



DRAFT

**SERVICE DELIVERY & BUDGET IMPLEMENTATION PLANS
(SDBIPs) FOR THE FINANCIAL YEAR 2017 – 2018**

1. PURPOSE

The purpose of this submission is to table the Matjhabeng Local Municipality's Service Delivery and Budget Implementation Plans (SDBIP's), as well as Operational Plans (OPs) before the Honourable Executive Mayor for consideration and approval as per the prescripts of Section 53 (1) (c) (ii) of the Municipal Finance Management Act (MFMA) Act No 56 of 2003 as amended.

The SDBIP's and OPs document must be read together with the Integrated Development Plan (IDP) and Budget, approved as a draft by the Matjhabeng Council.

Further, this document must also form the basis of the Municipal Performance Management System (PMS) as it relates to both Section 56 and 57 employees in terms of Section 53 (1) (c) (iii) (bb) of the Act under discussion.

2. LEGAL REQUIREMENTS AND PROCESSES

In terms of the provisions of the aforesaid Act and accompanying Circulars, the processes for the submission, approval, implementation and revision of the SDBIPs and Ops are as follows:

| | |
|--------------------------|---|
| Section 69 (3) (a) | Municipal Manager submit Draft SDBIP to the Mayor within 14 days after the approval of the Budget. |
| Section 53 (1) (c) (ii) | Mayor to take all reasonable steps to ensure that s/he approves the SDBIP within 28 days after the approval of the Budget |
| Section 53 (1) (c) (iii) | Mayor to take all reasonable steps to ensure that annual performance agreements of the Municipal Manager and all Senior Managers are linked to the SDBIP and performance objectives approved with the Budget |
| Section 53 (3) (a) | Mayor must ensure that the SDBIP be made public within 14 days after their approval |
| Section 53 (3) (b) | Mayor must ensure that the performance agreements of the Municipal Manager and Senior Managers be made public within 14 days after approval of SDBIP and copies submitted to Council and MEC for local government in the province |
| Section 69 (1) (a) | Municipal Manager to implement the budget and to adjust expenditure if revenue is not in accordance with the Budget and SDBIP |
| Section 71 (1) (g) (ii) | Municipal Manager to report within 10 working days of the end of each month to the Mayor an explanation of any material variances from the SDBIP |
| Section 72 | Municipal Manager, by 25 January of each year, to assess the performance of the municipality for the first half of the year taking into account the SDBIP targets and |

indicators, and submit a report to the Mayor, National Treasury and Provincial Treasury

Section 54

Mayor must upon receipt of reports listed in Sections 71 and 72, check whether or not the budget is being implemented in accordance with the approved SDBIP, etc.

The thrust of the provisions of the MFMA in respect of the SDBIPs is therefore to stipulate projects and activities that must be implemented with a view to effecting life into the IDP; to implement and monitor objectives set in the Budget; set performance indicators in accordance with the IDP and Budget; to ensure that the performance agreements of the Municipal Manager and Senior Managers are linked to the IDP and Budget; to ensure measurement of such performance; and to ensure revision, if necessary, of the Budget and performance indicators.

3. RECOMMENDATIONS

It is recommended that:

3.1 The Honourable Executive Mayor **APPROVES** the Service Delivery and Budget Implementation Plan (SDBIP), as well as Operational Plans (OPs) for the Financial Year 2017 / 2018

3.2 Once approved:

3.2.1 The approved SDBIP and OPs must form the basis for the performance management of the Municipal Manager and Senior Managers as prescribed by laws and regulations governing local government

RECOMMENDATIONS **APPROVED** / RECOMMENDATIONS **DISAPPROVED**

HON. N. SPEELMAN
EXECUTIVE MAYOR

DATE

DRAFT MUNICIPAL VISION AND MISSION

OUR VISION

By being a benchmark developmental municipality in service delivery excellence.

Mission Statement of Matjhabeng Local Municipality

- By being a united, nonracial, non-sexist, transparent, responsible municipality.
- By providing municipal services in an economic, efficient and effective way.
- By promoting a self-reliant community through the promotion of a culture of entrepreneurship.
- By creating a conducive environment for growth and development.

Mayoral Strategic Priorities

1. Roads maintenance
2. Street lights maintenance
3. Replacement of asbestos water pipes
4. Achieve housing accreditation
5. Economic development

KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

| OBJECTIVE | STRATEGY | KPI | BASELINE | WARD No | ANNUAL TARGET | ANNUAL BUDGET | RESONSIBLE DEPARTMENT | Q1 | Q2 | Q3 | Q4 |
|---|---|--|--|---------|---|---------------|-------------------------------------|---|---|----|------------------------------------|
| To ensure that the Matjhabeng Local Municipality is sufficiently capacitated with skilled and competent workforce across all levels in order to meet Service Delivery objectives. | Review the Organizational structure and identify critical positions to capacitate the Local Municipality. | Approved Organizational structure. | Structure reviewed by 4th Quarter of 2016/2017 Financial year. | All | Approved structure by 1 st Quarter of 2017/2018 | R0 | Corporate Services | | | | Approved Organizational structure. |
| Recruit, Select and place applicants in line with the approved Organizational Structure and Budget. | Ensure that all critical appointments are filled in accordance with the Organizational structure and budget | Number of critical positions filled in accordance with the Organizational Structure. | In line with the guidelines related to critical skills as espoused by LGSETA Critical Skills Index | All | 16% of all vacant positions in line with the annual staff turnover. | R74898461 | Corporate Services | All critical appointments are filled in accordance with the Organizational structure and budget | | | |
| | Recruit and place employees in line with approved Human Resources Policy. | All Employees placed in line with Human Resources policy. | Placement in line with HR Policy | All | 100% placement in line with HR Policy | R0 | Corporate Services | All Employees placed in line with Human Resources policy. | | | |
| | Induct all newly recruited employees | New Employees inducted | Induction conducted | All | All New employees Inducted | R0 | Corporate Services | | New Employees inducted | | |
| To capacitate the Matjhabeng Local Municipality with well Trained and skilled employees. | To design and implement the skills programmes that enhances the capacity and expertise of employees in order to enable them to deliver quality service. | Adequately resourced skills bank and qualifications inventory. | Current Skills and Qualifications Audit | All | 100% of the Training Budget | R0 | Corporate Services | | Current Skills and Qualifications Audit | | |
| To ensure Health and Wellness of employees and councilors within Matjhabeng Local Municipality | To implement Health and wellness programs, initiatives and projects that address employee challenges | Approved health and wellness plan. | Current health and wellness plan. | All | Approved health and wellness plan. | R0 | Corporate Services/Speaker's Office | | Approved health and wellness plan. | | |

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|--|---|--|---|-----|---|----------------------------|-------------------------------------|---|---|--|---|
| | Arrange a one-on-one contact sessions for 72 councilors at once within the current financial year. | Approved training programme | Current health and wellness plan. | All | One-on-one contact session with 72 councilors | | Corporate Services/Speaker's Office | 12 | 20 | 20 | 20 |
| To ensure compliance with regulatory framework | Review and align HR policies to amended legislation. | Approved and work shopped HR policy | Draft HR Policy by second quarter of 2016/2017 financial year | All | HR Policy approved by Council by 1 st quarter of 2017/2018 financial year | R1,000,000.00 | Corporate Services | Approved and work shopped HR policy | | | |
| | Provide Legal services that ensures that all Legal matters of the Municipality are handled and disposed in an efficient manner. | An updated Litigation register in line with the performance score card | Draft litigation register | All | | 100% legal matters handled | Corporate Services | | An updated Litigation register | | |
| To ensure that all municipal contracts and agreements are in place | Legal and cost effective administration of contracts in line with the contracts management regulation | An updated an compliant contract management register and system | Signed and available contracts | All | 100% legally compliant and updated contracts | R0 | Corporate Services | | An updated an compliant contract management register and system | | |
| To manage and facilitate the existence of an effective employer employee relationship. | Ensuring the most effective employment relationship that enhances productivity | Relationship Portfolio reflecting a managed workplace. | Current Employment Relationship Index | All | 60 % of all labour relations resolved within the Collective Agreement Three months threshold. | R0 | Corporate Services | Current Employment Relationship Index | | | |
| To ensure compliance with the Occupational Health and Safety Act | Conduct Safety Awareness programs | Number of Health and Safety awareness programs conducted | 10 | All | 4 | 0 | Corporate Services | 1 Safety Awareness program conducted | 1 Safety Awareness program conducted | 1 Safety Awareness programs | 1 Safety Awareness program conducted |
| | | Number of Health and Safety Inspections conducted | 10 | All | 4 | 0 | Corporate Services | 1 Health and Safety Inspections conducted | 1 Health and Safety Inspections conducted | 1 Health and Safety Inspections conducted | 1 Health and Safety Inspections conducted |
| | | Number of Health and Safety Medical Tests conducted | 80 | All | 100 | 0 | Corporate Services | 1 Health and Safety Medical Tests conducted | 1 Health and Safety Medical Tests conducted | 1 Health and Safety Medical Tests conducted | 1 Health and Safety Medical Tests conducted |
| To develop an efficient and effective Human Resources Management Plan aligned with IDP | To develop a functional Human Resources Plan | Approved Human Resources Plan | Approved Human Resources Plan | All | Approved Human Resources Plan | 0 | Corporate Services | Approved Human Resources Plan | | | |
| To have job descriptions which are aligned with Divisional plans | To review and align Job descriptions | Number of posts with aligned Job descriptions | 80% of Job descriptions aligned across Divisions | All | 50% of Job descriptions reviewed and aligned across Divisions | 0 | Corporate Services | | | 80% of Job descriptions aligned across Divisions | |
| To ensure compliance with the Employment Equity Act | Design and implement | Approved and revised | 100% Approved and revised Employment Equity Plan | All | 100% Approved and revised Employment Equity Plan | 0 | Corporate Services | | | 1 Approved and revised | |

