

MASILONYANA LOCAL MUNICIPALITY TURNAROUND STRATEGY



Theme: 'Success doesn't come to you, you go to it'



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OPENING REMARKS BY THE MAYOR

Hon. Cllr KS Koalane

In his opening remarks the Hon. Mayor, Councillor KS Koalane emphasized on the necessity for the Municipality to have strategic session in order to engage on issues which are hampering the Municipality to achieve its objectives.

The purpose of the Strategic Session was to outline and to re-engineer the direction for Masilonyana Municipality to be adequately guided in serving the communities and to re - configure the strategic planning processes.

The main key issues which were highlighted by the Mayor were as follows.

- 
- Municipality must adopt and implement programme of action.
 - Municipality must move with speed with the appointments of the Directors: Technical Services and Social & Community Services.
 - Archives be given necessary attention.
 - Municipality must budget for Yellow fleet.
 - Establishment of a call center for community to report issues relating to service delivery.
 - Programme to mitigate high level of Litigations.
 - Council, EXCO and Subcommittees to sit regularly or as prescribed.
 - Appointment of Security officers to mitigate theft activities.
 - Municipal Financial Recovery Plan be in place to mitigate AG issues.
 - Graduates which were financially supported through municipal bursary scheme be absorbed.
 - Performance Management System be in place.
 - Tribunal Committee to sit to finalize issuing of sites for dwellings.
 - Thuma Mina and Hlasela Imbizos be enrolled.
 - By laws be to be put in action.
 - Empowerment of cooperatives and SMME's.
 - Recognition of best performing employees.

STRATEGIC DIRECTION

The electoral mandate of the fifth democratic government is to deepen transformation and implement the NDP,

- It is to accelerate growth,
- Create decent work and
- Promote investment in a competitive economy.

In giving effect to this mandate, we continue to be guided by our Constitutional commitment:

“To improve the quality of life of all citizens and free the potential of each person”

However, the challenges still facing our country are immense.

- Too few people have work,
- investment is too slow and education lags behind our requirements
- The weak state of the economy impedes our efforts to reach our development goals.

Radical Economic Transformation and a Sustained Focus on addressing the uneven quality of service delivery is KEY

STATUS OF MUNICIPALITIES (SEC 151)

(2) The executive and legislative authority of a municipality is vested in its Municipal Council.

(3) A municipality has the right to govern, on its own initiative, the local government affairs of its Community, subject to national and provincial legislation, as provided for in the Constitution.

(4) The national or a provincial government may not compromise or impede a municipality's ability or right to exercise its powers or perform its functions.

NATIONAL DEVELOPMENT PLAN

The NDP aims to ensure the achievement of a “decent standard of living” for all South Africans by 2030. A decent standard of living consists of the following core elements:

- Housing, water, electricity and sanitation
- Safe and reliable public transport
- Quality education and skills development
- Safety and security
- Quality health care
- Social protection
- Employment
- Recreation and leisure
- Clean environment
- Adequate nutrition

B2B

- Putting People First,
- Service Delivery,
- Good Governance,
- Sound Financial Management,
- Building Capable Local Government Institutions

FREE STATE GROWTH & DEVELOPMENT STRATEGY. EMANATING FROM THE ABOVE, THE PROVINCES WERE MANDATED TO DEVELOP THEIR OWN:

ROLE OF THE LEJWELEPUTSWA DISTRICT MUNICIPALITY.

THE FUNCTIONALITY OF LOCAL GOVERNMENT IS BASED ON THE FOLLOWING KPA'S:

- Service Delivery and Infrastructure Development.
- Institutional Development and Transformation.
- Financial Management And Viability
- Local Economic Development
- Good Governance And Public Participation

MUNICIPAL FINANCIAL SOURCES

Financial sustenance of a municipality is dependent on the following:

- OWN FUNDING (rates, taxes, surcharges, rentals, fines, Penalties, sales, etc.)
- EQUITABLE SHARE (indigents quotas)
- CONDITIONAL GRANTS RBIG, MIG, WSIG MFIG)



VISION, MISSION AND CORE VALUES

VMOSA stands for: **Vision – Mission- Objectives – Strategies – Action plan**. Essentially, this strategic planning process is about a collective of people deciding together what type of municipality they desire, and how they are going to get there. Therefore, VMOSA is a practical, comprehensive planning tool that provides the municipality with a blueprint for moving from dreams to actions and ultimately to positive outcomes.

Basis for Masilonyana Local Municipality's Strategy Review

A number of factors contributed to the review of Masilonyana Local Municipality service delivery strategy, and these include amongst others the following:

Section 19(2) of Municipal Structures Act:

Changing National Priorities:

Need for institutional turnaround; etc.

Therefore, in order to acknowledge and understand where Masilonyana Local Municipality is with an objective to find a way to fulfil its Constitutional mandate, the following, were reflected upon:

The History – (Where have we been?);

The Present – (Where are we today?)

The Future – (Where do we want to be?)

Vision

To be **an** integrated, developmental and viable municipality. **'N' to be added.**

- In order to achieve the vision, we have to start change processes immediately. This requires the development of a Mission Statement and the elucidation of the Strategic IDP Objectives.

