerton x 4	😊	😊	😊	😊	N/A
	Golf Park	😊	😊	😊	😊	N/A
	Golf Park x 1	😊	😊	😊	😊	N/A

#### 2.4.2 KFA 12: Clinics

Area	Rating
<b>Meyerton Clinic</b>	😞
<b>Randvaal Clinic</b>	😞
<b>Kookrus Clinic</b>	😞

Source: The MLM, Department of Technical and Engineering Services

#### 2.4.3 KFA 13: Cemeteries

Area	Rating
<b>Meyerton</b>	😊
<b>Kliprivier</b>	😞
<b>Kookrus</b>	😊
<b>Sybrand Van Niekerk inactive</b>	😞
<b>Riversdale</b>	😞
<b>Required Additional Cemeteries/Crematoria</b>	😞

#### 2.4.4 KFA 14: Arts Culture & Special Programmes (gender, elderly, youth and people living with disabilities, including Early Childhood Development Centres (ECD centres))



Libraries	
Area	Rating
Meyerton	😊
Henley on Klip	😊
Randvaal	😊
Sicelo	😊
De Deur	😐
Lakeside	😐
Required Additional Libraries	😞

Programmes	
Description	Rating
Gender programmnes	😐
Elderly programmes	😞
Youth programmes	😐
Disabled programmes	😐

There are 23 Early Childhood Development (ECD) facilities in Midvaal

Description	Rating
ECD facilities (8) [Formal]	😊
ECD facilities (15) [Informal]	😐

## 2.5 KPA 4: Institutional Transformation

**Strategic Objective:** To ensure institutional transformation

### 2.5.1 KFA 15: Human Capital & Skills Development

#### 2.5.1.1 Organisational Structure

Description	Rating
Functional Organizational Structure (organogram)	😊
Number of Vacancies	😊
Staff Turnover	😊
Employment Equity	😐
Vetting	😐

#### 2.5.1.2 Human Capital and Skills Development

Description	Capacity
WSP & ATR	😊
Annual updating and Submission of WSP & ATR	😊

Description	Capacity
Succession Plan	☹
Study Assistance Scheme	☹
Training Programmes	☹
Staff Morale	☹

## 2.5.2 KFA 16: Performance Management

### 2.5.2.1. Performance Management

Description	Rating
Performance Management Policy	☺
Performance Management System	☺

### 2.5.2.2 Monitor and Evaluation

Description	Rating
Regular review of institution	☺
Regular review of service providers and contractors	☺
Project Management Unit	☺
Cascading of Performance Management System	☹

### 2.5.2.3. Project Management Unit

Description	Rating
Project Management Unit (PMU)	☺

## 2.5.3 KFA 17: Systems and Technology

Description	Rating
ICT is a district function	☹
SLA in place for District seconded staff	☺
Strategic capability	☹
Resources (budget, staff, equipment)	☹
Master Systems Plan (MSP)	☺
ICT helpdesk and technical support	☺
Financial Management System	☺
HR Management Plan	☺
Consumer Account Management	☺
Bulk SMS and central database	☹

### 2.5.4 KFA 18: Policies, Processes and Procedures

Description	Rating
Processes and procedures are in place to address and implement Council policies	😊
Processes and procedures are reviewed or developed departmentally as and when required on the basis of changed circumstances	😊
Policy Register	😊
Regular review of policies & bylaws	😊
System of Delegations	😊

### 2.6 KPA 5: Financial Sustainability

**Strategic Objective:** To ensure financial sustainability.

A detailed situational analysis of the financial sustainability of the Municipality is contained in **Chapter 4: Financial Plan**.

#### 2.6.1 KFA 19: Financial Management

##### 2.6.1.1 Financial Management

Description	Rating
<b>Capital expenditure</b>	😊
<b>Operating Expenditure</b>	😊
<b>Cost Containment</b>	😊

##### 2.6.1.2 Financial Reporting

Description	Rating
<b>Section 71 Monthly Reporting</b>	😊
<b>Section 52 Quarterly Reporting</b>	😊
<b>Midyear Performance Reporting</b>	😊
<b>Annual Report</b>	😊
<b>Annual Financial Statements</b>	😊

##### 2.6.1.3 Budgeting

Description	Rating
<b>Budget Policy</b>	😊
<b>Budget Steering Committee</b>	😊
<b>Operational Budget</b>	😊
<b>Capital Budget</b>	😊

### 2.6.1.4 Funding

Description	Rating
<b>Own Funding</b>	☹️
<b>Grant Funding</b>	☹️
<b>External Loans</b>	☹️

### 2.6.2 KFA 20: Revenue Management

Areas that would enhance revenue, which were both short- and long-term in nature are the following:

Description	Rating
Outstanding Debt	☹️
Registered Indigents	☹️
Revenue Collection	😊

### 2.6.3 KFA 21: Supply Chain Management

Description	Rating
<b>Supply Chain Management</b>	😊

### 2.6.4 KFA 22: Asset Management

#### 2.6.4.1 Asset Management

Description	Rating
<b>Movable assets</b>	☹️
<b>Infrastructure assets</b>	☹️

#### 2.6.4.2 Equipment and Fleet Management

Issue	Rating
Total of the Midvaal LM Fleet: 161 vehicles, Excl trailers and equipment	
Average age of the council's vehicles: 8 years	
Condition of fleet: 33,3%	😊
33,3%	☹️
33,3%	☹️

Fire arms	Rating
<b>Slashers</b>	☹️
<b>Bushcutters</b>	😊
<b>Kudus</b>	😊
<b>Chainsaw</b>	😊
<b>Polepruners</b>	☹️

Watercarts	☺
<b>Fire arms</b>	<b>Rating</b>
Fire arms (Traffic)	☺
<b>IT Equipment</b>	<b>Rating</b>
Computers	☺
Laptops	☺
Printers	☺
Switches	☺
Radio's	☺
Servers	☺
Scanners	☺
Photocopiers	☺

## 2.7 KPA 6: Physical Infrastructure and Energy Efficiency

**Strategic Objective:** To ensure appropriately serviced, well maintained physical infrastructure and the efficient use of energy.

### 2.7.1 KFA 23: Electricity & Energy Efficiency

Description	Rating
Energy Efficiency	☺

The Midvaal supply area as approved by NERSA consist of the following major area's : Blue Rose City development, Vaal Marina area, Farm Doornkuil, R59 corridor, Meyerton, Kookrus, Riversdale, Golf park, Risiville, McKay Estates and Risiville Small farms.

Substation	Capacity	Condition
M1 Main substation 60 MVA capacity	☺	☺
Eye of Africa Main substation 80 MVA	☺	☺
The Grace Substation	☺	☺
Risiville Eskom 4 Emfuleni Substation 5000 kVa	☹	☺
Sybrand Van Niekerk Switching Substation 10000kVa	☺	☺
Riversdale R 1 Switching Station	☺	☺
Riversdale RI 3 Switching Station	☺	☹
Switching Substations in Kookrus	☹	☹
Switching Station Vaal Marina	☹	☹
Switching Stations Golf Park	☺	☺
Switching Stations Sicelo and Meyerton farms	☹	☹
Switching Substations Meyerton area	☺	☺
Switching Substations Risiville area	☺	☺
Minor Substations	☺	☺

<b>Network</b>	<b>Capacity</b>	<b>Condition</b>
Midvaal HV 88kV	😊	😊
Riversdale MV	😊	😊
Meyerton MV	😊	😊
Golf Park MV	😊	😊
Kookrus , Rothdene MV	😊	😞
Meyerton Farms MV	😊	😞
Sicelo MV	😞	😞
Valley Settlements MV	😊	😞
Risiville MV	😊	😊
McKay Estates MV	😊	😊
Vaal Marina MV	😊	😊
Glen Donald MV	😊	😞
Risiville Small Farms MV	😊	😊
Chrissiesfontein MV	😊	😊
Vaal Marina LV	😊	😊
RiversdaleLV	😊	😊
Meyerton LV	😊	😊
Golf Park LV	😊	😊
Kookrus , Rothdene LV	😊	😊
Meyerton Farms LV	😊	😞
Sicelo LV	😞	😊
Valley Settlements LV	😊	😞
Risiville LV	😊	😊
McKay Estates LV	😊	😊

## 2.7.2 KFA 24: Roads and Storm Water Infrastructure

### 2.7.2.1 Roads

<b>Description</b>	<b>Rating</b>
<b>National Roads</b>	: None
<b>Provincial Roads</b>	: General in poor condition and require upgrading. Freight transport and lack of maintenance contribute to deterioration of infrastructure. Gautrans busy with upgrading of R82.

<b>Municipal roads</b>	<b>Rating</b>
Paved 660 km	😊
Unpaved 640 km	😊

### 2.7.2.2 Storm Water

<b>Description</b>	<b>Rating</b>
Limited storm water infrastructure exists. Storm water is mainly drained in surface drains and channels which are cleaned on an annual basis.	😊

### 2.7.3 KFA 25: Water and Sanitation Infrastructure

#### 2.7.3.1 Water Service Infrastructure

Network	Capacity	Condition
The bulk network (asbestos cement pipes) total length of 657km.	☹️	☹️

Reservoirs	Capacity	Condition
Blue Saddles High Level	😊	😊
Drumblade	☹️	☹️
Eye of Africa	😊	😊
Kliprivier Reservoir (Heineken)	😊	😊
Meyerton Reservoir (X2)	☹️	☹️
Randvaal Reservoir (Valley Settlements)	😊	☹️
Vaal Marina Reservoir (X2)	😊	😊

























#### 2.7.3.2 Sanitation Infrastructure

Network	Capacity	Condition
The network consists of 375 km pipe in a fair condition.	☹️	☹️

#### 2.7.3.3 Pump Stations







There are 35 pump stations within the Municipal area. These pump stations are in a fair condition but capacity needs to be addressed.

Sewer pump Stations	Capacity	Condition
Pilkington	☹️	☹️
Kliprivier no5	😊	☹️
Kliprivier no6	☹️	☹️
Leeuw Street	☹️	☹️
Adelaar Street	😊	☹️
Varty Street	☹️	☹️
Brockett Street	☹️	☹️
Gordon Street	☹️	☹️
Bekker Street	☹️	☹️
Rothdene	☹️	☹️
Van Riebeeck Street	☹️	☹️
Meyerton Sports Club	☹️	☹️
Ribbok Road Street	☹️	☹️
Keurboom Street	☹️	☹️
Ewelme Street	😊	☹️
Church Street	☹️	☹️
Assemblies of God Street	😊	☹️
Regata Street	☹️	☹️
Heineken Pump Station	😊	😊







<b>Sewer pump Stations</b>	<b>Capacity</b>	<b>Condition</b>
Roshnee/Rustervaal		
Anchovytree		
Vaal Marina Pump Station 10		
Vaal Marina Pump Station 11		
Vaal Marina Pump Station 9		
Vaal Marina ps /Marina Letata		
Perlemoen Pump Station		
Port o' Call Pump Station		
Sunset Cove Pump Station		
Misty Bay Pump Station		
Banana Bay Pump Station		
Sewer Plant Pump Station		

#### **2.7.3.4. Treatment Works**





There are 3 waste water treatment works. Insufficient capacity needs to be addressed and the main Meyerton Treatment works is in process of upgrading.

<b>Description</b>	<b>Capacity</b>	<b>Condition</b>
Ohenimuri Treatment Pant		
Vaal Marina Treatment Plant		
Meyerton Treatment Plant		

#### **2.7.4 KFA 26: Landfill Sites and Transfer Stations**

<b>Description</b>	<b>Rating</b>
Walkerville Landfill Site	
HOK Landfill Site	
Vaal Marina Landfill Site	
Galloway Transfer Station	
Kliprivier Transfer Station	
Blackwood Transfer Station	

#### **2.7.5 KFA 27: Municipal Facilities**

<b>Description of Facilities</b>	<b>Rating</b>
Civic Centre (Administrative Buildings)	
Vaal Marina Municipal Buildings	
Randvaal Engineering Offices	
De Deur Administrative Offices	



Description of Facilities	Rating
Depot & Stand-by Quarters (Galloway Street - Engineering & Community Services)	☹️
Fire Station	☹️
Mechanical & Electrical Workshop (ArieNorval Street)	☹️

## 2.8 KPA 7: Services and Customer Care

**Strategic Objective:** To provide sustainable and affordable services and effective customer care.

### 2.8.1 KFA 28: Water and Sanitation

Basic service infrastructure indicators suggest that the MLM compare favourable with the District and Gauteng Province with respect to Water and Sanitation.

Description	Rating
Water: Blue Drop (84, 1%)	☹️
Sewer: Green Drop (53,5%)	☹️

Description	Rating
Households without formal housing	☹️
Households without hygienic toilets	☹️
Households without piped water at or above RDP level	☹️

### 2.8.2 KFA 29: Electricity

Electricity for the area is purchased in bulk by the Midvaal LM from Eskom and reticulated throughout the licensed area. Some backlogs exist in the Mamello and Sicelo areas which will only be reticulated once they are formalised. In the following areas the internal reticulation is provided directly by Eskom:

Electricity Backlogs	Number	Rating
Households without electricity connections	6186	☹️

Source: STATSSA 2011 Census

Number of Households Connected (Midvaal LM Supply area)	No. of Households	Rating
Electricity (Paid)	9722	☹️
Electricity (Free)	301	☹️

### 2.8.3 KFA 30 Cleansing and Waste Management

Description	Rating
Townships	😊
Agricultural and other settlements	😊
Farms	😐
Business and Industrial	😐

Description	Rating
Capacity Building Programmes for Job Creation	😐

Description	Rating
Primary Schools	😐
Secondary Schools	😐
Tertiary Institutions	😞

### 2.8.4 KFA 31: Customer Relations

Description	Rating
Complaints System	😊
Toll free complaints hotline in Sicelo	😊

## 2.9 KPA 8: Economic Growth and Development

**Strategic Objective:** To facilitate sustainable and inclusive economic growth and development through sustainable economic and social opportunity enhancement and job creation.

### 2.9.1 KFA 32: Local Economic Development (LED) & Capacity Building

Entity	Population (15-64 Years)	Labour Force	% Active in Labour Market	Rating
Midvaal LM	46 068	32 176	69.84	😐
Sedibeng DM	556 028	354 242	63.71	😐
Gauteng	6 400 482	4 554 389	71.16	😐

Description	Rating
LED Strategy	😐
Food security Programmes	😊
Improved IGR with other Provincial and National Sector Departments	😐
SMME Database	😐
Community Works Programme (CWP)	😊
Midvaal Economic Analysis	😊
LED Projects	😊

Qualification Level	Gender	Notes	
		2011 (%)	Rating
No schooling	Male	4,95	☹️
	Female	5,02	☹️
Grade 0-7	Male	24,69	☹️
	Female	24,07	☹️
Grade 8-11	Male	32,16	☹️
	Female	32,20	☹️
Grade 12	Male	25,01	☹️
	Female	26,87	☹️
NTC1-6	Male	3,93	☹️
	Female	1,11	☹️
Certificate/Diploma	Male	5,59	☹️
	Female	7,15	☹️
Bachelor's or Higher Degree	Male	3,67	☹️
	Female	3,60	☹️

Description	Rating
Capacity Building Programmes for Job Creation	☹️
Expanded Public Works Programme (EPWP)	☹️

Description	Rating
Primary Schools	☹️
Secondary Schools	☹️
Tertiary Institutions	☹️

### 2.9.3 KFA 33: Spatial & Development Planning

Description	Rating
Comprehensive Rural Development Programme	☹️
Spatial Development Framework	😊
Annual revision of SDF	😊
Regional Spatial Development Frameworks	😊
Precinct Plans	😊
Development , Planning and Housing Policies	☹️
Regular revision of Precinct Plans and policies	😊
Bylaws	
National Building Regulations	😊
Town Planning/Land Use	😊
Outdoor Advertising	😊
Flood line	☹️
Law enforcement:	
Bylaws	😊
Nat. Building Regs.	😊

## Midvaal Local Municipality Integrated Development Plan (IDP) 2013 - 2018

Description	Rating
Town Planning/Land Use	😊
Outdoor Advertising	😊
Monitoring of Attorney performance on matters handed over	😊
Land Use Management Scheme	😐
Turnaround times on Land use applications	😊
Turnaround times on building plan applications	😊
Turn around times : Complaints received in respect of NBR, TPS, OA	😊
Up-to-date Geographic Information System	😊
Electronic Application Tracking and processing Sytem (City Solve)	😊
Electronic Building Plan Tracking and Processing System (City Solve)	😊
Local Migration Plan	😐
Integrated Sustainable Human Settlement Plan	😐
Monitoring of Land Invasions	😊
Municipal wide Dolomite Risk Management Plan	😐
CBD Revitalization Programme	😐

Chapter

# 3

## Five (5) Year Development Plan

Chapter 1: Introduction

Chapter 2: Situational Analysis

Chapter 3: Five (5) Year Development Plan

Chapter 4: Support Plans

Chapter 5: Service Delivery and Budget Implementation Plan (SDBIP)

Chapter 6: Performance Management

**Annexures**

- Vision
- Mission
- Corporate Values
- Governance Structure
- Spatial Development Framework
- Strategy Alignment

## Chapter

# 3

## 3. Five (5) Year Development Plan

This chapter outlines Midvaal's strategic intent and key performance areas for the next five years. It aims to respond to some of the key issues and challenges highlighted in Chapter 2, as well as national policy imperatives outlined in Chapter 1.

### 3.1 Vision

The vision of the Midvaal Local Municipality is:

***Midvaal will be renowned for robust economic growth and a high quality of life for all.***

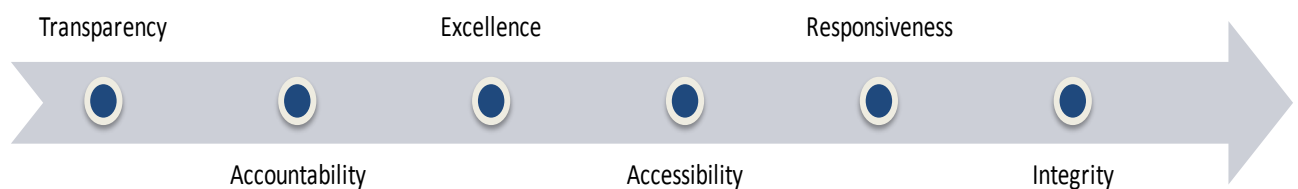
### 3.2 Mission

The Midvaal Local Municipality will execute its vision through the following:

- Reducing poverty through growth and jobs;
- Ensuring clean and transparent government;
- Ensuring efficient and effective government;
- Planning and regulating for growth;
- Building and maintaining infrastructure;
- Making government accessible;
- Building strategic partnerships;
- Using resource sustainability;
- Building human settlements;
- Fighting crime; and
- Delivering services for all.

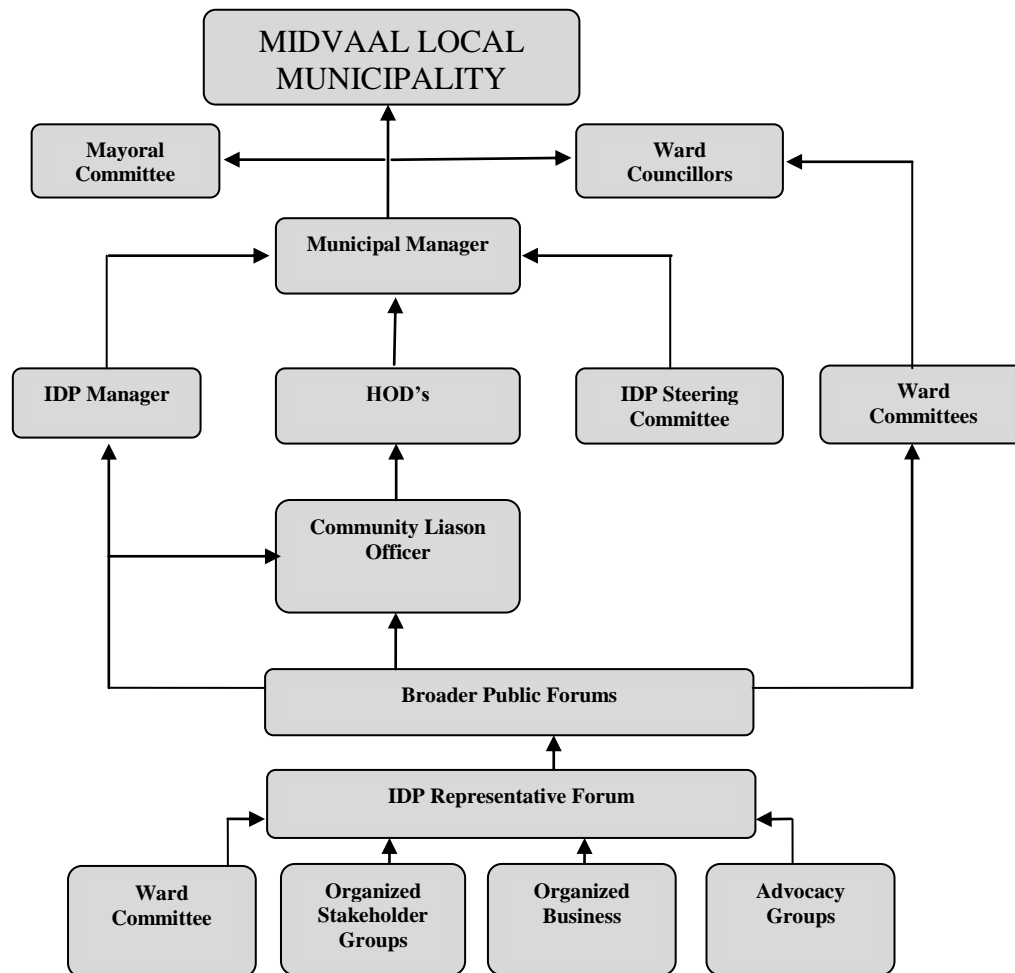
### 3.2 Corporate Values

Values reflect the core principles of an organization: the deeply held values that do not change over time. A customer-centric approach shapes the values of the Midvaal Local Municipality. This defines the character of the municipality and the foundation on which leadership and employees behave and conduct decisions. Midvaal Local Municipality is



guided by the following six (6) values.

### 3.4 Governance Structure



### 3.5 Spatial Development Framework

The Spatial Development Framework (SDF) is the legislated component of the municipality’s IDP that prescribes development strategies and policy guidelines to restructure and re-engineer the urban and rural form. The SDF is the municipality’s long-term vision of what it wishes to achieve spatially, and within the IDP programmes and projects.

#### 3.5.1 National and Provincial Development Principles

The main principles which should underpin development in South Africa, as prescribed in Section 3 [1] of the Development Facilitation Act [DFA] [Act 67 of 1995] are as follows:

- Promote the integration of the social, economic, institutional and physical aspects of land development;
- Promote integrated land development in rural and urban areas in support of each other;

- Promote the availability of residential and employment opportunities in close proximity to or integrated with each other;
- Optimise the use of existing resources, including resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation, social facilities, etc;
- Promote the development of diverse combinations of land uses, also at a detail level;
- Discourage the phenomenon of “urban sprawl” and promote the development of more compact towns;
- Promote the correction of the historically distorted spatial patterns of settlement in South African towns and cities;
- Promote environmentally sustainable land development practices and processes; and
- Promote the establishment of viable communities.

The ***Spatial Planning and Land Use Management Act ( SPLUMA) Act 16 of 2013*** prescribes 5 “development principles” in Chapter 2, which can be summarized as follows:

- The Principle of Spatial Justice
- The Principle of Sustainability
- The Principle of Spatial Efficiency
- The Principle of Spatial Resilience
- The Principle of Good Administration.

The ***Gauteng Planning and Development Act, No. 3 of 2003***, lists a number of principles to promote spatial restructuring and sustainable development, *inter alia* the following:

- Promote compact urban development, limit urban sprawl and protect agricultural resources.
- Support the correction of historically distorted spatial development patterns.
- Promote integrated urban and rural development in support of each other.
- Optimize the use of existing resources.
- Promote the establishment of viable communities.
- Balance environmental considerations and economic imperatives.
- Ensure the safe utilization of land.

The legislation above provide the broad policy framework within which local authorities have to conduct their day-to-day affairs and development initiatives. The fundamental, underlying principle is the promotion of sustainable development, i.e. finding a balance between the natural, social and economic environment.

### **3.5.2 Midvaal Spatial Development Framework (SDF)**

The Spatial Development Framework (SDF) for the Midvaal area is a visual representation of the Development Vision and Interventions required for achieving the Development Objectives. The SDF should not be interpreted as a blueprint or master plan aimed at controlling physical development, but rather the framework giving structure to an area while allowing it to grow and adapt to changing circumstances.



The SDF needs to be closely read with the fundamentals, objectives, strategies, programmes, interventions and projects (see annexure).

The SDF indicates areas of existing development and proposed expansion for specific land uses, e.g. industrial development, institutional development, residential development etc.

### 3.5.3 The Eight (8) Midvaal Spatial Development Principles

- **Development Principle 1.** To protect and actively manage the natural environmental resources in the Midvaal Municipal Area in order to ensure a sustainable equilibrium between agricultural, tourism, industrial, and mining activities, as well as urbanisation pressures in the area.
- **Development Principle 2.** To facilitate and enhance agricultural production in the municipal area by actively protecting all land earmarked for agricultural purposes.
- **Development Principle 3.** To promote tourism development in the Midvaal area by way of the active utilization of tourism resources available like the Vaal Dam, the Ridges Precincts, and the Nature Reserves in the area.
- **Development Principle 4.** To pre-actively plan, design and facilitate the establishment of a Development Corridor along the R59 freeway, and to prioritise the bulk of short to medium term urbanisation as well as the upgrading/provision of engineering services in accordance with an Urban Development Boundary.
- **Development Principle 5.** To facilitate the development of a hierarchy of Activity Nodes and a number of Multi Purpose Community Centres in the Midvaal area to ensure equitable access to social infrastructure, and to promote Local Economic Development in the Urban and Rural parts of the municipality.
- **Development Principle 6.** To capitalise on the strategic location of the municipality by way of regional and provincial linkages, and to establish an internal movement network comprising a hierarchy of roads which include a comprehensive public transport network and services.
- **Development Principle 7.** To promote the development of a diverse range of industrial and commercial activities in the Midvaal area with specific focus along the R59 Corridor and at the designated nodal points.
- **Development Principle 8.** To provide for a wide range of housing typologies and tenure alternatives within the municipal area by way of clearly defined Strategic Development Areas within the Urban Development Boundary and to manage residential densification within and outside the Urban Development Boundary by way of the Midvaal Density Policy.

### 3.6 Strategic Alignment of KPA's and Key Focus Areas (KFA's)

The MLM's IDP is focussing on eight (8) Key Performance Areas (KPA's) and Strategic Objectives which are interrelated. The Key Focus Areas (KFAs) and predetermined Objectives as well as the activities, programmes and projects are supportive of each other, to ensure greater impact in delivery.

The Table below indicates the alignment between the National, Provincial and District KPA's with the eight (8) Midvaal Key Performance Areas (KPA's) as supported by the Key Focus Areas (KFAs), referred to below,

NATIONAL KPA	PROVINCIAL KPA	SEDIBENG KPA	MIDVAAL LOCAL MUNICIPALITY		
			KPAs	KFAs	Responsible Departments
<b>NKPA 5: Good Governance &amp; Public Participation</b>	<b>PSO 7: Strengthening the developmental state and good governance</b>	<b>KPA 6 (G1): Vibrant Democracy</b>	<b>KPA 1: Governance and Stakeholder Participation</b>	KFA 1: Governance Structures KFA 2: Stakeholder Participation KFA 3: Inter-Governmental Relations (IGR) KFA 4: Communications (Internal and External)	CS CS CS CS
<b>NKPA 2: Basic Service Delivery</b> All people in SA are and feel safe	<b>PSO 5: Intensifying the fight against crime and corruption</b>	<b>KPA 6 (G1): Vibrant Democracy</b>	<b>KPA 2: Safety and Environment</b>	KFA 5: Safety & Security KFA 6: Environmental Management KFA 7: Disaster Management KFA 8: Emergency Services KFA 9: Law Enforcement	P SS P P P

**Midvaal Local Municipality Integrated Development Plan (IDP) 2013 - 2018**

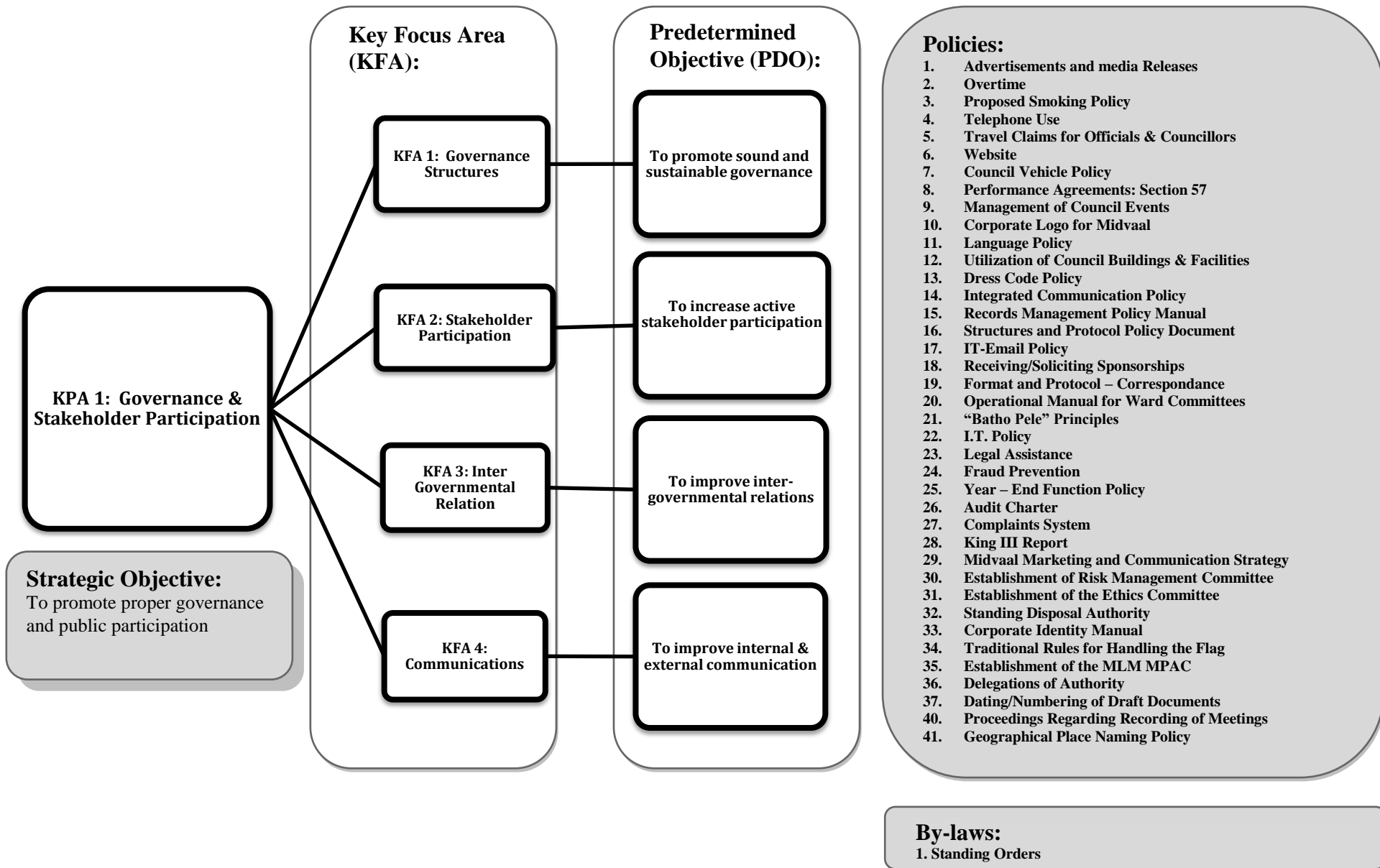
<p><b>NKPA 3: Local Economic Development</b> Sustainable Human Settlements and Improved quality of HH Life</p>	<p><b>PSO 6: Building cohesive and sustainable communities</b></p> <p><b>PSO 3: Better Health care for all</b></p>	<p><b>KPA 2 (R2): Renewing our communities</b></p>	<p><b>KPA 3: Social and Community Development</b></p>	<p>KFA 10: Sustainable Human Settlements (Housing) KFA 11: Sport and Recreation Programmes and Facilities, including Parks &amp; Open Space KFA 12: Libraries KFA 13: Cemeteries KFA 14: Clinics KFA 14: Arts Culture and Special Programmes (gender, elderly, youth and people living with disabilities incl. ECD)</p>	<p>SS, DP, ES SS SS SS SS</p>
<p><b>NATIONAL KPA</b></p>	<p><b>PROVINCIAL KPA</b></p>	<p><b>SEDIBENG KPA</b></p>	<p><b>MIDVAAL LOCAL MUNICIPALITY</b></p>		<p><b>Responsible Departments</b></p>
<p><b>NKPA 1: Municipal Transformation &amp; Organisational Development</b> A responsive, accountable, effective and efficient local government</p>	<p><b>PSO 2: Promoting quality education and skills development</b></p>	<p><b>KPA 5 (R5): Releasing Human Potential</b></p>	<p><b>KPA 4: Institutional Transformation</b></p>	<p>KFA 15: Human Capital &amp; Skills Development KFA 16: Performance Management KFA 17: Systems and Technology KFA 18: Policies, Processes and Procedures</p>	<p>HR CS CS CS</p>