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|--|---|--|--|-----|--|---|--------------------|--|--|-------------------------------|--|
| | Employment Equity policies | Employment Equity Plan | | | | | | | | Employment Equity Plan | |
| | Submit Employment Equity Reports to the Department of labor | Employment Equity Reports submitted to the Department of Labor within prescribed time frames | All prescribed Employment Equity Reports submitted within prescribed time frames | All | All prescribed Employment Equity Reports submitted within prescribed time frames | 0 | Corporate Services | | | 1 Employment Equity Report | |

KPA 2: BASIC SERVICES AND INFRASTRUCTURE INVESTMENT

| OBJECTIVE | STRATEGY | KPI | BASELINE | WARD NO | ANNUAL TARGET | ANNUAL BUDGET | FUNDING SOURCE | Q1 | Q2 | Q3 | Q4 |
|--|---|---|--|---------|-------------------|-----------------|--------------------|---------|---------|---------|---------|
| PROGRAMME: SEWER NETWORKS AND WWTW DEVELOPMENTAL AND MAINTENANCE PROGRAMS | | | | | | | | | | | |
| To upgrade the bulk sewer networks, pump stations and Waste Water Treatment Works (WWTP) to 100% functionality to ensure a healthy environment during the next five financial years and that systems are functional in line with Green drop regulations. | Refurbish and upgrade Nyakallong WWTP Phase 2 and pump-stations as well as bulk sewer networks : | Upgrade of Nyakallong measured according to PPIM | WWTP exists | 36 | PPIM 71 | R6m | MIG | PPIM 40 | PPIM 44 | PPIM 53 | PPIM 71 |
| | Virginia: WWTP Sludge Management | Construction of Virginia: WWTP Sludge Management measured according to PPIM | WWTP exists | 9 | PPIM 90 completed | R11.33m | MIG | PPIM 71 | PPIM 85 | PPIM 90 | |
| | Mmamahabane: WWTW , Pump Station and Outfall sewer pipe line refurbish | Refurbishment and Upgrade of Mmamahabane WWTW measured according to PPIM | WWTW, Pump Station and Outfall sewer pipe exist in Mmamahabane | 1 | PPIM 85 completed | R8.4m | MIG | PPIM 49 | PPIM 62 | PPIM 71 | PPIM 85 |
| | Refurbish of Theronia WWTP and pump stations with WSIG funding | Refurbishment of Theronia WWTW measured according to PPIM | WWTP exists | 36 | PPIM 71 completed | R24m | MIG | PPIM 40 | PPIM 44 | PPIM 53 | PPIM 71 |
| | Whites: Septic Tank System | Construction of Whites: Septic Tank System measured according to PPIM | Sewer network exist, existing works completely dysfunctional | 3 | PPIM 30 completed | R0.41m | MIG | PPIM 8 | PPIM 20 | PPIM 25 | PPIM 30 |
| | Upgrade Kutlwanong WWTW and inlet pump station to address new developments to total of 9 MI/d. | Upgrade of Kutlwanong WWTW measured according to PPIM | 6 MI WWTW exists | 10 | PPIM 44 | R5.5m of R13m | MIG | PPIM 20 | PPIM 30 | PPIM 35 | PPIM 44 |
| | Upgrade T8 pump station to address new developments. | Upgrade T8 pump station measured according to PPIM | T8 pump station exists | 14 | PPIM 49 completed | R6.8m of R14,3m | MIG | PPIM 30 | PPIM 35 | PPIM 40 | PPIM 49 |
| | Upgrade Phomolong Pump station to address additional flow from bucket eradication program. | Upgrade Phomolong pump station measured according to PPIM | Pump station exists | 3 | PPIM 76 completed | R4m of R13m | MIG/ COUNCIL (O&M) | PPIM 40 | PPIM 49 | PPIM 58 | PPIM 76 |
| | Matjhabeng: Upgrading of 7 electrical panels at sewer pump stations | Upgraded electrical pannels measured according to PPIM | Existing pump stations electrical pannels not on standard. | Various | PPIM 40 completed | R0.05m | MIG | PPIM 4 | PPIM 8 | PPIM 30 | PPIM 40 |

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|---|---|---|--|------------|---|---------------------|---------------|-----------------|-----------|-----------|-----------|
| | Refurbishment of Klippan Pump station completion and upgrading of the Mostert/ Sandriver canal | Refurbished Klippan Pump station and upgraded Mostert/ Sandriver canal measured according to PPIM | Pump station not effective on management of water level of Witpan and Sandriver Canal not properly functional. | 24, 32 | PPIM 53 completed | R15m | CAPITAL | PPIM 2 | PPIM 8 | PPIM 30 | PPIM 53 |
| To maintain WWTW such that spillages are prevented and existing infrastructure are functional and to extend the life expectancy thereof | Sumps cleaned at pump stations | Number of sumps cleaned in the next financial year. | 25 sumps | All | 5 sumps | R2m | COUNCIL (O&M) | Tender approved | 2 cleaned | 4 cleaned | 5 cleaned |
| To renew dilapidated or dysfunctional old sewer infrastructure by replacing 5% of worn out sewer pipelines in a five-year cycle. | Construct and refurbish of Kutlwanong outfall sewer line | Refurbished Kutlwanong outfall sewer line measured according to PPIM | Kutlwanong outfall sewer line exists | 10, 18 | PPIM 58 completed | R3.5m | MIG | PPIM 4 | PPIM 35 | PPIM 49 | PPIM 58 |
| | Construct and refurbish Odendaalsrus (Van der Vyfer) outfall sewer line over 2 financial years | Odendaalsrus outfall sewer lines refurbished according to PPIM | Odendaalsrus: 3.7 km of outfall sewer dysfunctional | 36 | PPIM 58 completed | R5m | COUNCIL (O&M) | PPIM 4 | PPIM 35 | PPIM 49 | PPIM 58 |
| | Refurbish Stateway main sewer busy collapsing in 3 phases of 600m each | Refurbished main sewer in Stateway for Phase 1 according to PPIM | 1800 meter main sewer need refurbishment | 27, 32, 34 | PPIM 58 completed | R2m | COUNCIL (O&M) | PPIM 4 | PPIM 35 | PPIM 49 | PPIM 58 |
| | Refurbish Koppie Alleen main sewer busy collapsing in 2 phases of 500m each | Refurbished main sewer in Stateway for Phase 2 according to PPIM | 1000 meter main sewer need refurbishment | 32 | PPIM 58 completed | R4m | COUNCIL (O&M) | PPIM 4 | PPIM 35 | PPIM 49 | PPIM 58 |
| | Refurbish Jan Hofmeyr and Koppie Alleen crossing main sewer busy collapsing 70m | Refurbished 70 m main sewer in Jan Hofmeyr Road according to PPIM | 70 meter main sewer need refurbishment | 32 | PPIM 58 completed | R0.5m | COUNCIL (O&M) | PPIM 4 | PPIM 35 | PPIM 49 | PPIM 58 |
| PROGRAM: WATER DEVELOPMENTAL AND MAINTENANCE PROGRAMS AND ANCILLARY ITEMS | | | | | | | | | | | |
| To replace 15% of worn out water pipelines and ancillary works in a five-year cycle. | Replacement of worn out asbestos and steel water pipes to reduce water loss and service disruption:. | Number of kilometers of worn out water pipelines replaced measured according to PPIM. | 138 km of pipe exist | All | 3 km worn out water pipelines replaced. | R5m from O&M Budget | COUNCIL | PPIM 4% | PPIM 49% | PPIM 67% | PPIM 80% |