MISSION

- ***Masilonyana Local Municipality is committed to effective and transparent governance by:***
 - (a) ***Promoting economic development***
 - (b) ***Providing sustainable services , and***
 - (c) ***Improving the quality of life of all people***

Values

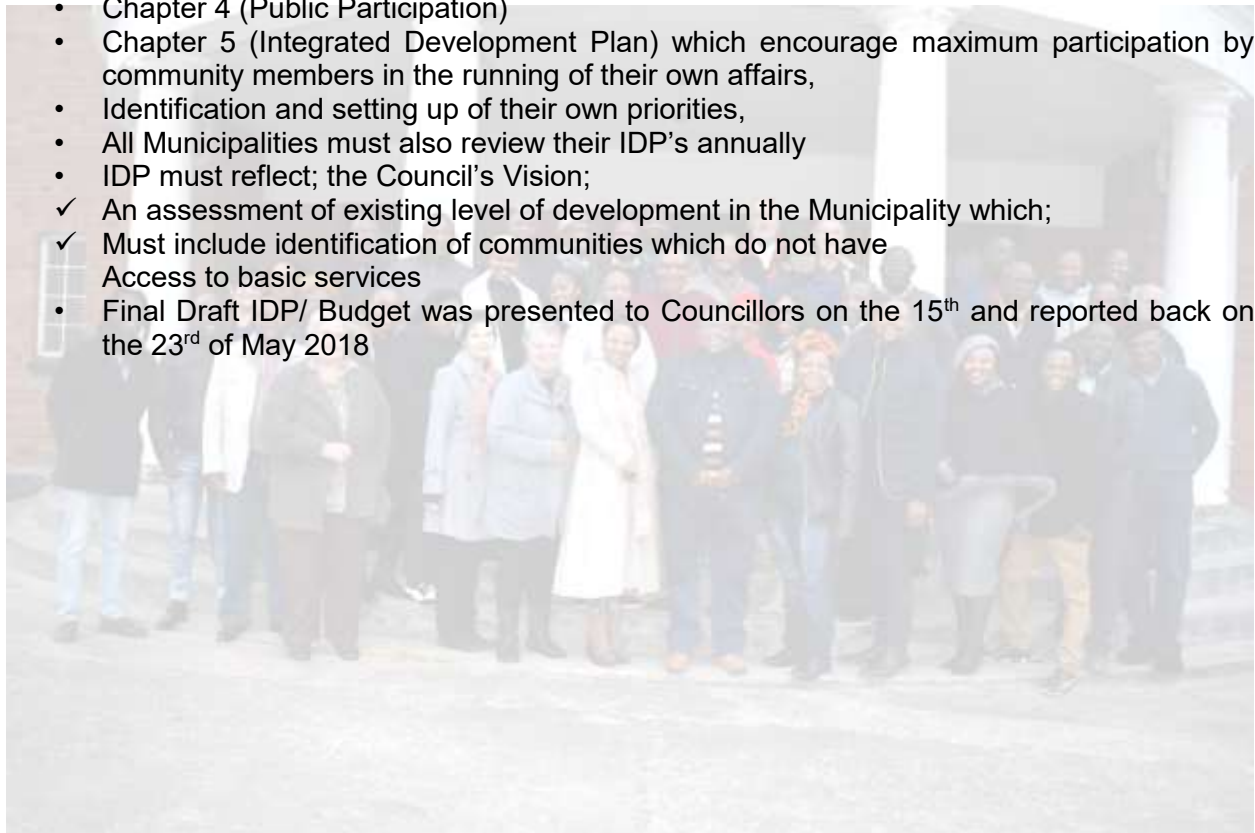
- **Democratic values (The Plenary proposed that this value be removed).**
 - Good governance
 - Transparency
 - Honesty
 - Equity
 - Commitment
 - Accountability
 - Professionalism

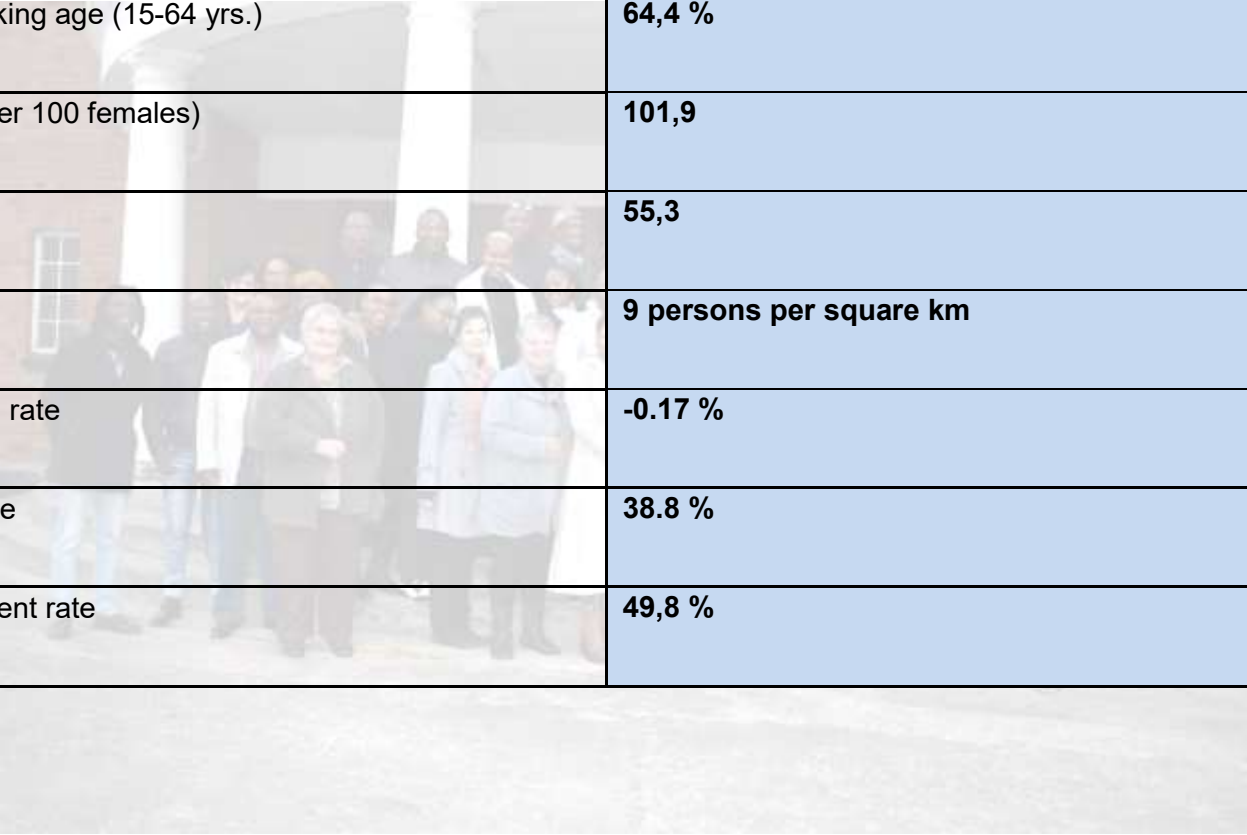
OVERVIEW ON IDP

The Integrated Development Plan (IDP) is an instrument that enables all spheres of government to plan in an encompassing manner. The drafting and approval process of the IDP is legislated and time bound as it guides the all annual budgets of Masilonyana Local Municipality (MLM). The process plan is drafted in August whereby the Mayor tables before the municipal council a schedule of key deadlines outlining activities that have to be undertaken by the municipality prior to the approval of both the IDP and the annual budget.