**Midvaal Local Municipality Integrated Development Plan (IDP) 2013 - 2018**

<p><b>NKPA 4: Municipal Financial Viability &amp; Management</b> A responsive, accountable, effective and efficient local government</p>	<p><b>PS0 7: Strengthening the developmental state and good governance</b></p>	<p><b>KPA 6 (G1): Good and financial sustainable governance</b></p>	<p><b>KPA 5: Financial Sustainability</b></p>	<p>KFA 19: Financial Management KFA 20: Revenue Management KFA 21: Supply Chain Management KFA 22: Asset Management (including Fleet Asset Management)</p>	<p>Fin Fin Fin Fin</p>
<p><b>NKPA 2: Basic Service Delivery</b> Sustainable human settlements and improved quality of HH life</p>	<p><b>PSO 1: Creating decent world and building a growing, inclusive economy</b></p>	<p><b>KPA 2 (R2): Renewing our communities</b></p>	<p><b>KPA 6: Physical Infrastructure and Energy Efficiency</b></p>	<p>KFA 23: Electricity &amp; Energy Efficiency KFA 24: Roads and Storm-water Infrastructure KFA 25: Water and Sanitation Infrastructure KFA 26: Landfill Sites and Transfer Stations KFA 27 Municipal and Public facilities</p>	<p>ES ES ES SS / CS SS / CS</p>
<p><b>NATIONAL KPA</b></p>	<p><b>PROVINCIAL KPA</b></p>	<p><b>SEDIBENG KPA</b></p>	<p><b>MIDVAAL LOCAL MUNICIPALITY</b></p>		<p><b>Responsible Departments</b></p>
			<p><b>KPAs</b></p>	<p><b>KFAs</b></p>	

<p><b>NKPA 2: Basic Service De- livery</b> Sustainable human settlements and im- proved quality of HH life</p>	<p><b>PSO 4: Stimulating rural development and food security</b></p>	<p><b>KPA 3 (R3): Reviving a sus- tainable environ- ment</b></p>	<p><b>KPA 7: Services and Cus- tomer Care</b></p>	<p>KFA 28: Water and Sanitation KFA 29: Electricity KFA 30: Cleansing and Waste Mana-gement KFA 31: Customer Relations</p>	<p>ES ES SS CS</p>
<p><b>NKPA 3: Local Economic De- velopment</b> Sustainable human settlements and im- proved quality of HH life</p>	<p><b>PSO 1: Creating decent word and building a growing, inclu- sive economy</b></p>	<p><b>KPA 1 (R1) &amp; KPA 4 (R4): Reinventing the economy and region</b></p>	<p><b>KPA 8: Economic Growth and Development</b></p>	<p>KFA 32: Local Economic Develop-ment (LED) &amp; Capacity Building KFA 33: Spatial and Development Planning</p>	<p>DP / SS / ES/ HR  DP</p>

**KPA 1: Governance and Stakeholder Participation**

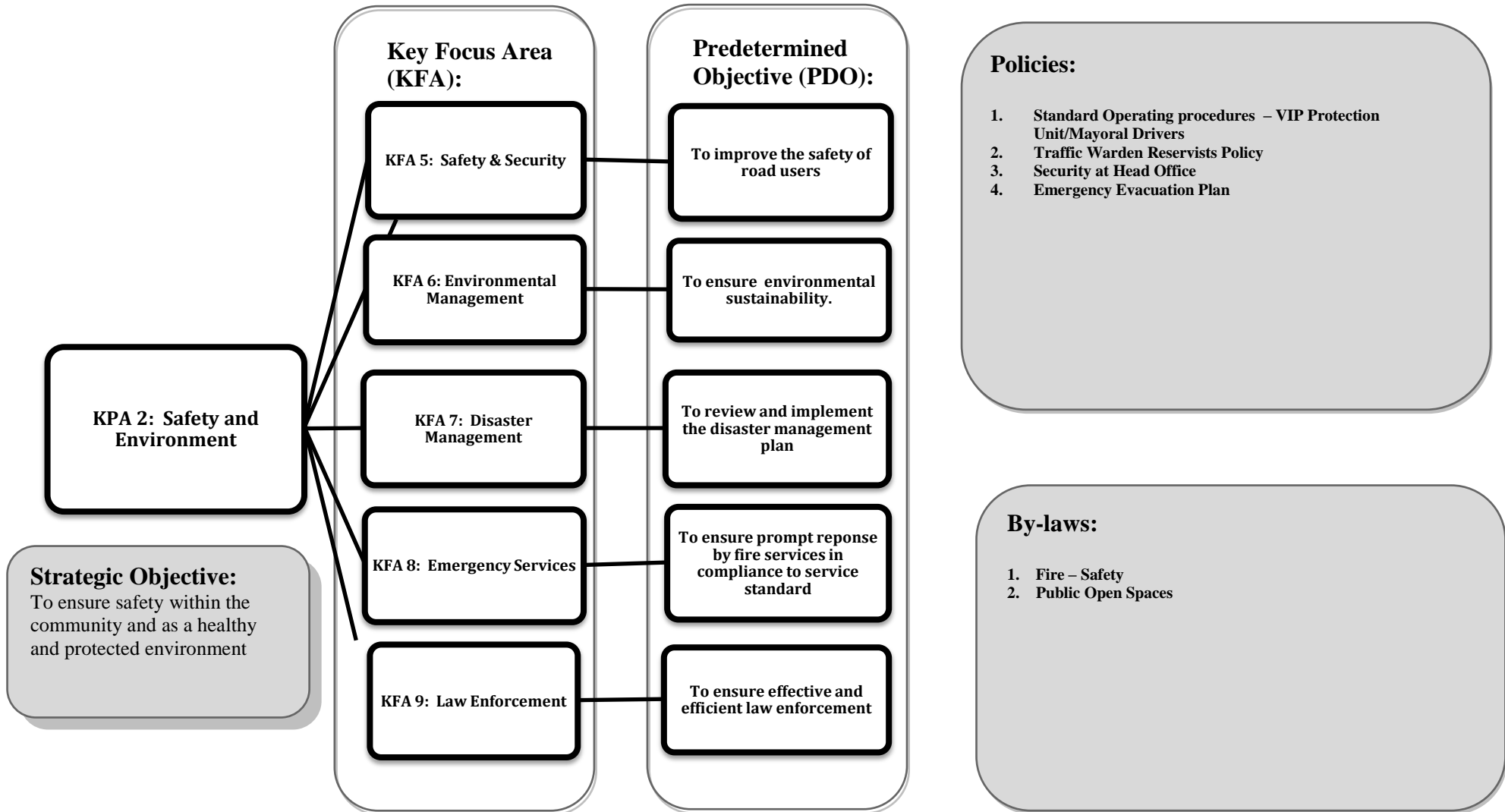


## Midvaal Local Municipality Integrated Development Plan (IDP) 2013 - 2018

KPA 1: STAKEHOLDER & PUBLIC PARTICIPATION														
Strategic Objective: To promote proper governance and public participation														
IDP Ref	DEPT	KEY FOCUS AREA	PREDETERMINED OBJECTIVE	KEY PERFORMANCE INDICATOR	CAPITAL PROJECTS (CP), PROGRAMMES (P), ACTIVITIES (A)	TYPE OF INDICATOR (INPUT = I), OUTPUT = O, (OUTCOME = OC), IMPACT = IM)	WARD	5 YEAR TARGET	BASELINE	Budget & Vote	ANNUAL TARGET 2014/2015	OUTER YEARS (ANNUAL TARGET)		
												2015/2016	2016/2017	2017/2018
1/1/P/C/001	Corp	<b>KFA 1: Governance Structures</b>	To promote sound and sustainable governance	Number of Council meetings arranged in terms of the approved annual planner	A	O	ALL	4 meetings per annum	4 meetings per annum	Opex	4 meetings per annum	4 meetings per annum	4 meetings per annum	4 meetings per annum
1/2/P/C/005	Corp	<b>KFA 2: Stakeholder Participation</b>	To increase active stake-holder participation	Number of ward committee meetings arranged in terms of the approved annual planner	A	I	ALL	4 x 14 meetings per annum	4 x 14 meetings per annum	Opex	4 x 14 meetings per annum	4 x 14 meetings per annum	4 x 14 meetings per annum	4 x 14 meetings per annum
	Corp	<b>KFA 3: Inter-Governmental Relations (IGR)</b>	To improve Inter-Governmental Relations (IGR)	Review of IGR Policy annually	A	O	ALL	1 report per annum	1 report per annum	Opex	1 report per annum	1 report per annum	1 report per annum	1 report per annum
1/8/A/C/019	Corp	<b>KFA 4: Communications (Internal &amp; External)</b>	To improve internal and external communications	Number of issues of external newsletters distributed	A	O	ALL	3 x issues per annum	3 x issues per annum	Opex	3 x issues per annum	3 x issues per annum	3 x issues per annum	3 x issues per annum



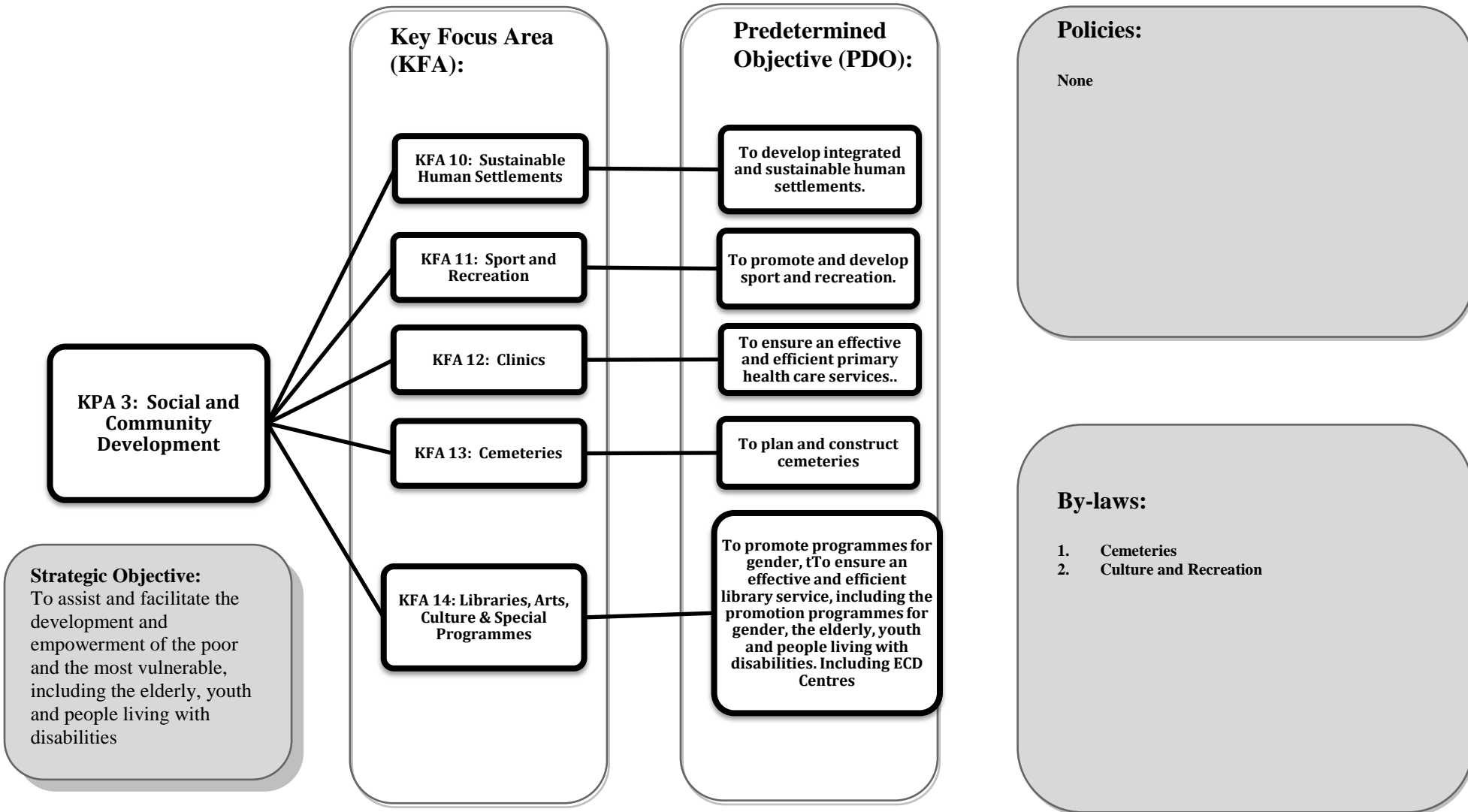
**KPA 2: Safety and Environment**



## Midvaal Local Municipality Integrated Development Plan (IDP) 2013 - 2018

KPA 2: SAFETY & ENVIRONMENT														
Strategic Objective: To ensure safety within the community and as a healthy and protected environment														
IDP Ref	DEPT	KEY FOCUS AREA	PREDETERMINED OBJECTIVE	KEY PERFORMANCE INDICATOR	CAPITAL PROJECTS (CP), PROGRAMMES (P), ACTIVITIES (A)	TYPE OF INDICATOR (INPUT = I, OUTPUT = O, (OUTCOME = OC), IMPACT = IM)	WARD	5 YEAR TARGET	BASELINE	Budget & Vote	ANNUAL TARGET 2014/2015	OUTER YEARS (ANNUAL TARGET)		
												2015/2016	2016/2017	2017/2018
	Prot	<b>KFA 5: Safety &amp; Security</b>	To improve the safety of road users	Number of road-blocks executed	A	O	ALL	48 x Road-blocks per annum	24 x Road-blocks per annum	Opex	48 x Road-block per annum	48 x per annum	48 x per annum	48 x per annum
	Comm	<b>KFA 6: Environmental Management</b>	To ensure environmental sustainability	Number of inspections conducted for environmental contraventions	A	O	ALL	1200 inspections per annum	240 inspections per annum	Opex	240 Inspections per annum	240 Inspections per annum	240 Inspections per annum	240 Inspections per annum
	Prot	<b>KFA 7: Disaster Management</b>	To review and implement the disaster management plan	Annual review and updating of disaster management plan	A	O	ALL	1 x updated plan per annum	1 x updated plan per annum	Opex	1 x updated plan per annum	1 x updated plan per annum	1 x updated plan per annum	1 x updated plan per annum
	Prot	<b>KFA 8: Emergency Services</b>	To ensure prompt re-pose by Fire Services comply to service standard	Percentage of fire service vehicles dispatched within 3 minutes of receiving call	A	OC	All	90 % compliance with dispatch time	90 % compliance with dispatch time	Opex	90% compliance with dispatch time	4 x reports per annum	4 x reports per annum	4 x reports per annum
	Prot	<b>KFA 9: Law Enforcement</b>	To ensure effective and efficient by-law enforcement	Number of by-law enforcement inspections conducted	A	I	All	4 x report per annum	4 x reports per annum	Operational	4 x reports per annum	4 x reports per annum	4 x reports per annum	4 x reports per annum

KPA 3: Social and Community Development



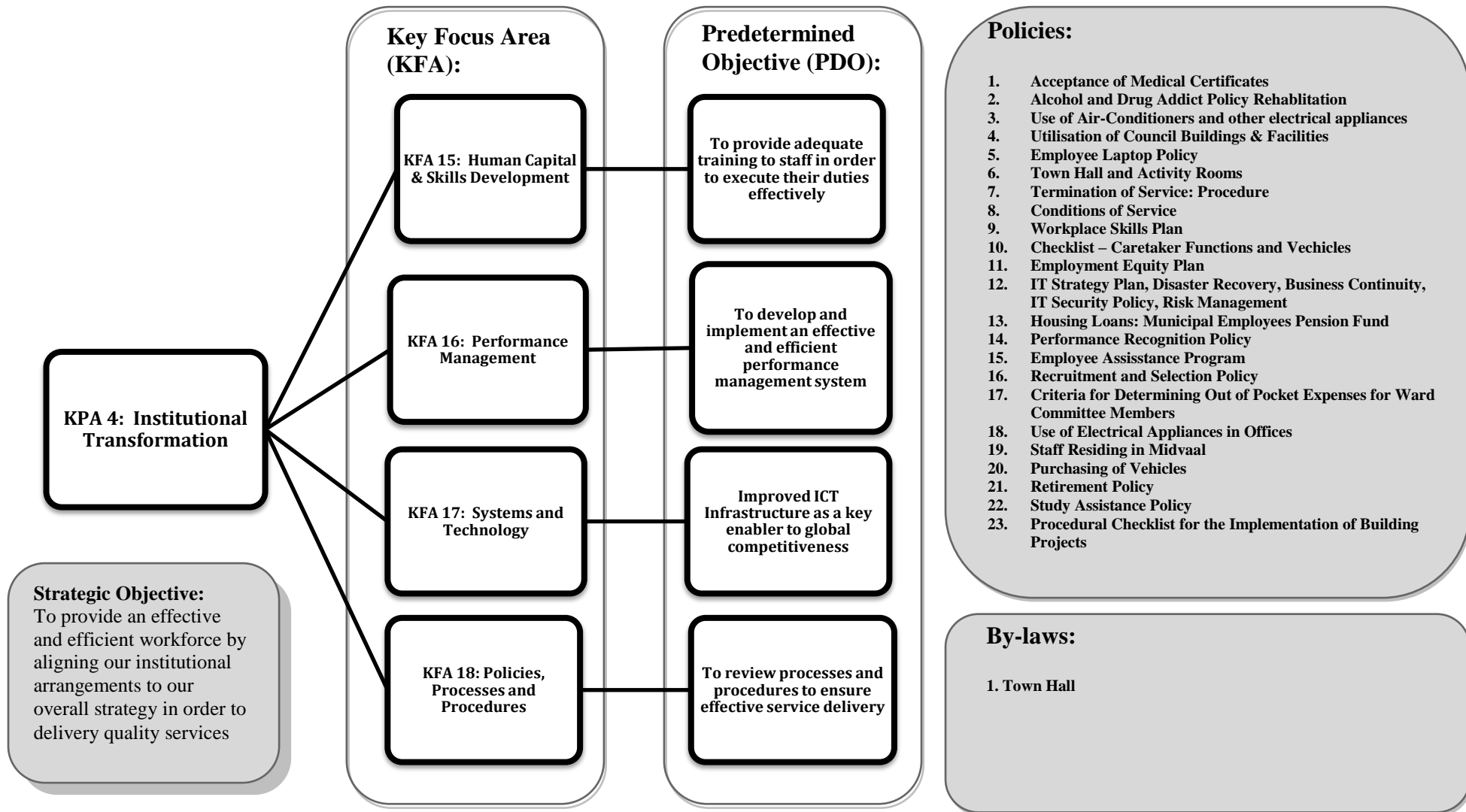
## Midvaal Local Municipality Integrated Development Plan (IDP) 2013 - 2018

KPA 3: SOCIAL & COMMUNITY DEVELOPMENT														
Strategic Objective: To assist and facilitate the development and empowerment of the poor and the most vulnerable, including the elderly, youth and people living with disabilities														
IDP Ref	DEPT	KEY FOCUS AREA	PREDETERMINED OBJECTIVE	KEY PERFORMANCE INDICATOR	CAPITAL PROJECTS (CP), PROGRAMMES (P), ACTIVITIES (A)	TYPE OF INDICATOR (INPUT = I), OUTPUT = O, (OUTCOME = OC), IMPACT = IM)	WARD	5 YEAR TARGET	BASELINE	Budget & Vote	ANNUAL TARGET 2014/2015	OUTER YEARS (ANNUAL TARGET)		
												2015/2016	2016/2017	2017/2018
	Comm / DP & H / Eng	<b>KFA 10: Sustainable Human Settlements</b>	To develop integrated and sustainable human settlements	Number of informal households with access to refuse removal services	P	O	ALL	2697 ?	2615	Opex	2615?			
	Comm	<b>KFA 11: Sport and Recreation Programmes and Facilities, including Parks &amp; Open Space</b>	To promote and develop sport and recreation	Construction of Lake-side Sport Centre	CP	O	6	Operational sport centre with various sporting codes	0 (New)	CAPITAL 8010541 26209 Total budget= R11 500 000	R4 500 000	R4 500 000	R2 500 000	
	Comm	<b>KFA 12: Clinics</b>	To ensure an effective and efficient primary health care services.	Number of patients treated for minor ailments, HAST, oral health, family planning, immunization, chronics, ANC, mental health and PNC	P	O	ALL			Opex				
	Comm	<b>KFA 13: Cemeteries</b>	To plan & construct new cemeteries	Number of new cemeteries constructed	CP	O	All	Efficient number of Cemeteries	5	CAPITAL 0504 054 126106 R50 000	R50 000			

## Midvaal Local Municipality Integrated Development Plan (IDP) 2013 - 2018

	Comm	<b>KFA 14: Libraries, Arts Culture &amp; Special Programmes (Gender, Elderly, Youth and People living with disabilities)</b>	To promote programmes for gender, the elderly, youth and people living with disabilities	Number of programs implemented for gender, elderly, youth and disabled groups (GEYODI)	P	0	ALL	4 per annum (1 per group)	New Indicator	Opex	4 per annum (1 per group)			
	Comm	<b>KFA 14: Libraries, Arts Culture &amp; Special Programmes (Gender, Elderly, Youth and People living with disabilities, including ECD)</b>	To ensure an effective and efficient library service	Number of new libraries constructed	CP	0	6	7 fully operational libraries	5	Opex	R 150 000		1	

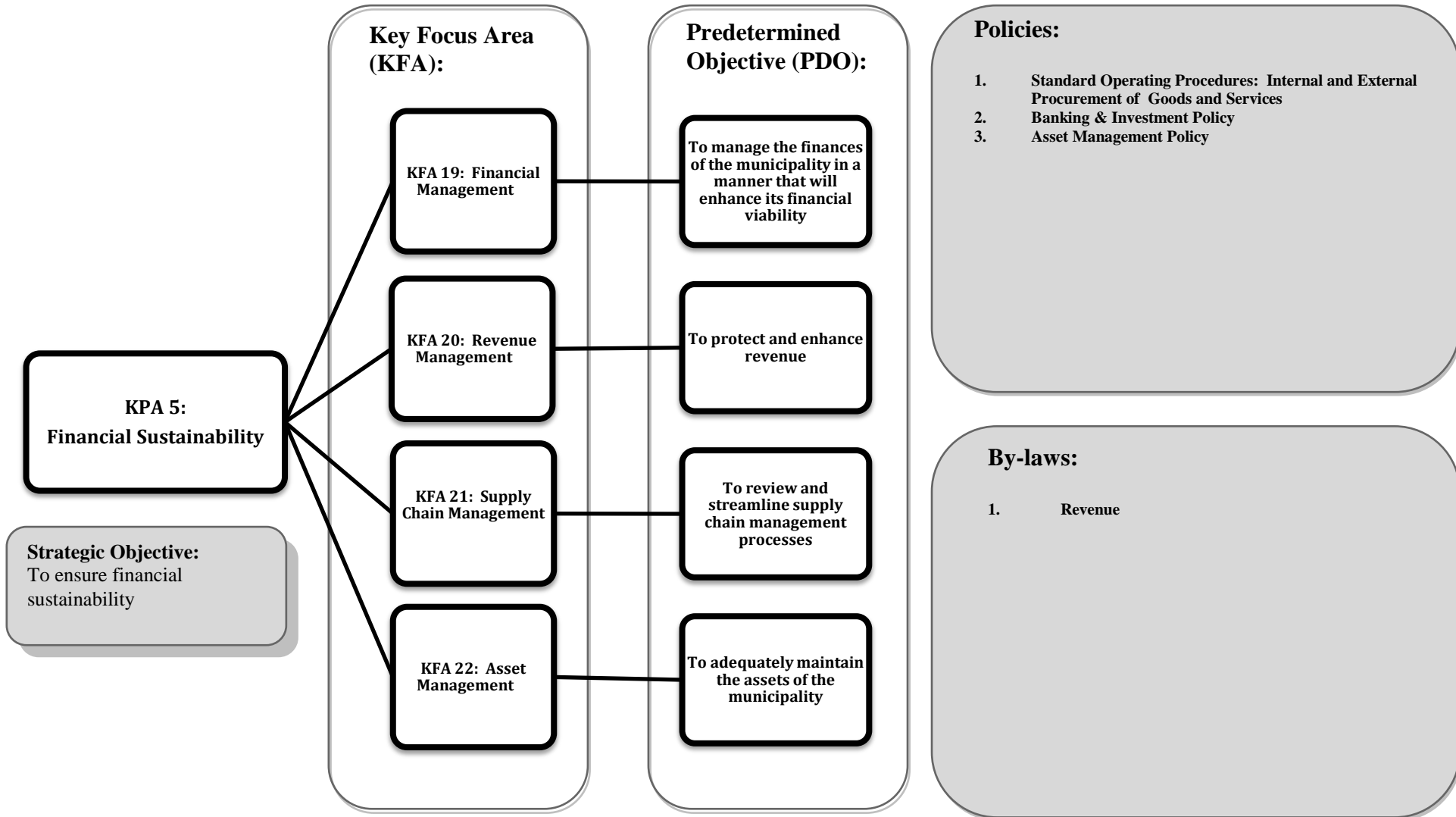
**KPA 4: Institutional Transformation**



## Midvaal Local Municipality Integrated Development Plan (IDP) 2013 - 2018

KPA 4: INSTITUTIONAL TRANSFORMATION														
Strategic Objective: To provide an effective and efficient workforce by aligning institutional arrangements to overall strategy in order to deliver quality services														
IDP Ref	DEPT	KEY FOCUS AREA	PREDETERMINED OBJECTIVE	KEY PERFORMANCE INDICATOR	CAPITAL PROJECTS (CP), PROGRAMMES (P), ACTIVITIES (A)	TYPE OF INDICATOR (INPUT = I), OUTPUT = O, (OUTCOME = OC), IMPACT = IM)	WARD	5 YEAR TARGET	BASELINE	Budget & Vote	ANNUAL TARGET 2014/2015	OUTER YEARS (ANNUAL TARGET)		
												2015/2016	2016/2017	2017/2018
	HR	<b>KFA 15: Human Capital &amp; Skills Development</b>	To provide adequate training to staff in order to execute their duties effectively	(NKPI -6) The percentage of a municipality's budget actually spent on implementing its Workplace Skills Plan	P	I	N/A	95% of allocated training budget spent	95% of allocated training budget spent	Opex	95 % of allocated training budget spent	95 % of allocated training budget spent	95 % of allocated training budget spent	95 % of allocated training budget spent
				Number of training programmes conducted as per the workplace skills plan (WSP)	P	O	N/A	35 WSP training programmes conducted annually	18 WSP training programmes conducted	Opex	20 WSP training programmes conducted	28 WSP training programmes	30 WSP training programmes	35 WSP training programmes
	Corp	<b>KFA 16: Performance Management</b>	To develop and implement an effective and efficient performance management system	Number of quarterly Section 52(d)-performance reports (SDBIP) submitted to Mayoral Committee	A	I	ALL	4 x quarterly reports per annum	4 x quarterly reports per annum	Opex	4 x quarterly reports per annum	4 x quarterly reports per annum	4 x quarterly reports per annum	4 x quarterly reports per annum
	Corp	<b>KFA 17: Systems &amp; Technology</b>	Improved ICT Infrastructure as a key enabler to global competitiveness	Percentage of system up-time	P	OC	ALL	90% average system up-time	90% average system up-time	Capex	90 % average system up-time	90 % average system up-time	90 % average system up-time	90 % average system up-time
4/26/A/C/087	Corp	<b>KFA 18: Policies, Processes &amp; Procedures</b>	To review processes and procedures to ensure effective service delivery	Review policies and procedures	A	I	ALL	16 x policies reviewed	6 x policies per annum reviewed	Opex	6 x policies per annum reviewed	4 x policies per annum reviewed	Not applicable	Not applicable

KPA 5: Financial Sustainability





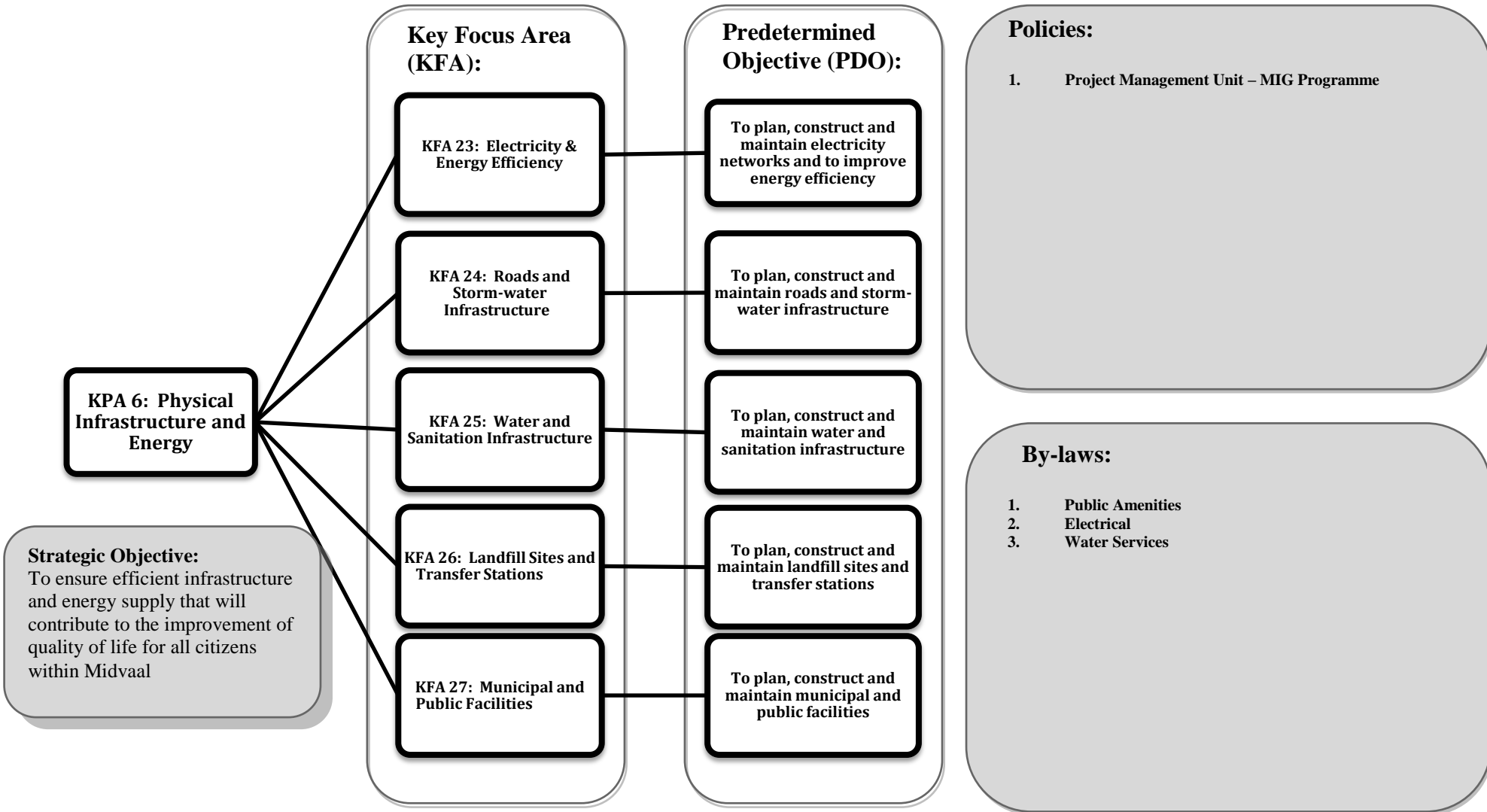
**Midvaal Local Municipality Integrated Development Plan (IDP) 2013 - 2018**