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|---|--|--|-----------------------|--|------------------------------|-----------|---------|------------------------------|------------------------------|------------------------------|--------------------------------|
| To develop and maintain Water networks and ancillary works as well as Water Demand Management System to reduce water loss and enhance revenue | Replace 5 000 water meters that is dysfunctional | Number of dysfunctional water meters replaced | 5 000 meters exist | All | 1 000 new meters | R1.5m | COUNCIL | Order and replace 250 meters | Order and replace 500 meters | Order and replace 750 meters | Order and replace 1 000 meters |
| WATER | | | | | | | | | | | |
| Implement Water Demand functions to reduce water loss and enhance service delivery. | Thabong: Installation of Zonal Water meters & Valves | Installation of zonal meters measured according to PPIM | | All Welkom, Bronville, Thabong and Riebeckstad | PPIM 85 completed | R4.2m | MIG | PPIM 67 | PPIM 76 | PPIM 80 | PPIM 85 |
| | Allanridge replacement of old galvanized steel | Replace steel pipe according to PPIM | | 36 | PPIM 40 completed | R0.25m | MIG | PPIM 4 | PPIM 25 | PPIM 32 | PPIM 40 |
| Extend water network to service existing households with potable water on the stands. | Thabong X20 (Hani Park): Extension of network, house connections and meters (180 stands) | Install new water network and house connections according to PPIM | | 23 | PPIM 67 completed | R0.88m | MIG | PPIM 20 | PPIM 35 | PPIM 49 | PPIM 67 |
| PROGRAM: ROADS DEVELOPMENTAL AND MAINTENANCE PROGRAMS AND ANCILLARY ITEMS | | | | | | | | | | | |
| To maintain road infrastructure in a cost effective manner such that the use full life expectance are extended but operations are safe. | Resurface of all streets according to PMS guidelines or Municipal priority list. | Number of km of streets resurfaced per year | 125 km | All wards | 10 km | R 30m | COUNCIL | Tender Approved | PPIM 40% | PPIM 67% | PPIM 80% |
| | Patch 15 800 m ² of potholes in formal roads to reduce deterioration and ensure safe usage thereof (m ²). | Number of square meters of streets patched | 79 000 m ² | All wards | 15 800 m ² | R6m | COUNCIL | 4000 m ² patched | 5000 m ² patched | 4000 m ² patched | 2 800 m ² patched |
| | Refurbish 60km of gravel and dirt roads to enhance driving comfort by bladeing and re-gravel . | Number of km of gravel and dirt roads refurbished though blading/ regravelling | 200km | All wards | 60 km | R1m | COUNCIL | 15 km bladed | 15 km bladed | 15 km bladed | 15 km bladed |
| | Construction of 2 km of Roads in Ward 28 | Construction of roads mesured according to PPIM | | 28 | PPIM 40 completed | R4.3m | MIG | PPIM 4 | PPIM 20 | PPIM 35 | PPIM 40 |
| | Constrution of Dr Mngoma road in Thabong | Construction of roads mesured according to PPIM | | 29 | PPIM 90 completed | R0.5m | MIG | PPIM 71 | PPIM 80 | PPIM 85 | PPIM 90% |
| | Meloding: Construction of roads, sidewalks & stormwater 2.2 km | Construction of roads mesured according to PPIM | | 6,7 | PPIM 76 completed | R12,54m | MIG | PPIM 53 | PPIM 62 | PPIM 71 | PPIM 76 |
| | Thabong: Upgrading of 1,5km gravel road to concrete paving blocks | Construction of roads mesured according to PPIM | | 14 | PPIM 67 completed | 8 337 958 | MIG | PPIM 44 | PPIM 53 | PPIM 58 | PPIM 67 |
| PROGRAMME: STORM WATER DEVELOPMENTAL AND MAINTENANCE PROGRAMS | | | | | | | | | | | |
| To compile and implement a maintenance and upgrading plan | Clean and upgrade 7 km of existing lined storm water canals. | Number of km of lined storm water cleaned | 74 km exist | All | 7 km of lined canals cleaned | R4m/a | COUNCIL | 2 km cleaned | 4 km cleaned | 6 km cleaned | 7 km cleaned |

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|--|---|--|-----------------------------------|--------------|--|--------|-----------------|-------------------------|--------------------------|--------------------------|--------------------------|
| for storm water canals and networks. | Clean 8 km of unlined storm water canals in Matjhabeng twice a year. | Number of km of storm water canals cleaned | 20 km exist | All | 8 km of unlined canals cleans | R6m/a | COUNCIL | 2 km cleaned | 4 km cleaned | 6 km cleaned | 8 km cleaned |
| To compile and implement a maintenance and upgrading plan for storm water canals and networks. | Clean and maintain 2km of existing storm water drainage pipes. | Number of km of storm water drainage pipes cleaned and maintained | 360km exist | 35,36 | 2 km of drainage pipes cleaned and maintained | R1m | COUNCIL | 0.5 km cleaned | 1 km cleaned | 1,5 km cleaned | 2 km cleaned |
| | Repair or replace 40 damaged and stolen catch pit and manhole lids | Number of stolen or damaged catch pit and manhole lids repaired or replaced | 1300 catch pits exist | All | 200 lids repaired or replaced | R2m/a | COUNCIL | 50 repaired or replaced | 100 repaired or replaced | 150 repaired or replaced | 200 repaired or replaced |
| To upgrade and formalise storm water network to reduce maintenance and enhance effectivity of system | Nyakallong: Construction of storm water system – phase 1 | Construction of roads measured according to PPIM | Unformalised system | 19,36 | PPIM 85 completed | R6.99m | MIG | PPIM 67 | PPIM 71 | PPIM 80 | PPIM 85 |
| PROGRAMME: ELECTRICITY DISTRIBUTION | | | | | | | | | | | |
| 132 KV DISTRIBUTION | | | | | | | | | | | |
| To ensure an effective and safe 132kV Distribution network | WELKOM Provide and install 20MVA 132KV transformer at Urania Substation | PPIM 100 completed | 4 Substations | 23,24 | 100 completed | R14m | COUNCIL | PPMIM 25 | PPIM 40 | PPIM 62 | PPIM 90 |
| LOW AND MEDIUM VOLTAGE DISTRIBUTION | | | | | | | | | | | |
| To ensure the effectiveness of the medium voltage distribution networks | WELKOM: Supply 4km of low and medium voltage network in Extension 15 Thabong. | PPIM 100 completed | Extension 15 Thabong exists | 24, 11 | 100 completed | R 2 8m | COUNCIL and DOE | PPMIM 25 | PPIM 40 | PPIM 62 | PPIM 90 |
| STREETLIGHTS | | | | | | | | | | | |
| To ensure an effective service and adhere to road ordinances as well SANS regulations | To ensure a sound high mast and streetlight installation as GIZ, DOE and MIG funding is made available. | Approval of finding from GIZ by Minter of Energy and construction of project PPIM | 27000 street lights | All wards | Retrofitting of 123 high mast lights with energy efficient technologies: PPIM 90 | R12m | GIZ | Approval of Minister | PPIM 40 | PPIM 62 | PPIM 90 |
| CEMETERIES | | | | | | | | | | | |
| Creates new and upgrade existing to ensure that facilities ad graves sites exist to support burials | Mmamahabane: Creation and Upgrading of Cemeteries (New Development) | Create new cemetery at Mmamahane and mesured according to PPIM | Existing near its life expectancy | 1 | PPIM 49 completed | R2.3m | MIG | PPIM 4 | PPIM 20 | PPIM 35 | PPIM 49 |
| KPA 2: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT | | | | | | | | | | | |
| PROGRAMME: MASTER PLANS | | | | | | | | | | | |
| To ensure long-term cost effective bulk Water supply to Matjhabeng | Comply with the Water Services Authority legislative requirements subject to availability of budget. | Develop Water Services Development master plan (WSDP) according to legislation (Act 108 of 1997) and Water master plan (WMP) according to PPIM | 2011 Draft exists | All wards | PPIM 85 completed | R3m | COUNCIL/ DBSA | PPIM 4 | PPIM 35 | PPIM 62 | PPIM 85 |

