



**SERVICE DELIVERY AND BUDGET  
IMPLEMENTATION PLAN 2022/2023**

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## Table of Contents

Part 1 Financial Performance.....	1
1. Executive Mayor’s Approval and Recommendation to Council.....	2
2. Introduction .....	3
3. Legislative Framework.....	3
4. Service Delivery and Budget Implementation Plan.....	4
4.1. Components of the Service Delivery and Budget Implementation Plan.....	4
4.1.1. Monthly projections of revenue to be collected for each source.....	4
4.1.2. Monthly projections of revenue and expenditure by vote.....	4
4.1.3. Quarterly projections on service delivery targets and performance indicators for each vote.....	4
4.1.4. Detailed capital budget over three years.....	5
5. Monitoring of the implementation of the Service Delivery and Budget Implementation Plan.....	5
6. 2022/23 Medium-Term Revenue and Expenditure Framework.....	6
6.1 Revenue and Expenditure.....	6
6.2 Capital Budget by Vote.....	6
6.3 Capital Expenditure by functional classification.....	7
6.4 Total Operating Revenue.....	8
6.5 Total Operating Expenditure.....	8
6.6 Table SA4 and SA5: Reconciliation of Integrated Development Plan Strategic Objectives and Operational Revenue and Expenditure.....	9
7. Non-Financial Performance Planning.....	10
7.1. Link with the Integrated Development Plan.....	11
7.2. Description on the core functions of the municipality based on its legislative mandate.....	11
7.3. Summary of core functions.....	11
7.4. Mandate and outcomes.....	11
7.5. Customer and services.....	13
7.6. Outcomes indicators.....	15
7.7. Outcome indicators.....	22
7.8. Top-Layer Service Delivery and Budget Implementation Plan.....	22
8. Senior Management Scorecards.....	24

8.1. Municipal Manager.....	24
8.2. Directorate Corporate Support Services.....	27
8.3. Directorate Engineering Services .....	28
8.4. Directorate Community Services .....	30
8.5. Directorate Human Settlement.....	31
8.6. Directorate Local Economic Development.....	32
8.7. Directorate Financial Management.....	33
9. Lower-Level Service Delivery Budget and Implementation Plan.....	35
9.1. Office of the Speaker .....	35
9.2. Office of the Executive Mayor.....	36
10. Office of the Municipal Manager.....	38
10.1. Integrated Development Plan.....	38
10.2. Communications.....	38
10.3. Performance Management Systems.....	39
10.4. Internal Audit.....	40
10.5. Risk Management.....	41
11. Directorate Corporate Support Services.....	43
11.1. Human Resource Management.....	43
11.2. Employee Wellness.....	44
11.3. Labour Relations.....	44
11.4. Occupational Health and Safety.....	45
11.5. Council Administration.....	45
11.6. Customer Care Services.....	45
12. Directorate Engineering Services.....	46
12.1. Sewer Networks and Wastewater Treatment Works Developmental and Maintenance.....	46
12.2. Water Networks and Maintenance.....	47
12.3. Roads, Ancillaries and Developmental Maintenance.....	47
12.4. Electrical Distribution.....	49
13. Directorate Community Services.....	50
13.1. Cemeteries, Parks, Sport and Recreation.....	50
13.2. Waste Management.....	50
13.3. Traffic Management and Security.....	51
13.4. Fire Services and Disaster Management.....	51
13.5. Fleet Management.....	52

14. Directorate Human Settlement.....	53
14.1. Human Settlement.....	53
14.2. Development Control.....	53
14.3. Building Control.....	54
14.4. Development Planning.....	54
15. Directorate Local Economic Development.....	55
15.1. Small Medium Micro Enterprise and Investment.....	55
15.2. Agriculture, Welkom Airport.....	55
15.3. Tourism Management.....	56
16. Directorate Financial Management.....	57
16.1. Asset Management.....	57
16.2. Budget and Reporting.....	58
16.3. Supply Chain Management.....	59
16.4. Revenue Management.....	59
16.5. Credit Control Management.....	60
16.6. Expenditure Management.....	60
16.7. Information Communications Technology.....	61
17. Resourcing of the strategic activities of the municipality.....	62
18. Expenditure Classification.....	63
19. Municipal Staffing.....	63
20. Recommendations and Approval.....	64

## Part 1-Financial Performance Planning

## 1. EXECUTIVE MAYOR'S APPROVAL AND RECOMMENDATIONS TO COUNCIL

Section 53 (1) (c) states that the mayor must-

- (1) (c) take all reasonable steps to ensure-
  - (i) That the municipality approves its annual budget before the start of the year;
  - (ii) That the municipality's service delivery and budget and implementation plan is approved by the mayor 28 days after the approval of the budget; and
  - (iii) That the annual performance agreements as required in terms section 57 (1)(b) of the Municipal Systems Act for the municipal manager and all senior managers-
    - (aa) comply with this Act in order to promote sound financial management;
    - (bb) are linked to measurable performance objectives approved with the budget and to the service delivery and budget implementation plan; and
    - (cc) are concluded in accordance with section 57 (2) of the Municipal Systems Act.
- (2) The mayor must promptly report to the municipal council and the MEC for finance in the province any delay in the tabling in the tabling of an annual budget, the approval of the service delivery and budget implementation plan or the signing of the annual performance agreements.
- (3) The mayor must ensure-
  - (a) that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery and budget implementation plan, are made public no later than 14 days after the approval of the service delivery and budget implementation plan; and
  - (b) that the performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed, are made public no later than 14 days after the approval of the municipality's service delivery and budget implementation plan. Copies of such performance agreements must be submitted to the council and the MEC for local government in the province.

I, **Councillor Thanduxolo David Khalipha** in my capacity as the Executive Mayor of Matjhabeng Local Municipality, hereby confirm receipt of the final Service Delivery and Budget Implementation Plan for 2022/2023 as required by section 53 (1) (c) (ii) of the Municipal Finance Management Act, 56 of 2003, as stated above.



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**COUNCILLOR TD KHALIPHA**  
**EXECUTIVE MAYOR: MATJHABENG LOCAL MUNICIPALITY**  
**28 JUNE 2022**

## 2. INTRODUCTION

The purpose of this document is to present the Service Delivery and Budget Implementation Plan (SDBIP) of Matjhabeng Local Municipality for the 2022/2023 financial year. The development, implementation, and monitoring of a SDBIP is a requirement of the Municipal Finance Management Act, 56 of 2003.

The Service Delivery and Budget Implementation Plan gives effect to the Integrated Development Plan and the Budget of the municipality. It is an expression of the objectives of the municipality in quantifiable outcomes that will be implemented by the administration for the financial period. It includes the service delivery targets and performance indicators for each quarter which is linked to the performance agreements of senior management and any other official who has signed a performance agreement. It therefore facilitates oversight over financial and non-financial performance of the municipality.

The Service Delivery and Budget Implementation Plan is a key management, implementation, and monitoring tool, which provides operational content to the end of year service delivery targets, set in the Integrated Development Plan and Budget. The SDBIP provides a credible information management plan to ensure service delivery targets and other performance management indicators are achieved.

It is a mechanism that ensures that the Integrated Development Plan and the Budget are aligned. The focus of the SDBIP is the creation of both financial and non-financial measurable performance objectives in the form of service delivery targets.

The Service Delivery and Budget Implementation Plan 2022/2023 will not only ensure appropriate monitoring in the execution of the municipal budget and processes involved in the allocations of budget to achieve key strategic priorities as set by the municipality's Integrated Development Plan, but will also serve as the kernel of annual performance contracts for senior management and provide a foundation for overall annual and quarterly organisational performance for the 2022/2023 financial year. The SDBIP also assists the executive, council, and the community in their respect oversight responsibilities since it serves as an implementation and monitoring tool.

## 3. LEGISLATIVE FRAMEWORK

Section 1 of the Municipal Finance Management Act, 56 of 2003, defines the Service Delivery and Budget Implementation Plan as a detailed plan approved by the mayor of a municipality in terms of section 53 (1) (c) for implementing the municipality's delivery of services and its annual budget

(a) Projection for each month of:-

- (i) Revenue to be collected, by source; and
- (ii) Operational and capital expenditure, by vote.

(b) Service delivery targets and performance indicators for each quarter; and

(c) Any other matters that may be prescribed and includes any revisions of such plan by the mayor in terms of section 54 (1) (c).

The Municipal Finance Management Act, 56 of 2003, requires that municipalities develop a Service Delivery and Budget implementation Plan as a strategic financial management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with the Integrated Development Plan.

## 4. SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

### 4.1. Components of the Service Delivery and Budget Implementation Plan

- Monthly projections of revenue to be collected for each source
- Monthly projections of expenditure and revenue for each vote
- Quarterly projections of service delivery targets and performance indicators for each vote
- Detailed capital budget broken down by ward over three years

#### 4.1.1. Monthly projections of revenue to be collected for each source

The fourth quarter budget and performance report indicate that actual revenue collected is lower than the year-to-date budget, but the revenue collection rate is at 55%, some of the revenue received is from grants allocated by the National Treasury through Division of Revenue allocations.

Failure to collect its revenue as budgeted will impact on the municipality's ability to provide services to the community. The municipality therefore must intensify measures to achieve its monthly revenue targets for each source.

These measures will enable the municipality to assess its cash flow on a monthly basis with the view of undertaking contingency plans should there be a cash flow shortage or alternatively invest surplus cash.

Furthermore, the effectiveness of Revenue Enhancement Strategy, Credit Control and Debt Collection Policies and procedures can be monitored with appropriate actions taken to remedy the situation.

#### 4.1.2. Monthly projections of revenue and expenditure by vote

The monthly projection of revenue and expenditure by vote relate to the cash paid and reconciles with the cash flow statement adopted with the budget. The focus under this component is monthly projections per vote in addition to projections by source.

When reviewing budget projections against actual, it is useful to consider revenue and expenditure per vote in order to gain a more complete picture of budget projections against actual. The vote must be aligned to the organisational structure to indicate the budget spread.

#### 4.1.3. Quarterly projections of service delivery targets and performance indicators for each vote

This component of the Service Delivery and Budget Implementation Plan requires non-financial measurable performance objectives in the form of service delivery targets and other indicators of performance. The focus is on outputs rather than inputs.

Service delivery targets relate to the level and standard of service being provided to the community and include the addressing of backlogs in basic services. The approach encouraged by National Treasury's Municipal Finance Management Act, 56 of 2003, Circular 13, is the utilisation of scorecards to monitor service delivery.



#### 4.1.4. Detailed capital budget over three years

Information detailing infrastructure projects containing project description and anticipated costs over the three-year period. A summary of capital projects per the Integrated Development Plan is available on council's website. The procurement process is an important component to ensure effective and timely infrastructure/capital service delivery, and this will also ensure that irregular expenditure is curbed.

### 5. MONITORING OF THE IMPLEMENTATION OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

Progress against the objectives and targets set out in the Service delivery and Budget Implementation Plan is reported on monthly, quarterly, mid-year and annual basis as set out in the Municipal Finance Management Act, 56 of 2003. A series of reporting requirements are outlined in the Municipal Finance Management Act, 56 of 2003, as follows:

- Monthly budget statements (section 71)
- Quarterly reports (section 52(d))
- Mid-year Budget and Performance Assessment Report (section 72)
- Annual report (section 121)

Whilst the Service Delivery and Budget Implementation Plan largely complies with legislation as well as policy guidelines issued by National Treasury, it is however an evolving document and will continue to be refined to improve the content and quality of information contained therein on continued basis.

The Service Delivery and Budget Implementation Plan of Matjhabeng Local Municipality is developed according to the six key performance areas as set out in the municipal Integrated Development Plan. It contains the strategic focus areas which are then drilled down into programmes, projects, and sub-projects.

It reflects the quarterly and annual targets, and the actual achievements or non-achievements of these targets is monitored on quarterly basis. The aim of monitoring is to ensure that the municipality achieves its objectives.

Where targets are not achieved, reasons for non-achievement and corrective actions to be implemented are required. All service Delivery and Budget Implementation Plan projects are linked, either directly or indirectly, to the key performance indicators contained in the organisational scorecard. This ensures that the municipal Integrated Development Plan, Budget, Organisational Scorecard and the Service Delivery and Budget Implementation Plan are all linked.

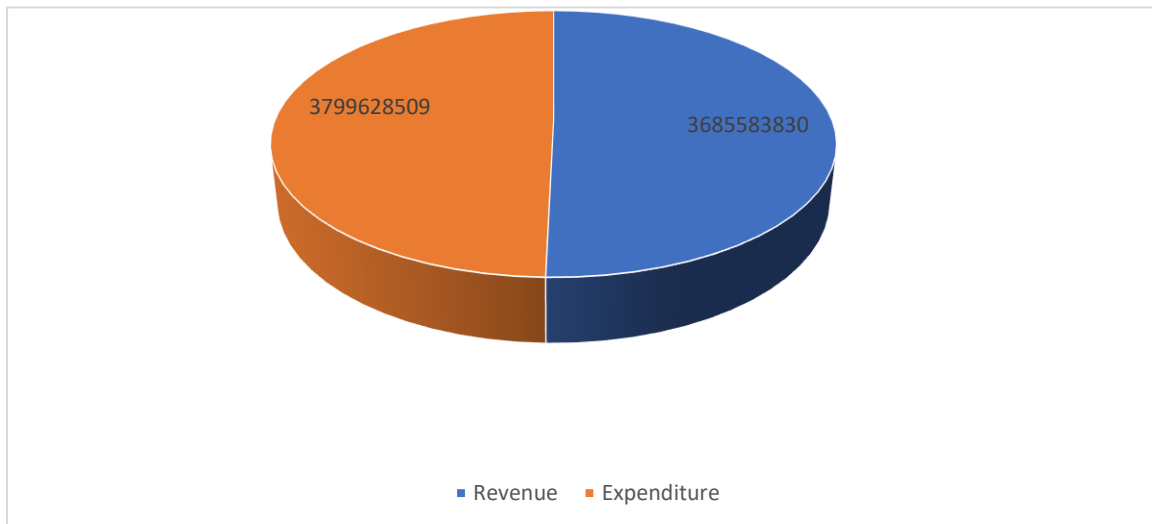
The municipality has adopted an automated performance management system to enhance and add value to the Service delivery and Budget Implementation Plan reporting process. The automated systems provide the following functionalities:

- Capturing the approved Service Delivery and Budget Implementation Plan on the system;
- Employee updating of progress online ;
- Update actual status online;
- Define variances online;
- Uploading evidence online;
- Defining corrective measures online;

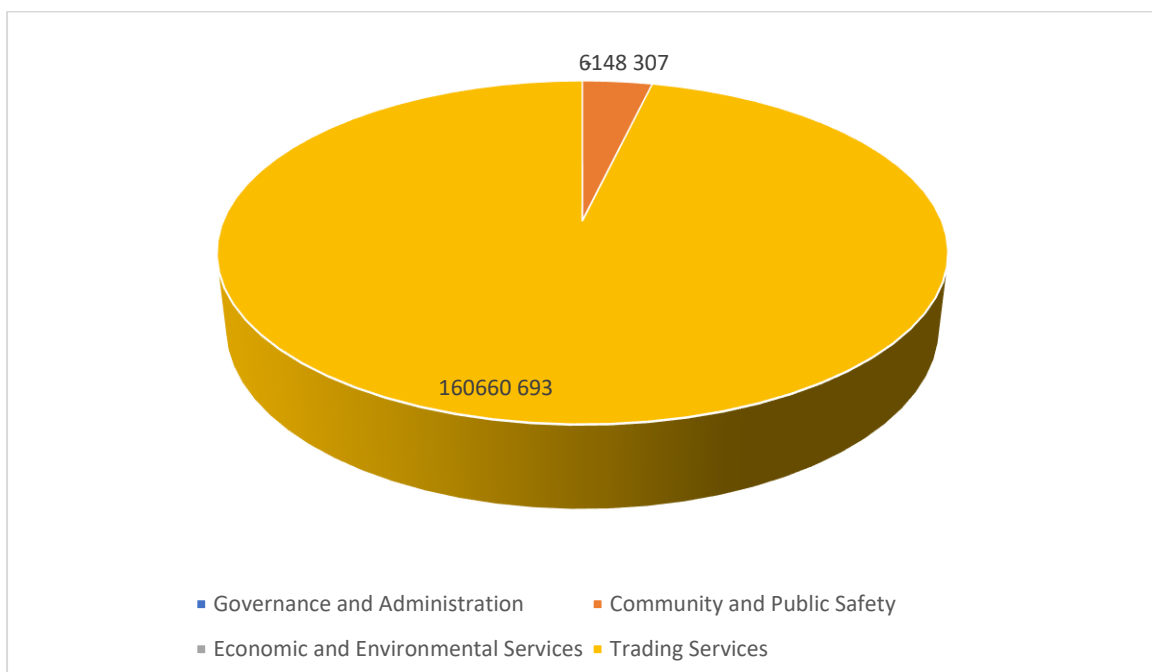
## 6. 2022/2023 MEDIUM-TERM REVENUE AND EXPENDITURE FRAMEWORK

The following set of graphs gives an overview of the municipal budget 2022/2023 financial year that was approved by council on the 31<sup>st</sup> of May 2022.