<b>KPA 5: FINANCIAL SUSTAINABILITY</b>														
<b>Strategic Objective: To ensure the financial sustainability of the municipality in order to adhere to statutory requirements</b>														
IDP Ref	DEPT	KEY FOCUS AREA	PREDETERMINED OBJECTIVE	KEY PERFORMANCE INDICATOR	CAPITAL PROJECTS (CP), PROGRAMMES (P), ACTIVITIES (A)	TYPE OF INDICATOR (INPUT = I, OUTPUT = O, (OUTCOME = OC), IMPACT = IM)	WARD	5 YEAR TARGET	BASELINE	Budget & Vote	ANNUAL TARGET 2014/2015	OUTER YEARS (Annual Target)		
												2015/2016	2016/2017	2017/2018
	Fin	<b>KFA 19: Financial Management</b>	Improved financial management	(NKPI -3)The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP	A	OC	ALL	95 %	86 %	Total Capital Programme - all capital projects of all departments totalling R85,997m	95 %	95 %	95 %	95 %
				(NKPI- 7a) Debt coverage	A	OC	ALL	15 Times	22 Times	No direct expense	15 Times	15 Times	15 Times	15 Times
				(NKPI- 7b) Outstanding Service debtors to revenue	A	OC	ALL	19 %	25 %	No direct expense	19 %	19 %	19 %	19 %
				(NKPI- 7c) Cost coverage	A	OC	ALL	1 Month	0.9 of a month	No direct expense	1 Month	1 Month	1 Month	1 Month
				Liquidity Ratio	A	OC	ALL	1:1	1.54:1	No direct expense	1:1	1:1	1:1	1:1
				Annual budget compilation and approval	A	O	ALL	Approved Budget	Approved Budget	No direct expense	Approved Budget	Approved Budget	Approved Budget	Approved Budget
				Auditor-General opinion	P	OC	ALL	Clean Audit	Unqualified audit opinion	Contracted Services: General (Accounting and actuarial services) 0201051090204	Clean Audit	Clean Audit	Clean Audit	Clean Audit

**Midvaal Local Municipality Integrated Development Plan (IDP) 2013 - 2018**

	<b>KFA 20: Revenue Management</b>	Revenue enhancement and protection	Annual collection rate	A	OC	ALL	98 %	96 %	Contracted Services: Debt Collection Commission 0201051090205	96 %	96 %	97 %	98 %
	<b>KFA 21: Supply Chain Management</b>	Improved SCM processes	Percentage compliance with SCM turn-around time standards	A	OC	ALL	90 %	New Indicator	Contracted Services: General (SLA with Intenda) 0201051090204	75 %	80 %	85 %	90 %
	<b>KFA22: Asset Management (including Fleet Asset Management)</b>	Improved asset management	Percentage of operational budget allocated to repairs and maintenance	A	OC	ALL	6 %	4.39 %	R and M Category in the Opex Budget	5.5 %	5.5 %	5.75 %	6 %

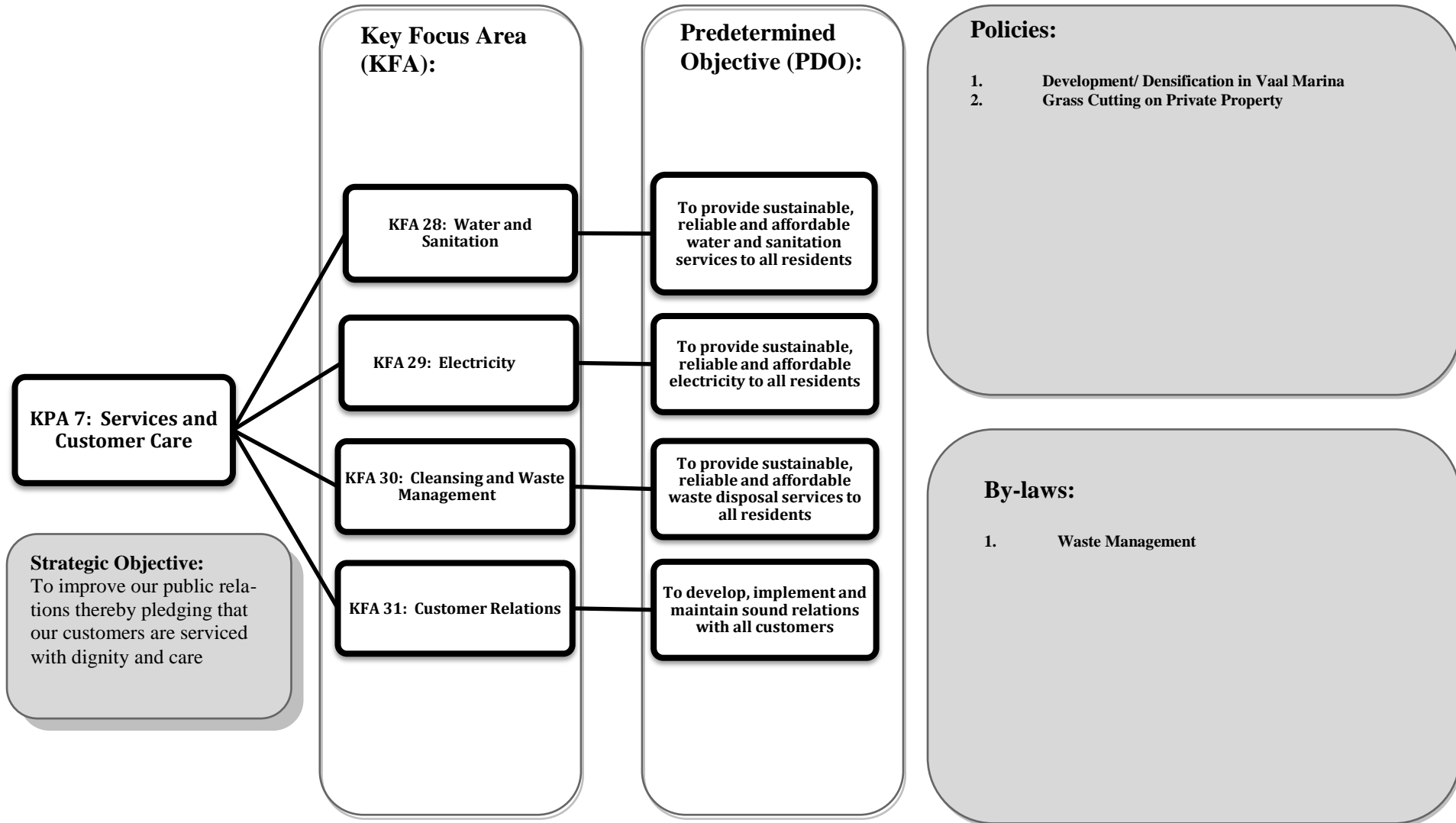
KPA 6: Physical Infrastructure and Energy



## Midvaal Local Municipality Integrated Development Plan (IDP) 2013 - 2018

KPA 6: PHYSICAL INFRASTRUCTURE & ENERGY EFFICIENCY														
Strategic Objective: To ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within Midvaal														
IDP Ref	DEPT	KEY FOCUS AREA	PREDETERMINED OBJECTIVE	KEY PERFORMANCE INDICATOR	CAPITAL PROJECTS (CP), PROGRAMMES (P), ACTIVITIES (A)	TYPE OF INDICATOR (INPUT = I, OUTPUT = O, (OUTCOME = OC), IMPACT = IM)	WARD	5 YEAR TARGET	BASELINE	Budget & Vote	ANNUAL TARGET 2014/2015	OUTER YEARS (Annual Target)		
												2015/2016	2016/2017	2017/2018
	Eng	<b>KFA 23: Electricity &amp; Energy Efficiency</b>	To improve energy efficiency	kW/h energy reduction on street light consumption	CP	O	ALL	1 100 000 kW/h	1 800 000 kW/h	Capex	1 100 000 kW/h	Maintain consumption at 1 100 000 kW/h	Maintain consumption at 1 100 000 kW/hr	Maintain consumption at 1 100 000 kW/hr
	Eng	<b>KFA 24: Roads &amp; Storm-water Infra-structure</b>	To maintain roads infrastructure	Number of square meters of tarred roads resealed	CP	O	ALL	75 000 m <sup>2</sup> per annum	75 000 m <sup>2</sup> per annum	Opex	75 000 m <sup>2</sup> per annum	75 000 m <sup>2</sup> per annum	75 000 m <sup>2</sup> per annum	75 000 m <sup>2</sup> per annum
	Eng		To plan and construct roads and storm-water infrastructure	Number of kilometres of gravel roads tarred	CP	O	ALL	8.3 km's (includes 3.5 km for 13/14)	3.5 km's per annum	Capex	2 km's	0.2 km	1.25 km	1.35 km
	Eng	<b>KFA 25: Water &amp; Sanitation Infra-structure</b>	To plan and construct sewer infrastructure	Number of households connected to the water borne Daleside Sewer System	CP	O		332 households	New	Capex	100 households	-	-	232 households
	Comm	<b>KFA 26: Landfill Sites &amp; Transfer Stations</b>	To plan, construct and maintain landfill sites and transfer stations	Number of landfill sites with approved permits	A	O	1	3 Landfill Sites	2 Landfill Sites	Opex	1 Landfill Site	-	-	-
	Corp	<b>KFA 27: Municipal &amp; Public Facilities</b>	To maintain municipal buildings under the supervision of Corporate Services	Percentage implementation of building maintenance plan	P	OC	ALL	95 % expenditure per annum	95 % expenditure per annum	Opex	95 % expenditure per annum	95 % expenditure per annum	95 % expenditure per annum	95 % expenditure per annum

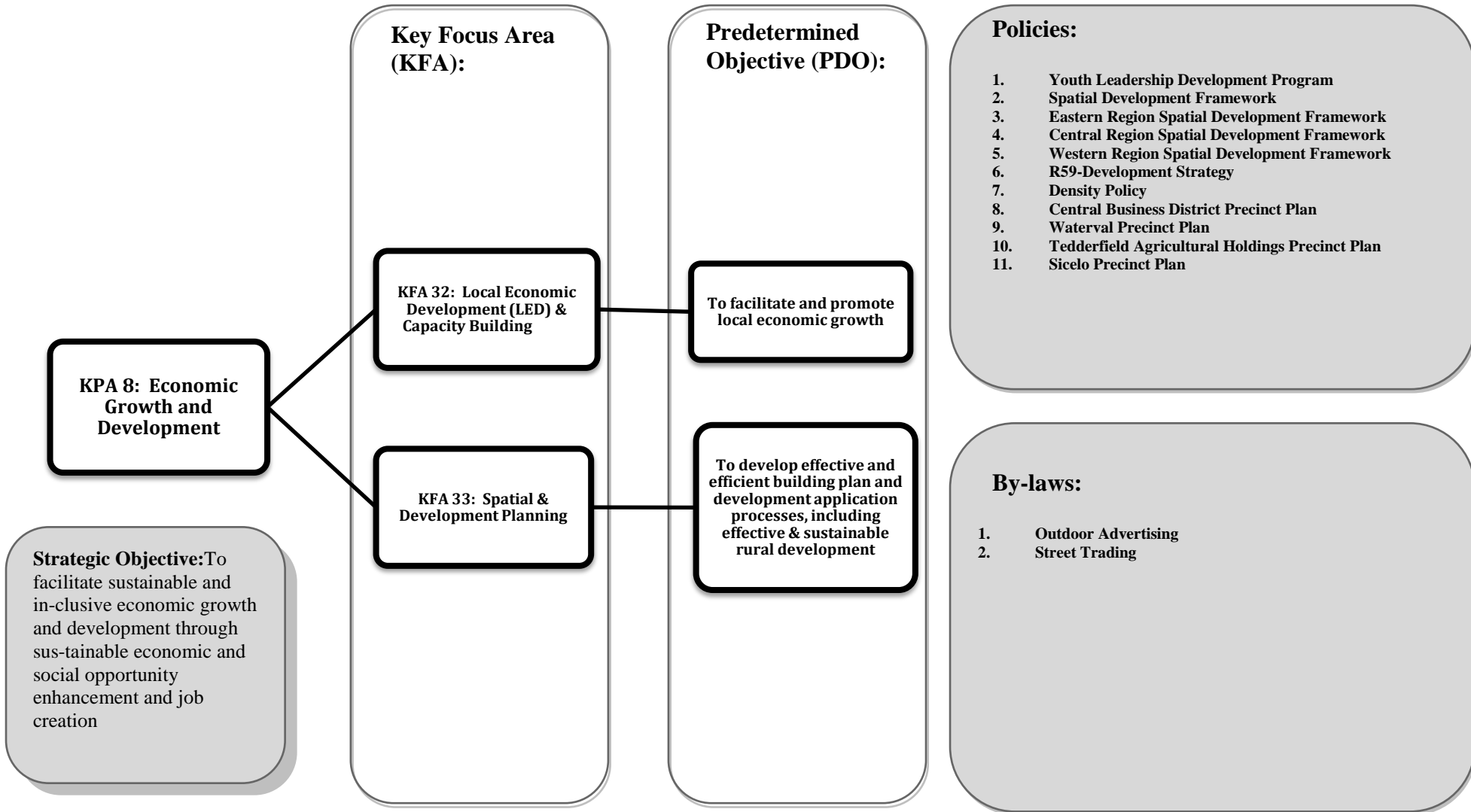
KPA 7: Services and Customer Care



## Midvaal Local Municipality Integrated Development Plan (IDP) 2013 - 2018

KPA 7: SERVICE & CUSTOMER CARE														
Strategic Objective: To improve our public relations thereby pledging that our customers are serviced with dignity and care														
IDP Ref	DEPT	KEY FOCUS AREA	PREDETERMINED OBJECTIVE	KEY PERFORMANCE INDICATOR	CAPITAL PROJECTS (CP), PROGRAMMES (P), ACTIVITIES (A)	TYPE OF INDICATOR (INPUT = I, OUTPUT = O, OUTCOME = OC, IMPACT = IM)	WARD	5 YEAR TARGET	BASELINE	Budget & Vote	ANNUAL TARGET 2014/2015	OUTER YEARS (Annual target)		
												2015/2016	2016/2017	2017/2018
	Eng	<b>KFA 28: Water &amp; Sanitation</b>	To provide sustainable, reliable and affordable water and sanitation services to all residents	Percentage reduction in water losses	CP & P	OC	ALL	22 %	24 %	Capex and Opex	23.5 %	23 %	22.5 %	22 %
	Eng	<b>KFA 29: Electricity</b>	To provide sustainable, reliable and affordable electricity to all residents	Percentage reduction in electricity losses	CP & P	OC	ALL	8 %	12%	Capex and Opex	11 %	10 %	9 %	8 %
	Comm	<b>KFA 30: Cleansing &amp; Waste Management</b>	To provide sustainable, reliable and affordable waste disposal services to all residents	Number of formal households with access to refuse removal services	P	O	ALL	<i>All formal households</i>	<i>15 195 door-to-door service</i>	<i>Opex</i>	<i>100 % of 10 794 formal households</i>			
	Corp	<b>KFA 31: Customer &amp; Relations</b>	To develop, implement and maintain sound relations with all customers	Reviewed Services Charter in terms of contact details approved by Council	A	I	ALL	Reviewed Services Charter per annum	Reviewed Services Charter per annum	Opex	Reviewed Services Charter per annum	Reviewed Services Charter per annum	Reviewed Services Charter per annum	Reviewed Services Charter per annum

KPA 8: Economic Growth and Development



## Midvaal Local Municipality Integrated Development Plan (IDP) 2013 - 2018

KPA 8: ECONOMIC GROWTH & DEVELOPMENT														
Strategic Objective: To facilitate sustainable economic empowerment for all communities within Midvaal and enabling a viable and conducive economic environment through the development of related initiatives including job creation and skills development														
IDP Ref	DEPT	KEY FOCUS AREA	PREDETERMINED OBJECTIVE	KEY PERFORMANCE INDICATOR	CAPITAL PROJECTS (CP), PROGRAMMES (P), ACTIVITIES (A)	TYPE OF INDICATOR (INPUT = I), OUTPUT = O, (OUTCOME = OC), IMPACT = IM)	WARD	5 YEAR TARGET	BASELINE	Budget & Vote	ANNUAL TARGET 2014/2015	OUTER YEARS (Annual Target)		
												2015/2016	2016/2017	2017/2018
	DP & H	<b>KFA 32: Local Economic Development (LED) &amp; Capacity Building</b>	To facilitate and promote local economic growth and develop the skills capacity of the local community	Number of jobs created through the municipality's local economic development initiatives	P	O	ALL							
	DP & H		To facilitate and promote local economic growth	Report on number of registrations on the local employment creation database	A	O	ALL	20 reports	New indicator	Opex	4 x reports per annum	4 x reports per annum	4 x reports per annum	4 x reports per annum
	DP & H	<b>KFA 33: Spatial &amp; Development Planning</b>	To plan and execute spatial development planning	Solicit funding for the compilation of a Rural Development Plan	A	I	ALL	Rural Development Plan	New indicator	Opex	1 x request per annum	1 x request per annum	1 x request per annum	1 x request per annum
			To develop and maintain integrated spatial planning plans, policies, processes and procedures	Review the Spatial Development Plan annually for submission to Council	A	O	ALL	Reviewed Spatial Development Plan per annum	Reviewed Spatial Development Plan per annum	Opex	Reviewed Spatial Development Plan per annum	Reviewed Spatial Development Plan per annum	Reviewed Spatial Development Plan per annum	Reviewed Spatial Development Plan per annum



*Chapter*

# 4

## Support Plans

Chapter 1: Introduction

Chapter 2: Situational Analysis

Chapter 3: Development Strategies

Chapter 4: Support Plans

Chapter 5: Service Delivery and Budget Implementation Plan (SDBIP)

Chapter 6: Performance Management

**Annexures**

- Financial Plan
- Human Resource Support Plan

## Chapter

# 4

### 4.1 Financial Plan

#### 4.1.1 Introduction

The purpose of this chapter is to outline a comprehensive multi-year financial plan that will ensure long-term financial sustainability for Midvaal. The financial plan is essential to ensure that the municipality continues to implement its mandate effectively without impairing its capital base and to move towards self-sufficiency in meeting the growing demands of service delivery.

The multi-year financial plan is prepared for a planning period of five years, paying particular attention to infrastructure investment which is an important developmental component of the IDP. Through this plan Midvaal will focus on greater financial health and sustainability making collaboration of capital investment projects with other levels of government and private sector investors much easier. It is of utmost importance that Midvaal stimulates the macro-economic environment to attract the private sector to investment in Midvaal. Through this approach Midvaal will enhance its ability to have access to much needed financial resources to invest in new as well as to maintain its current infrastructure assets.

This plan will also focus on the expansion of Midvaal's revenue sources in relation to its costs to ensure that the municipality stays a financial viable and sustainable going concern. Midvaal must utilise available financial resources in an effective, efficient and economical way to ensure that outputs have the desired outcomes as set out in Chapter 3 of the IDP. The financial strategies detailed in this plan must contribute to the achievement of these objectives.

It is important to note that this multi-year financial plan will cover key focus areas over the next five years and even longer. However, due to the fact that budgets in terms of National Treasury's Municipal Budget and Reporting Regulations only covers a planning period of the next financial year and the two outer financial years thereafter; budget information supplied in this chapter might only cover the next three financial years. It will also cover the current financial year's information as well as the previous three financial years' audited information.

A discussion will now follow on key focus areas consisting of a financial framework, financial strategies, financial policies, budget assumptions, operating revenue, operating expenditure, capital expenditure, capital expenditure funding and a concluding statement.

#### 4.1.2 Financial Framework

It must be noted that not all municipalities are the same and this should be kept in mind when assessing the financial health of and the setting of benchmarks for a municipality. A municipality can be categorised into a developed or a developing municipality. Midvaal can be categorised as a developing or growing municipality because of the many new developments in Midvaal.

Developing municipalities will require significant additional resources and funding to conduct the growth that is expected of them. With the demands for growth come risks that need to be managed. The priority from the financial perspective is the viability and sustainability of the municipality. This

financial plan and related strategies will need to address a number of key areas in order to achieve this goal. The areas which have been identified are detailed below.

### 4.1.2.1 Revenue adequacy and certainty

It is essential that Midvaal has access to adequate sources of revenue from its own operations and intergovernmental transfers to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to the source, amount and timing of revenue. The latest DORA has laid out the level of funding from National Government that will be received for the 2014/2015 to 2016/2017 financial years.

It is important to track the respective sources of revenue received by the municipality as they can be quite different and can vary substantially depending upon the phase that the municipality is in. Knowledge of the sources of funds will illustrate the municipality's position more accurately, its ability to secure loans relative to its income and its borrowing capacity.

### 4.1.2.2 Cash / liquidity position

Cash and cash management is vital for the short- and long-term survival and good management of any organisation. This is also the case with Midvaal. The appropriate benchmarks which can assist in assessing the financial health of the municipality are:

- The **current ratio**, which expresses the current assets as a proportion to current liabilities. A current ratio in excess of one to one (1:1) is considered to be healthy. Midvaal as at 30 June 2011 stood at a ratio of 0.96:1; as at 30 June 2012 at a ratio of 1.06:1; and, as at 30 June 2013 at a ratio of 1.48:1. These results are seen as undesirable in the medium to short term and must be turned around. The operating budget needs to produce yearly operating surpluses to improve our cash back reserves position and all collectable revenue needs to be collected.
- **Debtor's turnover ratio**, which have a great impact on the liquidity of the Municipality. The municipality as at 30 June 2011 took on average 75 days to recover its outstanding debts. It increased to 82 days as at 30 June 2012 and then decreased to 73 days as at 30 June 2013. Midvaal will attempt to reduce the debtor's turnover ratio (without provisions for bad debt) to less than 70 days over the medium term and to 60 days in the long-term.
- The **collection rate** has been maintained at above 95% Midvaal will endeavour over the short-, medium- and long-term to main it or enhance it further. All debt older than 90 days have been provided for and the writing-off of irrecoverable debt of all indigent households will reduce the **debtor's turnover ratio** significantly over the short-term. The non-collectable portion will be provided for in the operating budget as a debt impairment expense.

### 4.1.2.3 Sustainability

Midvaal ensures that its budget is balanced and cash-funded (realistically anticipated revenue to be received / collected that covers expenditure). As there are limits on revenue, it is necessary to ensure that services are provided at levels that are affordable; and, that the full costs of service delivery are recovered. However, to ensure that households which are too poor to pay for even a portion of their basic services at least have access to these basic services; there is a need for the subsidisation of these households through an indigent support subsidy.

#### **4.1.2.4 Effective and efficient use of resources**

In an environment of limited resources, it is essential that the municipality make maximum use of the resources at its disposal by using them in an effective and efficient manner. Efficiency in operations and investment increases poor people's access to basic services as more services can be rendered with the scarce resources. For this reason, the operating budget is compiled without including any fat in the budget – only absolutely necessary allocations are given consideration.

#### **4.1.2.5 Accountability, transparency and good governance**

The municipality is accountable to the people who provide the resources, for what they do with these resources. The budgeting process and other financial decisions are thus open to public scrutiny and participation. In addition, the accounting and financial reporting procedures are designed so that it minimises opportunities for corruption. In addition, accurate financial information is produced within acceptable time-frames.

#### **4.21..6 Equity and redistribution**

The municipality must treat people fairly and justly when it comes to the provision of services. In the same way the municipality should be treated equitably by national and provincial government when it comes to inter-governmental transfers. The "equitable share" from national government will be used primarily for targeted subsidies to poorer households. In addition, the municipality will continue to cross-subsidise between high- and low-income consumers within a specific service or between services. Unfunded mandates remain a financial burden to Midvaal's customer base due to national and provincial transfers not following the functions that Midvaal perform on behalf of government.

#### **4.1.2.7 Development and investment**

In order to deal effectively with backlogs in services, there is a need for the municipality to maximise its investment in municipal infrastructure. Due to our financial constraints the underlying policies encourage the maximum degree of private sector investment.

#### **4.1.2.8 Macro-economic investment**

As the municipality plays a significant role in the economy of Gauteng, it is essential that it operates efficiently within the national and provincial macro-economic framework. Midvaal's financial and developmental activities should therefore support national and provincial fiscal policy.

#### **4.1.2.9 Borrowing**

The strong capital market in South Africa (commercial banks and other lending institutions like the DBSA, etc.) provides an additional instrument to access financial resources. However, the municipality may not borrow to balance its operating budget and to finance any operating expenditure. Midvaal has a borrowing policy in place that ensures the municipality borrows in a responsible way. In order to have access to this market, the municipality will continue to

maintain accurate and appropriate financial accounting and reporting systems. We will have to ensure that we generate enough cash to honour repayment commitments.

The manner in which the municipality manages debt or takes on new debt to finance investment activities will have a significant impact on the solvency and long-term viability of the municipality. Midvaal aims at a maximum borrowing level of external loans that will not exceed 40% of the total operating revenue over the short- and medium term.

### **4.1.3 Financial Strategies**

With the above framework as a background, strategies and programmes have been identified and form part of the financial plan to achieve the desired objective and that is the financial viability and sustainability of the municipality.

#### **4.1.3.1 Revenue raising strategies**

The following are some of the more significant programmes that have been identified:

- (a) The review and implementation of a customer care, credit control and debt collection policy. This policy and the relevant procedures detail all areas of customer care, credit control and debt collection of amounts billed to customers, including procedures for non-payment, etcetera.
- (b) The review and implementation of a uniform tariff policy. This policy will ensure that fair tariffs are charged in a uniform manner throughout the municipal area.
- (c) The review and maintenance of an indigent policy. This policy defines the qualification criteria for an indigent household and the level of free basic services enjoyed by indigent households.
- (d) The review and implementation of a property rates policy. This will ensure that a fair rates policy and an updated valuation roll are applied to the entire municipal area and will aim to ensure that all properties are included in the municipality's records. Furthermore the policy will ensure that valuations are systematically carried out on a regular basis for all properties.
- (e) The development and review of a writing-off of irrecoverable debt. Prescribed debt will be considered for write off by Council on an annual basis.
- (f) Maintenance and enhancement of the collection strategy. This strategy aims at implementing innovative cost effective processes to encourage consumers to pay their accounts in full on time each month, including increasing the methods of payment and implementing on-line pre-payment systems. It will include a revenue enhancement project as well as full implementation of credit control actions in terms of Council's policies are enforced vigorously to improve collection levels.

#### **4.1.3.2 Asset management strategies and programmes**

The following are some of the more significant programmes that have been identified:

- (a) The ongoing maintenance of an integrated asset management system. This programme involves the ongoing updating of a suitable integrated asset management system. It also includes the capturing of all assets onto the system, the maintenance of this system and the production of a complete asset register in terms of the GRAP Accounting Standards requirements.
- (b) The review and update of asset and risk insurance procedures and the renewal of the insurance portfolio. This programme will involve the identification of risks in conjunction with insurers and all heads of departments. It will also include the review of the existing insurance portfolio (inclusive of self-insurance where appropriate) and the renewal of the insurance policy as per renewal terms.

#### **4.1.3.3 Financial management strategies and programmes**

The following are some of the more significant programmes that have been identified:

- (a) The on-going review of the computerised financial accounting system.
- (b) The review of the entire organogram of Finance Department. Ensuring adequate capacity exist to optimise service delivery.
- (c) Integration of all computerised systems and acquisition of hardware and software required. The integration of computerised systems and acquisition of the required hardware and software within the municipality to ensure that information is accurate, relevant and prompt, which in turn will facilitate the smooth running and effective management of the municipality.
- (d) Development of a GRAP compliant Medium Term Revenue and Expenditure Framework compliant with National Treasury's Municipal Budget and Reporting Regulations.
- (e) Implement integrated development planning and budget and community consultation processes.
- (f) Review and update asset, budget and accounting policies and procedures.
- (g) Training and development of financial and other staff. The aim of this project will be to constantly ensure that the financial and other staff members receive the training they require to ensure a cost-effective and efficient service to the municipality and its customers and to ensure full compliance with the MFMA Regulations on Minimum Competency Levels
- (h) Enhance budgetary controls and timeliness of financial data. Building the capacity of the Budget and Treasury Office to ensure that financial information for reporting purposes is generated timeously. It will also include the monitoring and reporting on budget variances.

#### **4.1.3.4 Capital financing strategies and programmes**

The following are some of the more significant programmes that have been identified:

- (a) The development and implementation of a debt capacity policy. This policy will ensure that any borrowings taken by the municipality will be done in a responsible manner and that the repayment and servicing of such debt will be affordable.

- (b) The development and implementation of a policy for accessing finance (including donor finance).
- (c) The development of a capital prioritisation model to identify the capital projects to be implemented with scarce available financial resources that will have the biggest impact in improving the quality of life of Midvaal's customer base. The model's criteria will have four focus areas, i.e. IDP strategic objectives, services master plan objectives, project dynamics and project consequences.
- (d) To each of these elements per criteria weights will be allocated - still to be determined by Council. In the meantime a subjective approach is followed to determine the capital investment programme. It needs to be noted at this stage that national and provincial government programmes and grant funding often influences the capital investment programme of Midvaal. This is something that the municipality has little control over.

#### **4.1.4 Financial Policies**

##### **4.1.4.1 General financial philosophy**

The financial philosophy of Midvaal is to provide a sound financial base and the resources necessary to sustain a satisfactory level of municipal services for the citizens of Midvaal.

It is the goal of the municipality to achieve a strong financial position with the ability to withstand local and regional economic impacts; to adjust efficiently to the community's changing service requirements; to effectively maintain, improve and expand the municipality's infrastructure; to manage the municipality's budget and cash flow to the maximum benefit of the community; to prudently plan, coordinate and implement responsible and sustainable community development and growth; and to provide a high level of fire and other protective services to assure public health and safety.

Based on the financial framework, financial strategies and the general financial philosophy statement, the municipality have to develop financial policies that support the above. Midvaal's financial policies shall also address the following fiscal goals:

- (a) To keep the municipality in a fiscally sound position in both the long and short term;
- (b) To maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations;
- (c) To apply credit control policies which maximise collection while providing relief to the indigent;
- (d) To implement credit control policies that recognise the basic policy of customer care and convenience;
- (e) To maintain and protect existing infrastructure and capital assets;
- (f) To provide a framework for the prudent use of debt financing; and,

- (g) To direct the municipality's financial resources toward meeting the goals of the municipality's Integrated Development Plan.

#### **4.1.4.2 Budget related policies**

The annual budget is the central financial planning document, directed by the IDP that embodies all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The budget will be subject to monthly control and be reported to Council with recommendations of actions to be taken to achieve the budget goals. The budget will be subject to a mid-term review, which will result in a Revised Budget.

Adequate maintenance and replacement of the municipality's assets (property, plant and equipment) will be provided for in the annual budget. It will be informed by Council's **Asset Management Policy**.

The budget shall balance recurring operating expenses to recurring operating revenues. The budget will have revenue plans based on realistically expected revenue to be collected and expenditure figures. Plans will be included to achieve maximum revenue collection percentages. More about this when the revenue raising policies are discussed in paragraph 4.1.4.4 below.

#### **4.1.4.3 Capital infrastructure investment policies**

The municipality will establish and implement a comprehensive five-year capital budget. This budget will be updated annually to ensure that bulk infrastructure services and internal infrastructure services together with the foreseen funding sources are planned in an integrated and coordinated manner.

An annual capital investment budget will be developed and adopted by the Midvaal as part of the annual budget. The municipality make all capital improvements in accordance with the IDP. Midvaal also has a **Developer Contribution Policy** aimed to generate additional funding from developers to assist in the upgrading of bulk infrastructure services.

Un-expensed capital project budgets shall not be carried forward to future fiscal years unless the project expenditure is committed or funded from grant funding and approved external loans. Routine capital needs will be financed from current revenues (Capital Replacement Reserve) as opposed to the issuance of long-term debt. The municipality will maintain all assets at a level adequate to protect the municipality's capital investment and to minimise future maintenance and replacement costs.

#### **4.1.4.4 Revenue policies**

The municipality will estimate annual revenues through a conservative, objective and analytical process based on realistically expected revenue to be collected. The municipality will consider market rates and charges levied by other public and private organisations for similar services in establishing rates, fees and charges. Midvaal will set fees and user charges at a level that fully supports the total direct and indirect costs of operations. Tariffs will be set to reflect the



developmental and social policies of Council. These principles will be embedded in a **Tariff Policy** that needs to be updated.

Midvaal will maintain a valuation system based on market values of all properties within its boundaries as well as periodically review the cost of activities supported by user fees to determine the impact of inflation and other cost increases. Fees will be adjusted where appropriate to reflect these increases. These principles and the raising of property rates are contained in the **Property Rates Policy**.

The municipality will continue to identify and pursue grants and appropriations from province, central government and other agencies that are consistent with the municipality's goals and strategic plan and to eradicate unfunded mandates.

#### **4.1.4.5 Credit control policies and procedures**

Midvaal will follow an aggressive policy of collecting revenues from those who can afford to pay for their services. For this purpose a **Credit Control and Debt Collection Policy** has been adopted by Council. As the recoverability of all outstanding debt is questionable, a **Writing-Off of Irrecoverable Debt Delegation and Debt Collection Policy** has been approved by Council

#### **4.1.4.6 Supply chain management**

The **Supply Chain Management Policy** will ensure that goods and services are procured compliant with legislative requirements in a fair, equitable, transparent, competitive and cost effective way. It includes the disposal of goods or assets not needed anymore for basic service delivery and it must be read in conjunction with Council's **Disposal of Assets Policy** that needs to be formally approved by Council.