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|--|---|--|--|-----------|--|--|--|---------------|--|--|--|
| To develop infrastructure roads, water, sewerage, electricity, storm water | Develop Service Master plan and Planning designs where applicable for Storm water, Sewer and Water services by analyzing existing networks and do planning designs for future projects subject to availability of budget. | Develop Storm water Master plan for all towns and prioritize identified projects subject to availability of budget. | In need of masterplan for each town. | All wards | | | | COUNCIL/ DBSA | | | |
| | | Develop bulk Sewerage Master plan and capacity analysis for all towns and prioritize identified projects subject to availability of budget. | In need of masterplan for each town. Master plan of central area done in 2012. Must be updated to accommodate new developments | All wards | | | | COUNCIL | | | |
| | | Develop Water reticulation Master plan (including meters and standpipes) for all towns and prioritize identified projects subject to availability of budget. | In need of masterplan for each town. | All wards | | | | COUNCIL | | | |
| | | Develop Transportation master plan according to legislation | In need of masterplan for each town. | All wards | | | | COUNCIL | | | |
| | | Develop Purified Effluent (PSE) master plan subject to availability of budget. | In need of masterplan for each town. | All wards | | | | COUNCIL | | | |
| | | Develop Pavement Management System (PMS) master plan subject to availability of budget. | In need of masterplan for each town. | All wards | | | | COUNCIL | | | |

RECREATIONAL FACILITIES AND SPORTS

| | | | | | | | | | | | |
|---|--|---|--|-----------|-------------------|--------|-----|---------|---------|---------|---------|
| Creates and upgrades sports facilities to enhance residents sport awareness and sport standards | Upgrade and Create New Sports and Recreational Facilities Phase 3 Thabong Stadium, Zuka Baloi Stadium & Kopano Indoor Centre | Upgrade sport facilities measured according to PPIM | | 16,26, 28 | PPIM 85 completed | R2.5m | MIG | PPIM 71 | PPIM 76 | PPIM 80 | PPIM 85 |
| | Meloding: Upgrading of Indoor Sports Complex | Construction of Sort Complex measured according to PPIM | | 4 | PPIM 49 completed | R6.09m | MIG | PPIM 8 | PPIM 30 | PPIM 40 | PPIM 49 |
| | Thabong: Upgrading of the far east hall indoor sports and recreational facility | Upgrade Far East Hall measured according to PPIM | | 13 | PPIM 85 completed | R14.3m | MIG | PPIM 71 | PPIM 76 | PPIM 80 | PPIM 85 |

| LOCAL ECONOMIC DEVELOPMENT AND TAXI RANKS | | | | | | | | | | | | |
|---|--|---|--------------------------------|--|----|------------------------------------|-------|-----------|---------|---------|---------|---------|
| To enhance taxi facilities to ensure effectiveness and safe operations thereof. | Welkom Regional Taxi Centers | Upgrade Welkom Regional Taxi Centres measured according to PPIM | | | 32 | PPIM 20 completed | R2.2m | MIG | PPIM 20 | PPIM 20 | PPIM 20 | PPIM 20 |
| Construction of a Municipal Pound to be able to manage illegal and stray animals | Construction of new Municipal Cattle Pound | Construct pound measured according to PPIM | | | | PPIM 58 completed | R5m | Municipal | PPIM 20 | PPIM 40 | PPIM 44 | PPIM 58 |
| PROGRAMME: SOLID WASTE MANAGEMENT | | | | | | | | | | | | |
| To ensure efficient management and maintenance of landfill sites throughout Matjhabeng Local Municipality | Upgrade 1 landfill site in Welkom by June 2018 | 1 landfill site upgraded in Welkom | Landfill site exists in Welkom | | 11 | 1 landfill site upgraded in Welkom | R3.2m | MIG | PPIM 8 | PPIM 30 | PPIM 44 | PPIM 53 |

| PROGRAMME: CEMETERIES, SPORTS AND REREATION | | | | | | | | | | | | |
|--|---|--------------------------------------|------------------------------------|---|----------------|----------------|--------------------------------|----------------|----|----|------------------------------------|---|
| OBJECTIVE | STRATEGY | KPI | BASELINE | ANNUAL TARGET | BUDGET | FUNDING SOURCE | WARD | RESPONSIBILITY | Q1 | Q2 | Q3 | Q4 |
| To provide adequate burial space for the community | Develop 1 cemetery in Mmamahabane by June 2018 | Developing 1 cemetery in Mmamahabane | 13 Cemeteries currently | Completion of 1 st phase-planning stages | R 8 5000 000 | MIG | 1 | EDCS | | | | *1 Cemetery in Mmamahabane * 4000 Graves |
| To ensure that basic sport & recreation facilities are available to all communities | Upgrade & maintain existing & build new municipal sport & recreation facilities | Upgrade 1 Sport Stadium: Thabong | 1 Upgraded Sport Stadium | 1 Upgraded Sport Stadium | R8 598 883, 84 | MIG | 28 | EDCS | | | Upgrade 1 Sport Stadium: | |
| | Establish 1 multi-purpose centre: -Far East Hall | 1 multi-purpose centre established | 1 multi-purpose centre established | 1 multi-purpose centre established | R 8 325 794.68 | 13 | 13 | EDCS | | | 1 multi-purpose centre established | |
| | Upgrading of swimming pools | 1 swimming pool upgrade in Welkom | | 1 swimming pool upgraded | R 16 000 000 | | 35 | EDCS | | | | 1 swimming pool upgraded |
| To ensure that the Municipality has an effective and efficient waste management system | Procure 2000 wheelie bins by June 2018 | Procurement of 2000 wheelie bins | Procurement of 2000 wheelie bins | Procurement of 2000 wheelie bins | R4 000 000 | Council | All Wards, except Welkom Wards | EDCS | | | | Procurement of 2000 wheelie bins |
| OBJECTIVE | STRATEGY | KPI | BASELINE | ANNUAL TARGET | BUDGET | FUNDING SOURCE | WARD | RESPONSIBILITY | Q1 | Q2 | Q3 | Q4 |

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|---|---|---|--|---|--------------------------|-----------------------|-------------|-----------------------|---------------------------------|-----------|-----------|--|
| To ensure sustainable traffic control | Procure 1000 signs and 500 000 litres of paint per year | Number of road traffic signs procured per year. Number of litres of paint procured per year. | 1000 signs and 500 000 litres of paint per year | 1000 signs and 500 000 litres of paint per year | R2 400 000 | Council | All | EDCS | | | | 1000 signs and 500 000 litres of paint per year |
| OBJECTIVE | STRATEGY | KPI | BASELINE | ANNUAL TARGET | BUDGET | FUNDING SOURCE | WARD | RESPONSIBILITY | Q1 | Q2 | Q3 | Q4 |
| To Ensure that the Municipality creates an enabling environment for businesses to thrive through reduction of crime | Appoint 140 Municipal security personnel as Law Enforcement Officers by June 2018 | Number of Security Personnel appointed as Law Enforcement Officers by June 2018 | Advert has already been issued for about 30 security personnel | 140 Security Personnel | As per the salary budget | Council | All | EDCS | | | | 140 Security Personnel |
| | Train all 140 Municipal security personnel as Law Enforcement Officers by June 2017 | Number of Security Personnel trained as Law Enforcement Officers | 140 | 140 | As per the salary budget | Council | All | EDCS | | | | 140 Municipal security personnel |
| | Install and activate Electronic Security Systems in 3 Municipal Buildings and Premises (Main, Procor and Finance) | Number of premises protected by Electronic Security System | Non-functioning electronic system exists | 3 | R10 000 000 | MIG/ Council | All | EDCS | | | | Electronic Security Systems installed in 3 Municipal Buildings and Premises (Main, Procor and Finance) |
| Facilitate the development of safer communities | Appoint 20 fire officers in Mmamahabane satellite fire station | Number of fire officers appointed | 20 | 20 fire officers appointed | As per the salary budget | Council | All | EDCS | | | | 20 fire officers appointed |
| | Develop and approve a Security Master Plan | 1 Security Master Plan approved | 1 | 1 Security Master Plan | R0.00 | Council | All | EDCS | 1 Security Master Plan approved | | | |