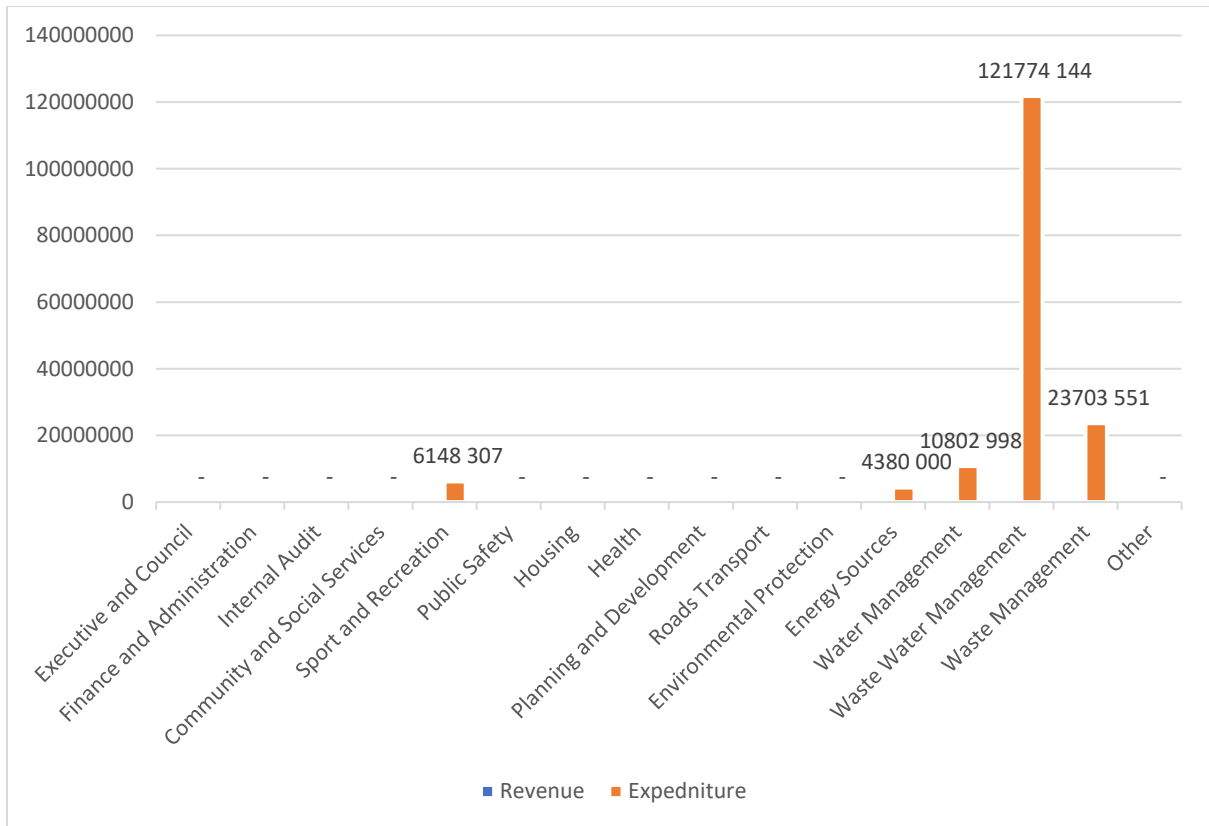
### 6.1. Revenue and Expenditure



### 6.2. Capital Budget by Vote



### 6.3. Capital Expenditure by functional classification



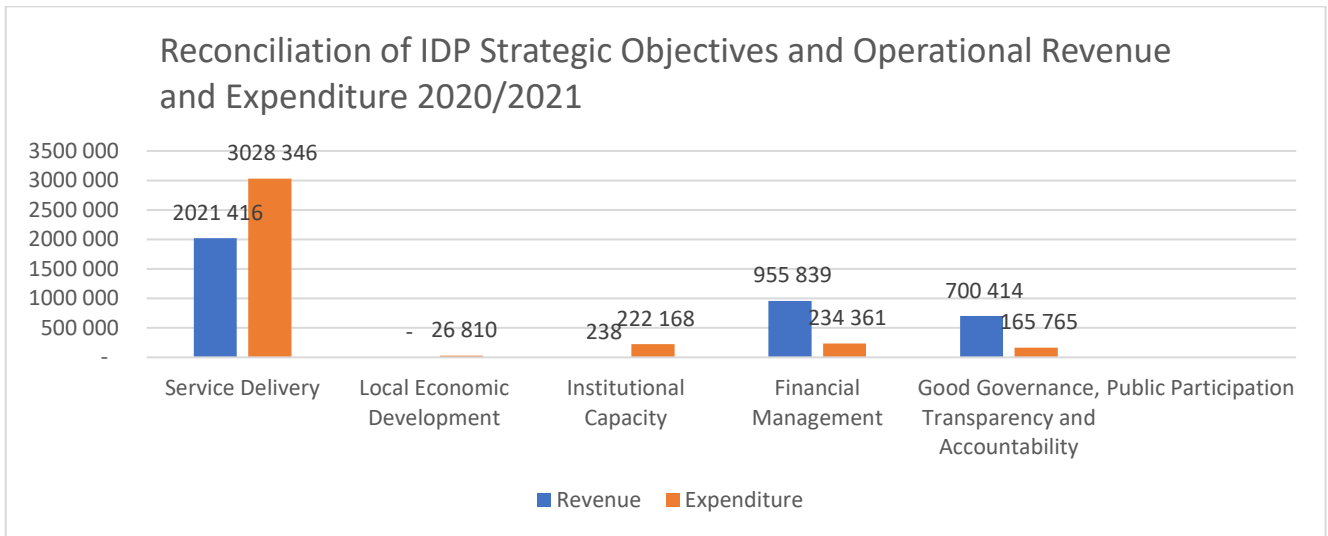
#### 6.4. Total operational revenue

FS184 Matjhabeng - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>Revenue By Source</b>											
Property rates	2	376 085	401 962	424 353	423 255	423 255	423 255	369 424	440 185	466 597	494 592
Service charges - electricity revenue	2	571 940	645 781	654 193	890 363	890 363	890 363	587 473	956 873	1 000 412	1 060 436
Service charges - water revenue	2	327 135	404 898	412 666	403 578	403 578	403 578	357 200	450 993	478 053	525 858
Service charges - sanitation revenue	2	141 625	149 647	164 794	175 323	175 323	175 323	167 453	189 349	200 710	212 752
Service charges - refuse revenue	2	86 556	90 351	100 109	117 249	117 249	117 249	103 191	126 629	134 227	142 281
Rental of facilities and equipment		15 366	13 748	17 103	25 083	25 083	25 083	16 712	26 588	28 183	29 874
Interest earned - external investments		1 119	2 107	815	4 334	4 334	4 334	1 110	4 595	4 870	5 162
Interest earned - outstanding debtors		204 822	229 141	210 548	229 018	229 018	229 018	209 323	242 759	257 324	272 764
Dividends received		20	21	23	24	24	24	34	26	27	29
Fines, penalties and forfeits		8 878	4 266	5 639	25 173	25 173	25 173	4 759	26 683	28 284	29 981
Licences and permits		129	91	194	-	-	-	122	205	218	231
Agency services											
Transfers and subsidies		462 252	502 012	632 601	567 659	542 621	542 621	542 659	636 814	677 569	727 086
Other revenue	2	8 918	4 100	24 094	606 258	606 258	606 258	64 879	512 608	573 045	607 427
Gains		47 546	49 890	52 315	60 000	60 000	60 000	-	63 600	20 000	20 000
<b>Total Revenue (excluding capital transfers)</b>		<b>2 252 391</b>	<b>2 498 014</b>	<b>2 699 447</b>	<b>3 527 317</b>	<b>3 502 279</b>	<b>3 502 279</b>	<b>2 424 337</b>	<b>3 677 907</b>	<b>3 869 518</b>	<b>4 128 474</b>

#### 6.5. Total operating expenditure

FS184 Matjhabeng - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>Expenditure By Type</b>											
Employee related costs	2	707 492	699 827	833 734	886 220	886 133	886 133	751 531	906 572	994 967	1 054 665
Remuneration of councillors		31 771	30 274	28 671	38 105	38 105	38 105	14 921	39 972	42 814	45 383
Debt impairment	3	554 662	684 012	814 217	529 098	343 098	343 098	5 462	544 010	594 494	630 164
Depreciation & asset impairment	2	528 737	253 023	233 601	170 673	123 002	123 002	-	100 000	159 022	158 564
Finance charges		281 765	281 932	108 812	204 412	136 291	136 291	1 138	109 579	188 432	199 737
Bulk purchases - electricity	2	450 359	528 575	544 880	516 350	277 710	277 710	99 114	565 972	599 930	635 926
Inventory consumed	8	-	-	-	742 282	742 282	742 282	-	897 109	788 189	884 070
Contracted services		425 564	415 821	533 702	129 171	431 784	431 784	298 941	211 541	133 056	140 833
Transfers and subsidies		-	1 478	1 528	781	1 128	1 128	1 106	828	877	930
Other expenditure	4, 5	197 993	283 532	310 306	282 758	476 622	476 622	366 873	301 864	319 976	339 175
Losses		-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>		<b>3 178 343</b>	<b>3 178 474</b>	<b>3 409 450</b>	<b>3 499 848</b>	<b>3 456 154</b>	<b>3 456 154</b>	<b>1 539 087</b>	<b>3 677 446</b>	<b>3 821 758</b>	<b>4 089 446</b>

6.6. Table SA4 and SA5: Reconciliation of Integrated Development Plan Strategic Objectives and Operational Revenue and Expenditure



## Part 2-Non-Financial Performance Planning

## **7. NON-FINANCIAL PERFORMANCE PLANNING**

### **7.1 Link with the Integrated Development Plan**

The organisational structure of the municipality is linked to the Integrated Development Plan through the Institutional Plan attached to the Integrated Development Plan on the high-level macrostructure consisting of the following structures:

- (i) Council
- (ii) Office of the Speaker
- (iii) Office of the Executive Mayor
- (iv) Office of the Municipal Manager
- (v) Department of Financial Management Services
- (vi) Department of Corporate Services
- (vii) Department of Community Services
- (viii) Department of Engineering Services
- (ix) Local Economic Development
- (x) Human Settlement

### **7.2 Description of the core functions of the municipality based on its legislative mandate**

The municipality's core functions are derived from the constitution and its primary objective is to provide basic services, namely;

- (a) Water
- (b) Electricity
- (c) Refuse Removal
- (d) Wastewater

### **7.3 Summary of core functions**

Based on the key priority areas as identified in the Integrated Development Plan, the municipality will focus on the following six core functions:

- Basic Service
- Local Economic Development
- Institutional Capacity
- Financial Management and Accounting
- Good Governance, Transparency and Accountability
- Public Participation

### **7.4 Mandate and outcomes**

- Section 166 of the Municipal Financial Management Act, 56 of 2003
- Municipal Planning and Performance Management Regulation of 2001
- Section 45 of the Municipal System Act, 32 of 2000
- Section 18 and 21 of the Municipal System Act, 32 of 2000

- Section 75 and 95 of the Municipal Financial Management Act, 56 of 2003
- Constitution of the republic of South Africa, Act 108 of 1996
- Municipal Systems Act, Act 32 of 2000;
- Municipal Finance Management Act, 56 of 2003
- National Youth Development Agency Act, 54 of 2008
- National Youth Policy 2009-2014
- National Policy Framework on Women's Empowerment and gender Equality
- National Policy Framework for Public Participation
- Framework for Integrated Local Government Response to HIV/AIDS
- Disability Framework for Local Government 2009-2014
- Section 62(1) c(i) of the Municipal Finance Management Act, 56 of 2003
- The Constitution of Republic of South Africa, Act 108 of 1996
- Chapters 4, 5 and 6 of the Local Government: Municipal Systems Act, 32 of 2000
- Municipal Planning and Performance Management regulation of 2001
- Municipal Systems Amendment Act, 7 of 2011
- Regulations on the Appointment of Section 56 Managers
- Municipal Structures Act
- Municipal Systems Amendment Act
- Employment Equity Act
- Employment Equity Amendment Act
- Skills Development Act
- Skills Development Levies Act
- SAQA Act
- Medical Scheme Act,
- Pension Act, Occupational Health and Safety Act
- Labour Relations Act
- National Archives Act
- South African Local Bargaining Council Collective Agreements
- Municipal Code of Municipal Bylaws
- All Municipal Policies
- Standing Rules and Orders
- System of Delegation.
- National Road Traffic Act, Act 93 of 1996
- Occupational Health and Safety Act
- National Environment Management Act 107 of 1998
- Environmental Conservation Act 73 of 1989
- Disaster Management Act, Act 57 of 2002
- Fire Brigade Services, Act 99 of 1987
- Veld and Forest Fire Act 101 of 1998
- SANS 10900, SANS 0400



## 7.5 Customer and services

Services	Customers
Compliance and operational audit on human resource management, Human Resource Development, and payroll administration	Corporate Support Services Department - Human Resource Division, Human Resource Development and Payroll Administration
Environmental audit	Community Services - Human Resource department
Operational audit on fleet management	All departments including Municipal Manager's department
Compliance and operational audit on housing related matter	Housing Division
Compliance audit on the Supply Chain Management policy	Treasury - Expenditure and Procurement Division
Compliance and financial audit	Treasury - Income & Budget Division
Auditing performance information	Performance Division & All departments
Information technology	Information Communications and Technology
Review & Update of Policies	Corporate Support Services
Hardware & Software Support	All Departments
LAN & WAN Maintenance and Support	All Departments
Website Uploads	Information Communications Technology
Youth Development	NYDA, Youth organizations, Schools, Sector Departments, HIV/ AIDS Organisations, Non- Governmental Organisations and DETEA & SMME's
Gender, Children & support to the vulnerable (Special programmes)	Disability Centres, Women, HIV/ AIDS Organisations & Councils, Non-Governmental Organisation, Faith Based Organisations Sector Departments; Children; Traditional Healers Association
Commemoration of National, Provincial & Global events	Community and State Departments
Public Participation	Ward Committee; CDWs; NARYSERC and Community
Effective Risk Management	National treasury, Provincial Treasury, Auditor General, Risk Management Committee, Audit and Performance Audit Committee and all Departments
Management support	All Departments
Administration support	All Departments
Coordination of the crafting of the IDP	All Departments, Communities, Relevant Stakeholders and Sector Departments
Management support	All Departments
Administration support	All Departments
Public Participation	Internal and External community
Implementation and monitoring of the IDP and the Budget	All Internal and External Stakeholders

<b>Services</b>	<b>Customers</b>
Committee Services	Councillors & Management
Records Management	Councillors, Management, Officials and Community, Provincial & National Archives
Administration and Support	Councillors, Management, Officials and Community
Personnel Administration	Officials and Management
Occupational Health and Safety	Officials, Management, Department of Labour, Compensation Commission
Employee Wellness	Officials, External Institutions
Employee Benefits	Officials, all approved Pension Funds and Medical Aids
Training & Development	Councillors, Management, Officials & Community
Employment Equity (Affirmative Action)	Management, Officials and Community.
Discipline and Sound Labour Relations.	Management and Officials
Contract Management	Management, Officials and Community.
Legal advice and opinions	Councillors, Management and Officials
Payroll Administration	Councillors, Management, Officials, SARS and various Third Parties for Deductions
Fleet Management	Councillors, Officials & Community
Traffic	Council, Communities, SAPS, RTMC, Provincial Traffic, CBRTA, Road Users, Department of Justice, EMS, SANDF, SARS and Home Affairs
Fire Services	Council, Communities, SAPS, SANDF, Provincial Traffic, Department of Agriculture, EMS, District Municipality, NGO's, Fire Protection Associations, Working on Fire, Department of Justice, Ad hoc Committees and Department of Environmental Affairs
Disaster Management	Council, Communities, SAPS, SANDF, Provincial Traffic, EMS, District Disaster Management, National and Provincial Disaster Management Centre's, NGO's, Ad hoc Committees, Business Sector, Faith Based Sector and Relevant Government Departments
Parks and Cemeteries	Council, Communities, Department of Environmental Affairs, IERM, and Funeral Undertakers
Solid Waste Management	Council, Communities, Business and Industrial, DEA
Security	Council, Communities, SAPS, Provincial Traffic, Department of Justice, CoGTA, EMS, SANDF, SARS, Cross Border Crime Prevention, State Security Agency, and Home Affairs
LED, and Tourism Development	Council, Communities, SAPS, District Municipality, SMME's, DETEA, Departments of Agriculture, Mineral and Energy, Trade and Industry, COGTA, SEDA, FABCOS, FDC, NAFCO, Department of Rural Development, Department of Tourism, Tourism Formation,
Sports, Arts Culture, Recreational Development	Council, Communities, District Municipality, Department of Sports, Arts, Culture and Recreations, Sports Council, Sports Federations, Department of Education
Fixed asset registers of all types of assets	Municipal Manager, all departments, Auditor-General and other stakeholders
Monitor and maintain asset register	Municipal Manager, and all departments
Acquisition, upgrading and disposing of assets cost-effectively	Municipal Manager, and all departments
Safeguarding municipal assets against loss and theft	Municipal Manager, and all departments
All money owing by the municipality be paid	Suppliers of goods and services
Payments to be effected within 30 days	Suppliers of goods and services
Service Delivery	Community

## 7.6 Outcome indicators

<b>Outcome 9</b>	<b>Back to Basic Principles</b>	<b>Sona 2022 Priority</b>	<b>Service</b>	<b>Objective</b>	<b>Strategy</b>
Implement a differentiated approach to municipal financing and support	Good Governance, Transparency and Accountability	A massive rollout of infrastructure throughout the country	Information Technology Management	Good Governance, Transparency and Accountability	Integrated, consistent, reliable, well-maintained policies & computer systems (Software, Hardware, Network)
Implement a differentiated approach to municipal financing and support	Good Governance and Public Participation	A massive rollout of infrastructure throughout the country	Office and Unit Administration	Good Governance, Transparency and Accountability	Strategic direction on all strategic operational activities of the municipality
Implement a differentiated approach to municipal financing and support	Good Governance, Transparency and Accountability	A massive rollout of infrastructure throughout the country	Committee Services	Good Governance, Transparency and Accountability	By providing for effective and functional committee systems.
Implement a differentiated approach to municipal financing and support	Good Governance and Public Participation	A massive rollout of infrastructure throughout the country	Records Management	Good Governance, Transparency and Accountability	By ensuring development and linking of operational modules to the National and Provincial Archive Regulations.
Implement a differentiated approach to municipal financing and support	Basic Service	A massive rollout of infrastructure throughout the country	Administration and Support	Supporting the delivery of municipal services to the right quality and standard	By ensuring the smooth and effective operation and usage of the telephone systems
Implement a differentiated approach to municipal financing and support	Public Participation	A massive rollout of infrastructure throughout the country	Administration and Support	Putting people first	By facilitating Policy and Bylaws Development
Implement a differentiated approach to municipal financing and support	Basic Services	A massive rollout of infrastructure throughout the country	Administration and Support	Supporting the delivery of municipal services to the right quality and standard	By ensuring effective monitoring of cleaning services of office buildings
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive increase in local production	Personnel Administration	Effective administration and support services systems	To provide efficient and effective Human Resources Administration to the entire institution.
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive increase in local production	Personnel Administration	Building institutional resilience and administrative capability	Effective an efficient administration of employee benefits
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive increase in local production	Occupational Health and Safety	Building institutional resilience and administrative capability	Promote the total well-being in the workplace.
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive increase in local production	Occupational Health and Safety	Building institutional resilience and administrative capability	To protect employees against hazards to health and safety arising in connection with activities at work.