#### **4.1.4.7 Investment policy**

In terms of Section 13(2) of the Municipal Finance Management Act each municipality must establish an appropriate and effective cash management and investment policy. Investments of the municipality shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The portfolio shall remain sufficiently liquid to enable the municipality to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds. The preservation of principal is the foremost objective of the investment program. Midvaal will continue the current cash management and investment practices, which are designed to emphasise safety of capital first, sufficient liquidity to meet obligations second, and the highest possible yield third. These principles are embedded in the **Cash Management and Investment Policies** of Council.

#### **4.1.4.8 Debt management policies**

Midvaal shall issue debt only when necessary to meet a public need and when funding for such projects is not available from current revenues, reserves or other sources. Long-term borrowing will be used to finance capital improvements as approved in the municipality's Capital Budget. Capital projects financed through the issuance of debt shall be financed for a period not exceeding the expected useful life of the project. The municipality will not incur

debt to finance current operations. Lease-purchase obligations, capital outlay notes or other debt instruments may be used as a medium-term method of borrowing for the financing of vehicles, computers, other specialised types of equipment, or other capital improvements. All these principles are embedded in the **Borrowing Policy** of Council.

Borrowing should be limited to 40% of the total operating budget rand value. If not, the municipality will become over-borrowed and a risk to banking institutions and this will result in loans over shorter terms and at higher interest rates. This would not be fair to the current customer base.

#### **4.1.4.9 Asset management policies**

The objective of the asset management policy is to prescribe the accounting and administrative policies and procedures relating to Property, Plant & Equipment (PPE), which are immovable and moveable assets of Midvaal, and, computer software which are intangible assets of Midvaal Local Municipality. The principles and policy statements are embedded in the **Asset Management Policy** of Council.

#### **4.1.4.10 Accounting policies**

The principals on which Midvaal operate with regard to the presentation, treatment and disclosure of financial information forms part of the **Accounting Policy** adopted in the compiled yearly annual financial statements.

### **4.1.5 Budget Assumptions**

Based on the financial framework, financial strategies and financial policies the MTREF budget was compiled. Key assumptions relating to the MTREF budget also included the following:

- (a) National government grants for the years 2014/15 to 2016/17 are as per the Division of Revenue Act (DoRA).
- (b) Provincial government grants for the years 2014/15 to 2016/17 are as per promulgated in the Provincial Gazettes.
- (c) Inflation has remained moderate, with consumer prices projected to increase by 5.6 per cent in 2014/2015 and 5.4 per cent annually thereafter.
- (d) Based on the South African Local Government Bargaining Council who determines cost-of-living increases by mutual agreement between the employer and the unions, the salary bill cost-of-living increase budgeted for 2014/15 amounts to 6.8% and 6.4% for the next two indicative years.
- (e) Bulk electricity purchases increased with 8.06% for the 2014/15 financial year and 8% for the next two indicative years. The limitation of further high increases in Eskom tariffs will allow some breathing space for the punch-drunk consumer.

- (f) Bulk water purchases increased with 8.10% for the 2014/15 financial year. For the 2015/16 financial year an increase of 8% has been budgeted for. The same increase was used for the 2016/17 year.
- (g) Provision has been made for a property rates tariff increase of 10% for the 2014/15 financial year and 7% for the next two indicative years.
- (h) Electricity tariffs increase with 739.% for the 2014/15 financial year. The same increase is used for the next two financial years.
- (i) Water tariffs increase with 10% for the 2014/15 financial year and a projected 7% for the two outer years. This approach will most probably lead to water consumption being reduced and this will lead to a reduction in water revenue. Although lower consumption will lead to lower costs, this approach will lead to a smaller operating surplus.
- (j) Sanitation and refuse tariffs increase with 10% for the 2014/15 financial year and 7% for the outer years.

The budget is based on current service levels with provision for a 2% growth in property rates growth in other services.

#### **4.1.6 Operating Revenue**

In order to serve the community and to render the services needed, revenue generation is fundamental to financial sustainability. The reality is that we are faced with developmental backlogs and poverty challenging our revenue generation capacity. The needs (being capital or operational of nature) always exceed the available financial resources. This becomes more obvious when compiling the annual budget and comparing it with the community's needs as recorded in the IDP. This is a worldwide problem and therefore available financial resources should be utilised where it delivers the biggest impact on outcomes that will improve the quality of life of our local communities.

The operating revenue will now be discussed and analysed.

##### **4.1.6.1 Operating revenue by source**

The operating income for 2014/2015 is budgeted at R777 211 206 (an increase of 13% from the 2013/2014 adjusted budget of R686 711 189). Provision has been made to supply all households serviced by the Council with 6Kl of water free of charge. The Income Budget has been compiled based on projected billing, however provision has been made for a 96% collection rate through the provision of funds for the impairment of debtors.

The detail of the operating budget is contained in the Medium Term Revenue and Expenditure Framework for the period 2014/2015 – 2016/2017.

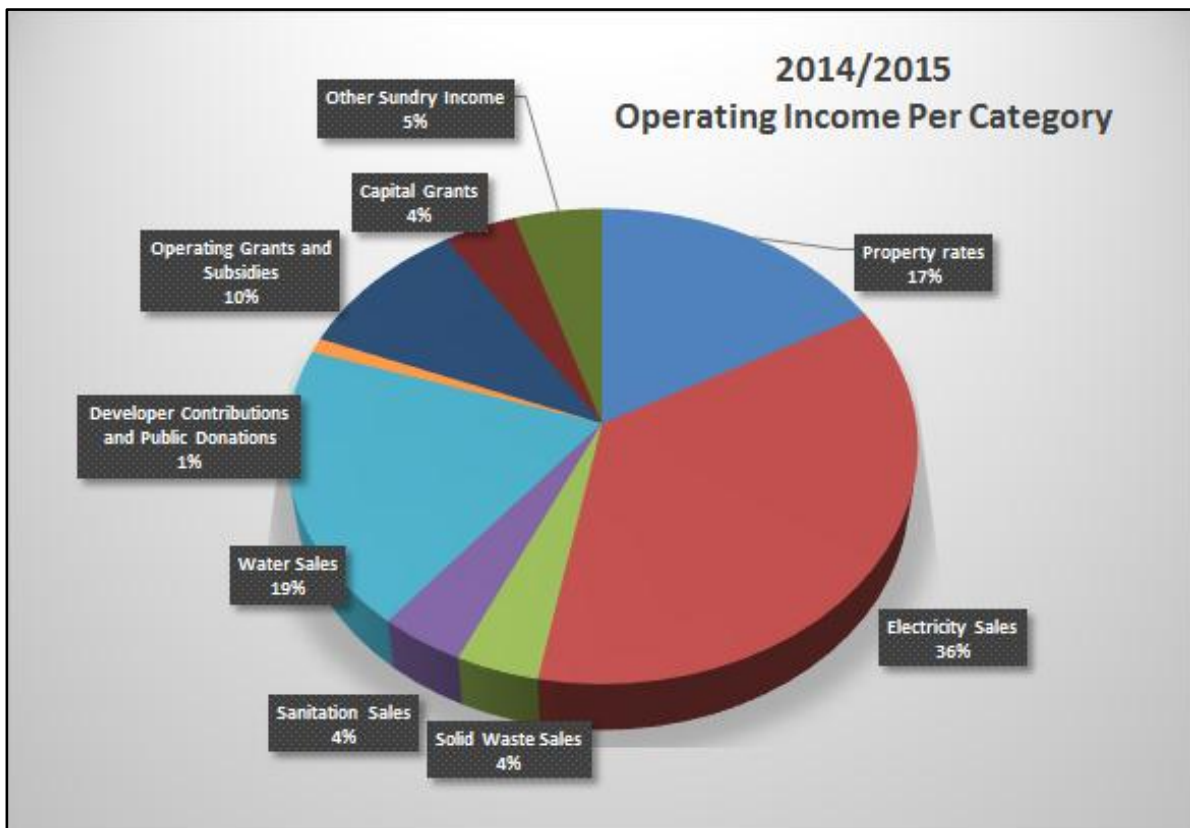


Figure 4.1: Operating Revenue Distribution for the 2014/15 Financial Year

#### 4.1.6.2 Analysis of projected operating revenue

Property Rates – all properties are rated in terms of the Municipal Property Rates Act and levied accordingly. Residential properties benefit from both a portion of their property values that are exempted from property rates as well as a rebate of the tariff. These benefits are accounted for as Income Foregone.

User Charges for Services – this category comprised sale of Electricity, Water, Sanitation and Solid Waste (Refuse Collection). This is the main municipal services and accounts for 63% of the operating income of Council.

Operating Grants and Subsidies have been budgeted for as per the Division of Revenue Act. The Regional Bulk Infrastructure Grant (RBIG) intended for the construction of the regional sewer network is an indirect grant (project to be implemented by Rand Water) and is thus not included in the budget.

Developer Contributions are expected for the MTREF period and the bulk of this will be utilised for a new residential development in Risiville.

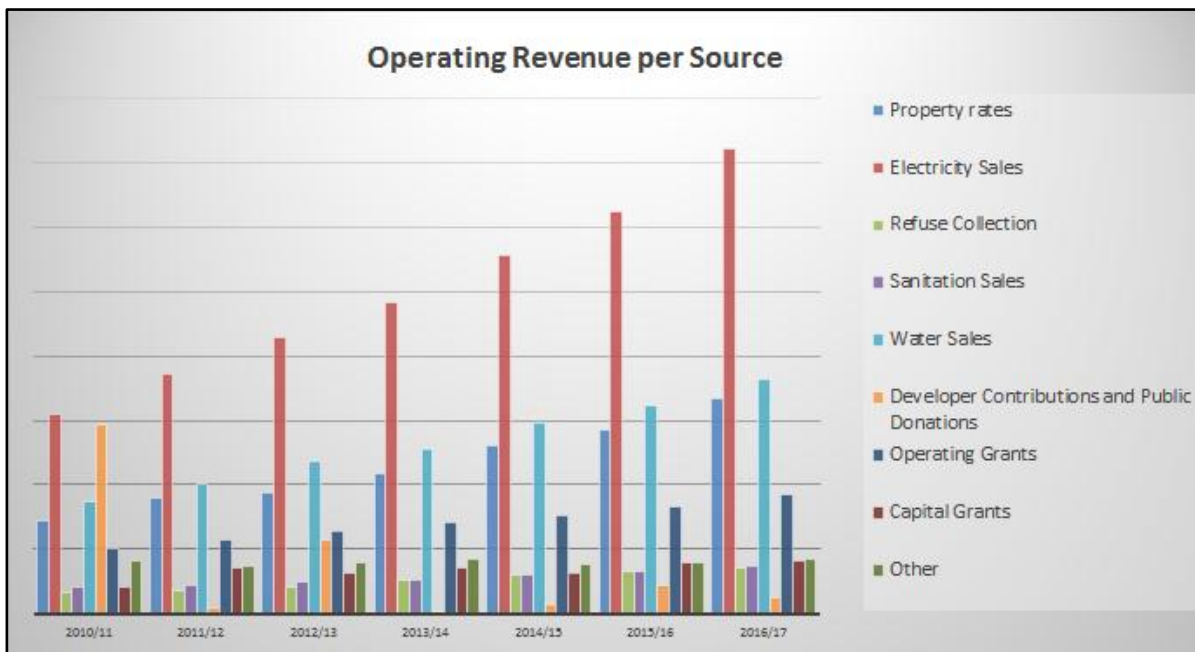


Figure 4.2: Operating Revenue per Funding Source (2010/11 – 2016/17)

### 4.1.7 Operating Expenditure

Operating expenditure budgeting is done on a zero base budget approach insofar as practically possible. Where it is not cost effective to do zero based budgeting, incremental budgeting is applied. Operating expenditure further include infrastructure repairs and maintenance as a priority; budgeted expenditure is funded by realistically anticipated cash backed revenues; and, operational gains and efficiencies to result in operating surpluses to fund capital expenditure from own cash backed funds.

#### 4.1.7.1 Operating expenditure by type

The detail of the operating budget is contained in the Medium Term Revenue and Expenditure Framework for the period 2014/2015 – 2016/2017.

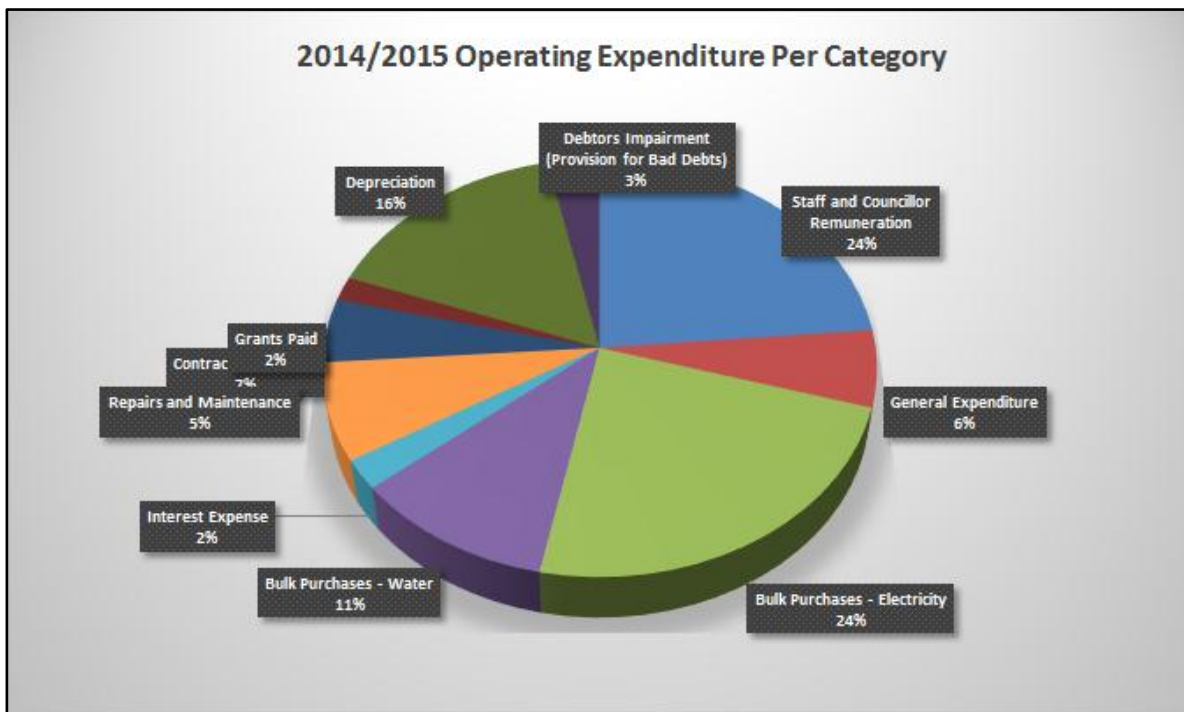


Figure 4.3: Operating Expenditure Distribution for the 2013/14 Financial Year

#### 4.1.7.2 Analysis of operating expenditure

The operating expenditure budget for 2014/2015 amounts to R829 564 237 as compared to the previous revised budget of R741 144 056 in the 2013/2014 financial year. This represents an increase of 11.93%.

The main sections of the expenditure in the operating budget are the following: -

##### Salaries

The increases in this includes a general salary increase of 6.8% to all staff members, prvision for new positions as well as the funding of critical vacant positions. The total salary package of the Council amounts to 23.6% of the total expenditure.

##### Bulk Purchases

This category was increased with the indicative tariff increases for Rand Water and Eskom.

The Council has little control over the abovementioned expenditure – bulk purchases represent 34.5% of the expenditure budget.

##### Depreciation

Depreciation accounts for 16% of the expenditure budget. Depreciation is the systematic expensing of the value of an asset as it is used up and does not relate to any cash payment made (nor is the money owed to anyone for that matter). A road can last for 40 years and every year 1/40th of the road is “used up” and that must be shown as an expenditure item called depreciation. The intention is to set these funds aside so that there is cash available at the end of the useful life of the asset to replace the asset. This budget also provides for offset depreciation. This is done to avoid increasing rates and taxes to provide for assets that were revalued with the implementation of GRAP 17. This will be reviewed as

part of the long term financial plan to ensure that there is a balance between amounts provided for asset renewals and affordability of rates and taxes.

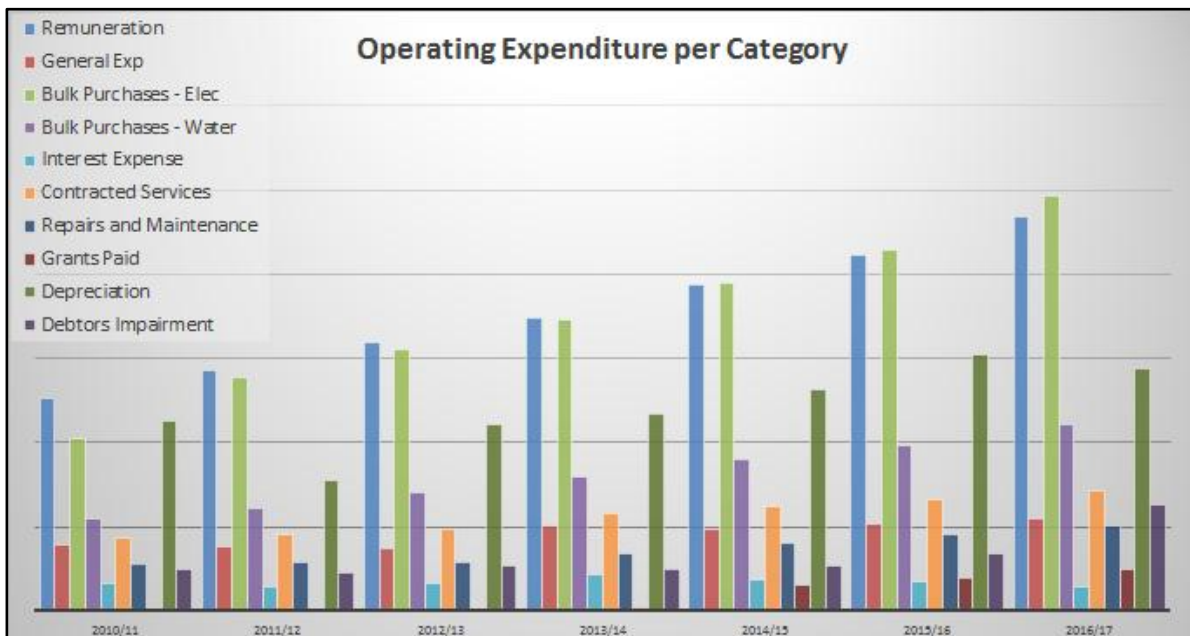


Figure 4.4: Operating Expenditure per Type

The focus will now shift to the discussion of capital expenditure trends.

### 4.1.8 Capital Expenditure

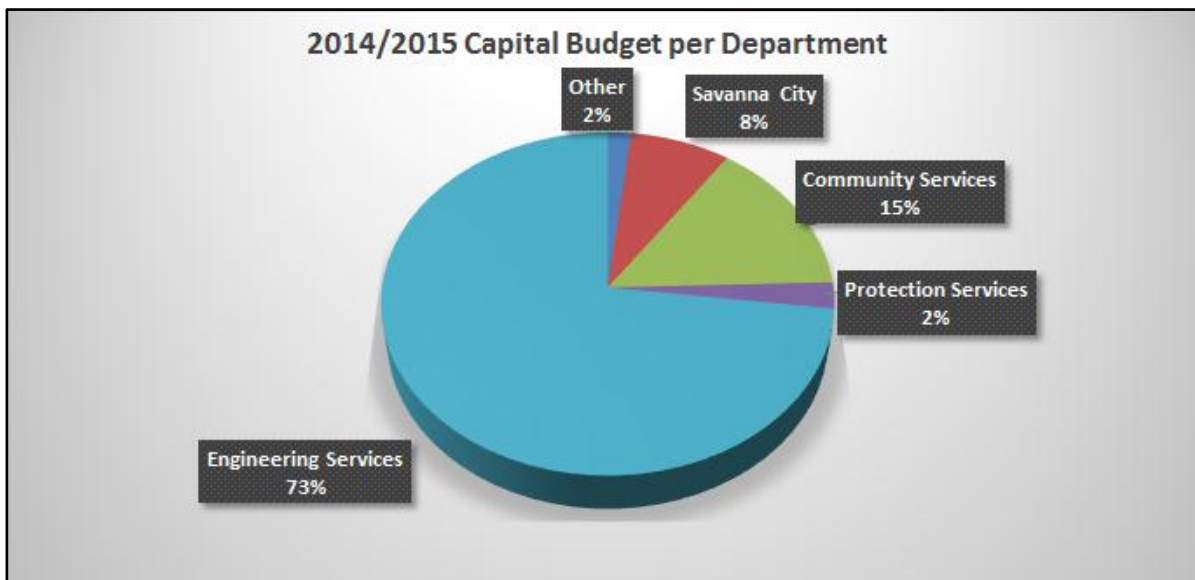
Capital expenditure budgeting should be done on a capital prioritising model. Such a model is not operational at this point in time and as mentioned in paragraph 1.3.4(c) above it will be developed for future allocation of scarce available financial sources to capital projects that will have the biggest impact on the outcomes that will improve the quality of life of Midvaal’s customer base. This model will also ensure that sufficient funds are made available for the renewal of dilapidated infrastructure to ensure on-going quality service delivery.

A three (3) year capital budget has been prepared and built on the IDP document to be approved by Council in May 2014. Budget workshops will be held with all the political structures before the approval of the budget. Discussions and deliberations will ensure good governance. External factors, past and current performance, service delivery standards, fiscal strategy, financial position, constrains and ongoing viability and sustainability will be discussed.

Public meetings will be held during April 2014. Inputs received from the public and will be included in the IDP. Unfunded project requests are detailed in Annexure A of the IDP and will be included in future budgets as funding becomes available.

#### 4.1.8.1 Capital expenditure per Department

Figure 4.5 below depicts the capital budget per department.



**Figure 4.5: Capital Expenditure per Department**

#### 4.18.2 Analysis of capital expenditure

Total capital expenditure budgeted for the 2014/15 financial year amounts to R86 million compared with the projected capital expenditure of R97 million for the 2013/14 financial year. Capital expenditure will increase to R94 million for the 2015/16 financial year and then a slight drop to R66 million in year three. The reduction in expenditure is directly related to affordability issues.

Midvaal mainly spends its capital expenditure on infrastructure services and for the 2014/15 financial year (73%) of the capital budget is allocated to the Engineering Services department.

#### 4.1.9 Capital Expenditure Funding

The capital amount proposed for 2014/2015 amounts to R85 997 000.

On the capital budget, the Council need to use R18.6 million from its own funds. The Council made provision on the 2014/2015 capital budget for external loans to the amount of R24.4 million to fund infrastructure upgrade and the purchasing of vehicles required for basic service delivery. The amount to be received from grants is R31.2 million.

The National Treasury benchmark of 39% - 40% of the capital budget to be spent on renewal projects were taken into account and the impact of proposed projects on the operational budgets of future years was evaluated. It is not sustainable to construct facilities where there are not sufficient operating funds available to operationalize the facilities and as such no facilities that cannot be operationalized with the current available resources were budgeted for.

The capital expenditure funding trends are set out in Figure 4.6 below. The percentages highlighted in red are the funding sources as a percentage of the total capital expenditure funding sources. The detailed capital budget is contained in the Medium Term Revenue and Expenditure Framework for the period 2014/2015 – 2016/2017.



In Figure 4.6 below it is clear that grants (green and purple colour) are becoming the main source of funding of capital expenditure.

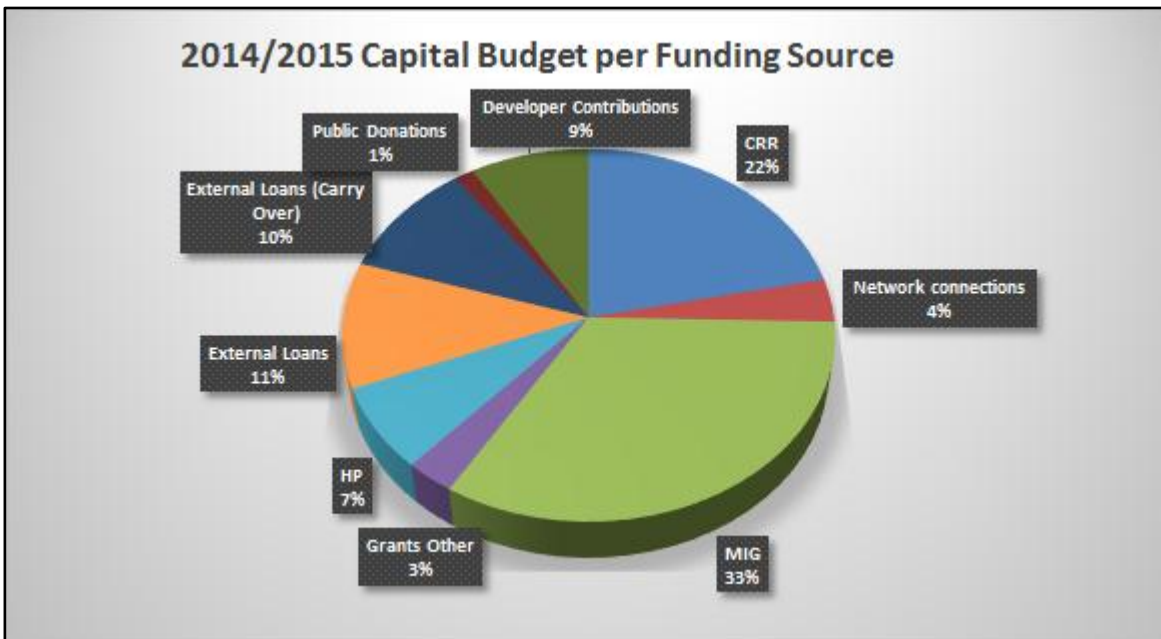


Figure 4.6: Capital Expenditure per Funding Source

External borrowing as a funding source must be capped at 40% of total operating expenditure. If not, Midvaal will become over-borrowed and the municipality will become a risk for borrowing agencies and this will certainly lead to higher borrowing interest rates. In Figure 4.7 below it is clearly shown that Midvaal has not yet reached its external borrowing limit in terms of this indicator – however, the impact of borrowings on the affordability of tariffs must be considered.

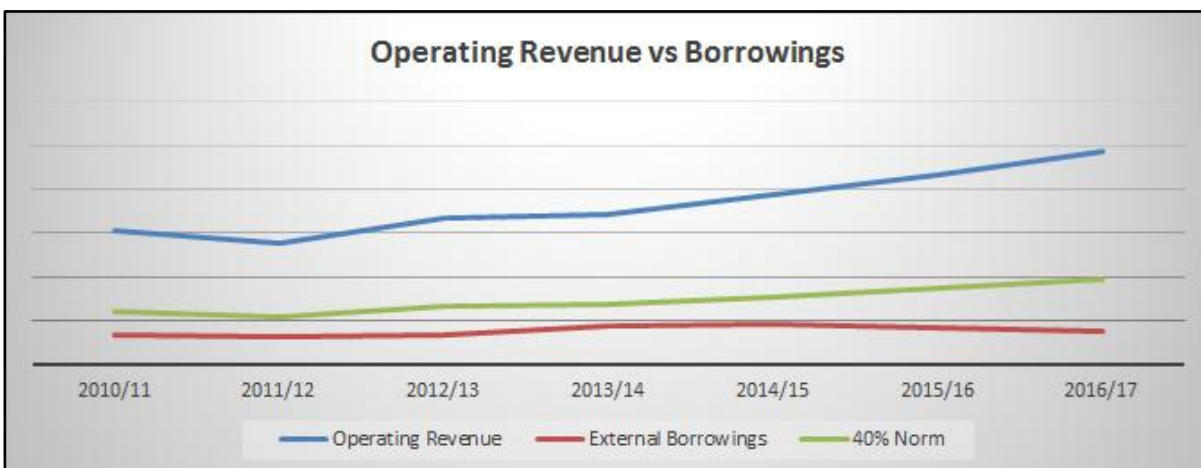


Figure 4.7: External Borrowings as a Percentage of Total Operating Revenue

The detailed capital programme for the next five years is reflected below:



#### **4.1.10 Conclusion**

The continued improvement and development of an effective financial planning process aids the actualisation of fulfilling its facilitating role to capacitate the community to build a prosperous future for all. This Financial Plan with its financial framework, financial strategies and financial policy framework contribute to ensuring that Midvaal remains financially viable and sustainable and that quality municipal services are provided economically to all communities within its area of jurisdiction.

The multi-year Financial Plan contains realistic and credible revenue and expenditure forecasts which should provide a sound basis for improved financial management and institutional development as well as service delivery improvements and implementation. The strategy towards cash backing and cash funded budgets will certainly ensure the sustainability of the Municipality over the short-, medium- and long-term.

### **4.2 Human Resources Support Plan**

#### **4.2.1. Introduction**

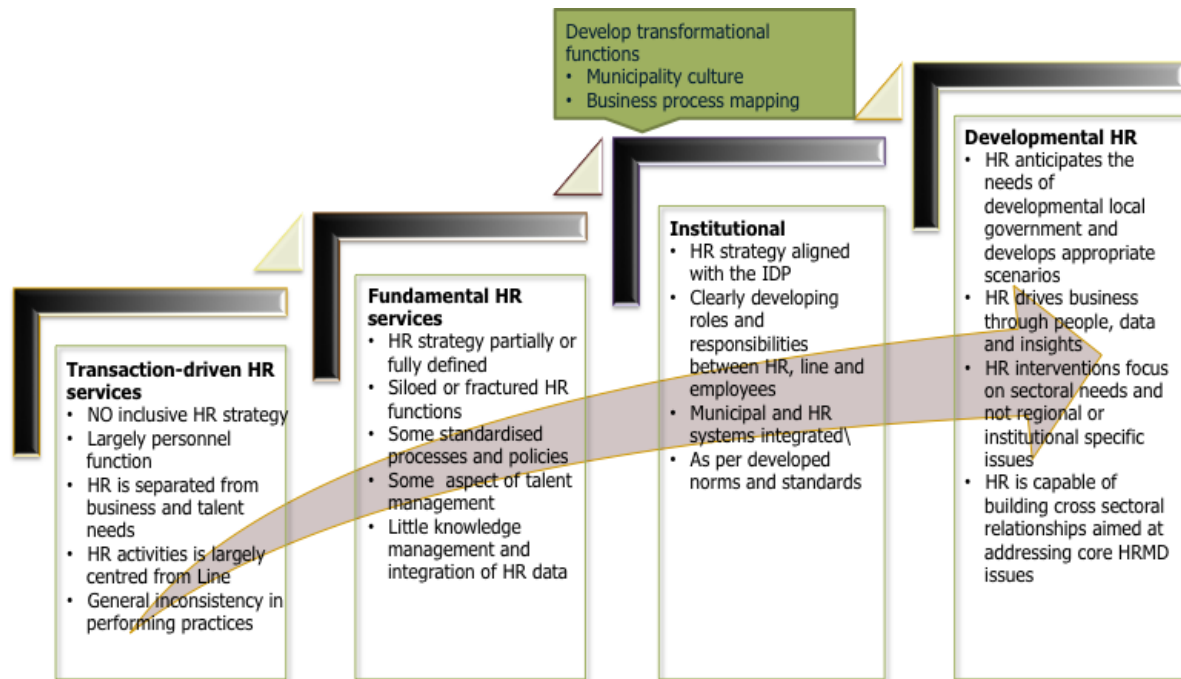
Midvaal Local Municipality is a well governed, effectively managed, financially viable and sustainable institution that is dedicated to creating a conducive environment for growth and development. Achieving a reputation as one of the best performing municipalities in Guateng requires a world class human resource management component which is key in ensuring a competitive advantage and ultimately realising the institution's vision. The strategic HR planning process has four basic steps:

- Assessing the current HR capacity
- Forecasting HR requirements
- Developing HR strategies to support the institutional strategies

With this in mind, the focus of this chapter is to describe the strategic human resources plan and include goals and objectives so as to realise the vision and mission of the institution. All of this can be achieved by operating within the context of the institution's budget and planning cycle.

To develop and sustain a high performing workforce requires aggressive recruitment and selection practices, having highly motivated employees, investing in the development of people working for the institution and the ability to retain key talent. In order to have a strategic HR plan, the maturity of the HR function has to be established. A maturity model as contained in figure 1 is a tool that enables an institution to evaluate and assess its HR component.