KPA3: LOCAL ECONOMIC DEVELOPMENT

| OBJECTIVE | STRATEGY | KPI | BASELINE | WARD | ANNUAL TARGET | ANNUAL BUDGET | FUNDING SOURCE | RESPONSIBILITY | Q1 | Q2 | Q3 | Q4 |
|--|--|--|---|--------------------------------------|---------------------------------|---------------|---|----------------|---|--|------------------------------|------------------------------|
| PROGRAM: DEVELOPMENT PLANNING | | | | | | | | | | | | |
| To ensure the development and review of the Matjhabeng SDF and related implementation strategies in Matjhabeng | Review of the Matjhabeng SDF | A reviewed and approved SDF for Matjhabeng in terms of SPLUMA | Matjhabeng SDF was approved in 2013 but requires review in terms of the SPLUMA | All | 1 | R500 000 | Department of Rural Development and Land Reform / COUNCIL | LED & P | 1 Matjhabeng SDF | | | |
| To promote sustainable spatial development | Evaluate land availability for all land uses and formulation of sectoral development land development strategies | Annual land status quo report | A 2014 document exists which requires updating on order to understand the availability of land for all land uses. | All | 1 Annual land status quo report | R0.00 | - | LED & P | | 1 Annual land status quo report | | |
| | Develop a guideline document for spatial planning layout standards for Matjhabeng | Guideline document | A consolidated and uniform set of planning guidelines is required for effective and uniform township layout planning in Matjhabeng. | All | 1 | R0.00 | - | LED & P | 1 Guideline document | | | |
| | Evaluation of a strategy for the provision of and re-allocation of surplus school erven in Matjhabeng | Approved strategy for utilization and re-development of surplus school erven | A large number of school erven are vacant that may be utilized for development. | All | 1 | R0.00 | - | LED & P | | 1 Approved strategy for utilization and re-development of surplus school erven | | |
| | Sunelex project | Facilitation of land acquisition and layout | Power purchase agreement, Land rental and rehabilitation agreements in progress. | All | 1 | R0.00 | - | LED & P | | 1 Facilitation of land acquisition and layout | | |
| | Welkom Walkway | Approved lease agreement and implementation of project | Redevelopment of the walkway by private initiative approved | All | 1 | R0.00 | - | LED & P | 1 lease agreement and implementation of project | | | |
| | Provision of land for the development of general public amenities: ESKOM areas, cemeteries, new clinics, fire stations, recreation areas, etc. in Matjhabeng | Approved site allocation and facilitation of development | The need for the development of new public amenities is constantly identified. | All | 4 | R0.00 | - | LED & P | 4 sites allocated | | | |
| | To facilitate the effective marketing and development of commercial and industrial land in Matjhabeng | Identification, marketing, evaluation of development proposals and recommendations regarding the development of high | Successful alienation and development of commercial and industrial land in Matjhabeng | Quarterly land marketing initiative. | All | 20 | R0.00 | - | LED & P | 5 land marketing initiative. | 5 land marketing initiative. | 5 land marketing initiative. |

| | | | | | | | | | | | | | |
|--|---|---|--|-----|---|---|---|------------------------|------------------------|----------------------------------|---|--|--|
| | potential commercial and industrial Municipal owned land in Matjhabeng | | | | | | | | | | | | |
| | Development /review of procedures regarding the alienation of land in Matjhabeng | Procedural guideline document regarding the land alienation process | Procedures were approved for the alienation of Municipal Land – but require continuous update to ensure effectiveness. | All | 1 | R0.00 | - | LED & P | | 1 Procedural guideline document | | | |
| PROGRAM: DEVELOPMENT CONTROL | | | | | | | | | | | | | |
| To develop and implement the Matjhabeng Land Use Management Plan | To develop and implement a uniform Land Use Management Plan for Matjhabeng | 1 Approved LUMS | Each unit of Matjhabeng has its own Town Planning Scheme. One uniform Land Use Management Plan | All | 1 | R1m | Department of Rural Development and Land Reform / COUNCIL | LED & P | 1 Approved LUMS | | | | |
| PROGRAM: SMME, TRADE AND INVESTMENT | | | | | | | | | | | | | |
| To create a conducive environment for SMME development | Develop the proper administrative system for the management of the SMME sector | By-laws promulgated and approved by council by June 2017 | 0 | All | 1 | R0.00 | - | LED & P | | | | 1 set of By-laws promulgated and approved by council | |
| | Procure required advanced technology | Software and hardware are procured by June 2017 | 0 | All | 1 Software and hardware are procured | 150 000 | COUNCIL | LED & P | | 1 Software and hardware procured | | | |
| | Partnering with relevant stakeholders for SMME development | Partnerships sourced and concluded by June 2016 | 1 | All | 4 Partnerships sourced | R0.00 | - | LED & P | 4 Partnerships sourced | | | | |
| | Partner with the Department of Economic Development, Small Business, Tourism and Environmental Affairs in hosting the International Motor/Bike Racing in Phakisa way during the 2017/2018 financial year. | Partnership Agreement reached | | 0 | All | 1 Partnership Document | R0.00 | COUNCIL | LED &P/Executive Mayor | 1 Partnership Document | | | |
| | | Partnership on 1 motor/bike racing event in Phakisa Raceway during 2017/2018 financial year | | 0 | All | Partnership on 1 motor/bike racing event in Phakisa Raceway during 2017/2018 financial year | R1,5 m | COUNCIL | LED &P/Executive Mayor | | Partnership on 1 motor/bike racing event in Phakisa Raceway during 2017/2018 financial year | | |
| | Host SMME Expo and Conference to promote small businesses and create network platforms | SMME Expo and Conference by end March 2017 | | 3 | All | 1 SMME Expo and Conference | R150 000 | COUNCIL & External | LED & P | | | 1 SMME Expo and Conference | |
| To position Matjhabeng as a competitive | Develop investment attraction strategy | Strategy is developed and approved by Council by June 2017 | 0 | All | 1 investment attraction strategy | R0.00 | - | LED & P | | | | 1 investment attraction strategy | |
| | Establish 5 partnership opportunities per year with international economic players throughout the world to boost local | Number of partnership established with international economic players | 0 | All | 5 partnership opportunities established | R1,5m | COUNCIL | LED &P/Executive Mayor | | | | 5 partnership opportunities established | |

| | | | | | | | | | | | | |
|--|--|--|--------------|-----|--|------------|---|-----------------------|---------------------------------------|---------------------------------------|--|---|
| | economic development. | | | | | | | | | | | |
| investment attraction destination | Revise current incentives | Current incentives are revised and approved by Council by June 2017 | 0 | All | 1 Revised current incentives | R300 000 | COUNCIL | LED & P | 1 current incentives Strategy revised | | | |
| Promote tourism activities in Matjhabeng Local Municipal Area | Host end of year Municipal function | A Municipal function held at the end of December 2017. | Annual event | All | 1 end of year Municipal function held | R1,5m | COUNCIL | LED&P/Executive Mayor | | 1 end of year Municipal function held | | |
| | Host 1 tourism festival during December 2017 | Tourism Festival Held | 0 | All | 1 tourism festival held during December 2017 | R1,5m | COUNCIL | LED&P/Executive Mayor | | 1 Tourism Festival held | | |
| PROGRAM: AGRICULTURE AND MINING PROJECTS | | | | | | | | | | | | |
| To create the suitable environment for sustainable agricultural production | Private Public Partnership in respect of the collaboration with Matjhabeng Local Municipality, Rietfontein Agri Partners and the emerging farmers for the cultivation of field crops | Number of farms to be involved in a contract between a public sector authority (Matjhabeng Local Municipality) and a private party (Rietfontein Agri Partners) | 0 | All | 1 partnership between Municipality and Rietfontein Agri Partners (20 farms) | R0,00 | COUNCIL & Rietfontein Agri Partners | LED & P | | | | 1 partnership between Municipality and Rietfontein Agri Partners (20 farms) |
| | Acquire suitable grazing and arable agricultural land which will be used by the emerging farmers in Matjhabeng Local Municipality | Number of suitable grazing and arable agricultural land acquired | 1 | All | 1 suitable grazing and arable agricultural land for 4 emerging farmers | R20m | Department of Rural Development and Land Reform | LED & P | | | 1 suitable grazing and arable agricultural land for 4 emerging farmers | |
| | Upgrade infrastructure of 4 municipal farms | Improved state of agricultural infrastructure in Municipal Farms | 3 | All | Infrastructure upgrade on 4 municipal farms | R1 591 026 | COUNCIL (Capital Budget) Dept. of Agriculture Dept. Rural Development and Land Reform | LED & P | | | Infrastructure upgraded on 4 municipal farms | |
| | Establish 1 organic Fertilizer plant, Feedlot, Non GMO maize and hydroponics farming in Matjhabeng Local Municipality (Welkom) | Number of Fertilizer plant, Feedlot, Non GMO maize and hydroponics to be established | 0 | 30 | 1 organic Fertilizer plant, Feedlot, Non GMO maize and hydroponics farming in Matjhabeng Local Municipality (Welkom) | R2m | The Phodi-Green Company COUNCIL | LED & P | | | 1 organic Fertilizer plant, Feedlot, Non GMO maize and hydroponics farming in Matjhabeng Local Municipality (Welkom) | |
| | Provide 1 requisite infrastructure to stray livestock and a trading livestock market by June 2017 | Existence of livestock impoundment and livestock trading Centre in Matjhabeng Local Municipality | 0 | 30 | 1 requisite infrastructure to stray livestock provided | R18,5m | COUNCIL | LED & P | | | 1 requisite infrastructure to stray livestock and a livestock trading market provided | |
| | Develop a temporary livestock | 1 temporary livestock | 0 | 9 | 1 temporary livestock | R0.00 | - | LED & P | | | 1 temporary livestock | |
| | | | | | | | | | | | | |