BACKGROUND AND POLICY REQUIREMENTS.

- Chapter 7 of the Constitution of RSA, Sec 151-164
- In terms of the stipulations stated on the MSA, No 32 of 2000,
- Chapter 4 (Public Participation)
- Chapter 5 (Integrated Development Plan) which encourage maximum participation by community members in the running of their own affairs,
- Identification and setting up of their own priorities,
- All Municipalities must also review their IDP's annually
- IDP must reflect; the Council's Vision;
- ✓ An assessment of existing level of development in the Municipality which;
- ✓ Must include identification of communities which do not have Access to basic services
- Final Draft IDP/ Budget was presented to Councillors on the 15th and reported back on the 23rd of May 2018





Total population size	62 720
Population size ranking	156
Population by working age (15-64 yrs.)	64,4 %
Sex ratio (males per 100 females)	101,9
Dependency ratio	55,3
Population density	9 persons per square km
Population Growth rate	-0.17 %
Unemployment rate	38.8 %
Youth unemployment rate	49,8 %

RISK REPORT.

Section 62 (1) (c) (ii) of the Municipal Finance Management Act requires that:

“The accounting officer has and maintains: *Effective, efficient and transparent systems of financial and risk management and internal control.*”

Treasury Regulations section 3.2.1 further prescribes that the Accounting Officer must ensure that a risk assessment is conducted regularly to identify emerging risks of the institution. A risk management strategy, which must include a fraud prevention plan, must be used to direct internal audit effort and priority, and to determine the skills required of managers and staff to improve controls and to manage these risks.

RISK ASSESSMENT.

- The process concerned with determining the magnitude of risk by assessing the likelihood of the risk and the impact that it would have on the achievement of objectives.

The risk assessment is performed as per the following ratings:

- High** - Unacceptable level of risk – High level of control intervention required to achieve an acceptable level.
- Medium** - Unacceptable level of risk, Moderate level of control intervention required to achieve an acceptable level.
- LOW** - Mostly acceptable – Low level of control intervention required

TOP RISKS of Masilonyana Local Municipality.

- Low revenue which is below 50%
- Creditors Not Paid Within 30 Days As Per MFMA Requirement.
- High Number of Litigations.
- Ict Disaster Recovery Site Not In Place.
- Projects Not Completed Within Approved Time-Frames And Implementation Plan.
- Credibility Of Information From The System Is Questionable
- Municipality Depends Of Grants
- High Vacancy Rate (Service Delivery Departments).
- Lack of Vehicles and Resources (Service Delivery Departments).
- Non Monitoring and Reporting on the Ag Action Plan.
- Non Implementation of Financial Recovery Plan.
- Use of Conditional for Operational Purposes.
- Alignment of Budget, IDP and SDBIP.
- Non Payment Of Third Parties (Pension Funds And Medical Aid)

SWOT ANALYSIS

Strength	Weakness
<ul style="list-style-type: none"> • Infrastructure • Competent staff • Fully established PMU Unit • Developed Master Plans. • Tourism opportunities • Agricultural activities • Mining industries • Licensed Dumping Sites • Available land • Bid committee Systems are constituted. • Political leadership • MSCOA complaint • Approved organizational structure • Policies and By Laws are developed. • Stable relation with trade unions 	<ul style="list-style-type: none"> • Non alignment of budget with IDP. • Non alignment of National/Provincial dept. with the projects, plans and programmes of the Municipality. • Focus on the buffer areas to be included in development. • Lack of implementation of policies/Programmes. • Cash flow – Revenue collection • Initiatives for development • Non reviewable of policies • Maintenance of infrastructure • Institutional operations are not integrated. • Staff recruitment are not in line with Vision and Mission. • Project management • Public Private partnership • Delivery of basic services • Filling of critical posts • Incomplete projects • Safety forums • Illegal dumping •
Opportunities	Threats
<ul style="list-style-type: none"> • External support (COGTA and Treasury) • National roads & rail • Heritage & Tourism • Mining • Sports & Recreation • Silos • Solar energy • Land availability • SENWES • Unemployment 	<ul style="list-style-type: none"> • Nonpayment of Municipal accounts • Timing of National & Provincial programs not aligned to IDP • Poor public participation • Scams • Poor road infrastructure • Theft of electrical cables • Natural disasters • National & Provincial not adhering to their promise. • Projects which are being implemented by Provincial department without knowledge of the Municipality. • Red tapes from other sector departments. • Eskom

Supply chain Procurement Plan and SIPDM

What does the SIPDM contain? It manage numerous interrelated and interacting processes. The effective delivery of infrastructure necessitates that:

- The processes be identified and appropriately defined;
- Procedures to ensure the effective planning, operation and control of such processes be documented;
- responsibilities for activities be assigned;
- procedures be implemented; and
- Measures be put in place to ensure effective control so that the required results are obtained.

A control is a restraint or check point within a process where:

- Decisions are taken before authorising the proceeding with an activity within a process or commencing with the next process;
- confirmation of conformity with requirements is required before completing a task or activity; or
- Information is provided which creates an opportunity for corrective action to be taken.

Resources and information need to be made available to support the operation and monitoring of these processes. Finally records which provide evidence of conformity to requirements need to be identified, stored, protected and retained in a readily retrievable manner.