*Figure 1: The Maturity Model*



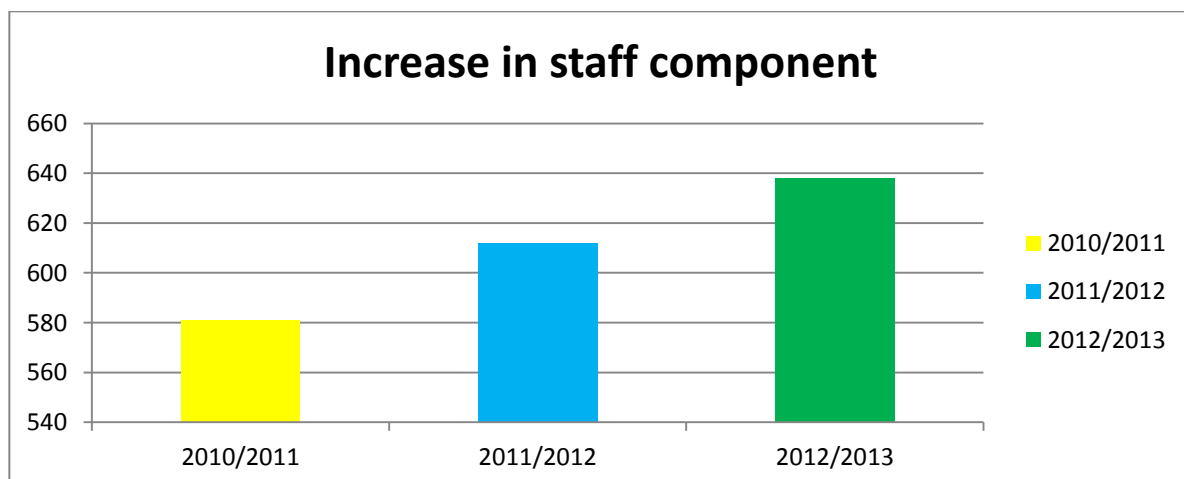
Midvaal Local Municipality’s HR component, falls within the Institution level of the maturity model.

#### 4.2.1.1 Assessing the Current HR Capacity

Based on the institution’s strategic Integrated Development Plan, the first step in the strategic HR planning process is to assess the current HR capacity of the organisation. The knowledge, skills and abilities of current staff need to be identified and is done by conducting an annual skills audit for each employee.

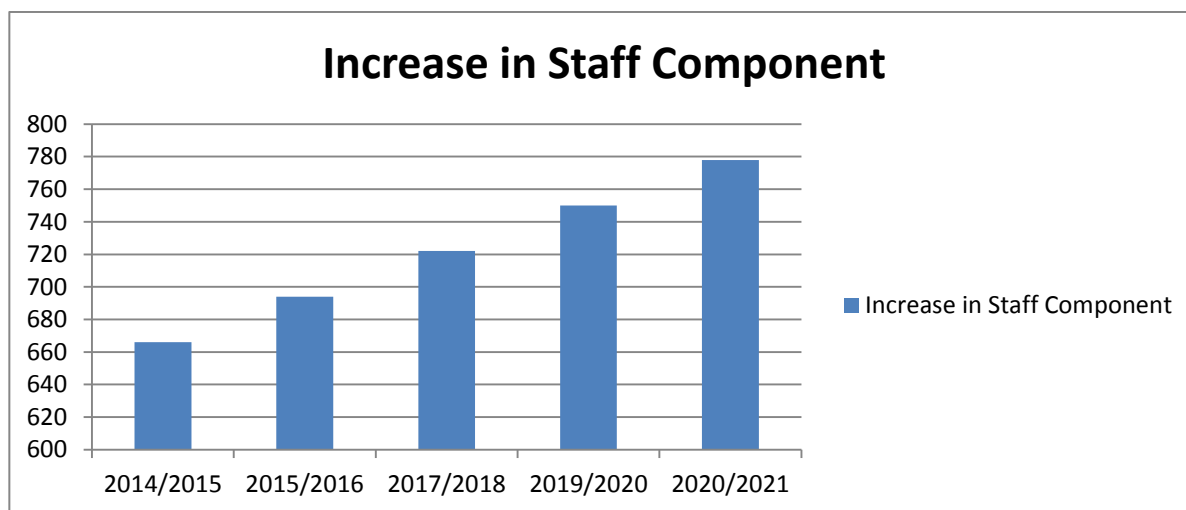
Over the past few years Midvaal Local Municipality has seen the HR component increasing exponentially over time by an average of 28 employees per annum. This can be ascribed to an increase in growth and development and the increased demand for service delivery to the community. The growth is also largely due to compliance with relevant HR legislation including the Employment Equity Act, which aims to grow and develop an institution’s human resources’ component.

Figure 2: Increase in HR Capacity for Midvaal Local Municipality over the past three years



If the average growth figure of 28 employees is considered the HR component can be expected to grow to 778 employees over the next five years. With the development of the Savannah City project and in compliance with Employment Equity Targets, this figure is however expected to increase over time to 893.

Figure 3: Average growth of Midvaal Local Municipality over the next five years



The workforce profile of Midvaal Local Municipality, as on 30 June 2013 is contained in table 1 and is indicative of the current status quo with regard to the human resources component in terms of occupational levels, however in order to project the growth of the institution, one can consider the Employment Equity Goals. Demands with regard to the external environment and the increased demand from the community for services also contribute to the future planning of the human resources needed to sustain the institution and to meet the organisation’s strategies. Being mindful of these factors, the projected growth of the human resources component for Midvaal Local Municipality for the next five years is included in table 2.

Table 1: Workforce profile as on 30 June 2013

Occupational Level	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	2	0	0	5	0	0	0	1	0	0	8
Snr. Management	2	0	0	8	3	0	0	2	0	1	16
Professional	33	1	1	22	20	1	2	14	1	0	95
Skilled	77	1	0	21	47	2	3	33	1	1	186
Semi-Skilled	101	0	0	8	9	0	0	0	0	0	118
Unskilled	132	1	0	3	42	0	0	0	0	0	178
<b>Total Permanent</b>	<b>347</b>	<b>3</b>	<b>1</b>	<b>67</b>	<b>121</b>	<b>3</b>	<b>5</b>	<b>50</b>	<b>2</b>	<b>2</b>	<b>601</b>
Temporary Employees	11	0	0	3	12	0	0	0	0	0	26
<b>Grand Total</b>	<b>358</b>	<b>3</b>	<b>1</b>	<b>70</b>	<b>133</b>	<b>3</b>	<b>5</b>	<b>50</b>	<b>2</b>	<b>2</b>	<b>627</b>

Table 2: Numerical Goals to be achieved by 2016

Occupational Level	Male	Female	Foreign National	Total
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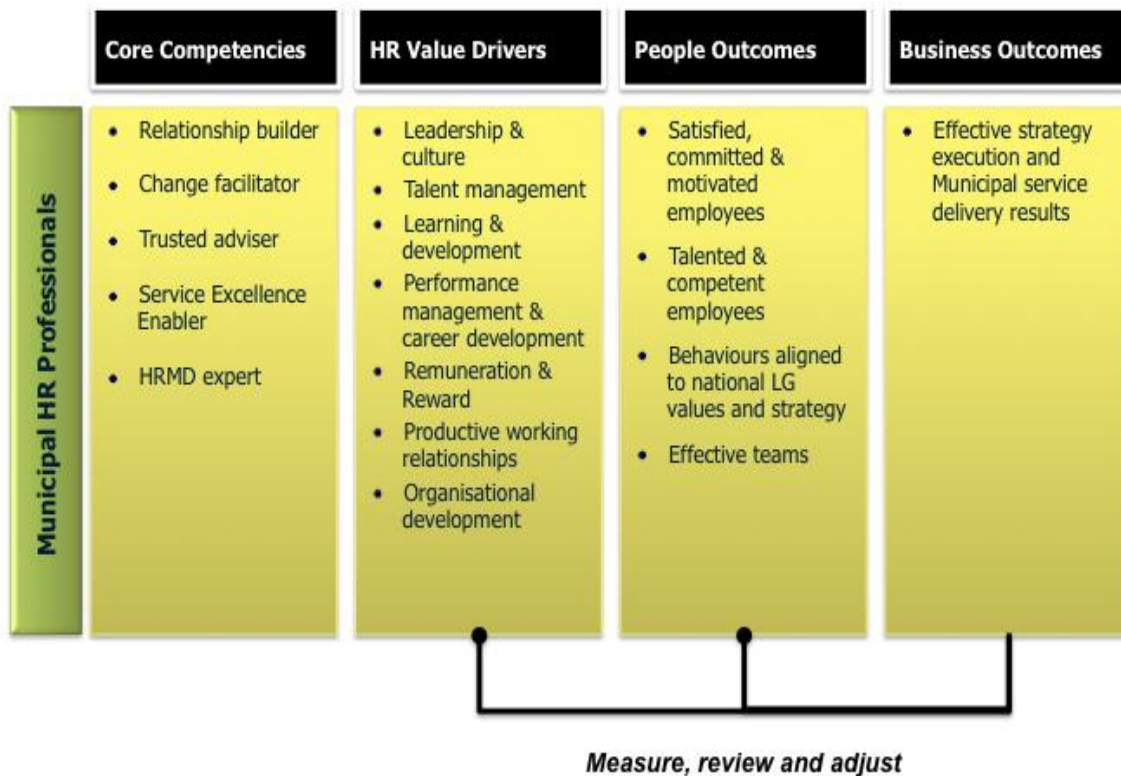
	A	C	I	W	A	C	I	W	M	F	
Top Management	2	0	0	5	0	0	0	1	0	0	8
Snr. Management	8	7	7	7	7	7	7	4	0	1	55
Professional	40	7	7	27	33	7	7	15	2	0	145
Skilled	85	12	7	23	67	9	8	35	0	1	247
Semi-Skilled	94	7	5	9	38	7	5	7	0	0	172
Unskilled	133	17	7	15	66	13	7	8	0	0	266
<b>Total Permanent</b>	<b>362</b>	<b>50</b>	<b>33</b>	<b>86</b>	<b>211</b>	<b>43</b>	<b>34</b>	<b>70</b>	<b>2</b>	<b>2</b>	<b>893</b>
Temporary Employees											0
<b>Grand Total</b>	<b>362</b>	<b>50</b>	<b>33</b>	<b>86</b>	<b>211</b>	<b>43</b>	<b>34</b>	<b>70</b>	<b>2</b>	<b>2</b>	<b>893</b>

Human Resources' focus with regard to the IDP, is primarily Key Performance Area No. 4. – Institutional Transformation. The Key Focus Areas, applicable to HR include:

- KFA 15: Human Capital & Skills Development

In order to perform and achieve the outcomes associated with the KPA and KFA's and aligned to the vision and mission statement of the institution, Human Resources strives to achieve its vision by providing a fair, equal and unbiased human resources function to all employees. Maintain a good employer/employee relationship and develop a human resources component that exceeds organisational expectations and improve productivity. The primary role, competencies and outcomes of HR can be summarised as follows:

*Figure 3: The HRM & Development Proposition*



#### 4.2.1.2 Forecasting HR Requirements

The next step is to forecast HR needs for the future based on the strategic goals of the institution. Realistic forecasting of human resources involves estimating both demand and supply. When forecasting for HR, one must also assess the challenges experienced in meeting staffing needs. Human Resources operates within the internal and external environment of the institution and serves as a link between all internal stakeholders within the organisation and these challenges have to be considered when forecasting or planning for the future.

#### 4.2.1.3 Developing HR Strategies to Support Institutional Strategies

In order to meet the institution’s strategic objectives, there are three HR strategies that, if in place, can assist in HR planning. These include:

- Restructuring strategies
- Training and development strategies
- Recruitment strategies

#### 4.2.2 HR SERVICES

The Human Resources Directorate at Midvaal Local Municipality is responsible for policy development, planning and organisational transformation, growth and development. The directorate consists out of four sections, including:

- Recruitment, which includes: Appointments, Job Descriptions, Job Evaluations, organisational structure review and Employment Equity
- EAP and Benefits Administration, which includes: Leave Administration, Medical Aid, Pension Fund, Terminations, Time & Attendance, HIV Workplace Programme and Employee Wellness Programmes.
- Human Capital, which includes: Skills Development, Career Pathing and Succession Planning
- Labour Relations and Occupational Health & Safety, which includes: Industrial Relations, Dispute Resolution, Injury Management & Workman Compensation and Occupational Health and Safety.

Additional generic HR functions include:

- Developing HRM&D strategies, principles, policies and procedures in line with the strategic objectives of Council.
- Ensuring consistency and standardisation of processes and practices across the institution
- Providing expert advisory services
- Ensuring application of appropriate best practice HRM&D services
- Partnering line management in effective people practices
- Enabling change and transformation
- Promoting diversity
- Facilitating the assimilation of culture and values
- Building capacity of line managers to effectively manage people
- Building capacity of the human resources component or staff
- Ensuring good corporate governance around HRM&D practices
- Delivering on service level agreements
- Measuring and reporting on the effectiveness of HRM&D within the municipality.

### **4.2.3 OPERATING CONTEXT**

#### **4.2.3.1 External Environment**

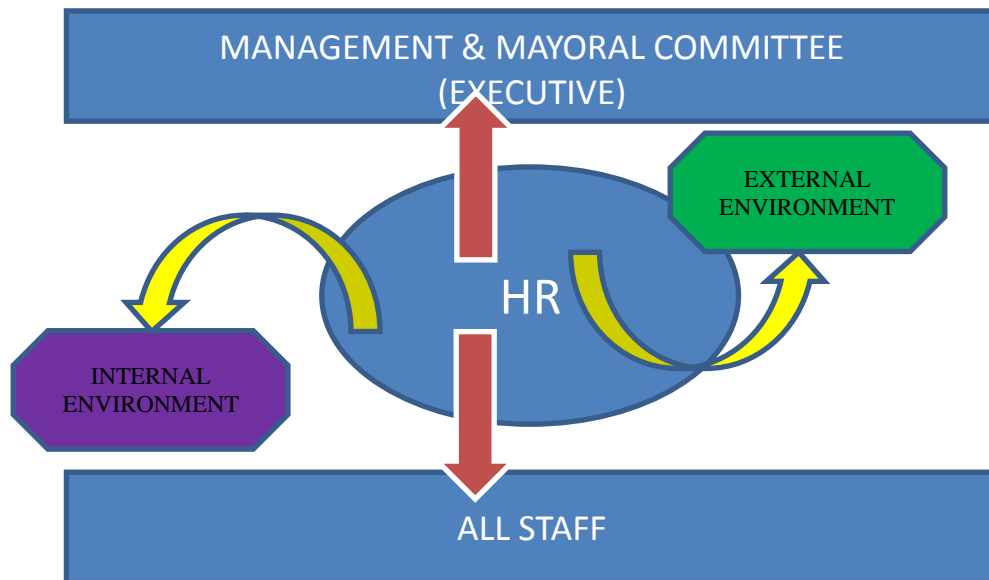
Strategic Human Resources Management and Development (HRM&D) recognises the economic, social and political factors that create the external environment in which the municipality operates.

Factors with significant implications for effective human resources management relate to the changing composition of the South African workforce, in terms of age, gender and ethnicity. Therefore a strategic human resources management functions, seeks to ensure that the workforce, to the greatest extent possible, is a reflection of the national demographics of South Africa.

#### **4.2.3.2 Internal Environment**

Human Resources is a centralised function that operates within a complex and dynamic framework where a range of external challenges intersect with the unique culture of the organisation. Its role is to provide advice and support to the Executive on related human resources issues. However, the human resources function is not only applicable to the Executive, its role is to also advice and support staff.





Within this framework, effective human resources management processes are required to facilitate continual staff learning and development, improve leadership capacity and encourage consultation and collaboration with all stakeholders. Such processes are central to achieve the intended outcomes as it enhances cultural change which adds to institutional equity and diversity, lead to higher staff morale, commitment, trust and a willingness to embrace change and high productivity.



The diagram is indicative of how all staff, with the help of an effective human resources strategy can work together to achieve the vision, mission and objectives of the institution. Through effective management of staff, planning, coaching, reviewing performance and rewarding employees for work done well, the institution can be assisted in achieving ultimate results, meeting targets, and subsequently achieve the mission, vision and objectives of the institution.

#### 4.2.4. STRATEGIC DIRECTIONS FOR HUMAN RESOURCES

A high quality institution is dependent upon the quality, reputation and productivity of its staff. The HR directorate will continue to engage in regular analysis and planning to ensure tis services address the long term needs of the organisation. Some of the important strategic issues to be address include:

- Staff and organisational review
- Continual learning
- Creating an equitable and diverse workplace
- Creating a safe and supportive workplace culture

#### 4.2.4.1 Staff and organisational review

Recruitment and retention of high quality staff in a competitive labour market is of vital importance to the institution. As the workforce ages, there is a concentration of staff in the older age groups and a relatively small proportion of younger academic candidates. Successful HR management will require effective recruitment and retention strategies that take into account the following:

- Accelerated retirements will be accompanied by continued growth and demand for staff
- There will be increased competition for limited number of quality staff in an increasingly changing competitive environment in which budget constraints may affect staffing, development and retention
- Well-being in the workplace has become increasingly important. High workload, accompanied by low financial reward may further constrain the supply of quality staff. Together with increased expectations and higher levels of accountability and reporting, there is the potential to become less competitive within the market.

#### 4.2.4.2 Continual Learning

A rapidly changing knowledge base in the workplace, rapidly developing information technologies and the competitive environment and an increasing level of liaison with the community requires a high level of skill and knowledge on the part of staff. This can be developed only by a commitment to lifelong learning by each employee and will require access to a comprehensive range of staff development opportunities.

#### 4.2.4.3 Creating an equitable and diverse workplace

Diversity amongst staff which reflects the broader South African community has the benefit of building a workforce culture to advance important social and moral human rights and also commitment to equity and diversity. A diverse staff will improve the quality of decision making and is incorporated into its accountability framework. This commitment is not only important in terms of social justice, but is also an important attraction and retention strategy.

#### 4.2.4.4 Creating a safe and supportive workplace culture

Physically and psychologically safe work environments and safe work practices are key aspects of the organisation's risk management strategy. Midvaal has a high commitment to safety, not only for its own employees, but also for contractors and visitors. To maintain Midvaal as an employer of choice requires a positive, inclusive and high performance culture marked by cooperation and respect, where the work environment promotes work/life balance for staff.

#### 4.2.5. VALUES

Human Resources is determined to provide a quality integrated service by creating a safe, healthy and supportive environment where its own staff are valued, respected and able to realise their full potential. In so doing, Human Resources has further refined its values to demonstrate:

<b>Integrity</b>	Maintaining confidentiality and professionalism, treating others with respect, courtesy and fairness
<b>Innovation</b>	Promoting and embracing meaningful change, pursuing excellence and striving to improve knowledge and skills
<b>Diversity</b>	Recognising and respecting the value of human differences,

<b>Team Spirit</b>	acknowledging and appreciating the contributions of others Communicating openly and honestly in a constructive and supportive manner and sharing ideas and resources
<b>Accountability</b>	Taking personal and professional responsibility for our actions, maintaining a consistently high level of performance

#### **4.2.6. GOALS AND OBJECTIVES**

##### **4.2.6.1 Goal 1: Support the talent development of employees through professional development, career development and improved performance management**

Objectives:

- Invest in professional development programs to improve leadership capabilities, job skills and employee productivity
- Develop comprehensive career management tools, job enrichment strategies and mentoring programs so as to capacitate employees
- Provide organisational consulting services to staff to enhance and improve organisational and individual performance

##### **4.2.6.2 Goal 2: Promote the achievement of work/life balance and wellness in employees**

Objectives:

- Inform employees about the importance of education, awareness, self-care and behavioural change in improving wellness and productivity
- Collaborate with individuals and departments to deliver a broader range of wellness programs and services for improved physical and mental health
- Assess the on-going need amongst employees based on an analysis

##### **4.2.6.3 Goal 3: Deliver Human Resources Services and Programs which are highly valued by employees:**

Objectives:

- Target employee communications more effectively to meet employee information needs
- Streamline HR Service processes and improve access to employee information
- Develop a Human Resources' Scorecard as an overall assessment and performance enhancement tool
- Plan new office location so as to provide a conducive and productive working environment for improved service and program delivery
- Promote HR programmes aimed at boosting staff morale i.e. Long Service Recognition Awards and other cultural programmes and activities

##### **4.2.6.4 Goal 4: Foster a diverse, inclusive and positive working environment**

Objectives:

- Educate staff on the prevention of harassment and discrimination and productive ways to resolve conflict
- Insure the promotion of diversity and non-discrimination

- Assess and address reasons as to why talented employees leave the organisation and attempt to retain such individuals

**4.2.6.5 Goal 5: Compete for top talent with effective recruitment strategies and efficient recruitment processes**

Objectives:

- Identify more proactive recruiting solutions
- Develop recruitment strategies focused on recruitment priorities

**4.2.7. SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN**

The goals and objectives are summarised in Human Resources' Service Delivery Budget Implementation Plan (SDBIP) and focus primarily on evaluation and review of HR processes so as to enhance and improve performance of the section.

*Chapter*

**5**

**Service Delivery and Budget Implementation Plan  
(SDBIP)**

Chapter 1: Introduction

Chapter 2: Situational Analysis

Chapter 3: Development Strategies

Chapter 4: Financial Plan

Chapter 5: Service Delivery and Budget Implementation Plan (SDBIP)

Chapter 6: Performance Management

**Annexures**

CHAPTER 5

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN

IDP									SDBIP						
IDP Ref	DEPARTMENT	KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE	KEY FOCUS AREA	PREDETERMINED OBJECTIVE	KEY PERFORMANCE INDICATOR	DEFINITION	5 YEAR TARGET	BASELINE	Budget & Vote	ANNUAL TARGET 2014/2015	QUARTERLY TARGETS			
												QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
1/1/P/C/001	Corp	KPA 1: GOVERNANCE & STAKEHOLDER PARTICIPATION	To promote proper governance and public participation	KFA 1: Governance Structures	To promote sound and sustainable governance	Number of Council meetings arranged in terms of the approved annual planner	Number of Council meetings arranged in terms of the approved annual planner	4 meetings per annum	4 meetings per annum	Opex	4 meetings per annum	1 meeting per quarter	1 meeting per quarter	1 meeting per quarter	1 meeting per quarter
1/2/P/C/005	Corp			KFA 2: Stakeholder Participation	To increase active stakeholder participation	Number of ward committee meetings arranged in terms of the approved annual planner	Number of ward committee meetings arranged in terms of the approved annual planner	4 x 14 meetings per annum	4 x 14 meetings per annum	Opex	4 x 14 meetings per annum	1 x 14 meetings per quarter	1 x 14 meetings per quarter	1 x 14 meetings per quarter	1 x 14 meetings per quarter
	Corp			KFA 3: Inter-Governmental Relations (IGR)	To improve Inter-Governmental Relations (IGR)	Review of IGR Policy annually	Review of approved IGR Policy annually	1 report per annum	1 report per annum	Opex	1 report per annum	Review policy	Draft report	Submit report	Implement reviewed policy
1/8/A/C/019	Corp			KFA 4: Communications (Internal & External)	To improve internal and external communications	Number of issues of external newsletters distributed	Compilation and distribution of external newsletters to resi-dents	3 x issues per annum	3 x issues per annum	Opex	3 x issues per annum	Planning phase	1 x issue	1 x issue	1 x issue
	Prot	KPA 2: SAFETY & ENVIRONMENT	To contribute to the safety of communities in Midvaal through the pro-active identification, prevention, mitigation and management of environmental health, fire and disaster risks	KFA 5: Safety & Security	To improve the safety of road users	Number of road-blocks executed	Road-blocks targeting Public Transport, Heavy duty vehicles and over-loading.	48 x Road-blocks per annum	24 x Road-block per annum	Opex	48 x Road-block per annum	12 x per Quarter	12 x per Quarter	12 x per Quarter	12 x per Quarter
	Comm			KFA 6: Environmental Management	To ensure environmental sustainability	Number of environmental contravention inspections conducted	Conducting of inspections on environmental contraventions	1 200 Inspections per annum	240 Inspections per annum	Opex	240 Inspections per annum	60 inspections	60 inspections	60 inspections	60 inspections
	Prot			KFA 7: Disaster Management	To review and implement the disaster management plan	Review and update Disaster Management Plan annually	Compilation and review of updated disaster management plan	1 x updated plan per annum	1 x updated plan per annum	Opex	1 x updated plan per annum	Review plan	Submit report	-	-
	Prot			KFA 8: Emergency Services	To ensure prompt response by Fire Services comply to service standard	Percentage fire service vehicles dispatched within 3 minutes of receiving emergency call	90% compliance with dispatch time	90% compliance with dispatch time	90% compliance with dispatch time	Opex	90% compliance with dispatch time	90% compliance with dispatch time	90% compliance with dispatch time	90% compliance with dispatch time	90% compliance with dispatch time
	Prot			KFA 9: Law Enforcement	To ensure effective and efficient by-law enforcement	Number of by-law enforcement inspections conducted	Inspections conducted at formal and informal trading spots	4 x report per annum	4 x reports per annum	Opex	4 x reports per annum	1 x report	1 x report	1 x report	1 x report
	Comm / DP & H / Eng	KPA 3: SOCIAL & COMMUNITY DEVELOPMENT	To assist and facilitate with the development and empowerment of the poor and the most vulnerable. These include the elderly, youth and disabled.	KFA 10: Sustainable Human Settlements	To develop integrated and sustainable human settlements	Number of informal households with access to refuse removal services	Rendering of refuse removal services to informal households.	2697 ?	2615	Opex	2615?				
	Comm			KFA 11: Sport and Recreation Programmes and Facilities, including Parks & Open Space	To promote and develop sport and recreation	Construction of Lakeside Sport Centre	Plan and construct a sport centre at Lakeside	Operational sport centre with various sporting codes	0 (New)	CAPITAL 801054126209 Total budget=R11 500 000	R 4,500,000				
	Comm			KFA 12: Clinics	To ensure an effective and efficient primary health care services.	Number of patients treated for Minor Ailments, HAST, Oral Health, Family Planning, Immunization, Chronic, ANC, Mental Health and PNC	Rendering of comprehensive health care services as per the Memorandum of Agreement	3 operational municipal clinics		Opex					
	Comm			KFA 13: Cemeteries	To plan & construct new cemeteries	Number of new cemeteries constructed	Construction of cemeteries and rendering of burial services	Efficient number of Cemeteries	5	CAPITAL 0504 054 126106 R 50 000	R 50,000				
	Comm			KFA 14: Libraries, Arts Culture & Special Programmes (Gender, Elderly, Youth and People living with disabilities, including ECD)	To promote programmes for gender, the elderly, youth and people living with disabilities	Number of programs implemented for gender, elderly, youth and disabled groups (GEYODI)	Number of programmes implemented for gender, elderly, youth and disabled groups (GEYODI)	4 per annum. (1 per group)	0 (New Indicator)	Opex	4 per annum (1 per group)				
	Comm				To ensure an effective and efficient library service	Number of new libraries constructed	Plan and construct a library at Lakeside	7 Fully operational libraries	5	Opex	R 150,000				
	HR	KPA 4: INSTITUTIONAL TRANSFORMATION	To provide an effective and efficient workforce by aligning institutional arrangements to overall strategy in order to deliver quality services	KFA 15: Human Capital & Skills Development	(NKPI-6) Percentage of a municipality's budget actually spent on implementing its Workplace Skills Plan	Percentage of allocated training budget spent on skilling of staff	95% of allocated training budget spent	95% of allocated training budget spent	Opex	95% of allocated training budget spent	24%	47%	71%	95%	
					Number of training programmes conducted as per the Workplace Skills Plan (WSP)	No of training programmes conducted i.t.o. WSP	35 WSP training programmes conducted annually	18 WSP training programmes conducted	Opex	20 WSP training programmes conducted	7 programmes	6 programmes	3 programmes	4 programmes	
	Corp			KFA 16: Performance Management	To develop and implement an effective and efficient performance management system	Number of quarterly Section 52(d)-performance reports (SDBIP) submitted to Mayoral Committee	Number of quarterly Section 52(d)-performance reports (SDBIP) submitted to Mayoral Committee	4 x quarterly reports per annum	4 x quarterly reports per annum	Opex	4 x quarterly reports per annum	1 x quarterly report	1 x quarterly report	1 x quarterly report	1 x quarterly report
	Corp			KFA 17: Systems & Technology	Improved ICT Infrastructure as a key enabler to global competitiveness	Percentage of system up-time	90 Percent of system up-time as per service standards	90% average system up-time	90% average system up-time	Capital	90% average system up-time	90% average system up-time	90% average system up-time	90% average system up-time	90% average system up-time

IDP Ref	DEPARTMENT	AREA	STRATEGIC OBJECTIVE	KEY FOCUS AREA	OBJECTIVE	INDICATOR	DEFINITION	5 YEAR TARGET	BASELINE	Budget & Vote	2014/2015	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4		
4/26/A/C/087	Corp			<b>KFA 18: Policies, Processes &amp; Procedures</b>	To review processes and procedures to ensure effective service delivery	Review policies and procedures	Policies per annum reviewed as per the comprehensive register	16 x policies reviewed	6 x policies per annum reviewed	Opex	6 x policies per annum reviewed	Planning phase	Review	Draft report	Implementation		
				<b>KFA 19: Financial Management</b>	Improved financial management	(NKPI -3) Percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP	Actual expenditure incurred on the capital budget / approved or adjusted capital budget	95%	86%	Total Capital Programme - all capital projects of all departments totalling R85,997m	95%	10%	30%	50%	95%		
						(NKPI- 7a) Debt coverage	Total operating revenue- operating grants received\debt service payments due within the year. Operating grants will include all grants recognised as grants on the operating budget	15 Times	22 Times	No direct expense	15 Times	Annual Financial Ratio			15 Times		
						(NKPI- 7b) Outstanding service debtors / revenue received for services	Total outstanding service debtors / revenue received for services	19%	25%	No direct expense	19%	Annual Financial Ratio			19%		
						(NKPI- 7c) Cost coverage	Available cash + investments / Monthly fixed operating expenditure	1 Month	0.9 of a month	No direct expense	1 Month	Annual Financial Ratio			1 Month		
						Liquidity Ratio	Current Assets : Current Liabilities (as per the Statement of Financial Position)	1:1	1.54:1	No direct expense	1:1	Annual Financial Ratio			1:1		
	Fin	<b>KPA 5: FINANCIAL SUSTAINABILITY</b>	To ensure the financial sustainability of the municipality in order to adhere to statutory requirements			Annual budget compilation and approval	Budget prepared and submitted to Council for approval by no later than end May annually	Approved Budget	Approved Budget	No direct expense	Approved Budget	N/A	N/A	Tabled Budget	Approved Budget		
						Auditor-General opinion	Auditor-General opinion expressed on Annual Financial Statements (AFS), Predetermined Objectives (PDOs) and Compliance	Clean Audit	Unqualified audit Opinion	Contracted Services: General (Accounting and actuarial services) 0201051090204	Clean Audit	N/A	Clean Audit	N/A	N/A		
						<b>KFA 20: Revenue Management</b>	Revenue enhancement and protection	Annual collection rate	Actual amount collected + amounts written off for registered indigents as per the indigent management policy / amount billed for the period	98%	96%	Contracted Services: Debt Collection Commission 0201051090205	96%	96%	96%	96%	
				<b>KFA 21: Supply Chain Management</b>	Improved SCM processes	Percentage compliance with SCM turn-around time standards	Percentage of formal bids concluded within 80 working days - calculated as average time taken from receiving specs until submission of item for approval	90%	New Indicator	Contracted Services: General (SLA with Intenda) 0201051090204	75%	75%	75%	75%			
				<b>KFA22: Asset Management (including Fleet Asset Management)</b>	Improved asset management	Percentage of operational budget allocated to repairs and maintenance	Budget for repairs and maintenance as a percentage of the total operating budget (exclusive of departmental charges)	6%	4.39%	R and M Category in the Opex Budget	5.5%	5.5%	N/A				
	Eng			<b>KPA 6: PHYSICAL INFRASTRUCTURE AND ENERGY EFFICIENCY</b>	To ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within Midvaal	<b>KFA 23: Electricity &amp; Energy Efficiency</b>	To improve energy efficiency	kWh reduction on street light energy consumption	A plan to monitor energy efficiency for consumption of street lights	1 100 000 kWh	1 800 000 kWh	Capex	Energy consumption per annum on street lights to be reduced to 1100000 kWh	1 100 000 kWh	1 100 000 kWh	Monitor	Monitor
	Eng					<b>KFA 24: Roads &amp; Storm-water Infrastructure</b>	To maintain roads infrastructure	Number of square meters of tarred roads resealed	Square meters of tarred road resealed (length x width)	75 000 m² per annum	75 000 m² per annum	Opex	75 000 m² per annum	10 000 m²	25 000 m²	20 000 m²	10 000 m²
	Eng					<b>KFA 25: Water &amp; Sanitation Infrastructure</b>	To plan and construct roads and storm-water infrastructure	Number of kilometres of gravel roads tarred	Km's of gravel roads tarred	8.3 km's (includes 3.5 km for 13/14) per annum	3.5 Km's per annum	Capex	2 Km's	-	1 km	-	1 km
	Eng	<b>KFA 26: Landfill Sites &amp; Transfer Stations</b>	To plan and construct sewer infrastructure			Number of households connected to the water borne Daleside Sewer System	To construct an internal sewer reticulation system for Daleside	332 households	New	Capex	100 households	-	-	100 households	-		
	Comm	<b>KFA 26: Landfill Sites &amp; Transfer Stations</b>	To plan, construct and maintain landfill sites and transfer stations			Number of landfill sites with approved permits	Number of landfill sites with approved permits	3 Landfill Sites with approved permits	2 Landfill Sites with approved permits	Opex	1 Landfill Site	-	-	-	1 Landfill Site		