<b>Outcome 9</b>	<b>Back to Basic Principles</b>	<b>Sona 2022 Priority</b>	<b>Service</b>	<b>Objective</b>	<b>Strategy</b>
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive increase in local production	Employee Wellness	Building institutional resilience and administrative capability	To identify potential risk through screening and testing
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive increase in local production	Employee Wellness	Building institutional resilience and administrative capability	Implementation of employee assistance programmes.
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive increase in local production	Training and Development	Building institutional resilience and administrative capability	Promotion of training and development of the Officials, through the implementation of the Workplace Skills Plan
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive increase in local production	Employment Equity	Building institutional resilience and administrative capability	The effective implementation of the Affirmative Action Measures as per stipulations of the Employment Equity Plan
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive increase in local production	Discipline & Sound Labour Relations	Building institutional resilience and administrative capability	Effective implementation of the South African Local Government Bargaining Council
Implement a differentiated approach to municipal financing and support	Promoting good governance, transparency, and accountability	A massive increase in local production	Contract Management	Good Governance, Transparency and Accountability	By creating various types of contracts and ensuring that they comply with applicable laws.
Implement a differentiated approach to municipal financing and support	Promoting good governance, transparency, and accountability	A massive increase in local production	Contract Management	Good Governance, Transparency and Accountability	By monitoring the implementation of contracts and the terms of the contract.
Implement a differentiated approach to municipal financing and support	Promoting good governance, transparency, and accountability	A massive increase in local production	Contingent Liability Register	Good Governance, Transparency and Accountability	Creating a contingency liability register
Implement a differentiated approach to municipal financing and support	Promoting good governance, transparency, and accountability	A massive increase in local production	Contingent Liability Register	Good Governance, Transparency and Accountability	By processing the claims expeditiously and in a cost-effective manner
Implement a differentiated approach to municipal financing and support	Promoting good governance, transparency, and accountability	A massive increase in local production	Legal advice and opinions	Good Governance, Transparency and Accountability	By speedily negotiating settlements when settlement is warranted
Implement a differentiated approach to municipal financing and support	Promoting good governance, transparency, and accountability	A massive increase in local production	Legal advice and opinions	Good Governance, Transparency and Accountability	By being costs effective in handling all the matters.

<b>Outcome 9</b>	<b>Back to Basic Principles</b>	<b>Sona 2022 Priority</b>	<b>Service</b>	<b>Objective</b>	<b>Strategy</b>
Implement a differentiated approach to Municipal financing and support.	Institutional Capacity	An employment stimulus to create jobs and support livelihoods	Payroll Administration	Building institutional resilience and administrative capability	To effectively use the VIP Payroll system to manage and control the payroll administration.
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive rollout of infrastructure throughout the country	Payroll Administration	Building institutional resilience and administrative capability	To integrate the VIP Payroll with the VIP HR system.
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Fleet Management	Supporting the delivery of municipal services to the right quality and standard	By developing allocation plans and maintenance programme for vehicles
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Fleet Management	Supporting the delivery of municipal services to the right quality and standard	To monitor fuel consumption of vehicles
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Fleet Management	Supporting the delivery of municipal services to the right quality and standard	By ensuring vehicles are timeously licensed and insured accordingly.
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Parks	Supporting the delivery of municipal services to the right quality and standard	To develop parks in each unit and plant trees
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Parks	Supporting the delivery of municipal services to the right quality and standard	To upgrade and maintain existing parks
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Parks	Supporting the delivery of municipal services to the right quality and standard	To eradicate open spaces and improve landscaping
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Waste Disposal	Supporting the delivery of municipal services to the right quality and standard	To provide licenced waste disposal sites that will neither negatively affect the environment nor any residential areas
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Waste Disposal	Supporting the delivery of municipal services to the right quality and standard	Continue to provide a regular, healthy and effective refuse removal service in all urban and residential areas;
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Waste Disposal	Supporting the delivery of municipal services to the right quality and standard	To efficiently operate licensed Landfill site
Improve access to basic services	Basic Services	A massive increase in local production	Waste Disposal	Supporting the delivery of municipal services to the right quality and standard	To appoint skilled personnel for operation and maintenance of a landfill site

<b>Outcome 9</b>	<b>Back to Basic Principles</b>	<b>Sona 2022 Priority</b>	<b>Service</b>	<b>Objective</b>	<b>Strategy</b>
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Waste Disposal	Supporting the delivery of municipal services to the right quality and standard	Collection and reporting on accurate waste data.
Implementation of the Community Works Programmes	Local Economic Development	Economic transformation and job creation	Tourism Development	Creating a conducive environment for economic development	Implementation of the principles of waste management (reduce, re-use, recycle, create energy and disposal)
Implementation of the Community Works Programmes	Basic Services	An employment stimulus to create jobs and support livelihoods	Waste Management	Supporting the delivery of municipal services to the right quality and standard	To investigate and introduce effective waste recycling methods.
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Tourism Development	Creating a conducive environment for economic development	To develop credible Tourism Sector Plan
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Tourism Development	Creating a conducive environment for economic development	To establish and sustain Tourism forums
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Tourism Development	Creating a conducive environment for economic development	To encourage and support the development of cultural tourism;
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Tourism Development	Creating a conducive environment for economic development	To mobilize local talented people to become involved in tourism activities and art festivals
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Tourism Development	Creating a conducive environment for economic development	To facilitate the establishment of local information tourism centres throughout the municipality;

<b>Outcome 9</b>	<b>Back to Basic Principles</b>	<b>Sona 2022 Priority</b>	<b>Service</b>	<b>Objective</b>	<b>Strategy</b>
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Environmental Management	Creating a conducive environment for economic development	To ensure cleaner natural environment.
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Tourism Development	Creating a conducive environment for economic development	Conduct eco-educational programmes to sensitize residents in terms of environmental Conservation
Implementation of the Community Works Programmes	Local Economic Development	A massive rollout of infrastructure throughout the country	Local Industrial and Business	Creating a conducive environment for economic development	To facilitate the availability of municipal land and services that are affordable to the residents with a low tax base to inspire farming activities;
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Local Industrial and Business	Creating a conducive environment for economic development	To identify and encourage potential entrepreneurs to become involved in SMME development and other business initiatives within the framework of available resources;
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Local Industrial and Business	Creating a conducive environment for economic development	Develop and implement training and Mentorship programmes amongst previously disadvantaged people with the Assistance of voluntary organizations.
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Local Industrial and Business	Creating a conducive environment for economic development	To identify available skills within the community;
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Local Industrial and Business	Creating a conducive environment for economic development	To encourage local spending and prevent the outflow of money
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Local Industrial and Business	Creating a conducive environment for economic development	To further develop skills within the community
Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Local Industrial and Business	Creating a conducive environment for economic development	To encourage self-sustainable households

<b>Outcome 9</b>	<b>Back to Basic Principles</b>	<b>Sona 2022 Priority</b>	<b>Service</b>	<b>Objective</b>	<b>Strategy</b>
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Local Industrial and Business	Creating a conducive environment for economic development	Contribute toward a clean and healthy environment
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Local Industrial and Business	Creating a conducive environment for economic development	To implement Local Economic Development Strategy in the municipality
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Local Industrial and Business	Creating a conducive environment for economic development	Support anchor businesses with functional infrastructure and effective municipal administration
Implement a differentiated approach to municipal financing and support	Basic Service	An employment stimulus to create jobs and support livelihoods	Sports and Recreation Tournaments	Supporting the delivery of municipal services to the right quality and standard	Development of a Policy for Sports, Arts, Culture and Recreation.
Implement a differentiated approach to municipal financing and support	Basic Service	A massive increase in local production	Sports and Recreation Tournaments	Supporting the delivery of municipal services to the right quality and standard	Establishment of Sports, arts and culture Council in the Municipality
Implement a differentiated approach to municipal financing and support	Basic Service	A massive increase in local production	Sports and Recreation Tournaments	Supporting the delivery of municipal services to the right quality and standard	To promote and host indigenous games
Implement a differentiated approach to municipal financing and support	Basic Service	A massive increase in local production	Sports and Recreation Tournaments	Supporting the delivery of municipal services to the right quality and standard	Hosting of the Mayoral Cup, Indigenous Games; OR Tambo Games, Rural Football Tournaments, Boxing Tournaments, Choral Music competitions; Stage drama competitions.
Implement a differentiated approach to municipal financing and support	Financial Management	A massive increase in local production	Asset Management	Ensuring sound financial management and accounting	Effective asset management
Implement a differentiated approach to municipal financing and support	Financial Management	A massive increase in local production	Asset Management	Ensuring sound financial management and accounting	Regularly updates the asset register with respect to acquisition, additions and disposal
Implement a differentiated approach to municipal financing and support	Financial Management	A massive increase in local production	Asset Management	Ensuring sound financial management and accounting	Regular reports on the asset's status quo.



<b>Outcome 9</b>	<b>Back to Basic Principles</b>	<b>Sona 2022 Priority</b>	<b>Service</b>	<b>Objective</b>	<b>Strategy</b>
Implement a differentiated approach to municipal financing and support	Financial Management	An employment stimulus to create jobs and support livelihoods	Expenditure Management	Ensuring sound financial management and accounting	Invite all suppliers to provide all outstanding supporting documentation by the 25 <sup>th</sup> of each of month.
Implement a differentiated approach to municipal financing and support	Financial Management	An employment stimulus to create jobs and support livelihoods	Expenditure Management	Ensuring sound financial management and accounting	Keep a complete register of all requisitions and invoices received.
Implement a differentiated approach to municipal financing and support	Good governance	An employment stimulus to create jobs and support livelihoods	Expenditure Management	Ensuring sound financial management and accounting	Filling documents in a systematic manner
Implement a differentiated approach to municipal financing and support	Financial Management	An employment stimulus to create jobs and support livelihoods	Expenditure Management	Ensuring sound financial management and accounting	Document and train staff on internal control system
Implement a differentiated approach to municipal financing and support	Financial Management	An employment stimulus to create jobs and support livelihoods	Expenditure Management	Ensuring sound financial management and accounting	To request all service providers legible for reconciliations to submit statements
Implement a differentiated approach to municipal financing and support	Financial Management	An employment stimulus to create jobs and support livelihoods	Supply Chain Management	Ensuring sound financial management and accounting	Establish a reliable database of preferred suppliers.
Implement a differentiated approach to municipal financing and support	Financial Management	An employment stimulus to create jobs and support livelihoods	Supply Chain Management	Ensuring sound financial management and accounting	Develop sourcing strategy
Implement a differentiated approach to municipal financing and support	Financial Management	An employment stimulus to create jobs and support livelihoods	Supply Chain Management	Ensuring sound financial management and accounting	Establish a cross-functional team to address the demand analysis of the municipality
Implement a differentiated approach to municipal financing and support	Financial Management	An employment stimulus to create jobs and support livelihoods	Budget Management and Financial Reporting	Ensuring sound financial management and accounting	Integrated, consistent, reliable, well maintained policies & budget control systems

## 7.7 Outcome indicators

- Effective and professional internal audit function
- Internal auditors registered with the IIA as members
- Purpose, authority, and responsibility of internal audit functions properly defined
- Submission of report to Management and Audit and Performance Audit Committee regarding performance against operational plan
- Timeous end users support
- Effective network support
- Timeous response to customer enquiries
- Submission of report to IT Steering Committee
- Effective administration in the Municipal Manager's Office, Political Offices and Administrative Units
- Credible IDP
- Implementable PMS Policy Framework
- Approve Public Participation Strategy
- Payments be done within 30 days
- Monthly reconciliations
- Payment vouchers to be filed in a systematic manner

## 7.8 Top-layer Service Delivery and Budget Implementation Plan

- Provide high quality and professional internal audit services
- Provide professional advisory and consulting services
- Ensure effective risk management within the municipality
- Build a strong client relationship
- Provide high quality and professional end-user support
- Provide effective network support
- Effective administrative leadership on all operations
- An effective system of expenditure control
- Maintains an accounting and information system that recognize expenditure when it is incurred; Accounts for creditors of the municipality and accounts for payments

The methodology of developing the Service Delivery and Budget Implementation Plan is based on a set of indicators for secondary cities. The Top-Layer Service Delivery is organised in terms of the Back to Basic Principles Pillars and is applicable to the Municipal Manager for the outcomes and all Senior Managers for the outputs. The pillars referred to are:

- Basic Service;
- Local Economic Development;
- Institutional Capacity;
- Financial Management and Accounting;
- Good Governance, Transparency and Accountability; and
- Public Participation.

The Top-Layer Service Delivery and Budget Implementation Plan will be reported on quarterly basis by the Municipal Manager and Managers directly accountable to the Municipal Managers through the Performance Agreements and Plans. In aligning the pillars to the State of The Nation Address 2022 Priorities, the focus will be on the following seven priorities:

- Economic transformation and job creation;
- Education, skills, and health;
- Consolidating the social wage through reliable and quality basic services;
- Spatial integration, human settlements, and local government;
- Social cohesion and safe communities;
- A capable, ethical, and developmental state; and
- A better Africa and World.

All our programmes and policies across all departments and divisions will be directed in pursuit of these overarching tasks.

## 8. SENIOR MANAGEMENT SCORECARDS

### 8.1 Municipal Manager

<b>National Development Chapter</b>		<b>8. Corruption Levels are High (9)</b>							
<b>National Outcome</b>		<b>9. A responsive, accountable, effective and efficient system of local government</b>							
<b>Back to Basic Principle</b>		<b>Promoting good governance, transparency and accountability</b>							
<b>Free State Growth and Development Strategies 6 Pillars</b>		<b>6. Good Governance</b>							
<b>Predetermined Objective</b>		<b>Putting people first, promoting good governance, transparency and accountability</b>							
Putting People and concerns first	Focus Area	Strategy	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Targets			
						Quarter 1	Quarter 2	Quarter 3	Quarter 4
Putting People and concerns first	Office Of the Speaker	Produce credible ward committee plans that are aligned to the IDP by September 2022	Number of ward plans produced by the 31 <sup>st</sup> of December 2022	0	36	0	36	0	0
		Manage performance of all 36 wards in the municipality	Number of community meetings held by a ward councillor to address community programmes/developmental matters quarterly	0	144	36	36	36	36
			Number of reports from ward committees produced and submitted quarterly	0	144	36	36	36	36
Putting People and concerns first	Office of the Executive Mayor	Youth: Awarding bursaries to the deserving learners from underprivileged background	Number of bursaries awarded by the 31 <sup>st</sup> of March 2023	10	10	0	0	10	0
		Hold 20 Mayoral Imbizos in the 6 Units of MLM by June 2023 (End of Financial Year)	Number of Executive Mayors Imbizos held quarterly	20	20	5	5	5	5
		Hold local OR Tambo Games to represent Matjhabeng in District & Provincial OR Tambo Games	Number of Annual OR Tambo Games held by the 30 <sup>th</sup> of September 2022	1	1	1	0	0	0
		Establish and revive community forums	Number of forums established or revived quarterly	8	8	1	3	3	1
		Hold recreational games for senior citizens	Number of recreational games for senior citizens held by the 31 <sup>st</sup> of December 2022	1	1	0	1	0	0
		Hold recreational games for people living with disabilities	Number of recreational games for people with disabilities held by the 31 <sup>st</sup> of December 2022	1	1	0	1	0	0
		Establish or revive Moral Regeneration Movement aimed at encouraging people to recommit on positive values and lasting peace and prosperity	Number of Moral Regeneration Movement established or revived quarterly	6	6	1	2	2	1
		Hold campaigns to raise awareness about HIV and AIDS, Drug & Substance Abuse and Covid-19	Number of campaigns held (i.e., HIV & AIDS, Drugs & Substance abuse, Covid-19 etc.) quarterly	6	6	1	2	2	1
		Host a cultural festival to attract local communities to celebrate their cultural diversity through live performances while promoting tourism.	Number of Matjhabeng Local Municipality Arts and Culture Festival hosted by the 31 <sup>st</sup> of December 2022	1	1	0	1	0	0
		Hold choral competition of all 6 towns of the municipality	Number of choral competitions held quarterly	6	6	1	2	2	1