Control framework for planning, design and execution of infrastructure projects

- **Stages 3 to 9 may be omitted** where the required work does not involve the provision of new infrastructure or the rehabilitation, refurbishment, alteration of existing infrastructure. Stages 5 and 6 may be omitted if sufficient information to proceed to stage 7 is contained in the stage 4 deliverable.
- A stage is considered to **be complete when the deliverable has been approved or accepted** by the person or persons designated in the institutional arrangements to do so. Activities associated with stages 5 to 9 may be undertaken in parallel or series, provided that each stage is completed in sequence.
- **Pre-feasibility and feasibility reports are required on major capital project or projects** which require significant capital investment over several years. They may also be required where **projects are not of a building project or of a process-based, somewhat repetitive or relatively standardised nature where the risk of failing to achieve time, cost and quality objectives is relatively high**. Stages 3 (preparation and briefing) and 4 (concept and viability) needs to be repeated for each package if the acceptance at stage 4 is for the acceptance of a project comprising a number of packages which are to be delivered over time.

The level of detail contained in a deliverable associated with the end of each stage needs to **be sufficient to enable informed decisions** to be made to proceed to the next stage. In the case of stages 3 to 6, such detail needs, in addition, to be sufficient to form the basis of the scope of work for taking the package forward in terms of the selected contracting strategy.

Overview by SALGA on Section 139

Since the Local Government Elections of 2016, 4 municipalities in the province plummeted to Section 139 Intervention. SALGA has been confronted with challenges with the implementation of Section 139 Interventions in the province such as:

- Delays in establishment of Section 139 structures (Provincial Task Teams: political and technical)
- Delays in establishment of Workstreams
- Misunderstanding of the section 139 process between in municipalities

MUNICIPAL SUPPORT & INTERVENTION.

Having noted the challenges with the implementation of Section 139 in the province and the following alarming issues

- Regress in Audit Outcomes,
- Rising Municipal Debt,
- Disturbance of Labour Peace (non-payment of 3rd parties/ service providers) which are aiding factors in the instability of municipalities, and enablers for intervention, the forecast could be more municipalities in the province being placed under intervention.

It is in the interest of both OLG and municipalities for SALGA to lobby stakeholders for the adoption of the SALGA Municipal Interventions & Support Framework (MISF). The purpose of the MISF is to guide the manner in which National and Provincial Government monitors and supports Local Government in terms of section 154 and lay a concrete basis for the evocation of section 139 interventions as the last resort. The Framework proposes that only when all spheres of government have exhausted various levels of support should the application of section 139 intervention be considered to assist a municipality to discharge its constitutional and legislative mandate and executive obligations.

Therefore: SALGA proposes the following:

- Lobby sector departments to deliver on their Section 154 mandate to support municipalities before implementing Section 139 (at a political & technical level)
- Lobby stakeholder to adopt the SALGA MISF approach to support and intervention (at a political & technical level)
- Lobby for SALGA to be informed of the intervention processes timeously (at a political & technical level)

Following the PCF of the 17th May 2018, SALGA, Provincial Treasury and Provincial Cogta were mandated to host a technical mini-local government indaba in order to chart an Integrated Municipal Support Plan. The plan was developed and presented to the Cogta Ministerial Visit of the 22nd June 2018.

RECOMMENDATIONS/SOLUTIONS.

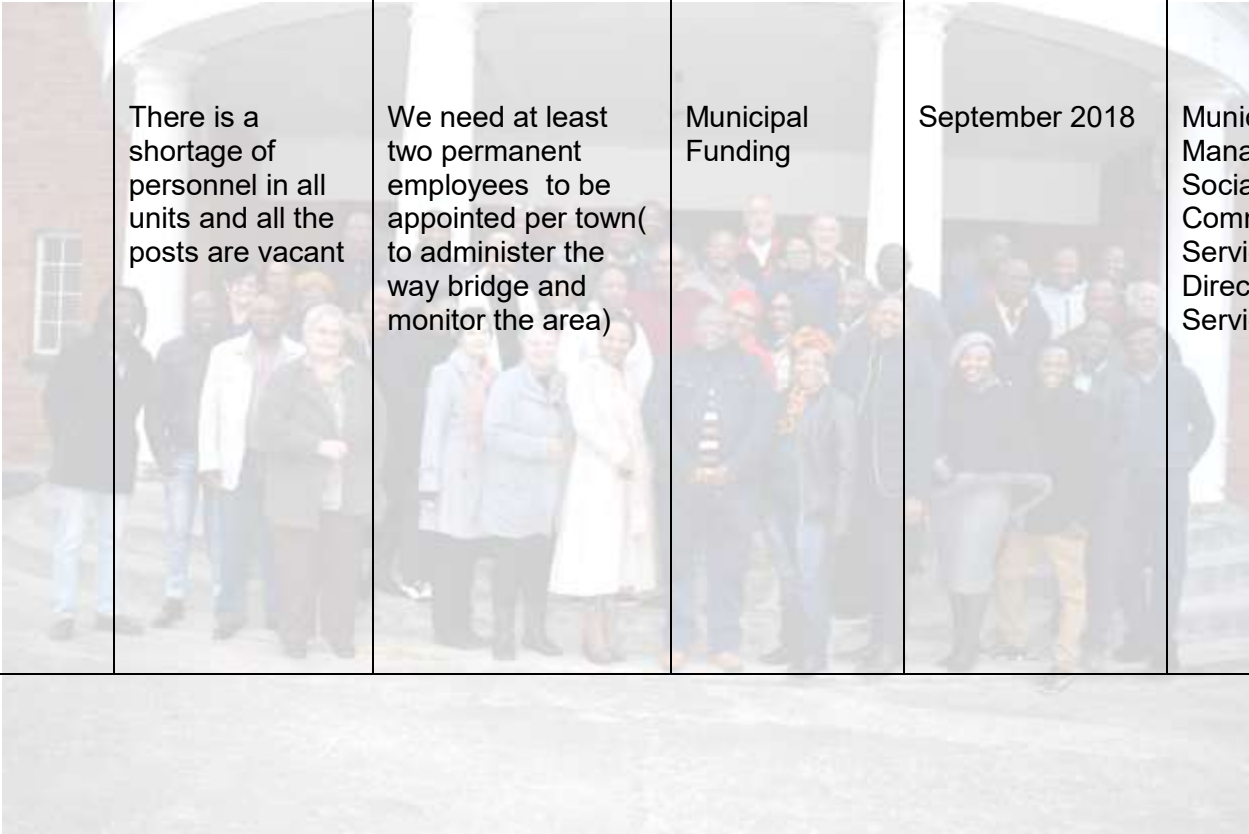
- **Section 139 of Masilonyana be revisited in line with Section 139(2)(B)(ii)**
- **Meeting to be held to discuss the development of the new valuation roll for Masilonyana.**
- **Letter to be drafted and submitted to the Minister COGTA through the Premier regarding the amounts owed by Eskom to municipalities in terms of the 1992 contracts.**
- **State law advisors to advise how municipalities will be supported with regard to litigations. FS COGTA to establish and coordinate Task Team with State Law Advisors to request that they prioritise the three section 139 municipalities. Task Team should advise on whether litigation cases can be deferred. Administrators to submit information regarding litigation cases to FS COGTA for discussion by Task Team.**
- **Funding requirements for Financial Recovery Plans for Masilonyana to be tabled for discussion in PISC**
- **Motivation on funding requirements for Masilonyana to be tabled to next Provincial EXCO. Motivation should deal with Rural Maintenance, 3rd parties, creditors and litigations.**