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|---|---|--|-----|-----|--|--------------|---|---------|---|---|--|-----|
| | management plan in Matjhabeng Local Municipality | management plan developed | | | management plan developed | | | | | management plan developed | | |
| | Facilitate skills development and capacity building of farmers | 3 skills development and capacity building facilitated to farmers | 4 | All | 3 skills development and capacity building facilitated to farmers | R100 000, 00 | Lejweleputswa District Municipality, COUNCIL and SEDA. National Department of Agriculture, Forestry & Fisheries | LED & P | 3 skills development and capacity building facilitated to farmers | | | |
| | To facilitate the planning for the construction of a Tannery and leather processing factory in Matjhabeng Local Municipality | 1 Tannery and leather processing factory business plan/feasibility study facilitated | 0 | All | 1 Tannery and leather processing factory business plan/feasibility study | R500 000, 00 | COUNCIL | LED & P | | | 1 Tannery and leather processing factory business plan/feasibility study | |
| | To facilitate the planning and the construction of a Fruit and Vegetable drying and inlay factory in Matjhabeng Local Municipality | Number of Fruit and Vegetable drying and inlay factory to be implemented | 0 | All | 1 | R200 000, 00 | COUNCIL | LED & P | | 1 Fruit and Vegetable drying and inlay factory | | |
| | To ensure that revenue due is paid from all leased municipal farms and including commonage farms | Percentage to be achieved | 20% | All | 60% | R0.00 | - | LED & P | 10% | 20% | 40% | 50% |
| | To facilitate the establishment of Farm construction services and maintenance cooperatives | Number of construction services and maintenance cooperatives to be formed | 0 | All | 1 | R200 000, 00 | COUNCIL | LED & P | | 1 Farm construction services and maintenance cooperatives | | |
| | Identify and facilitate agro-processing and value adding projects | Number of value adding / agro processing initiatives to be promoted and supported | 3 | All | 4 agro-processing and value adding projects | R0.00 | COUNCIL and External Funding | LED & P | 4 agro-processing and value adding projects | | | |
| Stimulate and promote small scale mining within Matjhabeng Local Municipality | By supporting and facilitating the development of identified Small Scale Miners | Number of small scale miners assisted | 4 | All | 5 Small Scale Miners | R0.00 | - | LED & P | | 5 small scale miners | | |
| To facilitate the planning and the implementation of the Mining Social Plans in Matjhabeng Local Municipality | Identify 10 economic development projects to be funded through SLP in collaboration with mining houses around Matjhabeng in consultation with the community | Number of projects funded through Mining Social Plan | 5 | All | 10 economic development projects to be funded through SLP in collaboration with mining houses around Matjhabeng in consultation with the community | R0.00 | External Mines | LED & P | | 10 economic development projects to be funded through SLP in collaboration with mining houses | | |
| | To support the enterprise | Number of Mini-Butcheries | 0 | All | 10 | R250 000 | SPARTA Baby Beef (Pty) Ltd Group and | LED & P | Mini-Butcheries Programme | | | |

| | | | | | | | | | | | | |
|--|---|--|---|-----|---|----------|--|---------|--|--------------------------------|--|--|
| | development of the Mini-Butcherries Programme initiative by SPATA as part of their Broad-Based Black Economic Empowerment | Programme initiated by SPATA | | | | | Matjhabeng Local Municipality DESTE A | | | | | |
| | Facilitate the project plan and implementation of light industrial area in Meloding (Virginia) | Purchasing and renovation of identified building which will be used as the light industrial Park by SMME's in Virginia | 0 | 5 | 1 | R5m | External Molopo / Tetra 4 | LED & P | | | 1 light industrial area in Meloding (Virginia) | |
| | Facilitate the reduction of current municipal dump and recycle usable material thereby reduce waste and find alternative use and products | Number of recycling projects to be supported | 2 | All | 4 | R200.000 | External | LED & P | | 4 recycling projects supported | | |

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

| OBJECTIVE | STRATEGY | KPI | BASELINE | WARD | ANNUAL TARGET | ANNUAL BUDGET | FUNDING SOURCE | RESPONSIBILITY | Q1 | Q2 | Q3 | Q4 |
|--|--|---|----------|------|---|---------------|---------------------------------|----------------|---|---|---|---|
| PROGRAMME: FINANCIAL ACCOUNTING AND MANAGEMENT | | | | | | | | | | | | |
| To practice sound and sustainable financial management personnel | Submit draft AFS for audit purposes | Draft annual financial statements are submitted to auditor general for audit | Annually | All | 31 August 2017 | R 2 000 000 | COUNCIL, NT Grants (FMG & MSIG) | FINANCE | 31 August 2017 | | | |
| | Implement action plans, financial accounting and internal controls as per professional standards, financial management to form part of strategic communication | Date by action plans and related policies are to be communicated with stakeholders | Annually | All | 31 August 2017 | R0 | - | FINANCE | 31 August 2017 | | | |
| | Implement 100% of allocated capital projects to identified projects in the 2017/2018 financial year | The % of a municipality's capital budget actually spent on capital projects identified for 2017/2018 in terms of the approved IDP | Annually | All | 30 June 2018 | R121 216 000 | MIG/External | FINANCE | 30 June 2017 | | | |
| To plan, prepare and approve a credible municipal budget timeously | Adhere strictly to IDP/ budget time table, MBR, MFMA, NT Circulars, review of budget related policies. | Approval of Budget time table and Budget by Council | | All | 31 August 2017 31 May 2018 | R0.00 | - | FINANCE | 31 August 2017 | | | May 2018 |
| To practice sound and sustainable financial management | Calculate financial ratios on a monthly basis, comparing of baseline and report deviations with recommendations. | MFMA Section 52, 71 and 72 reports. | Monthly | All | 12 monthly reports | R0 | - | FINANCE | 3 monthly reports | 3 monthly reports | 3 monthly reports | 3 monthly reports |
| | Develop and adhere to budget time lines | Approved budget time lines | Annually | All | August 2017 | R0 | - | FINANCE | August 2017 | | | August 2017 |
| | Develop and submit draft budget to council for noting and approval | Approved budget | Annually | All | March 2018 and May 2018 | R0 | - | FINANCE | | | March 2018 | May 2018 |
| | Review all budget related policies | Approved budget related policies | Annually | All | May 2018 | R0 | - | FINANCE | | | | May 2018 |
| | Submit draft annual financial statements to AG by 31 August 2017 | Draft annual financial statements | Annually | All | Annual Financial Statement 31 August 2017 | R0 | - | FINANCE | | | | August 2017 |
| | Develop audit query action plan | Reduced % of AG audit queries | Annually | All | February 2018 | R0 | - | FINANCE | | | | February 2018 |
| PROGRAMME: SUPPLY CHAIN MANAGEMENT | | | | | | | | | | | | |
| Ensure timely procurement of supplies | Departmental needs analysis and departmental procurement plan | Number of days for orders to be processed. | Annually | All | 14 days turnaround time for orders and 3 months turnaround time for tenders | R0.00 | - | FINANCE | 14 days turnaround time for orders and 3 months turnaround time for tenders | 14 days turnaround time for orders and 3 months turnaround time for tenders | 14 days turnaround time for orders and 3 months turnaround time for tenders | 14 days turnaround time for orders and 3 months turnaround time for tenders |
| PROGRAMME: EXPENDITURE MANAGEMENT | | | | | | | | | | | | |
| To ensure safe keeping of documents. | Store and keep safe all supporting documentation including monthly voucher audits | Monthly document audit stored and safely kept | 12 | All | 12 monthly reports | R0.00 | - | FINANCE | 3 monthly reports | 3 monthly reports | 3 monthly reports | 3 monthly reports |