		Facilitate Social cohesion Activities	Number of National Days' activities hosted (i.e., Mandela Day, Human Rights Day, Women's Day Heritage Day, Reconciliation Day, World Aids Day etc.) quarterly	7	7	3	1	1	2	
		Hold programmes that will bring hope to the youth	Number of Youth Programmes held (Including Youth Month Celebrations) quarterly	24	24	6	6	6	6	
		Hold Annual Mayoral Games Cup	Number of Mayoral Games held by the 31 <sup>st</sup> of December 2022	1	1	0	1	0	0	
		Hold activities in awareness and promotion of 16 Days of Activism against abuse of women and children	Number of 16 Days of activism against abuse of women & children activities held 31 <sup>st</sup> of December 2022	1	1	0	1	0	0	
<b>Good governance, transparency, and accountability</b>	Communications	Review of communication Policy for approval	Number of communication policy Approved by 31 <sup>st</sup> of December 2022	1	1	0	1	0	0	
			Number of reports on press publication published per quarter	1	4	1	1	1	1	
	Performance management	Facilitate approval of annual service delivery and budget implementation plan	Number of SDBIP developed and approved by the Executive Mayor by the 28 <sup>th</sup> of June 2023	1	1	0	0	0	1	
		Facilitate approval of annual service delivery and budget implementation plan	Number of adjusted SDBIP developed and approved by council 28 <sup>th</sup> of February 2023	1	1	0	0	1	0	
		Facilitate signing of performance agreements of 7 S56/8 managers and for the municipal manager	Number of performance agreements coordinated and signed by the 30 <sup>th</sup> of June 2023	8	8	8	0	0	0	
		Facilitate assessment reviews of 8 S56/7 managers each quarter of the current financial year	Number of performance assessment for Section 57 managers held per quarter			4	1	1	1	1
			Number of annual reports developed, submitted to AGSA, and tabled to council for approval by the 31 <sup>st</sup> of March 2023	1	1	0	0	0	1	
		To ensure that the budget is spend in accordance with the service delivery and budget implementation plan	Number of quarterly reports developed and submitted to council quarterly	4	4	1	1	1	1	
			Number of Mid-year Budget and performance reports developed and submitted to council by the 31 <sup>st</sup> of January 2023	1	1	0	1	0	0	
	Number of Annual Performance Report developed and submitted to AG by the 31 <sup>st</sup> of August 2022		1	1	1	0	0	0		
Internal Audit	Approve a risk based internal audit plan by audit committee	Number of risks based internal audit plans by the 31 <sup>st</sup> of July 2022	1	1	1	0	0	0		
	Compile four internal audit reports on operations, internal controls, risk and performance management per year	Number of internal audit reports compiled quarterly	1	4	1	1	1	1		
	Develop an internal audit methodology	Number of Audit committee charter approved by the 31 <sup>st</sup> of August 2022	1	1	1	0	0	0		
	Facilitate annual review of internal audit charter	Internal audit charter approved by the 31 <sup>st</sup> of August 2022	1	1	1	0	0	0		
		Number of internal audit strategic plan approved by the 31 <sup>st</sup> of August 2022	1	1	1	0	0	0		

			Number of operational plans approved by the 31 <sup>st</sup> of August 2022	1	1	1	0	0	0
			Number of internal audit procedural manual approved by the 31 <sup>st</sup> of August 2022	1	1	1	0	0	0
			Number of Follow-up Internal Audit Reports report by the 2 <sup>nd</sup> and 4 <sup>th</sup> quarter	2	2	0	1	0	1
			Number of resolution registers compiled and submitted to audit committee quarterly	2	4	1	1	1	1
		Facilitate annual review of internal audit charter	Number of audit committee reports submitted to council by the 2 <sup>nd</sup> ,3 <sup>rd</sup> and 4 <sup>th</sup> quarter	1	3	0	1	1	1
			Number of internal audit findings control registers compiled quarterly	0	4	1	1	1	1
	Risk Management	To ensure effective risk management withing the municipality	Number of Risk Management policy approved by the 30 <sup>th</sup> of June 2023	0	1	0	0	0	1
			Number of Risk Management Strategy approved by the 30 <sup>th</sup> of June 2023	0	1	0	0	0	1
			Number of Risk Management Implementation Plan Approved by the 30 <sup>th</sup> of June 2023	0	1	0	0	0	1
			Number of Anti-Fraud and Anti-Corruption Policy approved by the 30 <sup>th</sup> of June 2023	0	1	0	0	0	1
			Number of Anti-Fraud and Anti-Corruption Strategy approved by the 30 <sup>th</sup> of June 2023	0	1	0	0	0	1
			Number of Fraud Prevention Plan approved by the 30 <sup>th</sup> of June 2023	0	1	0	0	0	1
			Number of Whistle-Blowing Policy approved by the 30 <sup>th</sup> of June 2023	0	1	0	0	0	1
			Number of Risk Assessments conducted 1 <sup>st</sup> , 3 <sup>rd</sup> and 4 <sup>th</sup> quarter	0	3	1	0	1	1
			Number of Risk Management Committee Charter approved by the 30 <sup>th</sup> of June 2023	0	1	0	0	0	1
			Number of Risk Management Committee meetings held quarterly	0	4	1	1	1	1
			Number of Fraud Prevention awareness campaigns conducted quarterly	0	4	1	1	1	1
			Number of Risk Registers developed and updated (Strategic, Operational, Fraud, ICT and Media) by the 30 <sup>th</sup> of June 2023	0	5	0	0	0	5
			Number of progress reports against the Risk Management Implementation plan prepared quarterly	0	4	1	1	1	1
	Credit Control Management	To ensure that all revenue due to the municipalities is collected, well managed and accounted for	Percentage progress on collection rate quarterly	50%	75%	75%	75%	75%	75%

## 8.2 DIRECTOR CORPORATE SERVICES

<b>National Development Chapter</b>		<b>9. South Africa remains a divided society</b>								
<b>National Outcome</b>		<b>9. A responsive, accountable, effective, and efficient local government system</b>								
<b>Back to Basic Principle</b>		<b>5. Building institutional resilience and administrative capability</b>								
<b>Free State Growth and Development Strategies 6 Pillars</b>		<b>6. Good Governance</b>								
<b>Predetermined Objective</b>		<b>Building institutional resilience and administrative capability</b>								
Institutional Capacity	<b>Focus Area</b>	<b>Strategy</b>	<b>Key Performance Indicator</b>	<b>Baseline Indicator</b>	<b>Annual Target</b>	<b>Quarterly Targets</b>				
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	
	Training and skill development	Percentage of municipal budget allocated to skills development	Number of reports on spending of the municipal budget on skills development quarterly	1	4	1	1	1	1	
	Occupational Health & Safety	Conduct safety awareness programmes	Number of reports on safety inspection conducted quarterly	1	4	1	1	1	1	
	Legal Service	Effective Legal Services and Contract Management	Number of reports on the effectiveness of the Legal Services and Contract Management quarterly	1	4	1	1	1	1	
	Human Resource Management	Review the current Human Resources Plan	Number of Human Resources Plan reviewed and approved by the 31 <sup>st</sup> of May 2023	1	1	0	0	0	0	1
		Review Human Resource Policies	Number of HR Policies Reviewed and Approved by the 31 <sup>st</sup> of May 2023	0	10	0	0	0	0	10
		Review job descriptions	Percentage Progress on job descriptions reviewed and signed off by the 31 <sup>st</sup> of June 2023	100%	100%	100%	100%	100%	100%	100%
		To control risk	Number of risk registers developed, updated, and reported on quarterly	1	1	1	1	1	1	1
		Attending to any audit findings within prescribe time frame	Percentage external and internal audit queries responded to and addressed within timeframe by the 31 <sup>st</sup> of June 2023	100%	100%	100%	100%	100%	100%	100%
Secretariat	Effectiveness on the Administration and Support Services	Number of reports on the effectiveness of the Administration and Support Services monthly	1	12	3	3	3	3	3	

### 8.3 DIRECTORATE ENGINEERING SERVICES

<b>National Development Chapter</b>		<b>3. Infrastructure is poorly located, inadequate and under-maintained</b>							
<b>National Outcome</b>		<b>3. All people in South Africa</b>							
<b>Back to Basic Principle</b>		<b>2. Supporting the delivery of municipal services to the high standards</b>							
<b>Free State Growth and Development Strategies 6 Pillars</b>		<b>3. Improved Quality of Life</b>							
<b>Predetermined Objective</b>		<b>Supporting the delivery of municipal services to the right quality and standard</b>							
Key Performance Area	Focus Area	Strategy	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Targets			
						Quarter 1	Quarter 2	Quarter 3	Quarter 4
Basic Services	Sewer networks and Wastewater Treatment Works developmental and maintenance programs	Refurbish and upgrade all identified WWTW and pump-stations as well as bulk sewer networks to ensure that systems are functional in line with Green Drop regulations and MEMA as well as to address new developments	Percentage refurbishment work completed on Kutlwanong, Wastewater Treatment Works	70%	100%	85%	100%	0%	0%
			Percentage refurbishment work completed on Theronia Final Effluent Pipeline	0%	63%	10%	25%	43%	63%
			Percentage refurbishment work completed on Thabong Wastewater Treatment Works	16%	100%	54%	64%	74%	100%
			Percentage refurbishment work completed on Phomolong, Wastewater Treatment Works	0%	25%	0%	0%	0%	25%
			Percentage works completed on the refurbishment and upgrading of 2 sewer pumpstations and rising main in Virginia and Meloding	40%	100%	55%	80%	90%	100%
			Percentage works completed on installation of sanitation to 617 stands in Thabong X15/Bronville	10%	100%	35%	50%	65%	100%
	Water Networks and Maintenance (PMU PROJECTS)	Kutlwanong: Replacement of old asbestos water pipes with pvc pipes	Percentage Progress of replaced old, galvanized pipes to UPVC in Kutlwanong	50%	100%	100%	0%	0%	0%
	Roads, Ancillaries and Developmental Maintenance	Repair portion of James Moroka Road that has been damaged by sewer in Thabong to improve traffic flow	Kilometers portion of James Moroka Road repaired in Thabong to improve traffic flow to be completed 1 December 2022	0km	0,15km	0 km	0.15 km	0 km	0km
			Kilometers portion of Constantia Road repaired between road 200 and Moshoeshoe road in Thabong to improve traffic flow to be completed 31 March 2023	0km	1,2km	0 km	0 km	1,2km	0km
			Kilometers portion of Constantia Road repair between Moshoeshoe road and Dr A Phakathi road in Thabong to improve traffic flow to be completed 1 December 2022	0km	0,065km	0 km	0.065km	0 km	0km



	Repair portion of Ndaki road that has been damaged by stormwater in Tandanani (2010) Thabong and provide the necessary stormwater drainage system to improve traffic flow.	Kilometers of portion of Ndaki road repaired in Tandanani (2010) Thabong and Kilometers of stormwater drainage system built to improve traffic flow to be completed 31 <sup>st</sup> of December 2022	6,59km	0,135km	0 km	0.135km	0 km	0km
	Resurface 25km of all streets every year according to PMS or Municipal priority list such that the use full life expectance of roads is extended but operations are safe	Number of reports on streets resurfaced in all wards of Matjhabeng such that the roads useful life expectance of roads is extended are operations safe monthly	1	12	3	3	3	3
	Patch 15 800 m2 of potholes in formal roads to reduce deterioration and ensure safe usage thereof (m2).	Number of reports on patching of potholes in all wards of Matjhabeng to reduce deterioration and ensure safe usage thereof monthly	1	12	3	3	3	3
	Construct 10km of un- designed Gravel roads per annum to enhance accessibility and driving safety, especially during raining periods	Number of reports on gravelling of un- designed Gravel roads constructed per annum to enhance accessibility and driving safety, especially during raining seasons monthly	1	12	3	3	3	3
	Blade and re-gravel 60km of gravel and dirt roads to enhance driving comfort.	Number of reports on gravelling roads bladed and re-gravelled to enhance driving comfort monthly	1	12	3	3	3	3
	Construction of stormwater drainage pipes in Ward 16 at Setshabelo school	Kilometers of stormwater drainage pipes constructed in Ward 16 at Setshabelo school by 31 <sup>st</sup> of December 2022	0,208km	0,208km	0 km	0,208km	0 km	0km
	Repair stormwater drainage at the entrance of Thabong in Ward 30	Kilometers of stormwater drainage repaired at the entrance of Thabong in Ward 30 by 31 <sup>st</sup> of December 2022	0,11km	0,11km	0 km	0.11km	0 km	0km
	Repair stormwater drainage at Mxi retention dam in Ward 29	Kilometers of stormwater drainage repaired at Mxi retention dam in Ward 29 by 31 <sup>st</sup> of December 2022	1,22km	0,22km	0 km	0.22km	0 km	0km
	Construction of stormwater drainage at THAB07 in Thabong Ward 26	Kilometres of Stormwater drainage to drain stormwater away from houses opposite Nkoane road by 30 June 2023	0.135km	0.135km	0 km	0 km	0 km	0.135km
	Clean and upgrade 7.1km of lined storm water canals.	Number of reports on lined stormwater canals cleaning and upgrading monthly	1	12	3	3	3	3
	Clean 8km of unlined storm water canals in Matjhabeng twice a year	Number of reports on unlined stormwater canals cleaned monthly	1	4	1	1	1	1
	Clean and maintain 2km of existing storm water drainage pipes.	Number of reports on existing stormwater drainage pipes cleaned and maintained monthly	1	4	1	1	1	1
Electrical Distribution	Welkom- Provide and install 40MVA 132KV transformer at Urania Substation	Percentage Progress on the Appointment of Electrical Contractor for the provision and installation 40MVA 132KV transformer at Urania Substation by the 31 <sup>st</sup> of June 2023	100%	100%	25%	50%	75%	100%
	Repair and maintenance of streetlights to full functionality	Number of reports on streetlights repaired and maintained monthly	1	12	3	3	3	3
	Repair and maintenance of high mast lights to full functionality	Number of reports on high mast lights repaired and maintained monthly	1	12	3	3	3	3

## 8.4 DIRECTORATE COMMUNITY SERVICES

<b>National Development Chapter</b>		<b>3. Infrastructure is poorly located, inadequate and under-maintained</b>							
<b>National Outcome</b>		<b>3. All people in South Africa</b>							
<b>Back to Basic Principle</b>		<b>2. Supporting the delivery of municipal services to the high standards</b>							
<b>Free State Growth and Development Strategies 6 Pillars</b>		<b>3. Improved Quality of Life</b>							
<b>Predetermined Objective</b>		<b>Supporting the delivery of municipal services to the right quality and standard</b>							
Key Performance Area	Focus Area	Strategy	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Targets			
						Quarter 1	Quarter 2	Quarter 3	Quarter 4
		Upgrade, maintain existing and build new sport and recreation facilities	Number of reports on sport facilities refurbished quarterly	1	4	1	1	1	1
			Number of reports on recreation facilities refurbished quarterly	1	4	1	1	1	1
		Timeously develop new and current cemeteries	Number of reports on ablution blocks and guardhouses refurbished quarterly	1	4	1	1	1	1
	Waste Management	Waste Collection from each household on a weekly basis	Number of skip bins procured by 30 <sup>th</sup> of June 2023	0	50	0	0	0	50
			Number of street pavement bins procured by 30 June 2023	0	60	0	0	0	60
	Traffic Management & Security	Install, manage, maintain and activate fully Electronic Security Solution (Electronic and Physical) in Municipal Buildings and Premises	Number of reports on the installation of electronic security system in the Municipal Buildings quarterly	0	4	1	1	1	1
			Appointment and training of Security Officers	Number of security officers appointed by the 31 <sup>st</sup> of December 2022	0	160	0	160	0
	Fire Services & Disaster Management	Appoint Fire Officers in Mmamahabane satellite fire station	Number of Fire Officers to be appointed by the 31 <sup>st</sup> of December 2022	8	16	0	16	0	0
			Procurement of Fire Engines and Hazmat vehicles	Number of Fire Engines and Hazmat unit vehicles to be procured by the 30 <sup>th</sup> of June 2023	1	2	0	0	0
	Fleet Management	Re-opening of Mechanical stores	Number of mechanical stores opened by the 30 <sup>th</sup> of June 2023	0	1	0	0	0	1

## 8.5 DIRECTORATE HUMAN SETTLEMENT

<b>National Development Chapter</b>		<b>3. Infrastructure is poorly located, inadequate and under-maintained</b>							
<b>National Outcome</b>		<b>3. All people in South Africa</b>							
<b>Back to Basic Principle</b>		<b>2. Supporting the delivery of municipal services to the high standards</b>							
<b>Free State Growth and Development Strategies 6 Pillars</b>		<b>3. Improved Quality of Life</b>							
<b>Predetermined Objective</b>		<b>Supporting the delivery of municipal services to the right quality and standard</b>							
Key Performance Area	Focus Area	Strategy	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Targets			
						Quarter 1	Quarter 2	Quarter 3	Quarter 4
Basic Services	Human Settlement	Deregistering registered sites for the purpose of reallocating them to the occupants	Number of reports on lists on sites submitted to the conveyancers quarterly	0	4	1	1	1	1
		Distributing title deeds as reassuring people their security of tenure ship	Number of reports on title deeds distribution quarterly	0	4	1	1	1	1
		Repossession and reallocation of abandoned sites	Number of reports on abandoned sites identified and repossessed quarterly	0	4	1	1	1	1
	Development Control	Conducting of Municipal Planning Tribunal Sittings	Number of Municipal Planning Tribunal sittings held per quarter	4	4	1	1	1	1
		To develop a policy on Security Restrictive Access Areas	Number of security restrictive access policies developed and approved by the 30 <sup>th</sup> of June 2023	0	1	0	0	0	1
		Issuing of Contravention notices	Number of reports on Notice letter issued quarterly	0	4	1	1	1	1
	Building Control	Compliance with the National Building Regulation Act including any other related Acts	Number of Building Regulations and Building Standard By-Laws developed and approved by the 30 <sup>th</sup> of June 2023	0	1	0	0	0	1
		Conducting of inspections	Number of reports on inspections conducted quarterly	0	4	1	1	1	1
		Issuing of Contravention Notices	Number of reports on Notice letters issued quarterly	0	4	1	1	1	1
	Development Planning	The incorporation of the corridors into the SDF 2022/23	Number of approved Spatial Development Framework by the 31 <sup>st</sup> of May 2023	1	1	0	0	0	1
		Township establishment of Allanridge Ext. 3	Number Municipal Planning Tribunal township establishment Approval	1	1	0	0	0	1
		Township establishment on the farm Doornpan 772, Ventersburg (Gugulethu)	Number Municipal Planning Tribunal township establishment and approved by the 30 <sup>th</sup> of June 2023	1	1	0	0	0	1
		To develop a policy on Compliance and Contravention pertaining to Illegal Land Uses	Number of compliance and contravention to illegal land use policy developed and approved by the 31 <sup>st</sup> of May 2023	0	1	0	0	0	1