PLAN OF ACTION PER KPA's

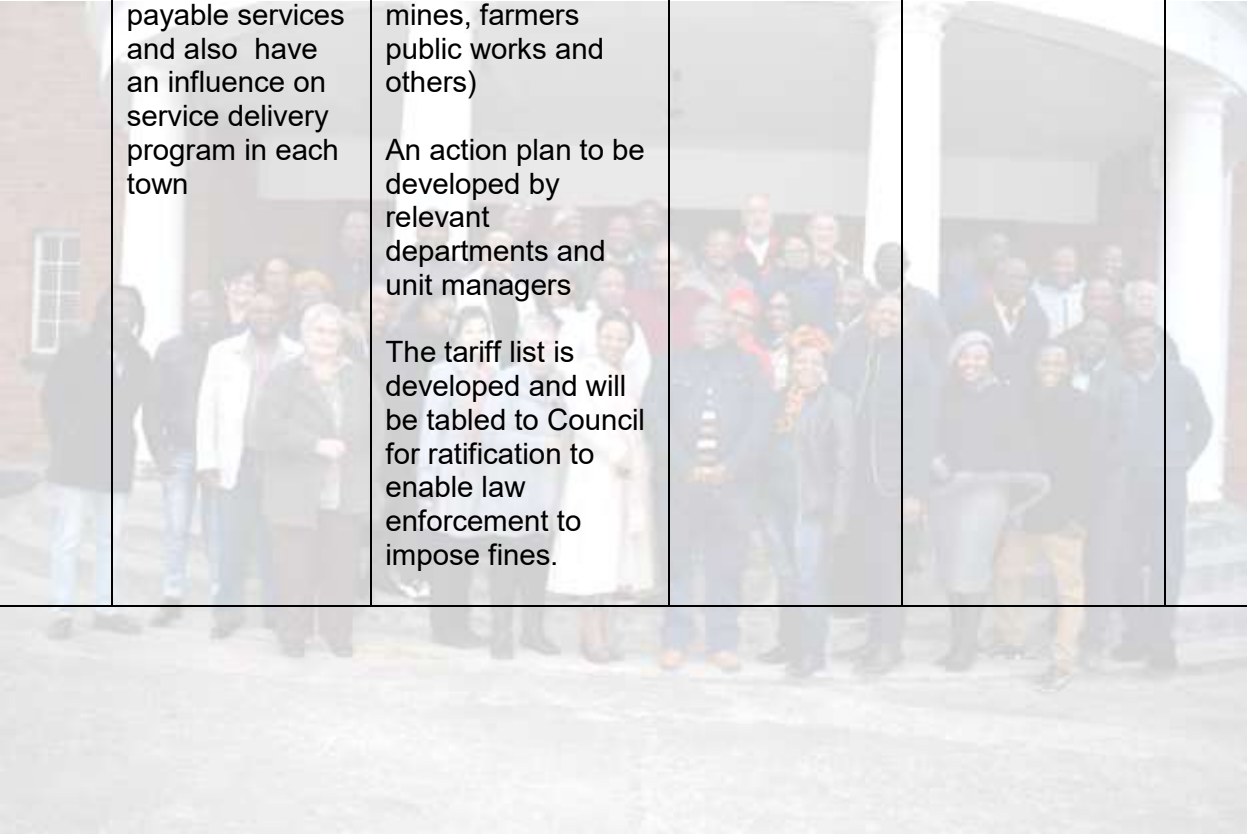
SERVICE DELIVERY

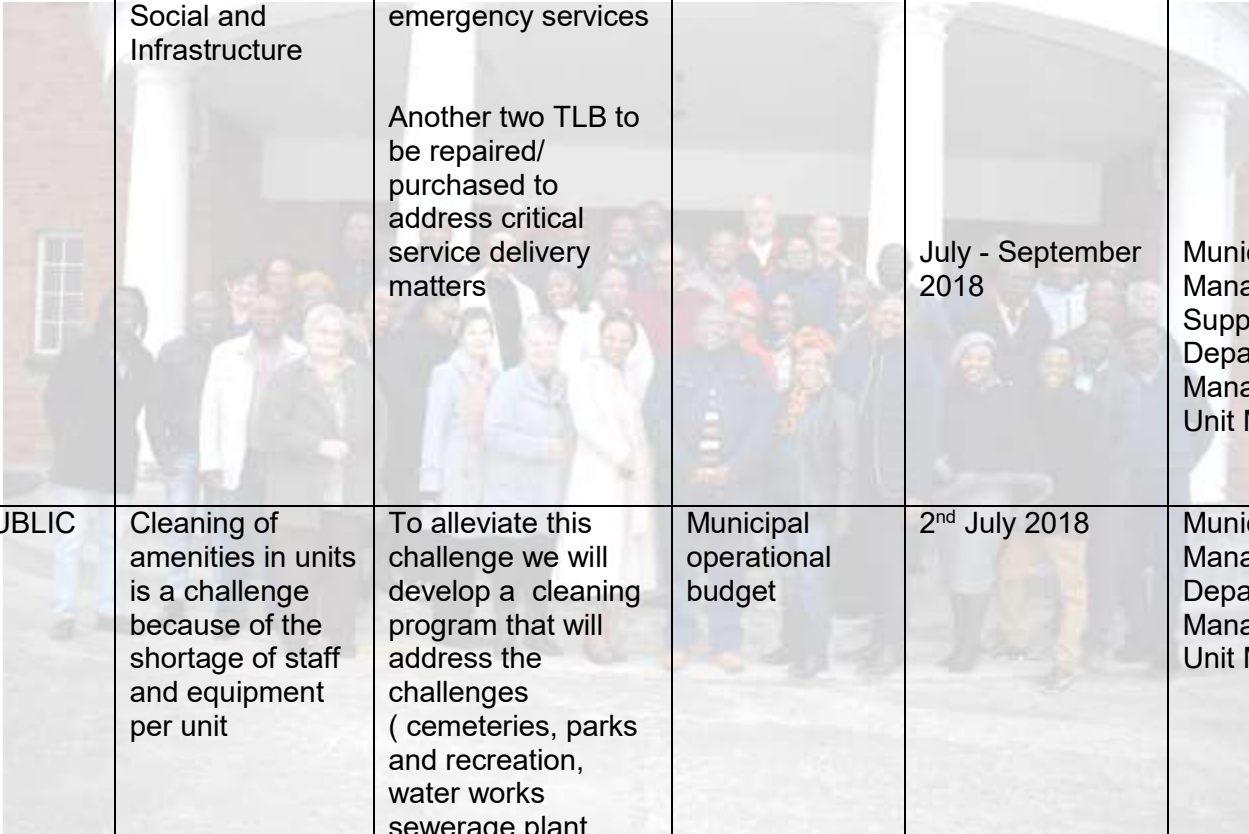
PROGRAMME	CHALLENGE	INTERVENTION	RESOURCES	TIME FRAMES	RESPONSIBILITY
<p>LANDFIL SITES</p> <ul style="list-style-type: none"> - Verkeerdevlei 	<p>VV: Not fenced</p> <p>The current area where the landfill site is now, is too close to the community</p>	<p>That the new area for the site be identified and the landfill site be moved.</p>	<p>Apply for MIG funding through infrastructure to establish a new site.</p>	<p>2019/2020</p>	<p>Municipal Manager, Director Infrastructure / Social and Community Services</p>
<ul style="list-style-type: none"> - Branford 	<p>Not fenced</p>	<p>To be fenced through MIG funding</p>	<p>MIG funding</p>	<p>2018/2019</p>	
<p>Other</p>	<p>No landfill site equipment</p>	<p>Municipality to consult with government garage to obtain yellow fleet(Front loader, Tipper truck and compacters)</p> <p>Each landfill site needs the same equipment but taking into account the municipality's current position, if</p>	<p>Municipal funding</p>		<p>Municipal Manager, Director Social & Community Services and Director Corporate Services</p>