IDP Ref	DEPARTMENT	AREA	STRATEGIC OBJECTIVE	KEY FOCUS AREA	OBJECTIVE	INDICATOR	DEFINITION	5 YEAR TARGET	BASELINE	Budget & Vote	2014/2015	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
	Corp			<b>KFA 27: Municipal &amp; Public Facilities (include in new KFA 11 - Sport &amp; Recreation Programmes &amp; Facilities, including Parks &amp; Open Space)</b>	To maintain municipal buildings under the supervision of Corporate Services	Percentage implementation of building maintenance plan	Percentage of activities identified in building maintenance plan implemented according to the approved annual budget	95 % expenditure per annum	95 % expenditure per annum	Opex	95 % expenditure per annum	Target to be determined in line with plan	Target to be determined in line with plan	Target to be determined in line with plan	Target to be determined in line with plan	
	Eng	<b>KPA 7: SERVICE &amp; CUSTOMER CARE</b>	<b>To improve our public relations thereby pledging that our customers are serviced with dignity and care</b>	<b>KFA 28: Water &amp; Sanitation</b>	To provide sustainable, reliable and affordable water and sanitation services to all residents	Percentage reduction of water losses	kL water purchased divided by kL of water accounted for	22.00%	24%	Capex and Opex	23.50%	-	-	-	23.50%	
	Eng			<b>KFA 29: Electricity</b>	To provide sustainable, reliable and affordable electricity to all residents	Percentage reduction of electricity losses	kWh electricity purchased divided by kWh of electricity accounted for	8%	12%	Capex and Opex	11%	-	-	-	11%	
	Comm			<b>KFA 30: Cleansing &amp; Waste Management</b>	To provide sustainable, reliable and affordable waste disposal services to all residents	Number of formal households with access to refuse removal services	Number of house-holds levied divided by the number of formal households	100% of formal households with access to refuse removal.	15195 Door to Door	Opex	100% of 10794 formal households with access to refuse removal.					
	Corp			<b>KFA 31: Customer &amp; Relations</b>	To develop, implement and maintain sound relations with all customers	Review the Services Charter in terms of contact details	Services Charter to be annually reviewed and updated to ensure relevant contact details are updated	1 x report per annum	Approved Services Charter	Opex	1 x report per annum	Review Services Charter	Draft report	-	-	
	DP & H			<b>KPA 8: ECONOMIC GROWTH &amp; DEVELOPMENT</b>	<b>To facilitate sustainable economic empowerment for all communities within Midvaal and enabling a viable and conducive economic environment through the development of related initiatives including job creation and skills development</b>	<b>KFA 32: Local Economic Development (LED) &amp; Capacity Building</b>	To facilitate and promote local economic growth and develop the skills capacity of the local community	Number of jobs created through the municipality's local economic development initiatives	Actual jobs created with commercial developments							
	DP & H		To facilitate and promote local economic growth			Report on number of registrations on the local employment creation database	Report on job creation based on local employment figures obtained through company surveys and data collected from applications for occupancy certificates	20 Reports	(New indicator) 1 report per quarter	N/A	4 Reports on job creation	1 Report	1 Report	1 Report	1 Report	
	DP & H	<b>KFA 33: Spatial &amp; Development Planning</b>	To plan and execute spatial development planning			Solicit funding for the compilation of a Rural Development Plan	Funding to be secured for the compilation of a Rural Development Plan for the MLM									
					To develop and maintain integrated spatial planning plans, policies, processes and procedures	Review the Spatial Development Plan annually	Compilation and annual review of an SDF in terms of the Municipal Systems Act	Annually reviewed SDF	1 SDF per Annum	N/A		Situational analysis completed	Public Participation and draft framework	Draft capital investment plan	Draft SPLUMA compliant SDF submitted into Council Cycle for consideration	



Chapter

6

Performance Management

Chapter 1: Introduction

Chapter 2: Situational Analysis

Chapter 3: Development Strategies

Chapter 4: Financial Plan

Chapter 5: Service Delivery and Budget Implementation Plan (SDBIP)

Chapter 6: Performance Management

**Annexures**

**MIDVAAL LOCAL  
MUNICIPALITY  
(MLM)**



**PERFORMANCE  
MANAGEMENT POLICY  
2013**

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## 1. Acronyms

CCR	Core Competency Requirement
IDP	Integrated Development Plan
KFA	Key Focus Area
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
MMC	Member of the Mayoral Council
MFMA	Municipal Financial Management Act
MPAC	Municipal Public Accounts Committee
MSA	Municipal Systems Act
PA	Performance Appraisal
PMS	Performance Management System
SALGA	South African Local Government Association
SALGBC	South African Local Government Bargaining Council
MLM	Midvaal Local Municipality
NTFMPPI	National Treasury Framework for Managing Programme Performance Information

## 2. Definitions

Activity	It is an action or task that is performed with the intension of achieving the Key Focus Areas (KFAs)
Baseline	It is the actual results of a project, programme or activity achieved during the previous financial year(s)
Driver	It is the person who takes ownership to execute a project, programme or activity
Employee	A person employed by the MLM as a Municipal Manager or as a Manager directly accountable to the Municipal Manager, and all other personnel employed permanently by the municipality
Employer	The MLM as represented by the Executive Mayor or the Municipal Manager, as the case may be
Employment Contract	A contract as contemplated in Section 56 of the Municipal Systems Act, as amended
MLM	Midvaal Local Municipality
Key Focus Area (KFA)	It is those areas in which the municipality must perform to ensure that the Key Performance Areas are achieved
Key Performance Area (KPA)	It is the performance area in which the municipality must perform to achieve its Mission and Vision
Key Performance Indicator (KPI)	It defines how performance will be measured along a scale or dimension (e.g. number of houses, km of road, percentage increase, etc.) to achieve the strategic objectives and KPAs
National Key Performance Area (NKPA)	This is a key area of focus determined at national level and is mandatory to all municipalities in South Africa
National Key Performance Indicator (NKPI)	This is a key indicator determined at national level and is mandatory for all municipalities in South Africa to regularly report on
National Outcomes	This refers to the 12 outcomes determined by National Government of which Outcome 9 is focussing specifically on local government
Performance Agreement	An agreement as contemplated in Section 56 of the Municipal Systems Act, as amended
Performance Indicator	It defines how performance will be measured along a scale or dimension (e.g. number of houses, km of road, percentage increase, etc.) to achieve the Key Focus Areas (KFAs)
Policy	Basic performance management principles by which the municipality is guided
Portfolio of Evidence (PoE)	It is a file with a clear "paper trail" that serves as proof of the execution of a specific project, programme or activity.(It can include documents, pictures or any other form of evidence)
Programme	A sequence of scheduled activities and / or projects executed with the intension of achieving the Key Focus Areas (KFAs)
Project	It is an initiative that is executed over a specific period of time with a defined beginning and end with the intension of achieving the Key Focus Areas (KFAs). (It can be capital intensive or any other project)
Strategic Objective	It translates the Key Performance Area (KPA) into an outcome statement
Strategy	A plan of action designed to achieve the MLM's Vision
System	Detailed method and procedures formulated to carryout performance management
Target	It completes the performance indicator with actual numbers, percentages, rand values, etc. To be achieved over a specific period of time.

### 3. Introduction

Effective performance management is fundamental to the delivery of excellent local services. Local government has achieved improvements in recent years, however, councils are recognising that they need to continue to develop and embed their approaches if they are to achieve further improvements.

Integrated Development Planning and Performance Management were introduced to realise the developmental role of local government. Whilst the Integrated Development Plan (IDP) provides a framework for strategic decision-making, performance management must ensure that the desired results are achieved during implementation to ensure the correctness of the strategic direction of the objectives, strategies and projects put forward by the IDP.

Performance management is a strategic approach to management, which equips leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to:

- regularly plan;
- continuously monitor;
- periodically measure; and
- review performance,

of the organisation in terms of indicators and targets for:

- efficiency;
- effectiveness; and
- impact.

A Performance Management System (PMS) entails a framework that describes and represents how the municipality's process of performance planning, monitoring, measurement review, reporting and improvement will be conducted, organised and managed, including determining the different role players. This policy document guides the development of a PMS for the Midvaal Local Municipality (MLM). It also forms the basis of aligning the IDP with the operational SDBIPs, performance areas and performance indicators of the various departments of the MLM.

## 4. Legislative and Policy Framework

Legislative enactments which govern performance management in municipalities are found in various documents. As outlined in Section 40 of the Municipal Systems Act of 2000, MLM must establish mechanisms to monitor and review its Performance Management System (PMS) so as to measure, monitor, review, evaluate and improve performance at organisational, departmental and employee levels.

Section 34 of the MSA furthermore point out that the Integrated Development Plan (IDP) has to be reviewed on an annual basis, and that during the IDP Review process the Key Performance Areas, Key Performance Indicators and Performance Targets are reviewed and that this review will form the basis for the review of the municipal PMS and Performance Agreements of Senior Managers.

The Performance Management System is informed by the following legislation and policies:

- The Constitution of the Republic of South Africa, Act 108 of 1996 and as amended;
- Local Government: Municipal Systems Act, Act 32 of 2000 as amended;
- Local Government: Municipal Structures Act, Act 117 of 1998;
- Local Government: Municipal Finance Management Act (MFMA), Act 56 of 2003;
- Local Government: Municipal Planning & Performance Management Regulations, 2001 (R.796)
- Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006;
- National Treasury: Framework for Managing Programme Performance Information, 2007;
- National Treasury: MFMA Circular 63 (Annual Report: Guidelines - update);
- National Treasury: MFMA Circular 13 (Services Delivery and Budget Implementation Plan);
- National Treasury: MFMA Circular 32 (The Oversight Report);
- Batho Pele White Paper.

Other legislation that impacts on and relates to performance management includes:

- Labour Relations Act, Act 66 of 1995: Code of Good Practice;
- Basic Conditions of Employment Act, Act 75 of 1997;
- Employment Equity Act, Act 55 of 1998;
- The Skills Development Amendment Act, Act 31 of 2003;
- Promotion of Access to Information Act, Act 2 of 2000.

Although it is not considered necessary to go into detail in respect of all the legislation it is important to give a brief overview of the most important legislative provisions set out in:

- The Municipal Systems Act No. 32 of 2000 as amended;
- The Municipal Planning and Performance Management Regulations of 2001;
- The Municipal Finance Management Act, Act 56 of 2003;
- The Municipal Performance Regulations of 2006 for Municipal Managers and Managers directly Accountable to Municipal Managers.

Summaries of the provisions relating to organisational performance management are therefore set out hereunder:

#### **4.1 The Municipal Systems Act, 32 of 2000**

Chapter 6 of the Municipal Systems Act (2000) as amended provides briefly that a municipality must:

1. Develop a performance management system (PMS);
2. Promote a performance culture;
3. Administer its affairs in an economical, effective, efficient and accountable manner;
4. Set Key Performance Indicators (KPI's) as a yardstick for measuring performance;
5. Set targets to monitor and review the performance of the municipality based on indicators linked to their IDP;
6. Monitor and review performance at least once per year;
7. Take steps to improve performance;
8. Report on performance to relevant stakeholders;
9. Publish an annual performance report on performance of the municipality forming part of its annual report as per the provisions of the Municipal Finance Management Act of 2003;
10. Incorporate and report on a set of general (sometimes also referred to as national) indicators prescribed by the National Minister of Provincial and Local Government;
11. Conduct an internal audit of all performance measures/indicators on a continuous basis;
12. Have their annual performance report audited by the Auditor-General; and
13. Involve the community in setting indicators and targets and in reviewing municipal performance.

Sections 55 to 58 of the Municipal Systems Act further outline the provisions on the employment and functions of the Municipal Manager and Managers directly accountable to the Municipal Manager.

#### **4.2 The Municipal Planning and Performance Management Regulations of 2001**

In summary the Regulations provide that a municipality's Performance Management System must:

1. Entail a framework that describes and represents how the municipality's cycle and process of performance management, including measurement, review, reporting and improvement, will be conducted;
2. Comply with the requirements of the Municipal Systems Act; and
3. Relate to the municipality's employee performance management processes and be linked to the municipality's IDP.

A municipality must:

1. Set key performance indicators (KPI's) including input, output and outcome indicators in consultation with communities;
2. Annually review its Key Performance Indicators;
3. Set performance targets for each financial year;



4. Measure and report on the relevant nationally prescribed key performance outcome;
5. Measure and report on the six national local government KPA's;
6. Report on performance to Council at least twice a year;
7. As part of its internal audit process audit the results of performance measurement;
8. Appoint a performance audit committee; and
9. Provide secretarial support to the said audit committee.

### **4.3 The Municipal Finance Management Act, 56 of 2003 (MFMA)**

The Municipal Finance Management Act also contains various important provisions relating to performance management. In terms of the Act all municipalities must:

1. Annually adopt a service delivery and budget implementation plan with service delivery targets and performance indicators;
2. When considering and approving the annual budget, set measurable performance targets for revenue from each source and for each vote in the budget;
3. Empower the Executive Mayor or Executive Committee to approve the Service Delivery and Budget Implementation Plan and the Performance Agreements of the Municipal Managers and the Managers directly accountable to the Municipal Manager; and
4. Compile an annual report, which must, amongst other things, include the municipality's performance report compiled in terms of the Municipal Systems Act.

The Municipal Systems Act and the Municipal Finance Management Act require that the PMS be reviewed annually in order to align itself with the reviewed Integrated Development Plan (IDP). In consequence of the reviewed organisational performance management system it then becomes necessary to also amend the scorecards of the Municipal Manager and Section 56 Managers in line with the cascading effect of performance management from the organisational to the departmental and eventually to employee levels.

### **4.4 The Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers of 2006**

This legislation regulates the management of the Section 56 employees of a municipality by providing an outline of employment contracts, performance agreements, performance plans, employee development, empowerment, measures/indicators and performance evaluation processes. These regulations further provide criteria for performance assessment and the 5-point rating upon which performance of an individual need to be scored during the assessment and evaluation.

## 5. Objectives of Performance Management

A municipality's PMS is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives as set out in the IDP. The PMS process plan includes the following objectives that the system should in addition fulfil:

### 5.1 Facilitate Increased Accountability

The performance management system should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team.

### 5.2 Facilitate Learning and Improvement

The PMS should facilitate learning in order to enable the Municipality to improve delivery.

### 5.3 Provide Early Warning Signals

It is important that the system ensure decision-makers are timeously informed of performance related risks, so that they can facilitate intervention, if necessary.

### 5.4 Facilitate Decision-making

The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

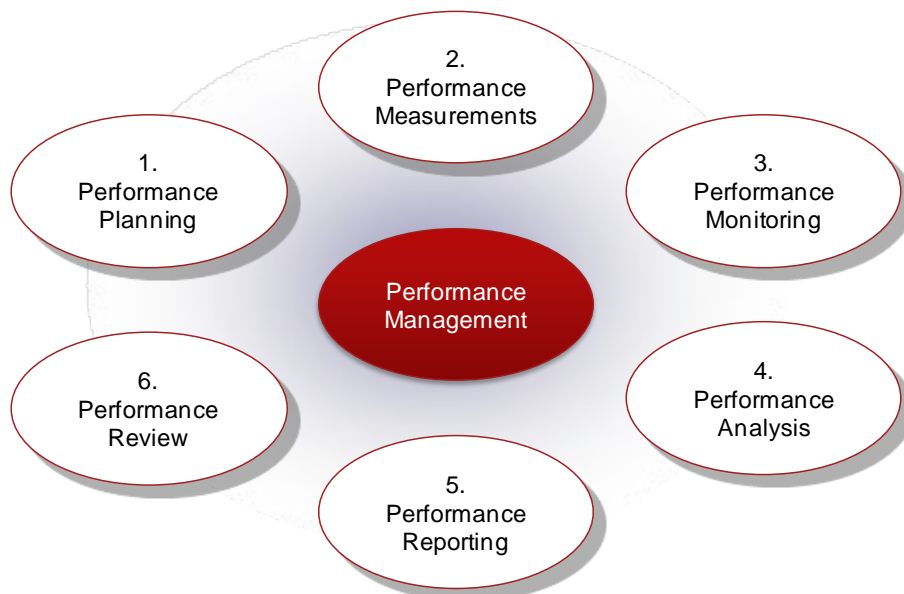
The objectives are also for the performance management system to serve as a primary mechanism to monitor, review and improve the implementation of the MLM's IDP. Performance management is viewed as a tool that improves the overall performance of the municipality.

## 6. Performance Management Framework

The Municipality must develop, as part of the performance management system (PMS), a framework which will deal with the “how” to work with performance information. A performance management framework is the way the Municipality collects, presents and uses its performance information. It is a practical plan, made up of mechanisms and processes, for the Municipality to collect, process, arrange and classify, examine and evaluate, audit, reflect on and report performance information. These mechanisms and processes work in a cycle which must be linked to the Municipality’s normal planning (IDP and otherwise) and the annual budgeting cycle.

### 6.1 Components of Performance Management Framework

The annual process of managing performance at organisational level in the MLM involves the steps as set out in the diagram below:



### 6.2 Clarifying Roles and Responsibilities of Stakeholders and Role-players

It is important to understand the duties, roles and responsibilities of the different stakeholders and roleplayers in the various processes that together constitute the framework of the PMS. It is important that the accountabilities and relationships and priorities of the various stakeholders are set to ensure that there is a complete understanding of the participation, consultation and involvement of all stakeholders for maximum inputs into, and success of the PMS.

The PMS is a component of municipal governance and management systems that is aimed at ensuring that the performance of the Municipality is developmental, while complementing the planning and budgeting processes as an integral part of organisational and individual management. It involves a wide variety of stakeholders, all of whom play a vital and integral part in the overall success of the PMS. There are a variety of tasks that have been identified as being an integral part of the PMS. The schedule hereunder sets out the tasks, which should not

be seen as a chronological sequence of occurrences and events. The tasks, together with the appropriate stakeholders/role-players (with their roles and responsibilities), are the following:

Task	Stakeholders / Role-players	Roles and Responsibilities
Developing and sanctioning the PM process	Mayoral Committee	Ratify and adopt the PMS Policy
Developing measures/indicators	Officials	Provide the IDP documentation and (when appropriate) the PMS documentation of the previous reporting period
		Provide inputs into the process with reference to the available resources within their respective departments
		Document the measures/indicators
		Provide the schedule of measures/indicators to relevant stakeholders
	Councillors	Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
		Engage with the officials to ensure maximum utilisation of the resources taking into account the budgetary guidelines and possible limitations
	Local Community and Stakeholders	Provide inputs into the process with reference to their specific needs and requirements
Setting Targets	Officials	Provide inputs into the process with reference to the available resources within their respective departments
		Document the targets
		Provide and publicise the schedule of targets to the relevant stakeholders
	Councillors	Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
		Engage with the officials to ensure maximum utilisation of the resources taking into account the budgetary guidelines and possible limitations
	Local Community and Stakeholders	Provide inputs into the process with reference to their specific needs and requirements
	Targets to performance	Municipal Manager

		Ensure that the measures/indicators and targets in the performance agreements of senior managers are linked with his / her agreement
		Ensure that all senior managers performance agreements are published
		Provide inputs into senior managers performance agreements
		Ensure that the measures/indicators and targets of the departments and sub-ordinates are linked with the senior managers agreements
	<b>Mayoral Committee</b>	Ratify and adopt the performance agreements
<b>Monitoring and Evaluation</b>	<b>Executive Mayor</b>	Monitor and evaluate (according to agreed schedule) the measures/indicators and targets of the Municipal Manager
	<b>Municipal Manager</b>	Monitor and evaluate (according to the agreed schedule) the measures/indicators and targets of senior managers
		Ensure that the results are documented and publicised to the relevant stakeholders
<b>Information collection, processing and analysis</b>	<b>Councillors</b>	Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
		Ensure with the council officials that all information is made available
		Examination, scrutiny and critical analysis of measures/indicators, targets, outputs and outcomes
	<b>Officials</b>	Collect, process and provide the relevant and appropriate information from their respective departments
	<b>Local community and Stakeholders</b>	Provide inputs into the process with reference to their specific needs and requirements
<b>Auditing of information</b>	<b>PM Manager</b>	Collect and process relevant and appropriate information from departments
		Examination, scrutiny and critical analysis of information from departments
	<b>Performance Audit Committee</b>	Examination, scrutiny and critical analysis of information from departments
	<b>Auditor-General</b>	Collect and process the relevant and appropriate information from the Municipality
		Examination, scrutiny and critical analysis of information from the Municipality

<b>Audit Reporting</b>	<b>Internal Auditor</b>	Provide an independent audit report to the Audit Committee
	<b>Performance Audit Committee</b>	Provide an independent audit report to the Municipal Manager and Mayoral Committee
<b>Reporting</b>	<b>Municipal Manager</b>	Provide approved, relevant and appropriate information and reports to National- and Provincial Government; and the Auditor-General.
<b>Report to Community</b>	<b>Municipal Manager</b>	Ensure that the results are documented and publicised to the relevant stakeholders
<b>Review of performance management and setting of new measures/indicators and target</b>	<b>Officials</b>	Provide inputs into the process with reference to the available resources within their respective departments
		Document the measures/indicators and targets
		Provide and publicise the schedule of revised measures/indicators and targets to relevant stakeholders
	<b>Councillors</b>	Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
		Engage with the officials to ensure maximum utilisation of the resources taking into account the budgetary guidelines and possible limitations in the light of the revised <b>measures/indicators</b> and targets
	<b>Local community and Stakeholders</b>	Provide inputs into the process with reference to their specific needs and requirements in the light of the revised measures/indicators and targets

### 6.3 Setting Measures/indicators and Targets

The setting of measures/indicators and targets happens during the IDP process and is linked to the strategic objectives of the IDP. Performance measures/indicators and targets are used to show how the Municipality is performing on its objectives. This stage comprises setting measures/indicators and targets, and then gathering data and information on these measures/indicators to assess the progress of the Municipality. Performance measurement allows the MLM to compare their actual performance to their intended performance, and against nationally defined minimum standards. It will also, in time, allow for the comparison of their performance against that of other Municipalities.

Performance targets are the planned level of performance or the milestones the municipality sets for itself for each indicator identified. Baseline measurements and service standards must be identified, which will serve as the measurement of the chosen indicator(s) at the start of the period. In setting targets, it is important to know how the MLM is performing at the

current moment. This step also tests whether the chosen indicator is in fact measurable and whether there are any problems. The targets need to be realistic, measurable and be commensurate with available resources and capacity. The public need to be consulted on their needs and expectations in setting a target. Politicians need to give clear direction as to the importance of the target and how it will address the public need.

Targets should be informed by the development needs of communities and the development priorities of the municipality. The municipality must for each financial year set performance targets for each of the key performance indicators set by it. A performance target must be practical and realistic. It must measure the efficiency, effectiveness, quality and impact of the performance of the municipality. It must also identify administrative components, structures, bodies or persons for whom a target has been set. It is important that the set target is commensurate with available resources and the MLM's capacity. Finally targets need to be consistent with the municipality's development priorities and objectives set out in its IDP.

In order to measure progress in terms of a target during monitoring and evaluation (as discussed below), intermediate milestones, if applicable, should be specified with the same criteria as for performance targets.

The following general key performance indicators are prescribed in Section 10 of the Municipal Planning and Performance Management Regulations, 2001 and must be reported on annually:

1. The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
2. The percentage of indigent households with access to free basic services;
3. The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
4. The number of jobs created through municipality's local economic development initiatives including capital projects;
5. The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
6. The percentage of a municipality's budget actually spent on implementing its work-place skills plan; and
7. Financial viability as expressed by ratios that measure debt coverage, outstanding service debtors to revenue, and cost coverage.

National Government further has agreed on 12 outcomes as a key focus of work between now and 2014. These outcomes have been expanded into high-level outputs and activities, which in turn formed the basis of a series of performance agreements between the President and relevant Ministers. Whilst all of the outcomes can to some extent be supported through the work of local government, Outcome 9 (A responsive, accountable, effective and efficient local government system) and its 7 outputs are specifically directed at local government:

- **Output 1:** Implement a differentiated approach to municipal financing, planning and support;
- **Output 2:** Improving access to basic services;

- **Output 3:** Implementation of the Community Work Programme;
- **Output 4:** Actions supportive of the human settlement outcome;
- **Output 5:** Deepen democracy through a refined Ward Committee model;
- **Output 6:** Administrative and financial capability; and
- **Output 7:** Single window of coordination.

A Key Performance Indicator (KPI) qualifies the main aspect that needs to be achieved and thus measure the progress being made in achieving the objectives. It should therefore specify the object or deliverables to be achieved and the means by which it will be measured. Depending on the nature of such KPI, it may also include specifications regarding the quantity and standards of the object, and usually includes the timing or projected phasing of delivery. Key Performance Indicators may be both strategic and operational in nature. The KPI's must be relevant to the competencies of Local Government.

The number of indicators should serve the purpose of providing an adequate view of performance. For this reason there should not be too few to skew the picture nor be too many to make it costly and unmanageable. A balanced set of indicators that cover most areas should preferably be used. Indicators should also be set for all entities and service providers when service delivery agreements are entered into. Such indicators are to be informed by the relevant KPIs.

The municipality will use indicators as a communication tool between all levels of staff, and between the administration and council. It will also serve to identify the gaps between IDP strategies and the operational plans of the various departments. All indicators should be measurable, simple, precise, relevant, adequate and objective.

### 6.3.1 Types of Indicators

The following types of indicators will be used:

#### 1. *Input Indicators*

These are indicators that measure what it costs the municipality to purchase the essentials for producing desired outputs (economy), and whether the municipality achieves more with less, in resources terms (efficiency) without compromising quality. The economy indicators may be the amount of time, money or number of people it took the municipality to deliver a service.

#### 2. *Output Indicators (measures/indicators of success)*

These are the indicators that measure whether a set of activities or processes yields the desired products or deliverables. They thus measure effectiveness – i.e., doing things correctly, and are typically associated with operational KPI's. They are usually expressed in quantitative terms.

#### 3. *Outcome Indicators*

These are the indicators that measure the impact or net effect of the products or services of the products/programmes in terms of the achievement of the overall



objectives. These indicators are strategically the most important to determine. It is thus about the relationship between outputs and outcomes and measures/indicators if the outputs succeed in achieving the desired outcomes or improvements, i.e. doing the right things. The municipality does not always have full and complete control over those aspects that are measured by outcome indicators. It thus measures/indicators the influence it has on conditions or developments in the area. As it is the strategic objectives of the IDP that should determine the desired outcomes of activities, it is important to determine if the outputs over which we have control, are the correct ways with which to address such issues.

### 6.3.2 Identification of Indicators

The following aspects will be considered when identifying indicators:

1. Key Performance Areas (KPAs), Key Focus Areas (KFAs), strategic objectives and development objectives set in the IDP;
2. The activities, projects, programmes and processes identified in the IDP for achieving the developmental objectives as well as the earmarked resources; and
3. Whether data and baseline information is available for its measurement in the MLM area.

### 6.3.3 Setting of KPIs

Key performance indicators must be set in respect of each of the development priorities and objectives referred to in Section 26(c) of the Municipal Systems Act. It must also be ensured that key performance indicators inform the indicators set for all its administrative units and employees as well as every municipal entity and service provider with whom the municipality has entered into a service delivery agreement.

The following **SMART** criteria will apply for the determination of KPIs and targets:

- S** - Specific
- M** - Measurable
- A** - Achievable
- R** - Realistic
- T** - Time-framed

### 6.3.4 National Key Performance Indicators (KPIs)

General KPIs are prescribed in terms of Section 43 of the Municipal System Act (2000) and Outcome 9. The MLM takes cognisance of these indicators and will report on them as is required by the Act.

### **6.3.5 Review of KPIs and Targets**

The MLM will review its key performance indicators and targets annually as part of the performance review process or whenever it amends its IDP in terms of Section 34 of the Municipal System Act (2000).

### **6.3.6 Amendment of KPIs and Targets**

The MLM will amend its Key Performance Indicators and Targets in line with the Adjustments Budget.

## **6.4 Performance Planning**

The performance of the MLM is to be managed in terms of its IDP and the process of compiling an IDP and the SDBIP, and the annual review of the IDP thereof constitutes the process of planning for performance.

It should be noted that the last component of the process is that of performance review and the outcome of such a review process must inform the next cycle of IDP compilation/review by focusing the planning processes on those areas in which the MLM has underperformed.

## **6.5 Performance Measurement**

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator. The setting of measures/indicators and targets happens during the IDP process and is linked to the strategic objectives of the municipality. To ensure the integrity of the indicators and targets set, baseline information based on backlog and current performance should be used as the basis for setting sound measures/indicators and targets. Performance measurement allows the MLM to compare their actual performance in relation to backlog and current (baseline) performance.

## **6.6 Performance Monitoring**

Performance monitoring is an ongoing process by which a Manager accountable for a specific indicator and target as set out in the SDBIP continuously monitors current performance against predetermined objectives (PDOs). The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where the indication is that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

## **6.7 Performance Analysis**

Performance analysis involves the process of making sense of measurements/indicators. It requires interpretation of the measurements as conducted in terms of the previous step to determine whether targets have been met and exceeded and to project whether future targets will be met or not. Where targets have not been met performance analysis requires that the

reasons therefore should be examined and corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organisational learning.

The executive management should also ensure that quality performance reports are submitted to the Mayoral Committee and that adequate response strategies are proposed in cases of poor performance.

## 6.8 Performance Reporting

### 6.8.1 In-year Performance Reporting and Review

The submission of the performance reports on scorecards to the Mayoral Committee for consideration and review of the performance of the MLM as a whole is the next step in the process. The first such report is a major milestone in the implementation of any PMS and it marks the beginning of what should become a regular event namely using the performance report as a tool to review the Municipality's performance and to make important political and management decisions on how to improve.

As indicated earlier it is recommended that the performance report on organisational and SDBIP scorecards be submitted to the Mayoral Committee for consideration and review on a quarterly basis. The reporting should therefore take place in October (for the period July to end of September - quarter 1 of the financial year), January (for the period October to the end of December – quarter 2), April (for the period January to the end of March - quarter 3) and July (for the period April to the end of June - quarter 4).

The review in January will coincide with the mid-year performance assessment as per Section 72 of the MFMA. The said section determines that the accounting officer must by 25 January of each year assess the performance of the municipality and thereafter report to the Executive Mayor/National Treasury and Provincial Treasury such assessment in respect of inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

The Mayoral Committee in reviewing the performance report on organisational and departmental scorecards submitted to it will have to ensure that targets committed to in the scorecard have been met, where they have not, that satisfactory and sufficient reasons have been provided by executive management and that the corrective action being proposed is sufficient to address the reasons for poor performance. If satisfied with the corrective action as proposed, these must be adopted as formal resolutions, minuted and actioned accordingly.

### 6.8.2 Annual Performance Reporting and Review

On an annual basis a comprehensive report on the performance of the MLM also needs to be compiled. The requirements for the compilation, consideration and review

of such an annual report are set out in chapter 12 of the MFMA. In summary it requires that:

1. All municipalities for each financial year compile an annual report;
2. The annual report be tabled within seven months after the end of the financial year (However, in terms of a National Treasury directive municipalities are required to approve the first draft of an annual report during August);
3. The annual report immediately after it has been tabled be made public and that the local community be invited to submit representations thereon;
4. The municipal Council consider the annual report within nine months after the end of the financial year and adopt an oversight report containing the council's comments on the annual report;
5. The oversight report as adopted be made public;
6. The annual report as tabled and the Council's oversight report be forwarded to the Auditor-General, the Provincial Treasury and the department responsible for local government in the Province; and
7. The annual report as tabled and the Council's oversight report are submitted to the Provincial legislature.

The oversight report to be adopted provides the opportunity for full Council to re-view the performance of the MLM. The requirement that the annual report once tabled and the oversight report be made public similarly provides the mechanism for the general public to review the performance of the MLM.