## 8.6 DIRECTORATE LOCAL ECONOMIC DEVELOPMENT

<b>National Development Chapter</b>		<b>3. Infrastructure is poorly located, inadequate and under-maintained</b>							
<b>National Outcome</b>		<b>3. All people in South Africa</b>							
<b>Back to Basic Principle</b>		<b>2. Supporting the delivery of municipal services to the high standards</b>							
<b>Free State Growth and Development Strategies 6 Pillars</b>		<b>3. Improved Quality of Life</b>							
<b>Predetermined Objective</b>		<b>Supporting the delivery of municipal services to the right quality and standard</b>							
<b>Key Performance Area</b>	<b>Focus Area</b>	<b>Strategy</b>	<b>Key Performance Indicator</b>	<b>Baseline Indicator</b>	<b>Annual Target</b>	<b>Quarterly Targets</b>			
						<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
Local Economic Development	Small Medium Micro Enterprise and Investment	Facilitate the development of investment incentive scheme	Number of investment incentive scheme developed and approved by the 31 <sup>st</sup> of May 2023	0	1	0	0	0	1
		Facilitation of exhibition/networking sessions for SMMEs	Number of exhibitions conducted by 1 <sup>st</sup> & 4 <sup>th</sup> quarter	1	2	1	0	0	1
		Facilitation of Youth Business corners	Number of Youth Business Corners developed by the 2 <sup>nd</sup> & 3 <sup>rd</sup> quarter	3	2	0	1	1	0
	Agriculture, Welkom Airport	Facilitate and ensure basic agricultural infrastructural services in all municipal farms	Number of commonage maintained/improved by the 3 <sup>rd</sup> & 4 <sup>th</sup> quarter	4	3	0	0	1	2
		Upgrading of Welkom Airport	Percentage Progress on the refurbishment of Welkom airport including a security system upgrade by the 31 <sup>st</sup> of June 2023	1	100%	25%	50%	75%	100%
		Ensure that Welkom Airport comply with South African Civil Aviation Authority rules and regulations	Number of Aerodrome license renewed by South African Civil Association for approval by the 31 <sup>st</sup> of March 2023	1	1	0	0	1	0
	Tourism Management	Promote Tourism awareness and education	Number of tourism awareness and education programs materialised by the 30 <sup>th</sup> of September 2022	4	4	4	0	0	0

## 8.7 DIRECTORATE FINANCIAL MANAGEMENT

<b>National Development Chapter</b>		<b>3. Infrastructure is poorly located, inadequate and under-maintained</b>								
<b>National Outcome</b>		<b>3. All people in South Africa</b>								
<b>Back to Basic Principle</b>		<b>2. Supporting the delivery of municipal services to the high standards</b>								
<b>Free State Growth and Development Strategies 6 Pillars</b>		<b>3. Improved Quality of Life</b>								
<b>Predetermined Objective</b>		<b>Supporting the delivery of municipal services to the right quality and standard</b>								
Key Performance Area	Focus Area	Strategy	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Targets				
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Financial Management	Asset Management	To ensure that the Asset register is Generally Recognised Accounting Practices compliant and reconcile with the General Ledger	Number of Complaint Assets register as per GRAP and MSCOA requirements by the 30 <sup>th</sup> of June 2023	1	1	0	0	0	1	
			Number of verifications conducted on the asset register by the 30 <sup>th</sup> of June 2023	0	1	0	0	0	1	
			Number of reconciliations completed between the fixed asset register and general ledger monthly	0	12	3	3	3	3	
			Number of asset management policy reviewed and approved by the 30 <sup>th</sup> of September 2022	0	1	1	0	0	0	
	Budget and Reporting	Draft annual financial statements are submitted to auditor general for audit purposes	Number of Draft annual financial statements submitted to auditor general by 31 <sup>st</sup> August 2022	1	1	1	0	0	0	
				Implement 100% of allocated capital projects to identified projects in the 2022/2023 financial year	Percentage of a municipality's capital budget spent on capital projects identified for 2022/2023 in terms of the approved IDP by the 30 <sup>th</sup> of June 2023	100%	100%	25%	25%	25%
		Adhere strictly to IDP/ budget timetable, MBR, MFMA, NT Circulars, review of budget related policies.	Number of approved budget timeline by Council before the 31 <sup>st</sup> of August 2022	1	1	1	0	0	0	
				Number of Budget Related policies approved by Council by 31 <sup>st</sup> of May 2023	11	11	0	0	0	11
		Comply with MFMA Reporting requirements	Number of section 71 Reports submitted (monthly)	12 monthly reports	12	3	3	3	3	
				Number of Section 52 Reports Prepared and submitted (quarterly)	4 quarterly reports	4	1	1	1	1
				Number of Mid-year Budget and Performance Assessment reports submitted by the 31 <sup>st</sup> of January 2023 (mid-year)	1 mid-year report	2	0	1	0	1

		Develop and submit draft budget to council for noting and approval	Number of Draft budgets to be tabled in Council by 31 <sup>st</sup> of March 2023	2	1	0	0	1	0
		Develop audit query action plan	Number of reports on Reduced on AG audit queries I the 1 <sup>st</sup> , 3 <sup>rd</sup> & 4 <sup>th</sup> quarter	0	3	1	0	1	1
		Review and Implementation of Budget Funding Plan	Number of reports on the Positive cash and cash equivalent balance as at 31th June 2023	1	0	0	0	0	1
Supply Chain Management	Implementation of internal controls and key control matrix	Number of reviewed Supply Chain Management policy submitted and approved by 30 <sup>th</sup> September 2022	1	1	1	0	0	0	
		Number of reports on updates of progress on audit action plan	0	1	1	0	0	0	
		Number of supply chain management deviation reports submitted quarterly	0	4	1	1	1	1	
		Number of supply chain management contracts register updated 2 <sup>nd</sup> & 4 <sup>th</sup> quarter	0	2	0	1	0	1	
		Number of Developed procurement plan for approval and submission to Treasury by 31 <sup>st</sup> of July 2022	0	1	1	0	0	0	
		Number of reports on performance of contractors quarterly	0	4	1	1	1	1	
Revenue Management	To ensure that all revenue due to the municipalities is collected, well managed and accounted for	Number of reports based on monthly billing conducted	12	12	3	3	3	3	
		Number of reports on the Implementation of valuation roll quarterly	1	4	1	1	1	1	
		Number of supplementary valuation roll implemented quarterly	4	4	1	1	1	1	
Credit Control Management	To ensure that all revenue due to the municipalities is collected, well managed and accounted for	Percentage collection rate quarterly	50%	75%	75%	75%	75%	75%	
		Number of indigent households registered quarterly	0	20000	5000	5000	5000	5000	
		Number of Revenue Enhancement Committee Meetings (Operation Patala) monthly	12	12	3	3	3	3	
Expenditure Management	Encourage suppliers to submit relevant documentation on time	Number of reports on the creditors paid within 30 days monthly	1	12	3	3	3	3	
		Number of reports on the actual amount of cash on hand in terms of cash flow forecast monthly	12	12	3	3	3	3	
		Number of reports on reconciled creditors monthly	1	4	1	1	1	1	
		Number of Insurance reports generated and reported to council monthly	12	12	3	3	3	3	
		Number of section 32 report submitted monthly	12	12	3	3	3	3	
Information Communications Technology	sites with trunking installed	Number of Assessed Reports on network performance quarterly	4	4	1	1	1	1	
	installations and configuration of the devices	Number of reports on installations and configuration of the Bandwidth manager devices Monthly	1	12	3	3	3	3	
	Municipal sets lines installed	Number of reports on emergency lines installation Monthly	1	12	3	3	3	3	

		switches replaced	Number of reports on work done on the main router and replacement of switches Monthly	1	12	3	3	3	3
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## 9. LOWER-LEVEL SERVICE DELIVERY BUDGET AND IMPLEMENTATION PLAN

### 9.1 Office of the Speaker

Key Performance Area		Public Participation											
Programme		Office of Speaker											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
PP1	Putting people and their concern first	Produce credible ward committee plans that are aligned to the IDP by September 2022	Number of ward plans produced by the 31 <sup>st</sup> of December 2022	All wards	Council	0	36	0	36	0	0	Office of the Speaker	Ward plans
PP2		Manage performance of all 36 wards in the municipality	Number of community meetings held by a ward councillor to address community programmes/developmental matters quarterly	All wards	Council	0	144	36	36	36	36	Office of the Speaker	Attendance register Minutes
PP3		Manage performance of all 36 wards in the municipality	Number of reports from ward committees produced and submitted quarterly	All wards	Council	0	144	36	36	36	36	Office of the Speaker	Invite Attendance register Minutes
<b>TOTAL</b>						<b>0</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>		

## 9.2 Office of the Executive Mayor

Key Performance Area			Public Participation										
Programme			Office of the Executive Mayor										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Responsibility	Evidence
								Quarterly Targets					
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
PP4	Putting people and their concern first	Youth: Awarding bursaries to the deserving learners from underprivileged background	Number of bursaries awarded by the 31 <sup>st</sup> of March 2023	All wards	Council	10	10	0	0	10	0	Office of the Executive Mayor	Completed Application forms, short list and final list of applicants
PP5		Hold 20 Mayoral Imbizos in the 6 Units of MLM by June (End of Financial Year)	Number of Executive Mayors Imbizos held quarterly	All wards	Council	20	20	5	5	5	5	Office of the Executive Mayor	Progress report on priorities of 100 days in Office
PP6		Establish and revive community forums	Number of forums established or revived quarterly	All wards	Council	8	8	1	3	3	1	Office of the Executive Mayor	Notices, Attendance registers, Pictures
PP7		Hold recreational games for senior citizens	Number of recreational games for senior citizens held by the 31 <sup>st</sup> of December 2022	All wards	Council	1	1	0	1	0	0	Office of the Executive Mayor	Fixture, Report and Pictures
PP8		Hold recreational games for people living with disabilities	Number of recreational games for people with disabilities held By the 31 <sup>st</sup> of December 2022	All wards	Council	1	1	0	1	0	0	Office of the Executive Mayor	Notices, Attendance registers, Pictures
PP9		Establish or revive Moral Regeneration Movement aimed at encouraging people to recommit on positive values and lasting peace and prosperity	Number of Moral Regeneration Movement established or revived quarterly	All wards	Council	6	6	1	2	2	1	Office of the Executive Mayor	Notices, Attendance registers, Pictures
PP10		Hold campaigns to raise awareness about HIV and AIDS, Drug & Substance Abuse and Covid-19	Number of campaigns held (i.e., HIV&AIDS, Drugs & Substance abuse, Covid-19 etc.) quarterly	All wards	Council	6	6	1	2	2	1	Office of the Executive Mayor	Notices, Attendance registers, Pictures
PP11		Host a cultural festival to attract local communities to celebrate their cultural diversity through live performances while promoting tourism.	Number of Matjhabeng Local Municipality Arts and Culture Festival hosted by the 31 <sup>st</sup> of December 2022	All wards	Council	1	1	0	1	0	0	Office of the Executive Mayor	Notices, Attendance registers, Pictures
PP12		Hold choral competition of all 6 towns of the municipality	Number of choral competitions held quarterly	All wards	Council	6	6	1	2	2	1	Office of the Executive Mayor	Notices, Attendance registers, Pictures
PP13		Facilitate Social cohesion Activities	Number of National Days' activities hosted (i.e., Mandela Day, Human Rights Day, Women's Day Heritage	All wards	Council	7	7	3	1	1	2	Office of the Executive Mayor	Notices, Attendance registers, Pictures



		Day, Reconciliation Day, World Aids Day etc.) quarterly											
PP14	Hold programmes that will bring hope to the youth	Number of Youth Programmes held (Including Youth Month Celebrations) quarterly	All wards	Council	24	24	6	6	6	6	Office of the Executive Mayor	Notices, Attendance registers, Pictures	
PP15	Hold Annual Mayoral Games Cup	Number of Mayoral Games held by the 31 <sup>st</sup> of December 2022	All wards	Council	1	1	0	1	0	0	Office of the Executive Mayor	Notices, Attendance registers, Pictures	
PP16	Hold activities in awareness and promotion of 16 Days of Activism against abuse of women and children	Number of 16 Days of activisms against abuse of women & children activities held 31 <sup>st</sup> of December 2022	All wards	Council	1	1	0	1	0	0	Office of the Executive Mayor	Notices, Attendance registers, Pictures	
<b>Total</b>					<b>13</b>	<b>13</b>	<b>7</b>	<b>12</b>	<b>8</b>	<b>7</b>			

## 10. Office of the Municipal Manager

### 10.1 Integrated Development Plan

Key Performance Area			Public Participation										
Programme			Integrated Development Plan										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Responsibility	Evidence
								Quarterly Targets					
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
PP17	Putting people and their concerns first	To Encourage Involvement of Communities in Municipal Budgeting and Planning Processes	Number Of Integrated Development Plan Review Process Plan Developed and Adopted by the 31 <sup>st</sup> of August 2022	All wards	Council	1	1	1	0	0	0	Executive Director: Strategic Support Services	Adopted Integrated Development Planning Process Plan Council Resolution
PP18			Number Of Draft Integrated Development Plan Document Developed, Reviewed by the 31 <sup>st</sup> of March 2023	All wards	Council	1	1	0	0	1	0	Executive Director: Strategic Support Services	Adopted Draft Integrated Development Plan Document Council Resolution
PP19			Number Of Integrated Development Plan Document Developed, Adopted by the 31 <sup>st</sup> of May 2023	All wards	Council	1	1	0	0	0	1	Executive Director: Strategic Support Services	Adopted Integrated Development Plan Document Council Resolution
<b>Total</b>						<b>3</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>		

### 10.2 Communication

Key Performance Area			Good Governance, Transparency and Accountability										
Programme			Communications										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Responsibility	Evidence
								Quarterly Targets					
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
GGTA1	Promoting good governance, transparency, and accountability	Review of communication Policy for approval by September of each financial year.	Number of communication policy Approved by 31 <sup>st</sup> of May 2023	All wards	Council	1	1	0	0	0	1	Executive Director: Strategic Support Services	Council resolution Approved Policy
GGTA2			Number of reports on press publication published per quarter	All wards	Council	1	4	1	1	1	1	Executive Director: Strategic Support Services	Newspaper articles Quarterly Reports
<b>Total</b>						<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>		

### 10.3 Performance Management Systems

Good Governance, Transparency and Accountability															
Performance Management Systems															
Programme	Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Responsibility	Evidence	
									Quarterly Targets						
								Quarter 1	Quarter 2	Quarter 3	Quarter 4				
	GGTA3	Promoting good governance, transparency, and accountability	Facilitate approval of annual service delivery and budget implementation plan	Number of SDBIP developed and approved by the Executive Mayor by the 28 <sup>th</sup> of June 2023	All wards	Council	1	1	0	0	0	1	Executive Director: Strategic Support Services	Approved SDBIP	
	GGTA4		Facilitate approval of annual service delivery and budget implementation plan	Number of adjusted SDBIP developed and approved by council 28 <sup>th</sup> of February 2023	All wards	Council	1	1	0	0	1	0	Executive Director: Strategic Support Services	Council minutes and resolution	
	GGTA5		Facilitate signing of performance agreements of 8 S56/7 managers and for the municipal manager	Number of performance agreements coordinated and signed by the 30 <sup>th</sup> of June 2023	All wards	Council	8	8	0	0	0	8	Executive Director: Strategic Support Services	Performance Agreements	
	GGTA6		Facilitate assessment reviews of 8 S56/7 managers each quarter of the current financial year	Number of performance assessment for Section 57 managers held per quarter	All wards	Council	0	4	1	1	1	1	Executive Director: Strategic Services	Report on performance appraisal	
	GGTA7			Number of annual reports developed, submitted to AGSA, and tabled to council for approval by the 31 <sup>st</sup> of March 2023	All wards	Council	1	1	0	0	1	0	Executive Director: Strategic Support Services	AGSA Acknowledgement and Council resolution	
	GGTA8		To ensure that the budget is spent in accordance with the service delivery and budget implementation plan	Number of quarterly reports developed and submitted to council quarterly	All wards	Council	4	4	1	1	1	1	Executive Director: Strategic Support Services	Quarterly reports and Council resolution	
	GGTA9			Number of Mid-year Budget and performance reports developed and submitted to council by the 31 <sup>st</sup> of January 2023	All wards	Council	1	1	0	0	1	0	Executive Director: Strategic Support Services	Mid-year report and Council resolution	
	GGTA10			Number of Annual Performance Report developed and submitted to AG by the 31 <sup>st</sup> of August 2022	All wards	Council	1	1	1	0	0	0	Executive Director: Strategic Support Services	Annual performance report	
<b>Total</b>							<b>8</b>	<b>8</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>5</b>			