| OBJECTIVE | STRATEGY | KPI | BASELINE | WARD | ANNUAL TARGET | ANNUAL BUDGET | FUNDING SOURCE | RESPONSIBILITY | Q1 | Q2 | Q3 | Q4 |
|---|--|---|-----------------------|-----------|---|---------------|----------------|----------------|---|---|---|---|
| Effective and efficient expenditure control | Prepare a Draft Account Payable Policy to be approved by council | Date by which a Draft Account Payable Policy will be approved | 1 | All | 31 May 2017 | R0.00 | - | FINANCE | | | | 31 May 2017 |
| Effective and efficient expenditure control | Encourage suppliers to submit relevant documentation on time | Number of reconciliation and age analysis reports timeously submitted | 12 | All | 12 monthly reports | R0.00 | - | FINANCE | 3 monthly reports | 3 monthly reports | 3 monthly reports | 3 monthly reports |
| GRAP Municipal Asset Register | Prepare a complete and accurate asset register | Number of reconciliation reports timeously submitted | 12 | All | 12 Monthly Reports On additions and redundant assets | R0.00 | - | FINANCE | 12 Monthly Reports On additions and redundant assets | 12 Monthly Reports On additions and redundant assets | 12 Monthly Reports On additions and redundant assets | 12 Monthly Reports On additions and redundant assets |
| | Conduct two asset counts per year | Number of asset counts per year | 1 | All | 1 reports on asset counts | R0.00 | COUNCIL | FINANCE | | 1 report on asset counts | | 1 report on asset counts |
| | Conduct quarterly depreciation calculations | Quarterly Depreciation Calculations | 1 | All | 1 quarterly reports on the accuracy of depreciation | R0.00 | COUNCIL | FINANCE | 1 report on the accuracy of depreciation | 1 report on the accuracy of depreciation | 1 report on the accuracy of depreciation | 1 report on the accuracy of depreciation |
| PROGRAMME: REVENUE MANAGEMENT | | | | | | | | | | | | |
| To increase our revenue earning capacity and collection | Implementation of internal controls and key control matrix | Internal controls and key control matrix | 12 monthly reports | All wards | | R0 | COUNCIL | FINANCE | 3 monthly report | 3 monthly report | 3 monthly report | 3 monthly report |
| | Develop a financial management strategy and a turnaround strategy for transformation | 25% increase in market income | Monthly market income | All wards | | R20 000 000 | COUNCIL | FINANCE | 3 Monthly market income | 3 Monthly market income | 3 Monthly market income | 3 Monthly market income |

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

| OBJECTIVE | STRATEGY | KPI | BASELINE | ANNUAL TARGET | BUDGET | FUNDING SOURCE | WARD | RESPONSIBILITY | Q1 | Q2 | Q3 | Q4 |
|---|---|---|--------------|---|---------------|----------------|------|-------------------------------|-------------------------------------|---|---|----|
| To promote social cohesion and nation building through SPORT, ART AND CULTURE | Youth: Prepare and host MLM Games for annual OR Tambo Games between October and November 2017 in Welkom | 1 Annual OR Tambo Games held | 1 | 1 Annual OR Tambo Games held | R200 000 | COUNCIL | All | Office of the Executive Mayor | | 1 Annual OR Tambo Games held | | |
| | Elderly: Organize recreational games for senior citizens between January and March 2018 within Matjhabeng Local Municipality | 1 Recreational games for senior citizens held | 1 | 1 A fun walk/run for senior citizens held and 500 attendees expected. | R200 000 | COUNCIL | All | Office of the Executive Mayor | | | 1 A fun walk/run for senior citizens held and 500 attendees expected. | |
| | People with Disabilities: Organize 1 recreational games for people with disabilities between October and Dec 2017 | Recreational games for people with disabilities held | 1 | 1 recreational games for people with disabilities held between October and Dec 2017 | R200 000 | COUNCIL | All | Office of the Executive Mayor | | 1 recreational games for people with disabilities held between October and Dec 2017 | | |
| | Host 1 MLM Arts & Culture Festival in the third quarter of the financial year | MLM Arts & Culture Festival hosted | 1 | 1 Arts and Cultural festival to be held in the third quarter. | R500 000 | COUNCIL | All | Office of the Executive Mayor | | | 1 Arts and Cultural festival to be held in the third quarter. | |
| | Annually convene a candle light switching on in December 2017 | Switched on Candle Light event | Annual event | 1 candle light switching on event in December 2017 | R800 000 | COUNCIL | All | Office of the Executive Mayor | | 1 candle light switching on event in December 2017 | | |
| OBJECTIVE | STRATEGY | KPI | BASELINE | ANNUAL TARGET | ANNUAL BUDGET | FUNDING SOURCE | WARD | RESPONSIBILITY | Q1 | Q2 | Q3 | Q4 |
| To deepen democracy through promotion of gender related activities and awareness campaigns within government. | Celebrate Women's Day in August 2016 | 1 Women's Day celebration held in August 2015 | 1 | 1 Celebrate Women's Day celebration | R200 000 | COUNCIL | All | Office of the Executive Mayor | 1 Celebrate Women's Day celebration | | | |
| | Distribute 1000 HIV/AIDS materials by December 2016 | Number of HIV/Aids materials distributed by December 2016 | 4 | 1000 HIV/AIDS materials | R200 000 | COUNCIL | All | Office of the Executive Mayor | | 1000 HIV/AIDS materials | | |
| | Launch 16 Days of Activism in November 2016 | 16 Days of Activism launched in November 2016 | 1 | 1 16 Days of Activism launched | R500 000 | COUNCIL | All | Office of the Executive Mayor | | 1 16 Days of Activism launched | | |

| | Hold 4 Mayoral Imbizo's in the 6 units of Matjhabeng by June 2017 | 4 Mayoral Imbizo's held in the 6 units of Matjhabeng by June 2017 | 6 | 4 Mayoral Imbizo held | R 600 000 | COUNCIL | All | Office of the Executive Mayor | 1 Mayoral Imbizo held | 1 Mayoral Imbizo held | 1 Mayoral Imbizo held | 1 Mayoral Imbizo held |
|---|--|---|----------|---|---------------|----------------|------|-------------------------------|---|---|---|---|
| | Convene and hold an annual career expo and guidance between January and February 2017. | Annual career expo convened and guidance between January and February 2017. | 1 | 1 Annual career expo | R 200,000 | COUNCIL | All | Office of the Executive Mayor | | | 1 Annual career expo | |
| OBJECTIVE | STRATEGY | KPI | BASELINE | ANNUAL TARGET | ANNUAL BUDGET | FUNDING SOURCE | WARD | RESPONSIBILITY | Q1 | Q2 | Q3 | Q4 |
| To improve the optimal functionality of the Ward Committees | Produce credible ward committee plans that are aligned to the IDP by September 2016 | Number of ward plans produced by September 2016 | 360 | 36 Ward plans | R 600 000 | COUNCIL | All | Speaker | 36 Ward plans | | | |
| | Produce 12 monthly reports about activities/programmes within each of the 36 wards | Number of monthly reports from ward committees produced for the whole financial year/12 months | 432 | 432 Reports (36 Wards x 12 reports) | R0 | - | All | Speaker | 108 Reports (36 Wards x 3 reports) | 108 Reports (36 Wards x 3 reports) | 108 Reports (36 Wards x 3 reports) | 108 Reports (36 Wards x 3 reports) |
| | Manage performance of all 36 wards in the municipality | Number of performance management reports submitted to office of the Speaker on a quarterly | 144 | 144 Performance Reports (36 Wards x 4 Reports) | R 200 000 | COUNCIL | All | Speaker | 36 Performance Reports (36 Wards reports) | 36 Performance Reports (36 Wards reports) | 36 Performance Reports (36 Wards reports) | 36 Performance Reports (36 Wards reports) |
| | Develop and implement a skills profiles of all ward committee members to determine relevant capacity building programme | Number of skills audit and training programmes conducted | 1 | 1 Skills Audit undertaken 3 Training programmes | R 200 000 | COUNCIL | All | Speaker | 1 Skills Audit undertaken 1 Training programmes | 2 Training programmes | | |
| To improve public participation thereby eliminating public protests | Communicate relevant Council resolutions to Ward Committees quarterly (in consultation with the Offices of the Executive Mayor, Council Whipery and Municipal Manager) | Number of reports communicated to ward committees per quarter | 4 | 4 Reports | R0 | - | All | Speaker | 1 report | 1 report | 1 report | 1 report |
| | Hold Community meetings at least once a quarter with the Ward Councillor supported by the Ward Committee to address community programmes/developmental matters. | Number of community meetings held by a ward councillor to address community programmes/developmental matters. | 144 | 144 Community Meetings | R0 | - | All | Speaker | 36 Community Meetings per ward | 36 Community Meetings per ward | 36 Community Meetings per ward | 36 Community Meetings per ward |
| To ensure Council functions optimally, effectively and efficiently | Convene council meetings at least four times as per the approved schedule four times per year | Number of approved Council meetings convened | 4 | A minimum of 4 sittings per year (excluding special Council sittings) | R0 | - | All | Speaker | A minimum of 1 sitting per quarter (excluding special Council sittings) | A minimum of 1 sitting per quarter (excluding special Council sittings) | A minimum of 1 sitting per quarter (excluding special Council sittings) | A minimum of 1 sitting per quarter (excluding special Council sittings) |
| OBJECTIVE | STRATEGY | KPI | BASELINE | ANNUAL TARGET | ANNUAL BUDGET | FUNDING SOURCE | WARD | RESPONSIBILITY | Q1 | Q2 | Q3 | Q4 |