The Council may also resolve that annually a public campaign be embarked upon to involve the citizens of the MLM in the review of municipal performance over and above the legal requirements of the Municipal Systems Act and the MFMA. Such a campaign could involve all or any combination of the following methodologies:

- Various forms of media including radio, newspapers and billboards could be used to convey the annual report;
- The public may be invited to submit comments on the annual report via telephone, fax and email;
- Public hearings could be held in a variety of locations to obtain input of the annual report;
- Making use of existing structures such as ward and/or development committees to disseminate the annual report and invite comments; and
- Hosting a number of public meetings and road-shows at which the annual report could be discussed and input invited.

The following table is derived from the legislative framework for performance management and summarises for ease of reference and understanding the various performance reporting as it applies to the MLM:

Report Type	Description
<b>Quarterly IDP and SDBIP Reporting</b>	The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines

	<p>the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through Section 71 monthly reports, and evaluated through the annual report process.</p> <p>The SDBIP information on revenue will be monitored and reported monthly by the municipal manager in terms of Section 71(1)(a) and (e). <i>For example, if there is lower than anticipated revenue and an overall cash shortage in a particular month the municipality may have to revise its spending downwards to ensure that it does not borrow more than anticipated.</i> More importantly, such information requires the municipality to take urgent remedial steps to ensure it improves on its revenue collection capacity if the municipality wants to maintain its levels of service delivery and expenditure.</p> <p>Section 1 of the MFMA, Act 56 of 2003 states that the SDBIP as a detailed plan approved by the mayor of a municipality in terms of service delivery should make projections for each month of the revenue to be collected, by source, as well as the operational and capital expenditure, by vote. The service delivery targets and performance indicators need to be reported on quarterly (MFMA, 2003).</p>
Report Type	Description
<b>Mid-year Budget and National and Provincial Report</b>	<p>Section 72 of the MFMA requires the accounting officer to prepare and submit a report on the performance of the municipality during the first half of the financial year. The report must be submitted to the mayor, National Treasury as well as the relevant Provincial Treasury. As with all other reports this is a crucial report for the Council to consider mid-year performance and what adjustments should be made, if necessary.</p>
Report Type	Description
<b>Performance Report</b>	<p>Section 46 of the Municipal Systems Act states that a municipality must prepare for each financial year, a performance report that reflects the following:</p> <ul style="list-style-type: none"> <li>– The performance of the municipality and of each external service provided during that financial year;</li> <li>– A comparison of the performances referred to in the above paragraph with targets set for and performances in the previous financial year; and</li> <li>– Measures/indicators to be taken to improve on the performance.</li> </ul> <p>The performance report must be submitted at the end of the financial year and will be made public as part of the annual report</p>

	in terms of chapter 12 of the MFMA. The publication thereof will also afford the public the opportunity to judge the performance of the municipality against the targets set in the various planning instruments.
Report Type	Description
<b>Annual Report</b>	<p>Every municipality is required by Section 121 of the MFMA and National Treasury Circular 63 to prepare an annual report for each financial year, which must include:</p> <ul style="list-style-type: none"> <li>– the annual financial statements of the municipality or municipal entity assubmitted to the Auditor-General for audit (and, if applicable, consolidatedannual financial statements);</li> <li>– the Auditor-General’s audit report on the financial statements;</li> <li>– an assessment by the accounting officer of any arrears on municipal taxesand service charges;</li> <li>– particulars of any corrective action taken or to be taken in response toissues raised in the audit reports;</li> <li>– any explanations that may be necessary to clarify issues in connection withthe financial statements;</li> <li>– any information as determined by the municipality;</li> <li>– any recommendations of the municipality’s performance audit committee;</li> <li>– an assessment by the accounting officer of the municipality’s performanceagainst the measurable performance objectives for revenue collection andfor each vote in the municipality’s approved budget for the relevant financialyear;</li> <li>– the annual performance report prepared by a municipality; and</li> <li>– any other information as may be prescribed.</li> </ul>
Report Type	Description
<b>Oversight Report</b>	<p>The council of a municipality must consider the municipality’s annual report (and that of any municipal entity under the municipality’s control), and in terms of Section 129 of the MFMA, within two months from the date of tabling of the annual report, must adopt an oversight report containing the council’s comments, which must include a statement whether the council:</p> <ul style="list-style-type: none"> <li>– has approved the annual report with or without reservations;</li> <li>– has rejected the annual report; or</li> <li>– has referred the annual report back for revision of those components thatcan be revised.</li> </ul>

	<p>In terms of Section 132 of the MFMA, the following documents must be submitted by the accounting officer to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report:</p> <ul style="list-style-type: none"> <li>– the annual report (or any components thereof) of each municipality and each municipal entity in the province; and</li> <li>– all oversight reports adopted on those annual reports.</li> </ul>
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**6.8.3 Schedule for Performance Reviews**

The performance of the employee in relation to his/her Performance Agreement must be reviewed in accordance with the following schedule. Quarterly performance appraisals shall be conducted for all contracted employees no later than two weeks after the end of the last month of the quarter for which the appraisal is being done.

First Quarter	July to September
Second Quarter	October to December
Third Quarter	January to March
Fourth Quarter	April to June

The quarterly appraisal shall be performed between the employee and his/her immediate superior. The appraisal shall be based on actual achievement of the indicators agreed for each deliverable or target. The employer must keep a record of the mid-year review and the annual assessment meetings. Performance feedback must be based on the employer’s assessment of the employee’s performance and supporting Portfolio of Evidence (PoE).

The employer will be entitled to review and make reasonable changes to the provisions of the performance plan from time to time for operational reasons on agreement between both parties.

## 7. Performance Management Process

### 7.1 Municipal Level

The MLMorganisational performance management system can be defined as the planning process whereby the MLM set the strategic agenda, vision and mission, as well as strategic objectives and development objectives for the upcoming financial year/s, and the desired performance results. Performancemanagement at organisational level involves various phases:

#### 7.1.1 Phase 1: Planning

The Integrated Development Planning process and the Performance Management Process should appear to be seamlessly integrated. The IDP fulfils the planning stage of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process.

#### 7.1.2 Phase 2: Priority Setting

In setting priorities, the municipality should *inter alia* consider the following:

1. An assessment of development in the municipal area, identifying development challenges and the status quo of the underdeveloped areas;
2. A long term development vision for the municipality to address its development challenges;
3. A set of KPAs, strategic objectives and development objectives, based on identified needs, achievable in the current term of office, that would contribute significantly to the achievement of the development vision for the area;
4. A set of internal transformational objectives;
5. Additional projects and programmes identified in contributing to the achievement of the above objectives;
6. A financial plan and medium term income and expenditure framework that is aligned to the priorities of the municipality; and
7. A spatial development framework.

To be useful in the management of performance, the IDP must provide very clear indicators by which to measure the achievement of the objectives and unambiguous targets for those indicators.

#### 7.1.3 Phase 3: Setting Objectives

All components of the IDP need to be translated into a set of clear and tangible development objectives (PDOs). This is a crucial stage in ensuring that there is clarity on the IDP and that the suitable indicators are found. A clear and concise construction of statement of objectives is needed. The statement requires a tangible, measurable and unambiguous commitment to be made. It is often useful to have a clear timeframe attached to this commitment in objective statement.



### 7.1.4 Phase 4: Setting Key Performance Indicators

KPIs are measurements that tell us whether progress is being made in achieving our objectives. Indicators should describe performance dimension considered key in measuring performance. The ethos of performance management as implemented in local governments and captured in the Municipal Systems Act and Municipal Planning and Performance Management Regulations rely centrally on the use of Key Performance Indicators.

### 7.1.5 Phase 5: Setting Targets

The municipality should have clear objectives for its IDP and identified appropriate indicators. Targets are purely objectives or milestones for what we intend an indicator to measure at various timeframes. Performance targets are planned level of performance or milestones the MLM sets for itself for each indicator identified. Targets are usually expressed in quantity or time terms.

### 7.1.6 Phase 6: Monitoring

Monitoring is a continuous process of measuring, assessing, analysing and evaluating the performance of the organisation and departments with regard to KPIs and targets. Mechanisms, systems and processes for monitoring should provide for reporting at least twice per annum to the MLM council and the community, it should enable detection of early indication of underperformance and provide for corrective measures/indicators.

### 7.1.7 Phase 7: Review

Review includes assessment of the system itself, the framework, targets, and performance targets of departments and performance measurement of employees. It identifies the strengths, weaknesses, opportunities and threats of the municipality in meeting key performance indicators, performance targets and general key performance indicators. It also measures/indicators the economy, efficiency, effectiveness in the utilisation of resources and impact in so far as performance indicators and targets set by the MLM are concerned.

Performance improvement and adjustment is based on review. The MLM should ensure that the community participates in review.

The organisational performance management processes have the following phases:

1. Performance planning;
2. Performance monitoring & reporting,
3. Performance reviewing (evaluation & assessment); and
4. Performance auditing.

## 7.2 Individual Level

The Employee performance management system can be defined as the process through which the planned performance objectives as defined in the IDP are cascaded into the employee's Annual Performance Plans, thus allowing for the planning, coaching and monitoring, reviewing and rewarding of performance, and the enhancement of development, at the level of the individual employee. The process comprises of four phases.

### 7.2.1 Phase 1: Planning

This is about jointly identifying individual performance expectations and gaining the employee's commitment in achieving these expectations. This also entails the identification of KFA's and indicators, the establishment of year-end targets and the planning for the phasing in of the year-end target into quarterly targets (cumulatively and quarterly).

### 7.2.2 Phase 2: Performance Coaching

This is the phase of continuously tracking and improving performance, through feedback and reinforcement of key results and competencies. This is done with a view to timely detect performance relapses and to simultaneously introduce speedy remedial actions. A prescribed record sheet is used to record evidence and remedies.

During this phase, on a quarterly basis, the actual performance must be determined and be judged against the quarterly obligation as well as the cumulative performance and the standards that have been set in advance. During this phase it is also important to provide and present any evidence proving performance.

Although actual measurements are done each quarter, formal performance reviews only are to be done half yearly and year-end provided the documented performance in the first and third quarter is satisfactory.

### 7.2.3 Phase 3: Reviewing

This phase involves jointly assessing performance against expectations (planned vs. actual performance) at mid-year and year-end. The Manager is to set up formal mid-year review in December to assess the relevance of the objectives and the Employee's performance against the objectives and a formal final review in June.

- **The process for reviewing performance is as follows:**
  - The evaluated employee to submit all required PoE to the manager;
  - The evaluated employee to prepare for the formal review by scoring him/herself against the agreed objectives and KPIs and targets;
  - The evaluated employee to submit the PoE;
  - The assessor/panel and evaluated employee will meet to finalise the formal performance review and agree on the final scores.
  - The assessor/panel to prepare final scores of the evaluated employee's performance.

Should the evaluated employee not agree with the outcome of his/her performance results, they may follow the dispute procedure as outlined in the regulations for Section 57 employees and other employees to follow the MLM dispute resolution process.

The assessor/panel and evaluated employee must prepare and agree to a Personal Development Plan (PDP). This only needs to be done at the final review in June.

### ▪ **The Evaluation Panel for reviewing performance**

According to the Municipal Performance Management Regulations, 2006, Regulation 27(4)(d) stipulates that:

- For purposes of evaluating the Municipal Manager:
  - Executive Mayor;
  - Chairperson or delegated member of the Performance & Audit Committee;
  - At least one Member of the Mayoral Committee (MMC);
  - Mayor and/or municipal manager from another municipality; and
  - One ward committee member as nominated by the Executive Mayor.
  
- For purposes of evaluating the annual performance of managers directly accountable to the municipal managers:
  - Municipal Manager;
  - Chairperson or delegated member of the Performance & Audit Committee;
  - At least one Member of the Mayoral Committee (MMC); and
  - Municipal Manager from another municipality.
  
- For purposes of evaluating the annual performance of managers and specialists, an evaluation panel constituted of the following persons must be established:
  - Supervisor /Line Manager;
  - Employee; and
  - HR/PMS specialist.

### **7.2.4 Phase 4: Year-End Review and Rewarding**

This phase establishes the link between performance and reward. It aims to direct and reinforce effective work behaviours by determining and allocating equitable and appropriate rewards to employees. Permanent employees will initially be awarded non-financial rewards for good performance and ultimately financial rewards will be determined through the National Collective Bargaining process at South African Local Government Bargaining Council (SALGBC).

## 8. Performance Auditing

### 8.1 The Role of Internal Audit in terms of Performance Management

The MFMA requires that the Municipality must establish an internal audit section which service could be outsourced depending on its resources and specific requirements. Section 45 of the Municipal Systems Act stipulates that the results of the Municipality's performance measures/indicators must be audited by the said internal audit section as part of the internal auditing process and annually by the Auditor-General.

The Municipal Planning and Performance Management Regulations stipulate that the internal audit section must on a continuous basis audit all performance and the auditing must include an assessment of the following:

- The functionality of the municipality's performance management system;
- Whether the municipality's performance management system complies with the Act; and
- The extent to which the municipality's performance measurements are reliable in measuring the performance of municipalities by making use of indicators.

#### 8.1.1 Functionality

Function could be defined as a proper or expected activity or duty or to perform or operate as expected. This could also be applied to the operation of any system such as a PMS. The internal audit section must therefore on a regular basis audit whether the PMS of the MLM is functioning as developed and described in this framework.

#### 8.1.2 Compliance

The MLM PMS must comply strictly with the requirements of the Systems Act, Regulations and the MFMA. The MLM's internal audit unit, at least on a quarterly basis, verifies that the PMS complies with the said legal requirements.

#### 8.1.3 Reliability

To rely could be defined as to trust or depend (upon) with confidence. Reliability in the context of PMS refers to the extent to which any performance measures/indicators reported upon could be seen as being reliable, e.g. if the performance target was to build 500 houses and it is reported that the target has been met or exceeded, it must be established whether the information is factually correct or only an estimation or even worse, purposeful misrepresentation.

Undertaking a reliability audit will entail the continuous verification of performance measures/indicators and targets reported upon. This will require that the MLM sets in place a proper information management system (electronically or otherwise) so that the internal audit section is able to access information regularly and to verify its

correctness. The MLM's internal auditor must submit quarterly reports on the audits undertaken to the Municipal Manager and the Audit Committee.

## **8.2 Performance Audit Committee**

The MFMA and the Municipal Planning and Performance Management Regulations require that the municipal council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councillor may be a member of an audit committee. Council must also appoint a chairperson who is not an employee. The Regulations gives municipalities the option to establish a separate performance audit committee whereas the MFMA provides only for a single audit committee. The operation of this audit committee when dealing with performance management is governed by Section 14 (2- 4) of the Regulations which require that the audit committee must:

1. Review the quarterly reports submitted to it by the internal audit unit;
2. Review the municipality's PMS and make recommendations in this regard to the Council of the Municipality; and
3. At least twice during a financial year submit an audit report to the municipal Council;

In order to fulfil their function a performance audit committee may, according to the MFMA and the Regulations,

1. Communicate directly with the council, municipal manager or the internal and external auditors of the municipality concerned;
2. Access any municipal records containing information that is needed to perform its duties or exercise its powers;
3. Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
4. Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

## 9. General Performance Management Issues

There are some general issues related to performance management that require consideration in implementing the PMS of the Municipality.

### 9.1 Managing Poor Performance

Should an employee not achieve the predetermined objectives (PDOs), indicators and targets in his/her performance agreement, the manager and the employee should agree on corrective measures. (It is inappropriate that an employee is informed of his/her non-performance at the formal performance review). Employees **must** be given feedback throughout the year.

#### 9.1.1 Early Warning Mechanisms

The municipality's 1st quarter performance report should be used as an early warning mechanism to determine whether the annual developed objectives, KPIs and targets will be achieved. The departments should review mechanisms to improve its performance and indicate to the internal audit and Performance & Audit Committee how they intend to improve performance.

#### 9.1.2 Addressing Poor Performance

The management of poor performance should be seen as a corrective process, focusing on addressing issues that lead to performance related problems. Counselling is seen as the first corrective process, which should include the following:

- Identify and agree on the problem;
- Describe the impact of the poor performance;
- Establish reasons for performance;
- Decide and agree on what actions are required, and set the necessary timeframes; and
- Resource the agreed actions.

### 9.2 Reward and Recognition

#### 9.2.1 Non-Financial Rewards

Non-financial reward is based on recognising high performance in ways other than financial reward.

Such recognition could be based on the following three approaches:

- **Informal** - These are spontaneous and can be implemented with minimal planning and effort, e.g. calling an employee into the office and thanking him/her for a job well done and not discussing anything else.

- *Awards for specific achievements and activities* - These are tailored to re-ward specific achievements and behaviours desired most in the organisation, e.g. long service awards, monthly awards, etc.
- *Formal* – If the municipality has formal recognition programmes, some may be used to formally acknowledge (in public) significant contributions by individuals and teams, e.g. annual mayor's awards for excellence, etc.

### 9.2.2 Performance Bonuses

Although the regulations provide for performance bonuses the Midvaal Local Municipality has resolved not to award bonuses.

The annual performance score of an individual is calculated based on the SDBIP results and core competencies rating added together to give a total score. This total score is converted by the assessment-rating calculator (in terms of the Regulations) for performance management and bonus purposes.

Paragraph 32 of the Regulations provides that a performance bonus ranging from **5% to 14%** of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant per-centage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that:

- a score of 130% to 149% is awarded a performance bonus ranging from **5% to 9%**; and
- a score of 150% and above is awarded a performance bonus ranging from **10% to 14%**.

In the case of *unacceptable performance* (score between 0 – 99%), the employer shall:

- provide systematic remedial or developmental support to assist the employee to improve his or her performance; and
- after appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance, and performance does not improve, the employer may consider steps to terminate the contract of employment of the employee on grounds of un-fitness or incapacity to carry out his or her duties.

### 9.2.3 Allocation of Bonus

The table below provides for the threshold for the allocation of bonus and institution of poor performance management measures/indicators depending on the level of performance expressed in percentages in line with the regulations above.

The third column also provides actual thresholds for the payment of bonus with the fourth column, entitled Rewards or Corrective Action, providing the actual bonus quantum in proportion to the actual performance score with the determined thresholds.

Key terminology used in the Regulations is outstanding performance and unacceptable performance. A performance score of 130% and above will constitute “outstanding performance”. A performance score between 100 – 129% is deemed as “not fully satisfactory” and no bonus will be considered. A performance score between 0-99% is deemed as “unacceptable” and will be dealt with in terms of the Poor Performance Management Programme.

Rating	Terminology	Percentage
5	Outstanding performance	150% and above
4	Performance significantly above expectations	146% - 149%
		141% - 145%
		136% - 140%
3	Fully effective	130% - 135%
2	Performance not fully satisfactory	100% - 129%
1	Unacceptable performance	0% - 99%

**Where a manager acted in a position for a period longer than 3 months pro-rata bonuses may be considered. This will be within the discretion of the Municipal Manager (in the case of managers reporting to him/her) and Executive Mayor (in the case of the Municipal Manager).**

### 9.3 Dispute Mechanism

The procedure for dealing with substandard performance is prescribed in Regulation 16 of the Disciplinary Regulations for Senior Managers.

The Municipal Performance Management Regulations for Section 57 managers provide clear guidelines for performance disputes relating to the performance agreements of the municipal manager and managers directly accountable to the municipal manager. Below is the process of dispute as it relates for Section 57 employees performance agreements as stipulated in the said regulations.

Any disputes about the nature of the Employee’s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by:

- In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC ; and
- In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee;

In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

The following process relates to dispute relating to employees below Section 57- employees:



- Conducting performance counselling in case of poor performance;
- If counselling does not yield results, employees are put on performance improvement process with action plan and clear timelines; and
- If performance does not improve, disciplinary process will be initiated, as per the mentioned Disciplinary Regulations.

#### **9.4 Integrating PMS with the Council's existing Management Cycle**

Leading practice indicates that PMS stand the best chance to succeed if it is integrated with the current management cycle of the Municipality. The purpose of such a cycle would be to guide the integration of important processes such as the strategic planning or development process in terms of the IDP methodology, the annual budget process and the formal process of evaluating and assessing Council's performance in terms of the approved PMS and this framework and it is recommended that the Municipality develop and adopt a similar cycle that suitable to its own circumstances and requirements.

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## Annexures

Chapter 1: Introduction

Chapter 2: Situational Analysis

Chapter 3: Development Strategies

Chapter 4: Financial Plan

Chapter 5: Service Delivery and Budget Implementation Plan (SDBIP)

Chapter 6: Performance Management

## Annexures

- A: Unfunded Programs and Projects
- B: Spatial Development Framework (SDF)
- C: Disaster Management Plan
- D: LED Strategy (Draft)
- E: Risk Register
- F: Policy Register

# Annexure A: Unfunded Projects (Provincial & National TAS inputs)

ID/Ref Nr.	Key Focus Area (KFA)	Description of Capital Projects, Programmes and Activities	Capital Projects (CP), Programmes (P) and Activities (A)	Key Performance Indicators (KPIs) (CP,P & A that forms part of the Provincial or National Turn Around Strategy is indicated with the letters TAS)	Type of Indicator (Input (I), Output (O), Outcome (OC), Impact (IM))	Wards	Department	Targets						Delivery: Internal / External	Funding Source
								5 Yr Total	13/14	14/15	15/16	16/17	17/18		
1/3/A/P/269	KPA 2/KFA 8: Emergency Services	EMS Offices	A	Number of requests forwarded to	O	5, 7	P	2	2					External	Gauteng Department of
2/9/P/P/270	KPA 2/KFA 9: Law Enforcement	Traffic highway patrol vehicles	P	Number of purchases of highway patrol	O	All	P	8		2	2	2	2	Internal	MLM
2/9/P/P/271	KPA 2/KFA 9: Law Enforcement	Fully equipped road block trailer	P	Purchase road block trailer	O	All	P	1		1	0	0	0	Internal	MLM
2/9/P/P/272	KPA 2/KFA 9: Law Enforcement	Technical team cabster	CP	Number of cabster purchased	O	All	P	2		1	1	0	0	Internal	MLM
2/9/A/P/273	KPA 2/KFA 9: Law Enforcement	Road signs in Schoongezicht	A	% compliance with street sign and road	O	All	P	100%	80%	85%	90%	95%	100%	External	Province
2/9/P/P/274	KPA 2/KFA 9: Law Enforcement	Acuisition of Fire-arm	P	Number of fire-arm purchased	O	All	P	32		8	8	8	8	Internal	MLM
2/9/P/ES/275	KPA 2/KFA 9: Law Enforcement	Traffic Lights at Walkerville and Eikenhof	CP	% Completion	O	7	ES	R 400,000				R 400,000		External	CRR
2/9/P/ES/276	KPA 2/KFA 9: Law Enforcement	Traffic Calming at Schools	CP	% Completion	O	All	ES	100% Complete R500 000					100% Complete R500 000	Internal	CRR
2/12/A/P/280	KPA 2/ KFA 8 Emergency Services	Vaal Marina Fire Station Water Use License	A	Water Usage License issued (TAS)	O	1	P	Water Usage License Issued	Water Usage License					External	DWA
2/12/CP/P/281	KPA 2/ KFA 8 Emergency Services	Water Rescue Boat	CP	Number of rescue boat purchased	O	1	P	1		1	0	0	0	Internal	MLM
2/12/CP/P/282	KPA 2/ KFA 8 Emergency Services	Medium Fire pumper Vaal Marina	CP	Number of fire pump	O	1	P	1		1	0	0	0	Internal	MLM
2/12/CP/P/283	KPA 2/ KFA 8 Emergency Services	Radio repeater Vaal Marina	CP	Number of radio repeater purchased	O	1	P	1		1	0	0	0	Internal	MLM

ID/Ref Nr.	Key Focus Area (KFA)	Description of Capital Projects, Programmes and Activities	Capital Projects (CP), Programmes (P) and Activities (A)	Key Performance Indicators (KPIs) (CP,P & A that forms part of the Provincial or National Turn Around Strategy is indicated with the letters TAS)	Type of Indicator (Input (I), Output (O), Outcome (OC), Impact (IM))	Wards	Department	Targets					Delivery: Internal / External	Funding Source	
								5 Yr Total	13/14	14/15	15/16	16/17			17/18
2/12/CP/P/284	KPA 2/ KFA 8 Emergency Services	Furniture Vaal Marina	CP	Total Capital spent on furniture	O	1	P	R 200,000		R 200,000	0	0	0	Internal	MLM
6/38/CP/E/334	KPA 6/KFA23: Electricity & Energy Efficiency	High Mast Lights Bantu Bonke	CP	% Completion	O	1	ES	R 500,000		R 500,000				External	Grant
6/38/CP/E/349	KPA 6/KFA23: Electricity & Energy Efficiency	Vaal Marina upgrade of HT and LV overheadlines	CP	% Completion	O	1	ES	R 13,000,000			R 13,000,000			Internal	CRR
6/39/CP/E/358	KPA 6/KFA 23: Electricity & Energy Efficiency	Vaal Marina Alternative Access	CP	% Completion		1	ES	100% Complete R15 000 000					100% Complete R15 000 000	Internal	CRR
6/39/CP/E/360	KPA 6/KFA 23: Electricity & Energy Efficiency	Upgrade Bantu Bonke Roads	CP	% Completion		1	ES	100% Complete R1 000 000					100% Complete R1 000 000	Internal	Grant
6/39/CP/E/361	KPA 6/KFA 23: Electricity & Energy Efficiency	Upgrade Vaal Marina Access	CP	% Completion		1	ES	100% Complete R8 000 000			50% Complete R4 000 000		50% Complete R4 000 000	External	MIG
6/40/CP/E/367	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Mamello Bulk Services funding by DRDLR	CP	% allocated funds received (TAS)	O	1	ES	100% received	100% received					External	DRDLR
6/40/CP/E/374	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Vaal Marina Bulk Services	CP	% Completion		1	ES	100% Complete R60 000 000					100% Complete R60 000 000	Internal	CRR
6/38/CP/E/340	KPA 6/KFA23: Electricity & Energy Efficiency	Duncanville Streetlight upgrade	CP	% Completion	O	2	ES	R 500,000						Internal	CRR
6/38/CP/E/350	KPA 6/KFA23: Electricity & Energy Efficiency	Rissiville Streetlights & Repair to sud	CP	% Completion	O	2	ES	R 3,000,000			R 3,000,000			Internal	CRR
6/38/CP/E/351	KPA 6/KFA23: Electricity & Energy Efficiency	Rissiville Ext 6 Electrification: Network	CP	% Completion	O	2	ES	R 800,000			R 800,000			Internal	CRR
6/41/CP/S/387	KPA 6/KFA 26: Landfill Sites and Transfer Stations	Transfer Station: Blackwood	CP	Capital spent on construction of waste transfer	OC	2	SS	1100000	0	0	0	0	1100000	Internal	MIG

ID/Ref Nr.	Key Focus Area (KFA)	Description of Capital Projects, Programmes and Activities	Capital Projects (CP), Programme s (P) and Activities (A)	Key Performance Indicators (KPIs) (CP,P & A that forms part of the Provoncial or National Turn Around Strategy is indicated with the letters TAS)	Type of Indicator (Input (I), Output (O), Outcome (OC), Impact (IM))	Wards	Department	Targets						Delivery: Internal / External	Funding Source	
								5 Yr Total	13/14	14/15	15/16	16/17	17/18			
6/38/CP/E/321	KPA 6/KFA 26: Landfill Sites and Transfer Stations	Danie Mclean Park	CP	% Completion	O	3	ES	R 20,000		R 20,000					Internal	CRR
6/38/CP/E/325	KPA 6/KFA 23: Electricity & Energy Efficiency	Feeder Supply to Rothdene	CP	% Completion	O	3	ES	R 8,000,000				R 4,000,000	R 4,000,000	Internal	CRR	
6/38/CP/E/332	KPA 6/KFA 23: Electricity & Energy Efficiency	High Mast Lights along Johan Le Roux and Noldick	CP	% Completion	O	4	ES	R 3,500,000					R 3,500,000	External	CRR	
6/38/CP/E/333	KPA 6/KFA 23: Electricity & Energy Efficiency	Streetlights in HOK	CP	% Completion	O	4	ES	R 3,000,000					R 3,000,000	External	CRR	
6/38/CP/E/346	KPA 6/KFA 23: Electricity & Energy Efficiency	Streetlight HOK	CP	% Completion	O	4	ES	R 3,000,000		R 3,000,000				Internal	CRR	
6/39/CP/E/363	KPA 6/ KFA 24: Roads and Storm Water Infrastructure	Strom-water HoK East	CP	% Completion		4	ES	100% Complete R3 000 000			33% Complete R1 000 000	33% Complete R1 000 000	33% Complete R1 000 000	External	CRR	
6/40/CP/E/373	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Extension Sewer Lines HoK	CP	% Completion		4	ES	100% Complete R10 000 000					100% Complete R10 000 000	Internal	CRR	
6/38/CP/E/339	KPA 6/KFA 23: Electricity & Energy Efficiency	Streetlight Ward 5	CP	% Completion	O	5	ES	R 4,000,000						External	CRR	
6/38/CP/E/345	KPA 6/KFA 23: Electricity & Energy Efficiency	Bantu Bonke High Mast Lights	CP	% Completion	O	5	ES	R 500,000		R 500,000				External	Grant	
6/40/CP/E/379	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Pumps for Drumblade	CP	% Completion		5	ES	100% Complete R150 000		100% Complete R150 000				External	CRR	
6/40/CP/E/380	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Siera Nevada Pump Station	CP	% Completion		5	ES	100% Complete R150 000		100% Complete R150 000				External	CRR	
6/40/CP/E/381	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Pump Station Panel Rebuild Drumblade	CP	% Completion		5	ES	100% Complete R150 000		100% Complete R150 000				External	CRR	
2/15/P/P/293	KPA 3/KFA 10: Sustainable Human Settlements (Housing)	Savanna City Co-funding	CP	% of funding by National Treasury received (TAS)	I	6	ES, Fin	100% funding received	100% funding received					External	Nat Treasury	
6/38/CP/E/330	KPA 6/KFA 23: Electricity & Energy Efficiency	Streetlights in De Deur	CP	% Completion	O	6	ES	R 1,600,000					R 1,600,000	Internal	CRR	

ID/Ref Nr.	Key Focus Area (KFA)	Description of Capital Projects, Programmes and Activities	Capital Projects (CP), Programme s (P) and Activities (A)	Key Performance Indicators (KPIs) (CP,P & A that forms part of the Provincial or National Turn Around Strategy is indicated with the letters TAS)	Type of Indicator (Input (I), Output (O), Outcome (OC), Impact (IM))	Wards	Department	Targets						Delivery: Internal / External	Funding Source
								5 Yr Total	13/14	14/15	15/16	16/17	17/18		
6/38/CP/E/338	KPA 6/KFA 23: Electricity & Energy Efficiency	Ohenimuri - Upgrade of Network	CP	% Completion	O	6	ES	R 3,000,000						Internal	CRR
6/40/CP/E/375	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Upgrade of Lakeside Main	CP	% Completion		6	ES	100% Complete R500 000				100% Complete R500 000		Internal	CRR
6/41/CP/S/386	KPA 6/KFA 26: Landfill Sites and Transfer Stations	Transfer Station: Lakeside Estates	CP	Capital spent on construction of waste transfer	OC	6	SS	2100000	0	0	0	0	2100000	Internal	MIG
6/38/CP/E/352	KPA 6/KFA 23: Electricity & Energy Efficiency	Bronk Lane Lighting	CP	% Completion	O	7	ES	R 2,000,000			R 2,000,000			Internal	CRR
6/38/CP/E/353	KPA 6/KFA 23: Electricity & Energy Efficiency	Street Lights at 4way stop (Spar)	CP	% Completion	O	7	ES	R 450,000			R 450,000			Internal	CRR
6/38/CP/E/354	KPA 6/KFA 23: Electricity & Energy Efficiency	Electrical network to be upgraded in Walkers fruit farms	CP	% Completion	O	7	ES	R 20,000,000				R 20,000,000		External	Eskom
6/40/CP/E/370	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Water Reticulation around Eye of Africa	CP	% Completion		7	ES	100% Complete R6 500 000					100% Complete R6 500 000	Internal	CRR
6/40/CP/E/378	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Tedderfield Water Connection	CP	% Completion		7	ES	100% Complete R400 000		100% Complete R400 000				External	CRR
2/15/CP/D/292	KPA 3/KFA 10: Sustainable Human Settlements (Housing)	Acquisition of White House and Implementation of	CP	Value of Capital invested	I	8	Eng, DPH, Corp	R 58,000,000	R 2,000,000	R 12,000,000	R 12,000,000	R R 12 000 000	R 20,000,000	External	NDPG
6/38/CP/E/341	KPA 6/KFA 23: Electricity & Energy Efficiency	Sicelo reticulation Network Erf 78 (DoE)	CP	% Completion	O	8	ES	R 8,000,000		R 8,000,000				External	Grant
6/40/CP/E/376	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Access to Water in Sicelo	CP	% Completion		8	ES	100% Complete R500 000			100% Complete R500 000			Internal	CRR
6/40/CP/E/382	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Upgrade of Services Ohenimuri	CP	% Completion		8	ES	100% Complete R50 000 000			100% Complete R25 000 000	100% Complete R25 000 000		External	CRR
6/40/CP/E/383	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Upgrade of Services De Deur	CP	% Completion		8	ES	100% Complete R50 000 000			100% Complete R25 000 000	100% Complete R25 000 000		External	CRR
2/9/P/ES/277	KPA 2/ KFA 9 Traffic Control	Paved drop-off area at Verwoerd School	CP	% Completion	O	9	ES	100% Complete R200 000					100% Complete R200 000	Internal	CRR