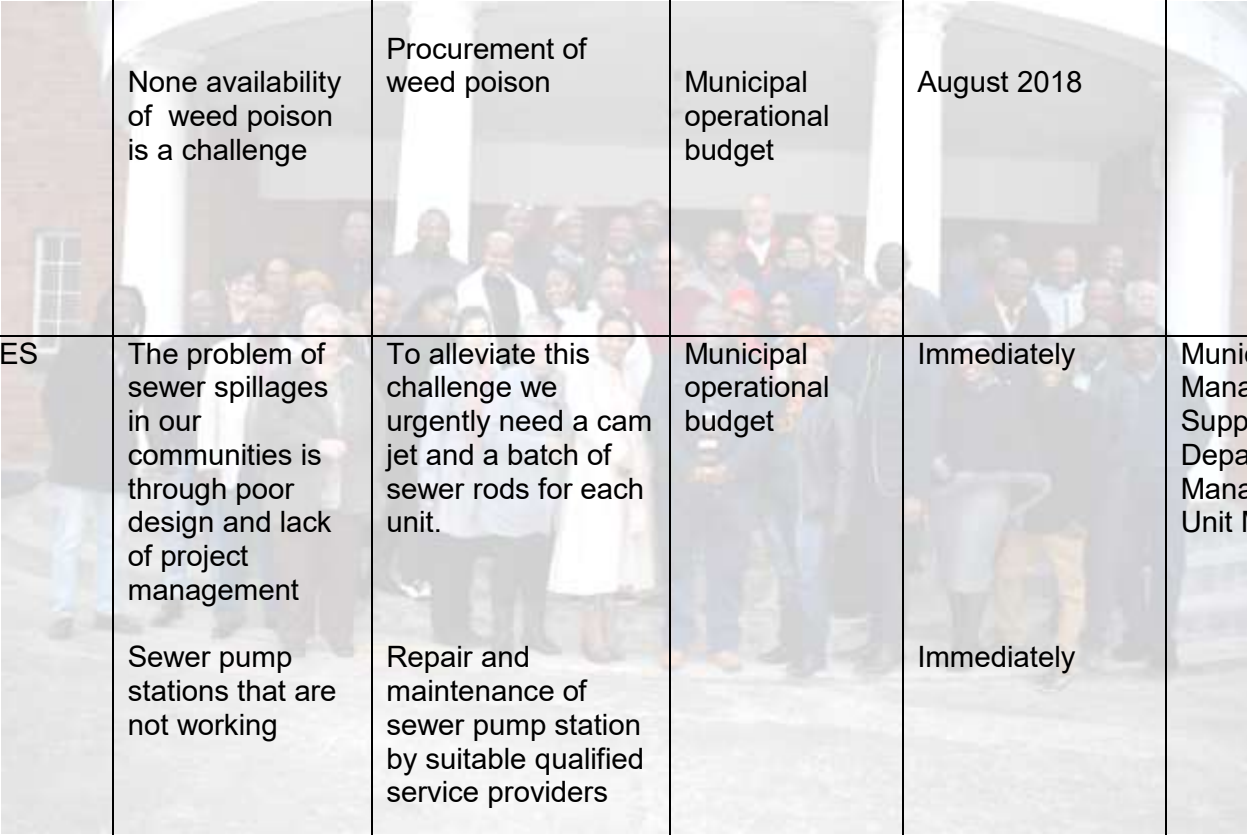


	<p>There is a shortage of personnel in all units and all the posts are vacant</p>	<p>equipment mentioned above can be obtained and used for all towns provided that a cash flow is obtained.</p> <p>We need at least two permanent employees to be appointed per town(to administer the way bridge and monitor the area)</p>	<p>Municipal Funding</p>	<p>September 2018</p>	<p>Municipal Manager, Director Social & Community Services and Director Corporate Services</p>
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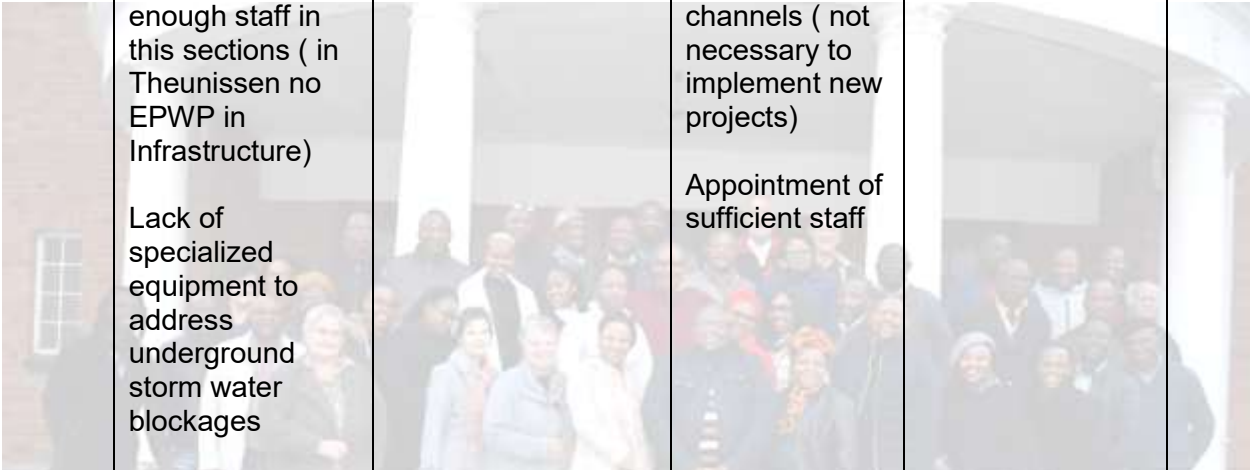

<p>REFUSE REMOVAL</p> <p>Verkeerdevlei Brandfort Theunissen Winburg</p> 	<p>Shortage of personnel</p> <p>Service delivery programme cannot be adhered to as refuse vehicles on regular basis are used to deliver water to towns that have water challenges</p>	<p>Because of the backlog of positions not filled we will use the EPWP personnel as well as other permanent employees out of their placement to make it possible to deliver services to the community as per service delivery plan in each unit.</p> 	<p>Operational Budget</p> 	<p>Ongoing</p> 	<p>Municipal Manager, CFO, Departmental Managers and all Unit Managers</p>
<p>ILLEGAL DUMPING SITES</p>	<p>The community is continuously dumping heaps on open spaces despite all attempts done by the municipality to clean the places</p> <p>The current practice is that once per month refuse service</p>	<p>To minimize the influence of withdrawal of refuse service delivery vehicles that will impact negatively on the service that where vehicles are withdrawn for the purpose we must ensure that at least one vehicle remain at the unit to continue with the</p>	<p>Municipal operational budget</p> 	<p>Ongoing</p> 	<p>Municipal Manager, CFO, Departmental Managers and all Unit Managers</p>