| To reduce unemployment and poverty among youth, women and people with disability. | Establish 4 operational co-operatives in 6 units established by June 2017 | Number of operational co-operatives established in 6 units by June 2017 | 10 | 4 operational co-operatives in 6 units | R1 Million | COUNCIL | All | Office of the Executive Mayor | 1 operational co-operatives in 6 units | 1 operational co-operatives in 6 units | 1 operational co-operatives in 6 units | 1 operational co-operatives in 6 units |
|---|---|---|---|--|------------|----------------|------|-------------------------------|---|---|---|--|
| | 10 new bursaries provided by January 2016 | Number of new bursaries provided by January 2016 | 10 | 10 new bursaries | R600,000 | COUNCIL | | Office of the Executive Mayor | | | 10 new bursaries | |
| PROGRAMME: MUNICIPAL BRAND IMAGE | | | | | | | | | | | | |
| OBJECTIVE | STRATEGY | KPI | BASELINE | ANNUAL TARGET | BUDGET | FUNDING SOURCE | WARD | RESPONSIBILITY | Q1 | Q2 | Q3 | Q4 |
| Ensure that the Municipality shares and update community regarding development on a continuous basis. | Review of communication Implementation plan for approval by May 2018. | Council approved Communication Implementation Plan | Approved Plan for 2017/2018 | 1 approved Communication Implementation Plan by May 2018 | R0 | - | All | ED SSS | | | | 1 approved Communication Implementation Plan |
| | Invite media houses on a quarterly to communicate municipal activities | Number of interactions with media houses | 3 media briefings were done for 2016/2017 | 4 media briefings conducted per year | R0 | - | All | EDSSS | 1 media briefing conducted per year | 1 media briefing conducted per year | 1 media briefing conducted per year | 1 media briefing conducted per year |
| PROGRAMME: RISK MANAGEMENT | | | | | | | | | | | | |
| OBJECTIVE | STRATEGY | KPI | BASELINE | ANNUAL TARGET | BUDGET | FUNDING SOURCE | WARD | RESPONSIBILITY | Q1 | Q2 | Q3 | Q4 |
| To develop effective and adequate risk management system that improves Municipal risk profile | Approve a risk management strategy by September 2018 | Approval of 1 risk management strategy by May 2018 | 1 risk management policy and 1 risk management strategy were approved by Council in December 2016 | 1 risk management Strategy | R0 | - | All | ED SSS | | | | 1 risk management Strategy |
| | Approve a risk management plan by May 2018 | Approval and implementation of risk management plan by May 2018 | 1 Risk Management plan was approved in December 2016 | 1 risk management Plan | R0 | - | All | ED SSS | | | | 1 risk management Plan |
| | Conduct four risk assessments for all identified risks in the risk register | Number of risk assessments conducted per year | 1 risk assessment was conducted during the 2015/2016 financial year. | 4 risk assessments conducted per year | R30,000.00 | COUNCIL | All | EDSSS | 1 risk assessment conducted per quarter | 1 risk assessment conducted per quarter | 1 risk assessment conducted per quarter | 1 risk assessment conducted per quarter |
| To promote an environment free of fraud and corruption | Approve and implement a fraud prevention plan by June 2018 | Approval of a fraud prevention plan by May 2018 and implementation the following financial year | 0 | 1 fraud prevention plan | R0 | - | All | ED SSS | | | | 1 fraud prevention plan approved |

| | Approve a revised whistle blowing policy by May 2018 and implement the following financial year. | Approval and implementation of a whistle blowing policy by May 2018 | 1 whistle blowing policy approved in December 2016 | 1 whistle blowing policy | R0 | - | All | EDSSS | | | | | 1 whistle blowing policy |
|--|---|--|---|--|--------|----------------|------|----------------|--|---|---|---|--------------------------|
| OBJECTIVE | STRATEGY | KPI | BASELINE | ANNUAL TARGET | BUDGET | FUNDING SOURCE | WARD | RESPONSIBILITY | Q1 | Q2 | Q3 | Q4 | |
| To ensure effective internal control environment is created for improved management of Municipal processes | Approve a risk based internal audit plan by Audit Committee by September 2017 | 1 Approved Risk Based Internal Audit plan by September 2017 | 1 Plan was approved in November 2016 | 1 Approved Risk Based Internal Audit plan by September 2017 | R0 | - | All | EDSSS | 1 Approved Risk Based Internal Audit plan by September 2017 | | | | |
| | Compile four Internal audit reports on operations, internal control, risk and performance management per year | Number of internal audit reports compiled per year | 2 Internal Audit Reports were compiled for 2016/2017 financial year | Four Internal audit reports compiled per year | R0 | - | All | EDSSS | 1 Internal audit report compiled per quarter | 1 Internal audit report compiled per quarter | 1 Internal audit report compiled per quarter | 1 Internal audit report compiled per quarter | |
| | Develop and approve an Internal Audit methodology by the Audit Committee | Approval of Internal Audit methodology by audit committee | 1 Internal Audit Methodology was approved by December 2016 | 1 Internal Audit Methodology approved by September 2017 | R0 | - | All | EDSSS | 1 Internal Audit Methodology approved by Audit Committee by September 2017 | | | | |
| | Coordinate and host four Audit Committee meetings per year | Number of Audit Committee meetings coordinated and hosted | Four Audit Committee meetings were coordinated and hosted | Four Audit Committee meetings coordinated and hosted by July 2018 | R0 | - | All | EDSSS | 1 Audit Committee meeting coordinated per quarter | 1 Audit Committee meeting coordinated per quarter | 1 Audit Committee meeting coordinated per quarter | 1 Audit Committee meeting coordinated per quarter | |
| | Facilitate annual review of Internal Audit Charter | Approval of the Audit Charter by the Audit Committee | 1 Internal Audit Charter was approved by the Audit Committee in November 2016 | 1 Internal Audit Charter approved by the Audit Committee by September 2017 | R0 | - | All | EDSSS | 1 Internal Audit Charter approved by the Audit Committee by September 2017 | | | | |
| OBJECTIVE | STRATEGY | KPI | BASELINE | ANNUAL TARGET | BUDGET | FUNDING SOURCE | WARD | RESPONSIBILITY | Q1 | Q2 | Q3 | Q4 | |
| Improve alignment of programmes at both District, Provincial and National levels to ensure synergy in planning | Attend all set forum meetings as required by Inter-Governmental Framework Act | Number of Municipal Managers Forum meetings attended for the financial year. | 4 MM's meetings | 4 MM's meetings attended during the 2017/2018 financial year | R0 | - | All | EDSSS | 1 MM's meeting attended during the 2017/2018 financial year | 1 MM's meeting attended during the 2017/2018 financial year | 1 MM's meeting attended during the 2017/2018 financial year | 1 MM's meeting attended during the 2017/2018 financial year | |
| | | Number of technical IGR forum meeting attended during the financial year. | 3 technical IGR meetings were attended during the | 4 technical IGR meetings attended by June 2018 | R0 | - | All | EDSSS | 1 technical IGR meeting attended per quarter | 1 technical IGR meeting attended per quarter | 1 technical IGR meeting attended per quarter | 1 technical IGR meeting attended per quarter | |

| | | | | | | | | | | | |
|--|---|---|----|---|-----|--------------|---|---|---|---|--|
| | 2016/2017 financial year | | | | | | | | | | |
| Number of District Coordinating Forum meetings attended for the 2017/2018 financial year. | 1 DCF meeting was attended during the 2015/2016 | 4 DCF meetings attended by June 2018 | R0 | - | All | EDSSS | 1 DCF meeting attended per quarter | 1 DCF meeting attended per quarter | 1 DCF meeting attended per quarter | 1 DCF meeting attended per quarter | |
| Number of MECLOGA meetings attended for the financial year. | 4 MECLOGA meetings were attended in the year under review | 4 MECLOGA meetings attended by June 2018 | R0 | - | All | EDSSS | 1 MECLOGA meeting attended per quarter | 1 MECLOGA meeting attended per quarter | 1 MECLOGA meeting attended per quarter | 1 MECLOGA meeting attended per quarter | |
| Number of Back to Basics Intervention Team meetings participated in for the financial year | 3 Back to Basics Intervention Team meetings | 4 Back to Basics Intervention Team meetings attended by June 2018 | R0 | - | All | EDSSS | 1 Back to Basics Intervention Team meeting attended per quarter | 1 Back to Basics Intervention Team meeting attended per quarter | 1 Back to Basics Intervention Team meeting attended per quarter | 1 Back to Basics Intervention Team meeting attended per quarter | |
| Number of PMS Forum meetings participated in for the financial year | 3 PMS Forum meetings | 4 PMS Forum meetings attended by June 2018 | R0 | - | All | EDSSS | 1 PMS Forum meeting attended by June 2019 | 1 PMS Forum meeting attended by June 2019 | 1 PMS Forum meeting attended by June 2019 | 1 PMS Forum meeting attended by June 2019 | |