ID/Ref Nr.	Key Focus Area (KFA)	Description of Capital Projects, Programmes and Activities	Capital Projects (CP), Programmes (P) and Activities (A)	Key Performance Indicators (KPIs) (CP,P & A that forms part of the Provoncial or National Turn Around Strategy is indicated with the letters TAS)	Type of Indicator (Input (I), Output (O), Outcome (OC), Impact (IM))	Wards	Department	Targets						Delivery: Internal / External	Funding Source
								5 Yr Total	13/14	14/15	15/16	16/17	17/18		
6/38/CP/E/327	KPA 6/KFA 23: Electricity & Energy Efficiency	Smart Metering in Industrial area	CP	% Completion	OC	9	ES	R 5,000,000					R 5,000,000	External	CRR
6/38/CP/E/335	KPA 6/KFA 23: Electricity & Energy Efficiency	Streetlights EXT 4	CP	% Completion	O	9	ES	R 1,000,000					R 1,000,000	Internal	CRR
6/38/CP/E/344	KPA 6/KFA 23: Electricity & Energy Efficiency	Festive Decorating Lights	CP	% Completion	O	9	ES	R 250,000		R 250,000				Internal	CRR
2/9/CP/P/394	KPA 2/KFA 9: Law Enforcement	Ward 10 - Speed measures Station Road (Speed)	CP	% of traffic calming measures	O	10	P	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Internal	CRR
6/38/CP/E/336	KPA 6/KFA 23: Electricity & Energy Efficiency	Morris Rd Streetlights	CP	% Completion	O	10	ES	R 5,000,000					R 5,000,000	Internal	CRR
6/38/CP/E/337	KPA 6/KFA 23: Electricity & Energy Efficiency	Upgrade HT & LT Overhead Lines in Ophir Estates	CP	% Completion	O	10	ES	R 2,250,000					R 2,250,000	Internal	CRR
2/9/CP/P/393	KPA 2/KFA 9: Law Enforcement	Ward 12 - Traffic calming measures in Kliprivier,	CP	% of traffic calming measures	O	12	P	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Internal	CRR
6/38/CP/E/323	KPA 6/KFA 23: Electricity & Energy Efficiency	Replace LV Line to underground in Oranje Street and	CP	% Completion	O	13	ES	R 1,200,000			R 1,200,000			Internal	CRR
6/38/CP/E/326	KPA 6/KFA 23: Electricity & Energy Efficiency	Feeder line to Riversdale	CP	% Completion	O	13	ES	R 4,800,000				R 4,800,000		Internal	CRR
6/38/CP/E/328	KPA 6/KFA 23: Electricity & Energy Efficiency	Upgrade Overhead Lines in Chrissiesfontein	CP	% Completion	O	13	ES	R 3,500,000					R 3,500,000	Internal	CRR
6/38/CP/E/329	KPA 6/KFA 23: Electricity & Energy Efficiency	Streetlights in Riverdale and Chrissiesfontein	CP	% Completion	O	13	ES	R 1,500,000					R 1,500,000	Internal	CRR
6/38/CP/E/356	KPA 6/KFA 23: Electricity & Energy Efficiency	Streetlights on Major roads	CP	% Completion	O	13	ES	R 5,000,000					R 5,000,000	External	Gautrans
2/9/CP/P/392	KPA 2/KFA 9: Law Enforcement	Ward 14 - Traffic Calming measures at schools	CP	% of traffic calming measures	O	14	P	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Internal	CRR
2/14/CP/P/291	KPA 6/ KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	Fence next to Erna Church	CP		O	14	ES	100% Complete R80 000					100% Complete R80 000	Internal	CRR

ID/Ref Nr.	Key Focus Area (KFA)	Description of Capital Projects, Programmes and Activities	Capital Projects (CP), Programmes (P) and Activities (A)	Key Performance Indicators (KPIs) (CP,P & A that forms part of the Provincial or National Turn Around Strategy is indicated with the letters TAS)	Type of Indicator (Input (I), Output (O), Outcome (OC), Impact (IM))	Wards	Department	Targets						Delivery: Internal / External	Funding Source	
								5 Yr Total	13/14	14/15	15/16	16/17	17/18			
6/38/CP/E/342	KPA 6/KFA 23: Electricity & Energy Efficiency	Replace 11 kV overhead line Springbok street	CP	% Completion	O	14	ES	R 1,800,000						R 1,800,000	Internal	CRR
6/39/CP/E/359	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	Verwoerd Road Widening	CP	% Completion		14	ES	100% Complete R6 000 000						100% Complete R6 000 000	Internal	Loan
6/40/CP/E/371	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Bulk Water Risiville/Uitvlucht/McKay	CP	% Completion		1 & 2	ES	100% Complete R7 500 000						100% Complete R7 500 000	Internal	CRR
6/40/CP/E/372	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Bulk Sewer Risiville/Uitvlucht/McKay	CP	% Completion		1 & 2	ES	100% Complete R25 000 000						100% Complete R25 000 000	Internal	CRR
8/48/A/D/391	KPA 8/KFA 32: Local Economic Development	Informal Trading Policy to guide establishment of	A	Approved policy	O	1,4,5,6,7,8,9,10,11	DPH	Approve policy		Draft Policy	Approved policy				External	DRDLR/DE D/Office of the
6/38/CP/E/348	KPA 6/KFA 23: Electricity & Energy Efficiency	Feeder to Glen Donald	CP	% Completion	O	2,13	ES	R 1,800,000						R 1,800,000	Internal	CCR
6/39/CP/E/362	KPA 6/KFA 23: Electricity & Energy Efficiency	HoK, Golfpark, Meyerton Cycle Path	CP	% Completion		4 & 14	ES	100% Complete R2 000 000					50% Complete R1 000 000	50% Complete R1 000 000	External	CRR
6/42/P/P/388	KPA 6/ KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	Finalised taxi rank	P	Forward a request to Sedibeng for a		4, 7, 8	P								External	Sedibeng
2/13/P/P/290	KPA 2/KFA 13 Municipal Law enforcement	Satalite Police Stations	A	Number of requests for Satellite Police	O	5, 7, 8	P	3	3						External	SAPS
6/37/CP/E/355	KPA 6/KFA 23: Electricity & Energy Efficiency	Solar Water Heating	CP	% Completion	O	6,10	ES	R 25,000,000		R 25,000,000					External	DoE Grant
6/38/CP/E/324	KPA 6/KFA 23: Electricity & Energy Efficiency	Sicelo De Deur Streetlights	CP	% Completion	O	6,8,10	ES	R 1,600,000			R 1,100,000	R 500,000			Internal	CRR
8/48/P/D/392	KPA 8/KFA 49: Capacity Building	Skills Development Centre	P	% complete	IM	6,8,10,11	DPH/ENGS/OC	1,000,000		50,000	250,000	500,000	200,000		External	EPWP/MIG/NYDF/DAC
6/42/A/P/389	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	Formal Bus & Taxi Shelters	A	Number of requests forwarded to		7, 8	P	2	2	2					External	Sedibeng
6/39/CP/E/364	KPA 6/KFA 23: Electricity & Energy Efficiency	Storm-water Sicelo	CP	% Completion		8 & 10	ES	100% Complete R5 000 000			20% Complete R1 000 000	40% Complete R2 000 000	40% Complete R2 000 000		External	CRR



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								5 Yr Total	13/14	14/15	15/16	16/17	17/18		
6/38/CP/E/322	KPA 6/KFA 23: Electricity & Energy Efficiency	Feeder Supply to S16	CP	% Completion	O	8,10	ES	R 3,500,000			R 3,500,000			Internal	CRR
6/38/CP/E/331	KPA 6/KFA 23: Electricity & Energy Efficiency	High Mast Lights in Sicelo	CP	% Completion (TAS)	O	8,10	ES	R 1,300,000					R 1,300,000	Internal	Grant
2/12/CP/P/285	KPA 2/KFA 8: Emergency Services	Swift water Trailer	CP	Number of Swift water Trailers purchased	O	All	P	1		1	0	0	0	Internal	MLM
2/13/CP/P/289	KPA 2/KFA 9: Law Enforcement	LDV for trade licensing	CP	Number of delivery van purchased	O	All	P	4		1	1	1	1	Internal	MLM
3/20/P/S/294	KPA 3/ KFA 14: Libraries, Arts Culture and Special Programmes (gender, elderly, youth and people living with	Assignment of functions to Midvaal Municipality	P	% Child Care functions assigned and	O	All	SS	100% assignable functions as	0	0	100%	0	0	Internal	DSD
3/20/P/S/295	KPA 3/ KFA 14: Libraries, Arts Culture and Special Programmes (gender, elderly, youth and people living with	Number of registered ECD's developed &	P	ECD's that meet the norms and standards	O	All	SS	23	0	0	0	23	23	Internal	DSD
3/20/P/S/296	KPA 3/ KFA 14: Libraries, Arts Culture and Special Programmes (gender, elderly, youth and people living with	% of unregistered ECD's monitored	P	Database of unregistered ECD	O	All	SS	100% of all unregistered ECD's	0	0	0	All unregistered	All unregistered ECD's	Internal	DSD
3/20/P/S/297	KPA 3/ KFA 14: Libraries, Arts Culture and Special Programmes (gender, elderly, youth and people living with	Upgrading and development plans for unregistered	P	Upgrading and development plans for	O	All	SS	Number of upgraded ECD facilities	0	0	0	Upgrade of all unregistered	Upgrade of all unregistered ECD facilities	Internal	DSD
4/27/CP/E/298	KPA 4/ KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	Extension to building (Network Control Officers	CP	% Completion	O	All	ES	R 600,000		R 600,000				External	CRR
4/27/CP/E/299	KPA 4/ KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	Additional Offices for Engineering	CP		I	All	ES	100% Complete R600 000		100% Complete R600 000				External	CRR
4/28/CP/E/300	KPA 4/ KFA 22: Asset Management (Incl Fleet Asset management)	Double cab (HP)	CP		I	All	ES	Delivery R1 800 000		Delivery R1 800 000				Internal	Loan
4/28/CP/E/301	KPA 4/ KFA 22: Asset Management (Incl Fleet Asset management)	1 x LDV	CP		I	All	ES	Delivered R220 000		Delivered R220 000				Internal	CRR
4/28/CP/E/302	KPA 4/ KFA 22: Asset Management (Incl Fleet Asset management)	3 Ton Flatbed truck (HP)	CP		I	All	ES	Delivered R600 000		Delivered R600 000				Internal	Loan
4/28/CP/E/303	KPA 4/ KFA 22: Asset Management (Incl Fleet Asset management)	Water tanker (HP)	CP		I	All	ES	Delivered R750 000		Delivered R750 000				Internal	Loan

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								5 Yr Total	13/14	14/15	15/16	16/17	17/18		
6/41/P/S/384	KPA 6/KFA 26: Landfill Sites and Transfer Stations	Monitoring: HOK Closure	P	% Compliance with license conditions (TAS)	OC	All	SS	100	0	0	0	0	100	Internal	CRR
6/41/CP/S/385	KPA 6/KFA 26: Landfill Sites and Transfer Stations	Transfer Station: Ohenimuri	CP	Capital spent on construction of waste transfer	OC	All	SS	2100000	0	0	0	0	2100000	Internal	MIG
6/45/CP/S/390	KPA 7/KFA 30: Cleansing and Waste Management	Washbay: Cleansing Depot	CP	Capital spent on the provision of wash bay for	OC	All	SS	300000	0	0	0	0	300000	Internal	CRR
6/38/CP/E/319	KPA 6/KFA 23: Electricity & Energy Efficiency	Replace Rothdene LV overhead line to underground	CP	% Completion	O	Ward 4	ES	R 2,200,000		R 1,000,000	R 500,000	R 500,000	R 200,000	Internal	CRR
6/38/CP/E/318	KPA 6/KFA 23: Electricity & Energy Efficiency	Upgrade O5 Substation Ophir	CP	% Completion	O	Ward 5 - 8	ES	R 550,000			R 550,000			External	CRR
6/38/CP/E/316	KPA 6/KFA 23: Electricity & Energy Efficiency	Upgrade S10 Substation Sicelo	CP	% Completion	O	Ward 8-10	ES	R 550,000		R 550,000				External	CRR
6/38/CP/E/317	KPA 6/KFA 23: Electricity & Energy Efficiency	Upgrade S16 Substation Sicelo	CP	% Completion	O	Ward 8-11	ES	R 250,000			R 250,000			External	CRR
6/38/CP/E/308	KPA 6/KFA 23: Electricity & Energy Efficiency	Mallelo Township Electrical supply	CP	% Completion (TAS)	O	Ward 1	ES	R 8,000,000		R 8,000,000				External	DoE Grant
6/38/CP/E/310	KPA 6/KFA 23: Electricity & Energy Efficiency	Vaal Marina Substation upgrade	CP	% Completion	O	Ward 1	ES	R 3,000,000		R 3,000,000				External	CRR
6/38/CP/E/315	KPA 6/KFA 23: Electricity & Energy Efficiency	Upgrade RI 3 Substation Riversdale	CP	% Completion	O	Ward 13	ES	R 1,200,000		R 550,000				External	CRR
6/38/CP/E/309	KPA 6/KFA 23: Electricity & Energy Efficiency	Sicelo Main sub and 88kV Line	CP	% Completion (TAS)	O	Ward 8,10	ES	R 60,000,000		R 60,000,000				External	DoE Grant
6/38/CP/E/312	KPA 6/KFA 23: Electricity & Energy Efficiency	Upgrade Martiens Oosthuizen Network	CP	% Completion	O	Ward 9	ES	R 100,000					R 100,000	Internal	CRR
6/38/CP/E/313	KPA 6/KFA 23: Electricity & Energy Efficiency	Eskom connection fee Sicelo substation	CP	% Completion	O	Wards 8 & 10	ES	R 7,000,000		R 7,000,000				Internal	CRR
2/12/CP/P/286	KPA 2/KFA 8: Emergency Services	Lecture room	CP	Total Capital spent	O			R 100,000		R 100,000				Internal	MLM

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								5 Yr Total	13/14	14/15	15/16	16/17	17/18		
2/12/CP/P/287	KPA 2/KFA 8: Emergency Services	Lecture room furniture	CP	Total Capital spent on furniture	O			R 30,000		R 30,000				Internal	MLM
2/12/CP/P/288	KPA 2/KFA 8: Emergency Services	Wall around fire station	CP	Total Capital spent	O			R 500,000			R 500,000			Internal	MLM
6/39/CP/E/357	KPA 6/KFA 23: Electricity & Energy Efficiency	Construction of K154 between R 59 and N1	CP	% of funded phase Completed (TAS)			ES	100% of funded phase completed	100% of funded phase	100% of funded phase	100% of funded phase	100% of funded phase	100% of funded phase	External	Gautrans
	KPA 3/KFA 10: Sustainable Human Settlements (Housing)	Land for development	CP	% Complete		7	D								
	KPA 3/KFA 10: Sustainable Human Settlements (Housing)	Housing	CP	% Complete		7	GDH								
	KPA 3/KFA 10: Sustainable Human Settlements (Housing)	REMOVAL OF ILLEGAL LAND INVASIONS	P	% Completion		13	D								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	CLINIC Mamello	CP	% Completion (TAS)		1	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	BANTU BONKE – SECONDARY SCHOOL	CP	% Completion (TAS)		1	D. ED								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	STREET TELEPHONE BOOTHS	CP	% Completion (TAS)		1	Telkom								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	PALASADE FENCE – BANTU BONKE CEMETERY	CP	% Completion		1	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	YOUTH DEVELOPMENT CENTRE	CP	% Completion (TAS)		1	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	SPORT FACILITY (BANTU BONKE)	CP	% Completion		1	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	SATELITE LIBRARY BANTU BONKE	CP	% Completion (TAS)		1	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	COMPUTER CENTRE AT BANTU BONKE SCHOOL	CP	% Completion (TAS)		1	SS								

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								5 Yr Total	13/14	14/15	15/16	16/17	17/18		
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	TRAIN STATION AT LAKESIDE TO BE UPGRADED	CP	% Completion		6	PRASA								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	FENCING OF RAILWAY AT LAKESIDE	CP	% Completion		6	PRASA								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	HIGH SCHOOL - LAKESIDE ESTATES & EXTENSIONS	CP	% Completion		6	EDUC								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	MUTI PURPOSE CENTRE -SAVANNA CITY	CP	% Completion		6	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	TAXI RANK AT LAKESIDE	CP	% Completion		6	SDM								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	LAKESIDE - PEDESTRIAN BRIDGE OVER RAILWAY	CP	% Completion		6	PRASA								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	PENSION SERVICE POINT Lakeside	CP	% Completion		6	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	OLD AGE HOMES Lakeside	CP	% Completion		6	SOC								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	CENTRE FOR THE DISABLED Lakeside	CP	% Completion		6	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	Old Age home	CP	% Complete		7	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	Clinic for Walkerville	CP	% Complete		7	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	Sport facilities	CP	% Complete		7	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	Library	CP	% Complete		7	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	SOUND SYSTEM FOR MULTI PURPOSE CENTRE				10	C								

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								5 Yr Total	13/14	14/15	15/16	16/17	17/18		
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	FORMAL TAXI RANK				10	SDM								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	MULTIPURPOSE COMMUNITY CENTRE	CP	% COMPLETED		12	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	MULTI PURPOSE CENTRE - MAGISTRATES COURT	CP	% COMPLETED		12	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	MOBILE CLINIC FOR KYALITSHA INFORMAL	CP	% COMPLETED		12	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	RESTORATION OF OLD COURT BUILDING OPPOSITE	CP	% COMPLETED		12	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	CLINIC- Waterval Node	CP	% COMPLETED		12	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	LIBRARY	CP	% COMPLETED		12	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	FORMAL TAXI RANK	CP	% COMPLETED		12	P								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	SPORT FACILITY / SPORT GROUNDS	CP	% COMPLETED		12	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	POST OFFICE	CP	% COMPLETED		12	SA Postoffice								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	OLD AGE HOMES	CP	% COMPLETED		12	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	UPGRADE OF ENTRANCE TO THE AREA	CP	% COMPLETED		12	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	ACTIVITY PARKS FOR THE YOUTH (SKATEBOARD PARKS)	CP	% Completion		14	s								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	OLD AGE HOMES	CP	% Completion		14	s								

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								5 Yr Total	13/14	14/15	15/16	16/17	17/18		
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	MEYERTON SPORTS CLUB PHASE 2 – PALISADE & PAVING	CP	% Completion		14	S								
	KPA 2/KFA 8: Emergency Services	DOORNKUIL FIRE STATION	CP	% Completion		6	P								
	KPA 2/KFA 8: Emergency Services	MARKING OF FIRE HYDRANTS IN EXT 4	P	% Completion		9	P								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	SPORTS FACILITIES				10	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	BEAUTIFY ENTRANCES	P	% Completion		4	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	SPORTS FACILITIES / ACTIVE PARKS WITH PLAY GROUND	CP	% Completion		4	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	CUTTING OF LARGE TREES AT 3 WAY STOP AT HENLEY STATION	P	% Completion		4	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	GREENING PROJECT	P	% Completion		4	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	ACTIVITY PARKS WITH EQUIPMENT	CP	% Completion		6	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	GREENING PROJECT / TREE PLANTING PROJECT	P	% Completion		6	SS								
	KPA 2/KFA 9: Law Enforcement	SIGNALISE NEW SPINE ROAD / JOHAN LE ROUX				10	PS								
	KPA 2/KFA 9: Law Enforcement	PALISADE FENCING ALONG JOHAN LE ROUX –SICELO				10	PS								
	KPA 2/KFA 8: Emergency Services	BARGE VAALMARINA	CP	% Completion		1	P								
	KPA 2/KFA 9: Law Enforcement	Improved security at Danie Mclean Park	P	% complaints dealt with successfully		3	P								

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								5 Yr Total	13/14	14/15	15/16	16/17	17/18		
	KPA 2/KFA 9: Law Enforcement	ROADS SIGNES IN SCHOONGEZICHT	P	% Completion		4	P								
	KPA 2/KFA 9: Law Enforcement	BUS LANE / BUS STOP AREA ALONG EWELME ROAD	CP	% Completion		4	ES								
	KPA 2/KFA 9: Law Enforcement	BUS SHELTERS IN IFFLEY / REGATTA STREET	CP	% Completion		4	PS								
	KPA 2/KFA 9: Law Enforcement	CRIME PREVENTION PROJECT - LAKESIDE ESTATE &	CP	% Completion		6	P								
	KPA 2/KFA 9: Law Enforcement	LARGE NAME BOARDS FOR THE CBD	P	% Completion		9	P								
	KPA 2/KFA 9: Law Enforcement	INFORMAL TRADING SHELTERS	CP	% COMPLETED		12	P								
	KPA 2/KFA 9: Law Enforcement	SECURITY SYSTEM CCTV	CP	% Completion		13	P								
	KPA 2/KFA 9: Law Enforcement	TRAFFIC CALMING CIRCLE AT ENTRANCE TO MEYERTON EXT 6	CP	% Completion		14	p								
	KPA 3/ KFA 12: Libraries	UPGRADING DE DEUR LIBRARY	CP	% complete		11	SS								
	KPA 3/ KFA 12: Libraries	LIBRARY AT OHENIMURI	CP	% complete		11	SS								
	KPA 3/ KFA 14: Arts Culture and Special Programmes (gender, elderly, youth and people living with disabilities) incl.	Schools in Walkerville	CP	% Complete		7	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	SPORTS AND RECREATION FACILITIES	CP	% Completion		8	SS								
	KPA 3/KFA 13: Cemeteries	CEMETARY UPGRADING OF PARKS	CP	% Completion		8	SS								
	KPA 3/ KFA 14: Arts Culture and Special Programmes (gender, elderly, youth and people living with disabilities) incl.	YOUTH DEVELOPMENT PLAN	CP	% Completion		8 & 10	SS								

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								5 Yr Total	13/14	14/15	15/16	16/17	17/18		
	KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	HENLEY ON KLIP : PAY POINT IN AREA	CP	% Completion		4	C								
	KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	PRIMARY AND SECONDARY SCHOOL	CP	% Completion		4	Dept. Educ.								
	KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	CLINIC	CP	% Completion		4	SS								
	KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	MULTI PURPOSE CENTRE HOK	CP	% Completion		4	SS								
	KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	Kookrus CLINIC TO BE UPGRADED	CP	% Completion		13	SS								
	KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	KOOKRUS CEMETARY	CP	% Completion		13	SS								
	KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	BYCELIA OR BOLTONWOLD : CLINIC / DAY CLINIC	CP	% Completion		13	SS								
	KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	PAY POINT IN AREA	CP	% Completion		8	F								
	KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	PAY POINT FOR RATES AND TAXES De Deur	CP	% complete		11	F								
	KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	SKILLS DEVELOPMENT CENTRE De Deur	CP	% complete		11	SS								
	KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	FORMAL TAXIRANK IN DE DEUR	CP	% complete		11	SDM								
	KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	DISIBILITY CENTRE / OLD AGE HOME De Deur	CP	% complete		11	Prov. S Serv.								
	KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	OHENIMURE MULTI PURPOSE CENTRE	CP	% complete		11	SRAC								
	KPA 6/KFA 23: Electricity & Energy Efficiency	STREET LIGHTS ON MAJOR ROADS	CP	% Completion		13	ES								



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								5 Yr Total	13/14	14/15	15/16	16/17	17/18		
	KPA 6/KFA 23: Electricity & Energy Efficiency	UPGRADE HT & LT OVERHEAD LINES - CHRISSIESFONTEIN	CP	% Completion		13	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	GRAVEL TO TAR – GOLDFISH, TARBOT, WALVIS, HAKE, NEON	CP	% Completion		1	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	VAAL MARINA ALTERNATIVE ACCESS	CP	% Completion		1	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	SHIPLAKE, WARGRAVE, RUGBY, HERON GRAVEL TO	CP	% Completion		4	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	EATON ROAD TO BE UPGRADED (ENG91)	CP	% Completion		4	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	STORMWATER IN HENLEY ON KLIP EAST (ENG91)	CP	% Completion		4	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	PEDESTRIAN SUSPENSION BRIDGE WEIR	CP	% Completion		4	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	PAVING OF PAVEMENTS ALONG JAPLOW STREET	CP	% Completion		4	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	PAVING OF PAVEMENTS ALONG PRETORIUS STREET	CP	% Completion		4	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	PAVING OF PAVEMENTS ALONG IFFLEY STREET	CP	% Completion		4	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	STORMWATER MANGEMENT SYSTEM	CP	% Completion		6	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	Tarring of Eye-of-Africa service road	CP	% Complete		7	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	CONSTRUCTION OF SPINE ROAD / JOHAN LE ROUX				10	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	UPGRADE GOURLAY / JOHAN LE ROUX INTERSECTION -				10	ES								

ID/Ref Nr.	Key Focus Area (KFA)	Description of Capital Projects, Programmes and Activities	Capital Projects (CP), Programmes (P) and Activities (A)	Key Performance Indicators (KPIs) (CP,P & A that forms part of the Provoncial or National Turn Around Strategy is indicated with the letters TAS)	Type of Indicator (Input (I), Output (O), Outcome (OC), Impact (IM))	Wards	Department	Targets						Delivery: Internal / External	Funding Source
								5 Yr Total	13/14	14/15	15/16	16/17	17/18		
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	TARING OF ROADS IN SICELO				10	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	STORMWATER MANAGEMENT SYSTEM SiceIo				10	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	PEDESTRIAN BRIDGE OVER R 59				10	Gautrans								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	GRAVEL TO TAR – PUMP STREET	CP	% Completion		13	ES								
	KPA 6/ KFA 25: Water and Sanitation Infrastructure	VAAL MARINA / MAMELLO: UPGRADING OF BULK	CP	% Completion		1	ES								
	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Toilet facilities to settlements in Alewynspoort and	CP	% Complete		7	ES								
	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Potable water to settlements in Alewynspoort and	CP	% Complete		7	ES								
	KPA 6/ KFA 25: Water and Sanitation Infrastructure	ENLARGEMENT OF SEYMOUR ROAD MAIN				10	ES								
	KPA 6/ KFA 25: Water and Sanitation Infrastructure	PILKINGTON PUMP STATION UPGRADE				10	ES								
	KPA 6/ KFA 25: Water and Sanitation Infrastructure	ADDITIONAL WATER FOR KYALITSHA INFORMAL	CP	% COMPLETED		12	ES								
	KPA 6/ KFA 25: Water and Sanitation Infrastructure	ABLUTION FACILITIES FOR KYALITSHA INFORMAL	CP	% COMPLETED		12	ES								
	KPA 6/ KFA 25: Water and Sanitation Infrastructure	UPGRADING OF WATER AND SEWER NETWORK IN	CP	% COMPLETED		12	ES								
	KPA 6/KFA 38, 39, 40: Services Infrastructure	DE DEUR SERVICES	CP	% complete		11	ES								
	KPA 6/KFA 23: Electricity & Energy Efficiency	Electricity to settlements in Alewynspoort and	CP	% Complete		7	ES								

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								5 Yr Total	13/14	14/15	15/16	16/17	17/18		
	KPA 6/KFA 23: Electricity & Energy Efficiency	STREET LIGHTS				10	ES								
	KPA 6/KFA 23: Electricity & Energy Efficiency	OPHIR ESTATES - UPGRADE HT & LT OVERHEAD LINES +	CP	% complete		11	ES								
	KPA 6/KFA 23: Electricity & Energy Efficiency	STREET LIGHTS IN DE DEUR	CP	% complete		11	ES								
	KPA 6/KFA 23: Electricity & Energy Efficiency	STREET LIGHTS ON R82	CP	% complete		11	Gautrans								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	OPHIR ESTATES GRAVEL TO TAR – OHIO ROAD	CP	% complete		11	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	R82 TO BE UPGRADED	CP	% complete		11	Gautrans								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	TARRING OF ROADS IN DE DEUR	CP	% complete		11	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	BRIDGE OVER R59 AT SICELO	CP	% Completion		8	ES (MIG)								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	STORMWATER MANAGEMENT SYSTEM IN SICELO	CP	% Completion		8	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	GRAVEL TO TAR	CP	% Completion		8	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	GRAVEL TO TAR ON ALL ROADS	CP	% Completion		6	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	CBD UPGARDE PHASE 4	CP	% Completion		9	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	PAVING ON PAVEMENTS IN CBD	CP	% Completion		9	ES								
	KPA 6/ KFA 24 Roads & Storm waterInfrastructure	R550 BRIDGE OVER THE R59 TO BE UPGRADED	CP	% COMPLETED		12	Gautrans								

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								5 Yr Total	13/14	14/15	15/16	16/17			17/18
	KPA 6/ KFA 25: Water and Sanitation Infrastructure	OPHIR ESTATES SEWER SYSTEM (ENG31)	CP	% complete		11	ES								
	KPA 6/KFA 26: Landfill Sites and Transfer Stations	Waste recycling projects	P	% Complete		7	SS								
	KPA 6/KFA 41: Lanfill Sites & Transfer Sites	CONSTRUCTION OF TRANSFER STATION : OHENIMURI	CP	% complete		11	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	COMMUNITY HALL	CP	% Completion		8	ES (EPWP)								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	PERMANENT CLINIC	CP	% Completion		8 & 10	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	OLD AGE HOME FOR SICELO	CP	% Completion		8 & 10	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	DISABILITY CENTRE	CP	% Completion		8 & 10	SS								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	LIBRARY	CP	% Completion		8	SS								
	KPA 7/ KFA 30 Cleansing & Waste Management	REFUSE BINS				10	SS								
	KPA 7/ KFA 30 Cleansing & Waste Management	REFUSE BINS	CP	% Completion		6	SS								
	KPA 7/ KFA 30 Cleansing & Waste Management	RECYCLING PROJECT	P	% of funded projects implemented		6	SS								
	KPA 7/ KFA 30 Cleansing & Waste Management	RECYCLING PROJECT	CP	% COMPLETED		12	SS								
	KPA 7/ KFA 30 Cleansing & Waste Management	SKIP BINS / REFUSE BINS	CP	% Completion		8	SS								
	KPA 8/ KFA 31 Local Economic Development & Capacity Building	AGRICULTURAL PROJECT / SMALL SCALE FARMING	P	% of funded projects implemented		6	D,P&H								

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								5 Yr Total	13/14	14/15	15/16	16/17	17/18		
	KPA 8/ KFA 31 Local Economic Development & Capacity Building	WHITEHOUSE PRECINCT DEVELOPMENT	CP	% Completion		8 & 10	DPH								
	KPA 8/ KFA 31 Local Economic Development & Capacity Building	JOBLESS / SKILLS DEVELOPMENT CENTRE	CP	% Completion		9	D								
	KPA 8/ KFA 31 Local Economic Development & Capacity Building	SKILLS DEVELOPMENT CENTRE	CP	% Completion		6	SS								
	KPA 8/ KFA 31 Local Economic Development & Capacity Building	PRIMARY SCHOOL	CP	% Completion		8	DEduc								
	KPA 8/ KFA 31 Local Economic Development & Capacity Building	SKILLS DEVELOPMENT CENTRE	CP	% COMPLETED		12	SS								
	KPA 8/ KFA 31 Local Economic Development & Capacity Building	SCHOOLS (PRIMARY & SECONDARY)	CP	% COMPLETED		12	DEPT. EDUC								
	KPA 8/ KFA 31 Local Economic Development & Capacity Building	AGRICULTURAL SCHOOL	CP	% COMPLETED		12	DEPT. EDUC								
	KPA 8/ KFA 31 Local Economic Development & Capacity Building	AGRICULTURAL PROJECT	P	% COMPLETED		12	D								
	KPA 6/KFA 27 Municipal and public facilities (Incl. Sport & Recreation)	Centre for people with disabilities	CP	Number of persons benefitting from	OC	12	SS							External	Private
	KPA 2/KFA 6: Environmental Management	Eradication of alien and invader plants	A	Funding from GDARD obtained	O	All	SS			Business plan, drafted, approved &				Internal	GDARD
	KPA 8/ KFA 31 Local Economic Development & Capacity Building	SMALL SCALE AGRICULTURAL PROJECT				10	GDARD								