## 10.4 Internal Audit

Key Performance Area			Good Governance, Transparency and Accountability												
Programme			Internal Audit												
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Responsibility	Evidence		
								Quarterly Targets							
								Quarter 1	Quarter 2	Quarter 3	Quarter 4				
GGTA11	Promoting good governance, transparency, and accountability	Approve a risk based internal audit plan by audit committee	Number of risks based internal audit plans by the 31 <sup>st</sup> of July 2022	All wards	Council	1	1	1	0	0	0	Executive Director: Strategic Support Services	Risk Based Internal Audit Plan		
GGTA12		Compile four internal audit reports on operations, internal controls, risk and performance management per year	Number of internal audit reports compiled quarterly	All wards	Council	1	4	1	1	1	1	Executive Director: Strategic Support Services	Internal Audit Reports		
GGTA13		Development of an audit committee charter	Number of Audit committee charter approved by the 31 <sup>st</sup> of August 2022	All wards	Council	1	1	1	0	0	0	Executive Director: Strategic Support Services	Audit Committee Charter		
GGTA14		Facilitate annual review of internal audit charter	Internal audit charter approved by the 31 <sup>st</sup> of August 2022	All wards	Council	1	1	1	0	0	0	Executive Director: Strategic Support Services	Internal Audit Charter		
GGTA15				Number of internal audit strategic plan approved by the 31 <sup>st</sup> of August 2022	All wards	Council	1	1	1	0	0	0	Executive Director: Strategic Support Services	Internal Audit Strategic Plan	
GGTA16				Number of operational plans approved by the 31 <sup>st</sup> of August 2022	All wards	Council	1	1	1	0	0	0	Executive Director: Strategic Support Services	Operational Audit Plan	
GGTA17				Number of internal audit procedural manual approved by the 31 <sup>st</sup> of August 2022	All wards	Council	1	1	1	0	0	0	Executive Director: Strategic Support Services	Internal Audit Manual	
GGTA18				Number of Follow-up Internal Audit Reports report by the 2 <sup>nd</sup> and 4 <sup>th</sup> quarter	All wards	Council	2	2	0	1	0	1	Executive Director: Strategic Support Services	Four (4) Follow-up Internal Audit Report	
GGTA19				Number of resolution registers compiled and submitted to audit committee quarterly	All wards	Council	2	4	1	1	1	1	Executive Director: Strategic Support Services	Quarterly Submission of Audit committee Resolution register	
GGTA20				Facilitate annual review of internal audit charter	Number of audit committee reports submitted to council by the 2 <sup>nd</sup> , 3 <sup>rd</sup> and 4 <sup>th</sup> quarter	All wards	Council	1	3	0	1	1	1	Executive Director: Strategic Support Services	Three (3) Audit Committee Reports
GGTA21					Number of internal audit findings control registers compiled quarterly	All wards	Council	-	4	1	1	1	1	Executive Director: Strategic Support Services	Quarterly Internal Audit Findings Register
<b>Total</b>							<b>10</b>	<b>11</b>	<b>10</b>	<b>5</b>	<b>4</b>	<b>5</b>			

## 10.5 Risk Management

Key Performance Area			Good Governance, Transparency and Accountability										
Programme			Risk Management										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Responsibility	Evidence
								Quarterly Targets					
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
GGTA22	Promoting good governance, transparency, and accountability	To ensure effective risk management with the municipality	Number of Risk Management policy approved by the 30 <sup>th</sup> of June 2023	All wards	Council	0	1	0	0	0	1	Executive Director: Strategic Support Services	<ul style="list-style-type: none"> <li>Risk Management Policy</li> <li>EXCO attendance register and minutes</li> <li>APRC attendance register and minutes</li> <li>Council Resolution</li> </ul>
GGTA23			Number of Risk Management Strategy approved by the 30 <sup>th</sup> of June 2023	All wards	Council	0	1	0	0	0	1	Executive Director: Strategic Support Services	<ul style="list-style-type: none"> <li>Risk Management Strategy</li> <li>EXCO attendance register and minutes</li> <li>APRC attendance register and minutes</li> <li>Council Resolution</li> </ul>
GGTA24			Number of Risk Management Implementation Plan Approved by the 30 <sup>th</sup> of June 2023	All wards	Council	0	1	0	0	0	1	Executive Director: Strategic Support Services	<ul style="list-style-type: none"> <li>EXCO attendance register and minutes</li> <li>APRC attendance register and minutes</li> <li>Risk Management Implementation Plan signed by the MM</li> </ul>
GGTA25			Number of Anti-Fraud and Anti-Corruption Policy approved by the 30 <sup>th</sup> of June 2023	All wards	Council	0	1	0	0	0	1	Executive Director: Strategic Support Services	<ul style="list-style-type: none"> <li>Anti-Fraud and Anti-Corruption Policy</li> <li>EXCO attendance register and minutes</li> <li>APRC attendance register and minutes</li> <li>Council Resolution</li> </ul>
GGTA26			Number of Anti-Fraud and Anti-Corruption Strategy approved by the 30 <sup>th</sup> of June 2023	All wards	Council	0	1	0	0	0	1	Executive Director: Strategic Support Services	<ul style="list-style-type: none"> <li>Anti-Fraud and Anti-Corruption Strategy</li> <li>EXCO attendance register and minutes</li> <li>APRC attendance register and minutes</li> <li>Council Resolution</li> </ul>
GGTA27			Number of Fraud Prevention Plan approved by the 30 <sup>th</sup> of June 2023	All wards	Council	0	1	0	0	0	1	Executive Director: Strategic Support Services	<ul style="list-style-type: none"> <li>EXCO attendance register and minutes</li> <li>APRC attendance register and minutes</li> <li>Fraud Prevention Plan signed by the MM</li> </ul>
GGTA28			Number of Whistle-Blowing Policy approved by the 30 <sup>th</sup> of June 2023	All wards	Council	0	1	0	0	0	1	Executive Director: Strategic Support Services	<ul style="list-style-type: none"> <li>Whistle-Blowing Policy</li> <li>EXCO attendance register and minutes</li> <li>APRC attendance register and minutes</li> <li>Council Resolution</li> </ul>
GGTA29			Number of Risk Assessments conducted 1 <sup>st</sup> , 3 <sup>rd</sup> and 4 <sup>th</sup> quarter	All wards	Council	0	3	1	0	1	1	Executive Director: Strategic Support Services	<ul style="list-style-type: none"> <li>Invitation</li> <li>Attendance registers</li> <li>Risk assessment reports</li> </ul>

GGTA30			Number of Risk Management Committee Charter approved by the 30 <sup>th</sup> of June 2023	All wards	Council	0	1	0	0	0	1	Executive Director: Strategic Support Services	<ul style="list-style-type: none"> <li>RMC charter/APRC Charter</li> <li>EXCO attendance register and minutes</li> <li>APRC attendance register and minutes</li> </ul> Council Resolution
GGTA31			Number of Risk Management Committee meetings held quarterly	All wards	Council	0	4	1	1	1	1	Executive Director: Strategic Support Services	<ul style="list-style-type: none"> <li>APRC invitation/agenda</li> <li>APRC attendance register and minutes</li> </ul> Quarterly Risk Management Report
GGTA32			Number of Fraud Prevention awareness campaigns conducted quarterly	All wards	Council	0	4	1	1	1	1	Executive Director: Strategic Support Services	<ul style="list-style-type: none"> <li>Invitation</li> <li>Attendance Registers</li> </ul> Presentations
GGTA33			Number of Risk Registers developed and updated (Strategic, Operational, Fraud, ICT and Media) by the 30 <sup>th</sup> of June 2023	All wards	Council	0	5	0	0	0	5	Executive Director: Strategic Support Services	<ul style="list-style-type: none"> <li>Risk Registers</li> <li>EXCO attendance register and minutes</li> </ul> APRC attendance register and minutes
GGTA34			Number of progress reports against the Risk Management Implementation plan prepared quarterly	All wards	Council	0	4	1	1	1	1	Executive Director: Strategic Support Services	<ul style="list-style-type: none"> <li>Risk Management Progress report</li> <li>EXCO attendance register and minutes</li> </ul> APRC attendance register and minutes
<b>Total</b>						<b>0</b>	<b>13</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>13</b>		

## 11. Directorate Corporate Support Services

### 11.1 Human resource Management

Key Performance Area			Institutional Capacity										
Programme			Human Resource Management										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Responsibility	Evidence
								Quarterly Targets					
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
IC1	Building institutional resilience and administrative capability	Review the organisational structure and idea critical position to capacitate the municipality	Number of approved organisational structure by 31 <sup>st</sup> May 2023.	All wards	Council	1	1	0	0	0	1	Executive Director: Corporate Support Services	1 approved organisational structure
IC2		Recruit and select in line with the approved organisational structure and budget	Number of reports on critical position filled in accordance with approved organisational structure by 30 <sup>th</sup> June 2023.	All wards	Council	1	1	0	0	0	1	Executive Director: Corporate Support Services	Recruitment documents processes
IC3		Induct newly recruited employees	Percentage of new employee inducted by 30 <sup>th</sup> June 2023	All wards	Council	100%	100%	0	0	0	100%	Executive Director: Corporate Support Services	Attendance registry of induction workshop
IC4		Review Human Resource Plan	Number of approved human resource plan by 31 <sup>st</sup> May 2023	All wards	Council	1	1	0	0	0	1	Executive Director: Corporate Support Services	Approved human resource plan
IC5		Design and implementation of employment equity plan	Number of employment equity plan reviewed and approved by 31 <sup>st</sup> May 2023	All wards	Council	1	1	0	0	0	1	Executive Director: Corporate Support Services	Approved employment equity plan
IC6		Review Human Resource Policies	Number of Human resource Policies by 31 <sup>st</sup> May 2023	All wards	Council	0	10	0	0	0	10	Executive Director: Corporate Support Services	Approved HR policies
<b>Total</b>						<b>5</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>		

## 11.2 Employee Wellness

Key Performance Area			Institutional Capacity										
Programme			Employee Wellness										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Responsibility	Evidence
								Quarterly Targets					
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
IC7	Building institutional resilience	Development of Revised Wellness Plan	Number of revised wellness plan approved by 31 <sup>st</sup> May 2023	All wards	Council	1	1	0	0	0	1	Executive Director: Corporate Support Services	Approved Wellness plan
IC8	and administrative capability	Provide pauper burials services to destitute people and unknown corpse	Number of reports on pauper burials service to the destitute quarterly	All wards	Council	4	4	1	1	1	1	Executive Director: Corporate Support Services	List of beneficiaries Progress report
<b>Total</b>						<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>		

## 11.3 Labour Relations Management

Key Performance Area			Institutional Capacity										
Programme			Labour Relations Management										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Responsibility	Evidence
								Quarterly Targets					
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
IC9	Building institutional resilience and administrative capability	Utilize the Local Labour Forum as a consultative/negotiate forum to facilitate and sustain effective relations, ultimately enhancing service delivery	Number of LLF meeting held monthly	All Wards	Council	2	12	3	3	3	3	Executive Director: Corporate Support Services	Attendance register
<b>Total</b>						<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		



## 11.4 Occupational Health and Safety

Key Performance Area			Institutional Capacity										
Programme			Occupational Health and Safety										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Responsibility	Evidence
								Quarterly Targets					
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
IC10	Building institutional resilience and administrative capability Attendance of Arbitrations	Conduct safety inspections	Number of reports on safety inspection conducted quarterly	All Wards	Council	1	4	1	1	1	1	Executive Director: Corporate Support Services	Safety inspection report.
<b>Total</b>						<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		

## 11.5 Council Administration

Key Performance Area			Institutional Capacity										
Programme			Council Administration & Document Management										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Responsibility	Evidence
								Quarterly Targets					
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
IC11	Building institutional resilience and administrative capability	Schedule Council and related Committee Meetings	Number of Council and related committee meeting held by 30 <sup>th</sup> June 2023.	All wards	Council	70	40	10	10	10	10	Executive Director: Corporate Support Services	Agenda/Minutes/ Resolutions/attendance register
<b>Total</b>						<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		

## 11.6 Customer Care Services

Key Performance Area			Institutional Capacity										
Programme			Council Administration & Document Management										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Responsibility	Evidence
								Quarterly Targets					
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
IC12	Building institutional resilience and administrative capability	Develop electronic customer care management system	Number of electronic customer care management system developed, installed and functional by the 30 <sup>th</sup> of June 2023	All ward	Council	0	1	0	0	0	1	Executive Director: Corporate Support Services	Electronic Customer care management system.
<b>Total</b>							<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>		

## 12. Directorate Engineering Services

### 12.1 Sewer Networks and Wastewater Treatment Works Developmental and Maintenance

Key Performance Area			Basic Services										
Programme			Sewer Networks and Wastewater Treatment Works Developmental and Maintenance (PMU PROJECTS)										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS1	Supporting the delivery of municipal services to the right quality and standard	Refurbish and upgrade all identified WWTW and pump-stations as well as bulk sewer networks to ensure that systems are functional in line with Green Drop regulations and MEMA as well as to address new developments	Percentage refurbishment work completed on Kutlwanoong, Wastewater Treatment Works the 31 <sup>st</sup> of December 2022. (multi-year project)	10,18,21,22	MIG	70%	100%	85%	100%	0%	0%	Executive Director Infrastructure	Attendance register PSC minutes Progress meeting minutes Payment Certificate Extension of time approval Practical Completion Certificate
BS2			Percentage refurbishment work completed on Theronia Final Effluent Pipeline (Multi-year project)	32,33	WSIG	0	63%	10%	25%	43%	63%	Executive Director Infrastructure	Attendance register PSC minutes Progress meeting minutes Payment Certificate
BS3			Percentage refurbishment work completed on Thabong Wastewater Treatment Works by 31 <sup>st</sup> of December 2022 (Multi-year project)	12,13,14,15,16,17,25,26,28,29,30,31	MIG	16%	100%	54%	64%	74%	100%	Executive Director Infrastructure	Attendance register PSC minutes Progress meeting minutes Payment Certificate Practical Completion Certificate
BS4			Percentage refurbishment work completed on Phomolong, Wastewater Treatment Works (multi-year project)	2	MIG	0	25%	0%	0%	0%	25%	Executive Director Infrastructure	Attendance register PSC minutes Progress meeting minutes Payment Certificate
BS5			Percentage works completed on the refurbishment and upgrading of 2 sewer pumpstations and rising main in Virginia and Meloding by the 31 <sup>st</sup> of March 2023. (multi-year project)	4,5,6,7,8,9	MIG	40%	100%	55%	80%	90%	100%	Executive Director Infrastructure	Attendance register PSC minutes Progress meeting minutes Payment Certificate Practical Completion Certificate
BS6			Percentage works completed on installation of sanitation to 617 stands in Thabong X15/Bronville by 30 <sup>th</sup> of June 2023. (multi-year project)	11	MIG	10%	100%	35%	50%	65%	100%	Executive Director Infrastructure	Attendance register PSC minutes Progress meeting minutes Payment Certificate Practical Completion Certificate
<b>TOTAL</b>						<b>4</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>5</b>		

## 12.2 Water Networks and Maintenance

Key Performance Area		Basic Services											
Programme		Water Networks and Maintenance (PMU PROJECTS)											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS7	Supporting the delivery of municipal services to the right quality and standard	Kutlwanong: Replacement of old asbestos water pipes with pvc pipes	Percentage of replaced old, galvanized pipes to UPVC in Kutlwanong (multi-year) 30 <sup>th</sup> September 2022	10,18,20,21,22	MIG	50%	100%	15%	15%	10%	10%	Executive Director Infrastructure	Attendance register PSC minutes Progress meeting minutes Payment Certificate Extension of time approval Practical Completion Certificate
<b>TOTAL</b>						<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		

## 12.3 Roads, Ancillaries and Developmental Maintenance

Key Performance Area		Basic Services											
Programme		Roads, Ancillaries and Developmental Maintenance											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS8	Supporting the delivery of municipal services to the right quality and standard	Repair portion of James Moroka Road that has been damaged by sewer in Thabong to improve traffic flow	Kilometers portion of James Moroka Road repaired in Thabong to improve traffic flow to be completed 1 <sup>st</sup> December 2022	14	Council	0km	0,15km	0 km	0.15 km	0 km	0 km	Executive Director Infrastructure	Official order Progress report Completion certificate
BS9		Repair portion of Constantia Road that has been damaged by sewer between road 200 and Moshoeshoe road in Thabong to improve traffic flow	Kilometers portion of Constantia Road repaired between road 200 and Moshoeshoe road in Thabong to improve traffic flow to be completed 31 <sup>st</sup> March 2023	13 & 14	Council	0km	1,2km	0 km	0 km	1,2km	0 km	Executive Director Infrastructure	Official order Progress report Completion certificate
BS10		Repair portion of Constantia Road that has been damaged by sewer between Moshoeshoe road and Dr A Phakathi road in Thabong to improve traffic flow.	Kilometers portion of Constantia Road repair between Moshoeshoe road and Dr A Phakathi road in Thabong to improve traffic flow to be completed 1 <sup>st</sup> December 2022	15	Council	0km	0,065km	0 km	0.065km	0 km	0 km	Executive Director Infrastructure	Official order Progress report Completion certificate
BS11		Repair portion of Ndaki road that has been damaged by stormwater in Tandanani (2010) Thabong and provide the necessary stormwater drainage system to improve traffic flow.	Kilometers of portion of Ndaki road repaired in Tandanani (2010) Thabong and Kilometres of stormwater drainage system built to improve traffic flow to be completed 1 <sup>st</sup> December 2022	25	Council	6,59km	0,135km	0 km	0.135km	0 km	0 km	Executive Director Infrastructure	Official order Progress report Completion certificate

BS12		Resurface 25km of all streets every year according to PMS or Municipal priority list such that the use full life expectancy of roads is extended but operations are safe	Kilometers of streets resurfaced in all wards of Matjhabeng such that the roads useful life expectancy of roads are extended are operations safe by 30 <sup>th</sup> June 2023	All wards	Council	25km	25km	6.25km	6.25km	6.25km	6.25km	Executive Director Infrastructure	Official order Payment certificate
BS13		Patch 15 800 m2 of potholes in formal roads to reduce deterioration and ensure safe usage thereof (m2).	Number of reports on patching of potholes in all wards of Matjhabeng to reduce deterioration and ensure safe usage thereof monthly	All wards	Council	1	12	3	3	3	3	Executive Director Infrastructure	Job cards Progress reports
BS14		Construct 10km of un- designed Gravel roads per annum to enhance accessibility and driving safety, especially during raining periods	Number of reports on gravelling of un- designed Gravel roads constructed per annum to enhance accessibility and driving safety, especially during raining seasons monthly	22, 24, 32 and 34	Council	1	12	3	3	3	3	Executive Director Infrastructure	Job cards Progress reports
BS15		Blade and re-gravel 60km of gravel and dirt roads to enhance driving comfort.	Number of reports on gravelling roads bladed and re-gravelled to enhance driving comfort monthly	All wards with gravel roads	Council	1	12	3	3	3	3	Executive Director Infrastructure	Job cards Progress reports
BS16		Construction of stormwater drainage pipes in Ward 16 at Setshabelo school	Kilometres of stormwater drainage pipes constructed in Ward 16 at Setshabelo school buy 1 <sup>st</sup> December 2022	16	Council	0,208km	0,208km	0 km	0,208km	0 km	0 km	Executive Director Infrastructure	Official order Progress report Completion certificate
BS17		Repair stormwater drainage at the entrance of Thabong in Ward 30	Kilometres of stormwater drainage repaired at the entrance of Thabong in Ward 30 by 1 December 2022	30	Council	0,11km	0,11km	0 km	0.11km	0 km	0 km	Executive Director Infrastructure	Official order Progress report Completion certificate
BS18		Repair stormwater drainage at Mxi retention dam in Ward 29	Kilometres of stormwater drainage repaired at Mxi retention dam in Ward 29 by 1 <sup>st</sup> December 2022	29	Council	1,22km	0,22km	0 km	0.22km	0 km	0 km	Executive Director Infrastructure	Official order Progress report Completion certificate
BS19		Construction of stormwater drainage at THAB07 in Thabong Ward 26	Kilometre of Stormwater drainage to drain stormwater away from houses opposite Nkoane road by 30 <sup>th</sup> June 2023	26	Council	0.135km	0.135km	0 km	0 km	0 km	0.135km	Executive Director Infrastructure	Official order Progress report Completion certificate
BS20		Clean and upgrade 7.1km of lined storm water canals.	Number of reports on lined stormwater canals cleaning and upgrading by 30 June 2023	All wards with lined stormwater canals	Council	1	12	3	3	3	3	Executive Director Infrastructure	Job cards Progress reports
BS21		Clean 8km of unlined storm water canals in Matjhabeng twice a year	Number of reports on unlined stormwater canals cleaned by 30 June 2023	All wards with unlined stormwater canals	Council	1	4	1	1	1	1	Executive Director Infrastructure	Job cards Progress reports
BS22		Clean and maintain 2km of existing storm water drainage pipes.	Number of reports on existing stormwater drainage pipes cleaned and maintained by 30 June 2023	All wards with stormwater drainage pipes	Council	1	4	1	1	1	1	Executive Director Infrastructure	Job cards Progress reports
<b>Total</b>						<b>15</b>	<b>15</b>	<b>7</b>	<b>13</b>	<b>8</b>	<b>8</b>		

## 12.4 Electrical Distribution

Key Performance Area			Basic Services										
Programme			Electrical Distribution										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Responsibility	Evidence
								Quarterly Targets					
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS23	Supporting the delivery of municipal services to the right quality and standard	Welkom- Provide and install 40MVA 132KV transformer at Urania Substation	Percentage Progress Appointment of Electrical Contractor for the provision and installation 40MVA 132KV Transformer at Urania Substation by 30 <sup>th</sup> June 2023	11	DMRE funding R4.32 million	100%	100%	25%	50%	75%	100%	Executive Director Infrastructure	Specification; Tender evaluation, Advertisement, Adjudication, and the appointment of the Electrical Contractor
BS24		Repair and maintenance of streetlights to full functionality	Number of reports on streetlights repaired and maintained by the 30 <sup>th</sup> of June 2023	All wards		1	12	3	3	3	3	EDI & SMEES	Progress reports Service Provider Job cards Planning report
BS25		Repair and maintenance of high mast lights to full functionality	Number of reports on high mast lights repaired and maintained by the 30 <sup>th</sup> of June 2023	All wards		1	12	3	3	3	3	EDI & SMEES	Progress reports Service Provider Job cards Planning report
<b>Total</b>						<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>		

## 13. Directorate Community Services

### 13.1 Cemeteries, Parks, Sport and Recreation

Key Performance Area			Basic Services										
Programme			Cemeteries, Parks, Sport and Recreation										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS26	Supporting the delivery of municipal services to the right quality and standard	Provision of green public open spaces	Number of reports street trees planted by 30th June 2023	1,6, 13, 16	Council	0	3	0	1	1	1	Executive Director: Community Services	Annual plan and job-cards
BS27			Number of reports urban parks developed by 30 <sup>th</sup> June 2023	12, 30	Council	0	2	0	0	0	2	Executive Director: Community Services	Project Report
BS28			Number of reports trees cared for by 30 June 2023	All wards	Council	0	2	0	1	0	1	Executive Director: Community Services	Annual plan and job-card
BS29		Upgrade, maintain existing and build new sport and recreation facilities	Number of reports sport facilities refurbished by 30 <sup>th</sup> June 2023	2,16,19	Council	0	3	0	0	0	3	Executive Director: Community Services	Project Report
BS30			Number of reports recreation facilities refurbished by 30 June 2023	16, 34	Council	0	2	0	0	0	2	Executive Director: Community Services	Project Report
BS31		Timeously develop new and current cemeteries	Number of reports ablution blocks and guardhouses refurbished by 30 <sup>th</sup> June 2023	2, 19	Council	0	2	0	0	0	2	Executive Director: Community Services	Project Report
<b>Total</b>						<b>0</b>	<b>6</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>6</b>		

### 13.2 Waste Management

Key Performance Area			Basic Services										
Programme			Waste Management										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS32	Supporting the delivery of municipal services to the right quality and standard	Waste Collection from each household on a weekly basis	Number of skip bins procured by 30 <sup>th</sup> June 2023	All wards	Council	0	50	0	0	0	50	Executive Director: Community Services	Bid document and Delivery Note
BS33			Number of street pavement bins procurement by 30 <sup>th</sup> June 2023	All wards	Council	0	60	0	0	0	60	Executive Director: Community Services	Bid document and Delivery Note
<b>Total</b>						<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>		

### 13.3 Traffic Management and Security

Key Performance Area			Basic Services										
Programme			Traffic Management and Security										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Responsibility	Evidence
								Quarterly Targets					
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS34	Supporting the delivery of municipal services to the right quality and standard	Install, manage, maintain and activate fully Electronic Security Solution (Electronic and Physical) in Municipal Buildings and Premises	Number of reports on the installation of electronic security system in the Municipal Buildings monthly	All wards	Council	0	4	1	1	1	1	Executive Director: Community Services	Technical reports
BS35		Appointment and training of Security Officers	Number of security officers appointed by the 31 <sup>st</sup> of December 2022	All wards	Council		160	0	160	0	0	Executive Director: Community Services	Advert/shortlisting/ Appointment (POE)
<b>Total</b>							<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>		

### 13.4 Fire Services and Disaster Management

Key Performance Area			Basic Services										
Programme			Fire Services and Disaster Management										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Responsibility	Evidence
								Quarterly Targets					
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS36	Supporting the delivery of municipal services to the right quality and standard	Appoint Fire Officers in Mmamahabane satellite fire station	Number of Fire Officers to be appointed by the 31 <sup>st</sup> of December 2022	Ward 1	Council	8	16	0	16	0	0	Executive Director: Community Services	Advert and Appointment letters
BS37		Procurement of Fire Engines and Hazmat vehicles	Number of Fire Engines and Hazmat unit vehicles to be procured by the 30 <sup>th</sup> of June 2023	All wards	Council	1	2	0	1	0	1	Executive Director: Community Services	Official Order and delivery note
<b>Total</b>						<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>1</b>		

## 13.5 Fleet Management

Key Performance Area			Basic Services											
Programme			Fleet Management											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4			
BS38	Supporting the delivery of municipal services to the right quality and standard	Re-opening of Mechanical stores	Number of mechanical stores opened by the 30 <sup>th</sup> of June 2023		Council	0	1	0	0	0	1	Executive Director: Community Services	Report	
<b>Total</b>						<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>			



## 14. Directorate: Human Settlement

### 14.1 Human Settlement

Key Performance Area			Basic Services										
Programme			Human Settlement										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Responsibility	Evidence
								Quarterly Targets					
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS39	Supporting the delivery of municipal services to the right quality and standard through security of land tenure	Deregistering registered sites for the purpose of reallocating them to the occupants	Number of reports on lists on sites submitted to the conveyancers quarterly	All wards	Provincial HS	0	4	1	1	1	1	Executive Director: Human Settlements & Planning	Lists submitted to the conveyancers
BS40		Distributing title deeds as reassuring people their security of tenure ship	Number of reports on the distribution of title deeds quarterly	Ward 25 Ward 19	Provincial HS	0	4	1	1	1	1	Executive Director: Human Settlements & Planning	Acknowledgement of receipt
BS41		Repossession and reallocation of abandoned sites	Number of reports on abandoned sites identified and repossessed quarterly	All wards	Council	0	4	1	1	1	1	Executive Director: Human Settlements & Planning	List of sites repossessed
<b>Total</b>						<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>		

### 14.2 Development Control

Key Performance Area			Basic Services										
Programme			Development Control										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Responsibility	Evidence
								Quarterly Targets					
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS42	To insure effective and efficient implementation of Spatial Planning	Conducting of MPT Sittings	Number of Municipal Planning Tribunal meetings held quarterly	All	Council	4	4	1	1	1	1	Executive Director: Human Settlements & Planning	Minutes of Meetings
BS43		To develop a policy on Security Restrictive Access Areas	Number of policies on restrictive security areas by the 30 <sup>th</sup> of June 2023	All	Council	0	1	0	0	0	1	Executive Director: Human Settlements & Planning	Council approved policy
BS44		Issuing of Contravention notices	Number of Notice letters issued quarterly	All	Council	20	20	5	5	5	5	Executive Director: Human Settlements & Planning	Acknowledgement of receipt of notice
<b>Total</b>						<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>		

### 14.3 Building Control

Key Performance Area			Basic Services										
Programme			Building Control										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS45	To insure effective and efficient implementation of Spatial Planning	Compliance with the National Building Regulation Act including any other related Acts	Number of by-laws on Building Regulations and Building Standards by the 31 <sup>st</sup> of May 2023	All	Council	0	1	0	0	0	1	Executive Director: Human Settlement	Council approved By-law
BS46		Conducting of inspections	Number of reports on inspections conducted quarterly	All	Council	0	4	1	1	1	1	Executive Director: Human Settlement	Inspection Forms
BS47		Issuing of Contravention Notices	Number of reports on Notice letter issued quarterly	All	Council	0	4	1	1	1	1	Executive Director: Human Settlement	Acknowledgement Receipt of Notice
<b>Total</b>						<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>		

### 14.4 Development Planning

Key Performance Area			Basic Services										
Programme			Development Planning										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS48	To insure effective and efficient implementation of Spatial Planning	The incorporation of the corridors into the SDF 2022/23	Number of approved Spatial Development Frameworks by the 31 <sup>st</sup> of May 2023	All	Council	1	1	0	0	0	1	Executive Director: Human Settlements & Planning	Council Approved SDF
BS49		Township establishment of Allanridge Ext. 3	Number of Township establishment application for Allanridge Ext 3 approved by 30 <sup>th</sup> June 2023	36	HDA	1	1	0	0	0	1	Executive Director: Human Settlements & Planning	MPT Resolution
BS50		Township establishment on the farm Doornpan 772, Ventersburg (Gugulethu)	Number of Township establishment application for farm Doornpan 772, Ventersburg (Gugulethu) by 30 June 2023	13	HDA	1	1	0	0	0	1	Executive Director: Human Settlements & Planning	MPT Resolution
BS51		To develop a policy on Compliance and Contravention pertaining to Illegal Land Uses	Number of Draft policy document on Compliance and contravention to illegal land Use by 30 <sup>th</sup> of June 2023	All	Council	0	1	0	0	0	1	Executive Director: Human Settlements & Planning	Council approved policy
<b>Total</b>						<b>3</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>		

## 15. Local Economic Development

### 15.1 Small Medium Micro Enterprise and Investment

Key Performance Area			Local Economic Development										
Programme			Small Medium Micro Enterprise and Investment										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
LED1	Creating a conducive environment for economic development	Facilitate the development of investment incentive scheme	Number of investment incentive scheme developed and approved by the 30 <sup>th</sup> of June 2023	All wards	Council	0	1	0	0	0	1	Executive Director: Local Economic Development	Council Resolution Approved plan
LED2		Facilitation of exhibition/networking sessions for SMMEs	Number of exhibitions conducted in the first, and fourth quarter	All wards	Council	1	2	1	0	0	1	Executive Director: Local Economic Development	Exhibition Reports Attendance report Photos
LED3		Facilitation of Youth Business corners	Number of Youth Business Corners developed by the second and third quarter	Harmony, MLM, Lejweleputs wa	3	2	0	1	1	0	0	Executive Director: Local Economic Development	Lease agreements photos
<b>Total</b>						<b>2</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		

### 15.2 Agriculture, Welkom Airport

Key Performance Area			Local Economic Development										
Programme			Agriculture, Welkom Airport										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
LED4	Creating a conducive environment for economic development	Facilitate and ensure basic agricultural infrastructural services in all municipal farms	Number of commonage maintained/improved in the second and third quarter	All	Council	4	3	0	0	1	2	Executive Director: Local Economic Development	Pictures of before and after Progress report
LED5		Upgrading of Welkom Airport	Percentage Progress on refurbishment of Welkom airport includes a security system upgrade by the 31 <sup>st</sup> of March 2023	33	Council	100%	100%	0	0	100%	0	Executive Director: Local Economic Development	Reports
LED6		Ensure that Welkom Airport comply with South African Civil Aviation Authority rules and regulations	Number of Aerodrome license applications submitted to South African Civil Association for approval by the 31 <sup>st</sup> of March 2023	33	Council	1	1	0	0	1	0	Executive Director: Local Economic Development	License certificate
<b>Total</b>						<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>	Council	<b>1</b>		

### 15.3 Tourism Management

Key Performance Area			Local Economic Development										
Programme			Tourism Management										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
LED7	Creating a conducive environment for economic development	To ensure that tourism marketing plan is developed	Number of Tourism Marketing Plan developed and approved by the 30 June 2023	All wards	Council	1	1	0	0	0	1	Executive Director: Local Economic Development	Council resolution Approved plan
LED8		Promote Tourism awareness and education	Number of tourism awareness and education programs materialised in the first quarter	All wards	Council	1	4	4	0	0	0	Executive Director: Local Economic Development	Invitation Photo Awareness & education report
<b>Total</b>						<b>2</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>		

## 16. Directorate Financial Management

### 16.1 Asset Management

Key Performance Area			Financial Management										
Programme			Asset Management										
Item no	Objective	Strategy	Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
FM1	Ensuring sound financial management and accounting	To ensure that the Asset register is Generally Recognised Accounting Practices compliant and reconcile with the General Ledger	Number of Complaint Assets register as per GRAP and mSCOA requirements by the 30 <sup>th</sup> of June 2023	All wards	Council	1	1	0	0	0	1	Chief Financial Officer	1 Asset Register
FM2			Number of verifications conducted on the asset register by the 30 <sup>th</sup> of June 2023	All wards	Council	0	1	0	0	0	1	Chief Financial Officer	1 Report of Verified Assets
FM3			Number of reconciliations completed between the fixed asset register and general ledger quarterly	All wards	Council	0	12	3	3	3	3	Chief Financial Officer	12 Reconciliations Report
FM4			Number of asset management policy reviewed and approved by the 30 <sup>th</sup> of September 2022	All wards	Council	0	1	1	0	0	0	Chief Financial Officer	Council Resolution
FM5			Number of updates completed on the Asset Register quarterly	All Wards	Council	4	4	1	1	1	1	Chief Financial Officer	Updated asset register
<b>Total</b>						<b>1</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>3</b>		

## 16.2 Budget and Reporting

Key Performance Area			Financial Management										
Programme			Budget and Reporting										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
FM6	To practice sound sustainable financial management personnel	Draft annual financial statements are submitted to auditor general for audit purposes	Number of Draft annual financial statements submitted to auditor general by 31 August 2022	All wards	Council	1	1	1	0	0	0	Chief Financial Officer	Submission of Draft AFS to AG
FM7		Implement action plans, financial accounting, and internal controls as per professional standards, financial management to form part of strategic communication	Number of action plans and related policies are to be communicated with stakeholders 31 August 2022	All wards	Council	1	1	1	0	0	0	Chief Financial Officer	Action Plan
FM8		Implement 100% of allocated capital projects to identified projects in the 2022/2023 financial year	Percentage progress of a municipality's capital budget actually spent on capital projects identified for 2022/2023 in terms of the approved IDP by the 30 <sup>th</sup> of June 2023	All wards	MIG/WSIG	100%	100%	25%	25%	25%	25%	Chief Financial Officer	Grant Register
FM9	To plan, prepare and approve a credible municipal budget timeously	Adhere strictly to IDP/ budget timetable, MBR, MFMA, NT Circulars, review of budget related policies.	Number of Budget timelines submitted to Council by 31 August 2022	All wards	Council	1	1	1	0	0	0	Chief Financial Officer	Council Resolution
FM10		Comply with MFMA Reporting requirements	Number of section 71 Reports submitted	All Wards	Council	4	12	3	3	3	3	Chief Financial Officer	12 monthly reports, 4 quarterly and 1 midyear reports.
FM11			Number of Section 52 Reports Prepared and submitted	All Wards	Council	4	4 quarterly reports	1	1	1	1	Chief Financial Officer	Council Resolution
FM12			Number of Mid-year Budget and Performance Assessment reports submitted	All Wards	Council	1	1 mid-year report	0	1	0	0	Chief Financial Officer	Council Resolution
FM13		Develop and submit draft budget to council for noting and approval	Number of Draft budgets to be tabled in Council by 31 March 2023	All wards	Council		2	1	0	0	0	Chief Financial Officer	Council Resolution
FM14		Review all budget related policies	Number of budget related policies approved by 31 May 2023	All wards	Council		1	1	0	0	0	Chief Financial Officer	
FM15		Develop audit query action plan	Percentage progress on reduced percentage of AG audit queries by 31 <sup>st</sup> August 2022	All wards	Council	100%	100%	100%	0%	0%	0%	Chief Financial Officer	Audit Action Plan
FM16		Review and Implementation of Budget Funding Plan	Number of reports on Positive cash and cash equivalent balance at year end	All wards	Council	1	1	0	0	0	1	Chief Financial Officer	Bank Statement
<b>TOTAL</b>							<b>10</b>	<b>9</b>	<b>2</b>	<b>2</b>	<b>3</b>		

### 16.3 Supply Chain Management

Key Performance Area			Financial Management										
Programme			Supply Chain Management										
Item no	Objective	Strategy	Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
FM17	To practice sound and sustainable financial management personnel	Implementation of internal controls and key control matrix	Number of review Supply Chain Management policy submitted and approved by the 30 <sup>th</sup> of June 2023	All wards	Council	1	1	0	0	0	1	Chief Financial Officer	Council Resolution
FM18			Number of updates of progress on audit action plan by the 31 <sup>st</sup> of August 2022	All wards	Council	0	1	1	0	0	0	Chief Financial Officer	Audit Action Plan
FM19			Number of supply chain management deviation reports submitted quarterly	All wards	Council	0	4	1	1	1	1	Chief Financial Officer	4 Deviation Reports
FM20			Number of quarterly supply chain management contracts register updated	All wards	Council	0	4	1	1	1	1	Chief Financial Officer	4 Contract Register
FM21			Number of procurement plans developed for approval and submission to Treasury by 31 <sup>st</sup> July 2022	All wards	Council	0	1	1	0	0	0	Chief Financial Officer	Procurement Plan
FM22			Number of reports on performance on contractors quarterly	All wards	Council	0	4	1	1	1	1	Chief Financial Officer	4 Performance Contract Reports
<b>Total</b>						<b>1</b>	<b>6</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>4</b>		

### 16.4 Revenue Management

Key Performance Area			Financial Management										
Programme			Revenue Management										
Item no	Objective	Strategy	Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
FM23	Ensuring sound financial management and accounting	To ensure that all revenue due to the municipalities is collected, well managed and accounted for	Number of reports on billing conducted monthly	All wards	Council	12	12	3	3	3	3	Chief Financial Officer	12 Billing Reports
FM24			Percentage Implementation of valuation roll quarterly	All wards	Council	100%	100%	95%	100%	100%	100%	Chief Financial Officer	System
FM25			Number of supplementary valuation roll implemented quarterly	All wards	Council	4	4	1	1	1	1	Chief Financial Officer	4 Supplementary valuation roll reports
<b>Total</b>						<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>		

## 16.5 Credit Control Management

Key Performance Area			Financial Management										
Programme			Credit Control Management										
Item no	Objective	Strategy	Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
FM26	Ensuring sound financial management and accounting	To ensure that all revenue due to the municipalities is collected, well managed and accounted for	Percentage Progress on collection rate quarterly	All wards	Council	50%	75%	75%	75%	75%	75%	Chief Financial Officer	4 Quarterly Collection Rate Report
FM27			Number of indigent households registered quarterly	All wards	Council	0	20000	5000	5000	5000	5000	Chief Financial Officer	4 Registered Indigents Report
FM28			Number of revenue management related policies approved by the 30 June 2023	All wards	Council	3	3	0	0	0	3	Chief Financial Officer	Council Resolution
FM29			Number of Revenue Enhancement Committee Meetings (Operation Patala) Monthly	All wards	Council	12	12	3	3	3	3	Chief Financial Officer	Attendance Register / Minutes
<b>Total</b>						<b>3</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>		

## 16.6 Expenditure Management

Key Performance Area			Financial Management										
Programme			Expenditure Management										
Item no	Objective	Strategy	Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
FM30	Ensuring sound financial management and accounting	Encourage suppliers to submit relevant documentation on time	Number of reports on the Percentage of creditors paid within 30 days Monthly	All wards	Council	0	12	3	3	3	3	Chief Financial Officer	Creditors Recon
FM31			Number of reports on the actual amount of cash on hand in terms of cash flow forecast Monthly	All wards	Council	12	12	3	3	3	3	Chief Financial Officer	12 Cash Flow Statement
FM32			Percentage of reconciled creditors Monthly	All wards	Council	100%	100%	100%	100%	100%	100%	Chief Financial Officer	Creditors Recon
FM33			Number of Insurance reports generated and reported to council Monthly	All wards	Council	12	12	3	3	3	3	Chief Financial Officer	12 Insurance Reports
FM34			Number of section 32 report submitted Monthly	All wards	Council	12	12	3	3	3	3	Chief Financial Officer	12 Reports
<b>Total</b>						<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>		



## 16.7 Information Communications Technology

Key Performance Area			Good Governance, Transparency and Accountability										
Programme			Information Communications Technology										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
FM35	Grouping all the network Cables to protect them from damage and to hide unsightly cables from view.	number of sites with trunking installed	Number of Assessed Reports on network performance quarterly	All wards	Council	4	4	1	1	1	1	Chief Financial Officer	Network Report
FM36	Setup a full replica of critical data from headquarters by creating a duplicate of the original business site situated in Main building in ICT with full computer systems as well as near-complete backups of user data.	Percentage work done on the installations and configuration of the devices	Percentage work done on the installations and configuration of the Bandwidth manager devices quarterly	Virginia	Council	100%	100%	100%	100%	100%	100%	Chief Financial Officer	Bandwidth manager devices Report
FM37	Restoring all telephone lines, the municipality	Number of Municipal sets lines installed	Number of emergency lines installation quarterly	All wards	Council	36	36	10	10	10	6	Chief Financial Officer	Telephone lines Report
FM38	Replace all network switches in municipality	Number of switched replaced	Percentage work done on the main router and replacement of switches quarterly	All wards	Council	100%	100%	100%	100%	100%	100%	Chief Financial Officer	Switches Report
<b>TOTAL</b>						<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>		

## 17. Resourcing of the strategic activities of the municipality

FS184 Matjhabeng - Supporting Table SA25 Budgeted monthly revenue and expenditure														Medium Term Revenue and Expenditure Framework			
Description	Ref	Budget Year 2022/23												Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25	
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June				
<b>Revenue By Source</b>																	
Property rates		36 682 116	36 682 116	36 682 116	36 682 116	36 682 116	36 682 116	36 682 116	36 682 116	36 682 116	36 682 116	36 682 116	36 682 116	36 682 208	440 185 484	466 596 619	494 582 416
Service charges - electricity revenue		78 648 703	78 648 703	78 648 703	78 648 703	78 648 703	78 648 703	78 648 703	78 648 703	78 648 703	78 648 703	78 648 703	78 648 703	78 648 773	943 784 506	1 000 411 576	1 060 436 272
Service charges - water revenue		37 582 754	37 582 754	37 582 754	37 582 754	37 582 754	37 582 754	37 582 754	37 582 754	37 582 754	37 582 754	37 582 754	37 582 775	37 582 775	450 993 069	496 092 375	525 857 918
Service charges - sanitation revenue		15 779 063	15 779 063	15 779 063	15 779 063	15 779 063	15 779 063	15 779 063	15 779 063	15 779 063	15 779 063	15 779 063	15 779 074	189 348 767	200 709 694	212 752 275	
Service charges - refuse revenue		10 552 452	10 552 452	10 552 452	10 552 452	10 552 452	10 552 452	10 552 452	10 552 452	10 552 452	10 552 452	10 552 452	10 552 469	126 629 441	134 227 206	142 280 839	
Rental of facilities and equipment		2 215 647	2 215 647	2 215 647	2 215 647	2 215 647	2 215 647	2 215 647	2 215 647	2 215 647	2 215 647	2 215 647	2 215 648	26 587 765	28 183 031	29 874 013	
Interest earned - external investments		382 874	382 874	382 874	382 874	382 874	382 874	382 874	382 874	382 874	382 874	382 874	382 890	4 594 504	4 870 174	5 162 385	
Interest earned - outstanding debtors		20 229 898	20 229 898	20 229 898	20 229 898	20 229 898	20 229 898	20 229 898	20 229 898	20 229 898	20 229 898	20 229 898	20 229 940	242 758 818	257 324 347	272 763 808	
Dividends received		2 136	2 136	2 136	2 136	2 136	2 136	2 136	2 136	2 136	2 136	2 136	2 137	25 633	27 171	28 801	
Fines, penalties and forfeits		2 223 587	2 223 587	2 223 587	2 223 587	2 223 587	2 223 587	2 223 587	2 223 587	2 223 587	2 223 587	2 223 587	2 223 603	26 683 060	28 284 044	29 981 086	
Licences and permits		17 099	17 099	17 099	17 099	17 099	17 099	17 099	17 099	17 099	17 099	17 099	17 109	205 198	217 510	230 560	
Agency services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers and subsidies		53 067 832	53 067 832	53 067 832	53 067 832	53 067 832	53 067 832	53 067 832	53 067 832	53 067 832	53 067 832	53 067 832	53 067 848	636 814 000	677 569 000	727 086 000	
Other revenue		40 050 671	40 050 671	40 050 671	40 050 671	40 050 671	40 050 671	40 050 671	40 050 671	40 050 671	40 050 671	40 050 671	40 050 883	480 608 264	573 044 761	607 427 452	
Gains		5 300 000	5 300 000	5 300 000	5 300 000	5 300 000	5 300 000	5 300 000	5 300 000	5 300 000	5 300 000	5 300 000	5 300 000	63 600 000	20 000 000	20 000 000	
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>302 734 832</b>	<b>302 734 832</b>	<b>302 734 832</b>	<b>302 734 832</b>	<b>302 734 832</b>	<b>302 734 832</b>	<b>302 734 832</b>	<b>302 734 832</b>	<b>302 734 832</b>	<b>302 734 832</b>	<b>302 734 832</b>	<b>302 735 357</b>	<b>3 632 818 509</b>	<b>3 887 557 508</b>	<b>4 128 473 825</b>	
<b>Expenditure By Type</b>																	
Employee related costs		78 221 108	78 221 108	78 221 108	78 221 108	78 221 108	78 221 108	78 221 108	78 221 108	78 221 108	78 221 108	78 221 108	78 215 555	938 647 743	994 966 620	1 054 664 629	
Remuneration of councillors		3 365 911	3 365 911	3 365 911	3 365 911	3 365 911	3 365 911	3 365 911	3 365 911	3 365 911	3 365 911	3 365 911	3 365 773	40 390 794	42 814 240	45 383 099	
Debt impairment		38 395 291	38 395 291	38 395 291	38 395 291	38 395 291	38 395 291	38 395 291	38 395 291	38 395 291	38 395 291	38 395 291	38 395 275	460 743 476	594 493 983	630 163 621	
Depreciation & asset impairment		10 929 441	10 929 441	10 929 441	10 929 441	10 929 441	10 929 441	10 929 441	10 929 441	10 929 441	10 929 441	10 929 441	10 929 392	131 153 243	159 022 438	158 563 784	
Finance charges		11 181 022	11 181 022	11 181 022	11 181 022	11 181 022	11 181 022	11 181 022	11 181 022	11 181 022	11 181 022	11 181 022	11 181 017	134 172 259	188 431 529	199 737 421	
Bulk purchases - electricity		47 164 312	47 164 312	47 164 312	47 164 312	47 164 312	47 164 312	47 164 312	47 164 312	47 164 312	47 164 312	47 164 310	47 164 310	565 971 742	599 930 047	635 925 850	
Inventory consumed		75 022 703	75 022 703	75 022 703	75 022 703	75 022 703	75 022 703	75 022 703	75 022 703	75 022 703	75 022 703	75 022 703	38 430 525	786 819 208	834 028 361	884 070 063	
Contracted services		17 628 421	17 628 421	17 628 421	17 628 421	17 628 421	17 628 421	17 628 421	17 628 421	17 628 421	17 628 421	17 628 421	17 627 882	211 540 513	133 056 363	140 832 704	
Transfers and subsidies		68 980	68 980	68 980	68 980	68 980	68 980	68 980	68 980	68 980	68 980	68 980	68 974	827 754	877 419	930 065	
Other expenditure		25 155 459	25 155 459	25 155 459	25 155 459	25 155 459	25 155 459	25 155 459	25 155 459	25 155 459	25 155 459	25 155 459	25 154 122	301 864 171	319 976 033	339 174 587	
Losses		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Expenditure</b>		<b>307 132 648</b>	<b>307 132 648</b>	<b>307 132 648</b>	<b>307 132 648</b>	<b>307 132 648</b>	<b>307 132 648</b>	<b>307 132 648</b>	<b>307 132 648</b>	<b>307 132 648</b>	<b>307 132 648</b>	<b>307 132 648</b>	<b>193 671 775</b>	<b>3 572 130 903</b>	<b>3 867 597 033</b>	<b>4 089 445 823</b>	
<b>Surplus/(Deficit)</b>		<b>- 4 397 816</b>	<b>- 4 397 816</b>	<b>- 4 397 816</b>	<b>- 4 397 816</b>	<b>- 4 397 816</b>	<b>- 4 397 816</b>	<b>- 4 397 816</b>	<b>- 4 397 816</b>	<b>- 4 397 816</b>	<b>- 4 397 816</b>	<b>- 4 397 816</b>	<b>109 063 582</b>	<b>60 687 606</b>	<b>19 960 475</b>	<b>39 028 002</b>	
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		13 900 833	13 900 833	13 900 833	13 900 833	13 900 833	13 900 833	13 900 833	13 900 833	13 900 833	13 900 833	13 900 833	13 900 837	166 810 000	173 933 000	184 101 000	
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>9 503 017</b>	<b>9 503 017</b>	<b>9 503 017</b>	<b>9 503 017</b>	<b>9 503 017</b>	<b>9 503 017</b>	<b>9 503 017</b>	<b>9 503 017</b>	<b>9 503 017</b>	<b>9 503 017</b>	<b>9 503 017</b>	<b>122 964 419</b>	<b>227 497 606</b>	<b>193 893 475</b>	<b>223 129 002</b>	
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Atributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Surplus/(Deficit)</b>	<b>1</b>	<b>9 503 017</b>	<b>9 503 017</b>	<b>9 503 017</b>	<b>9 503 017</b>	<b>9 503 017</b>	<b>9 503 017</b>	<b>9 503 017</b>	<b>9 503 017</b>	<b>9 503 017</b>	<b>9 503 017</b>	<b>9 503 017</b>	<b>122 964 419</b>	<b>227 497 606</b>	<b>193 893 475</b>	<b>223 129 002</b>	

## 18. Expenditure Classification

<b>Expenditure Classification</b>	<b>Anticipated Expenditure</b>
Personnel Expenditure	946 544 000
General Expenses	2 998 588
Repairs and Maintenance	163 623 337
Contracted Services	136 071 846
<b>Total</b>	<b>1 249 237 771</b>

## 19. Municipal Staffing

<b>Staffing and Budget</b>	<b>Number of Posts</b>	<b>Rand Value</b>
Management	24	
Professionals	493	
Technicians and Trade Workers	491	
Community and Personal Services Workers	222	
Clerical and Administrative Workers	52	
Machine Operators and Drivers	144	
General Workers	1 034	
<b>Total</b>	<b>2460</b>	

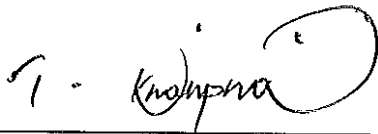
20. Recommendation and Approval

Recommended and submitted by the Municipal Manager to the Executive Mayor for consideration and approval on 14<sup>th</sup> June 2022



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Ms. TINDLENI Z  
MUNICIPAL MANAGER



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COUNCILLOR TD KHALIPHA  
EXECUTIVE MAYOR: MATJHABENG LOCAL MUNICIPALITY  
28 JUNE 2022