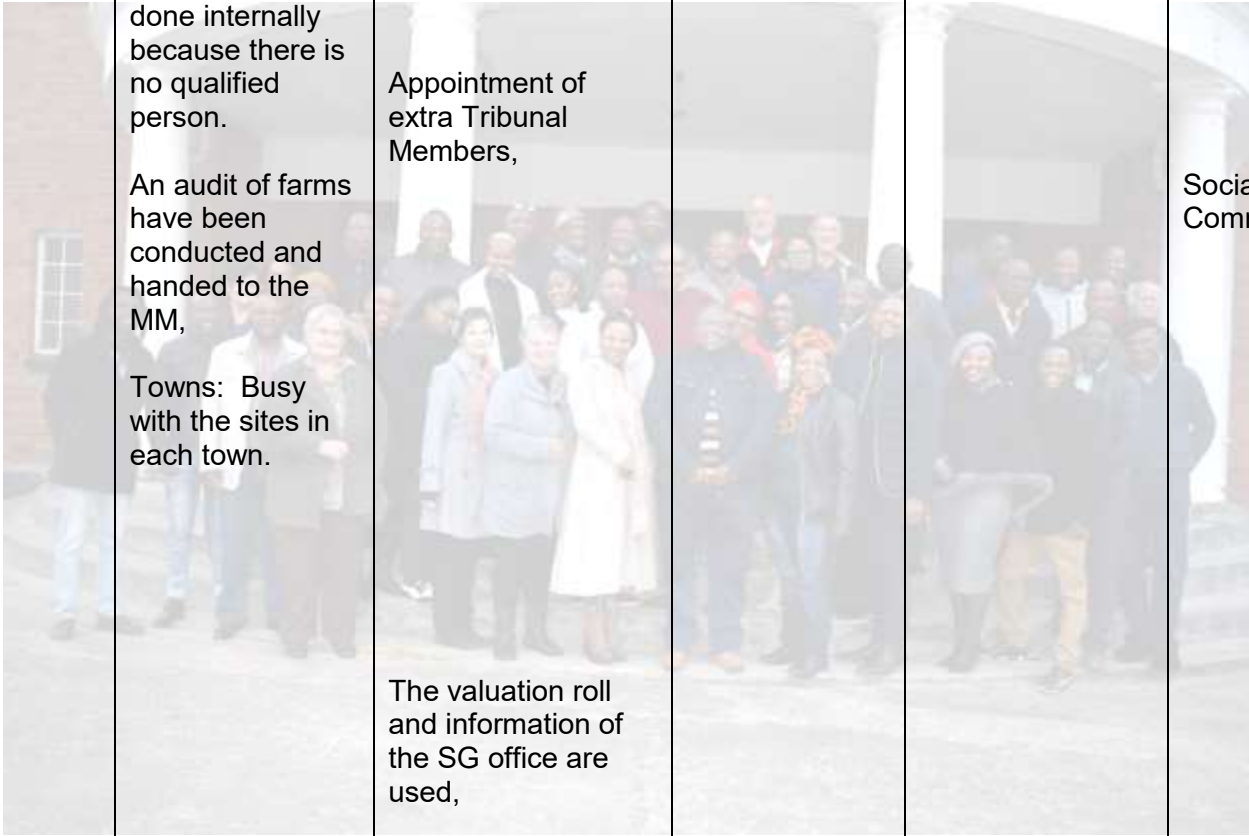
<p>CEMETERIES</p> 	<p>Digging of graves because we have one TLB for the entire municipality, that is used for both Social and Infrastructure</p>	<p>TLB to circulate on weekly basis between the units to assist with digging of graves and infrastructural emergency services</p> <p>Another two TLB to be repaired/ purchased to address critical service delivery matters</p>	<p>Municipal operational budget</p>	<p>Ongoing</p> <p>July - September 2018</p>	<p>User department and Supply Chain</p> <p>Municipal Manager, CFO, Supply chain Departmental Managers and all Unit Managers</p>
<p>CLEANING OF PUBLIC AMENITIES</p>	<p>Cleaning of amenities in units is a challenge because of the shortage of staff and equipment per unit</p>	<p>To alleviate this challenge we will develop a cleaning program that will address the challenges (cemeteries, parks and recreation, water works sewerage plant pump station, reservoirs and side walks)</p> <p>Suitable movement</p>	<p>Municipal operational budget</p>	<p>2nd July 2018</p>	<p>Municipal Manager, CFO, Departmental Managers and all Unit Managers</p> <p>Municipal</p>

	 <p>None availability of weed poison is a challenge</p>	<p>of personnel and equipment between the units will be addressed in the plan</p> <p>Procurement of weed poison</p>	<p>Municipal operational budget</p>	<p>August 2018</p>	<p>Manager, CFO, Departmental Managers and all Unit Managers</p>
SEWER SPILLAGES	<p>The problem of sewer spillages in our communities is through poor design and lack of project management</p> <p>Sewer pump stations that are not working</p> <p>Water supply challenges create sewer blockages.</p>	<p>To alleviate this challenge we urgently need a cam jet and a batch of sewer rods for each unit.</p> <p>Repair and maintenance of sewer pump station by suitable qualified service providers</p> <p>Water tanker with engine to be purchased to regularly flush sewer mainlines</p>	<p>Municipal operational budget</p>	<p>Immediately</p> <p>Immediately</p>	<p>Municipal Manager, CFO, Supply chain Departmental Managers and all Unit Managers</p>

	<p>There is only one team that is working on both sewer and water sections</p>	<p>The working teams to be divided into separate functions, water and sewer (Theunissen and Winburg)</p>		<p>End July</p>	<p>Corporate Services and HR</p>
GRAVELLING	<p>Not sufficient resources, we have three graders of which only one is operational</p> <p>No operators for two graders,</p>	<p>To repair both graders that are not operational (One must be fitted with blades and the other with a radiator)</p> <p>Recruitment of two operators/ heavy duty drivers.</p> <p>Present staff and equipment will be circulated in all units.</p>	<p>Municipal operational budget</p>	<p>End July 2018</p> <p>End July</p>	<p>Municipal Manager, CFO, Departmental Managers, Supply Chain and all Unit Managers</p> <p>Corporate and HR</p>

<p>STORM WATER</p> 	<p>Most storm water channels are blocked and this is in all units.</p> <p>There is not enough staff in this sections (in Theunissen no EPWP in Infrastructure)</p> <p>Lack of specialized equipment to address underground storm water blockages</p>	<p>We will use EPWP to assist with the cleaning of storm water</p>	<p>Renting of special equipment to unblock underground storm water channels (not necessary to implement new projects)</p> <p>Appointment of sufficient staff</p>	<p>Ongoing</p>	<p>Municipal Manager, CFO, Departmental Managers, Supply Chain and all Unit Managers</p>
<p>POT HOLES PATCHING</p> 	<p>The challenge is equipment and material. Usage of cement to fill potholes is not a suitable resource</p> <p>Lack of staff</p>	<p>With current situation in the institution we will use gravel to fill the potholes as a short term intervention.</p> <p>The current machine that municipality have will be used to fix potholes.</p>	<p>Available vehicles where possible will be used</p>	<p>July 2018</p>	<p>Municipal Manager, Corporate, CFO, Departmental Managers and all Unit Managers</p>
<p>FIRE WALLS/BREAKS</p>	<p>Legislation requires that we</p>	<p>If these two standing graders are fixed</p>	<p>Municipal operational</p>	<p>2nd July 2018</p>	<p>Municipal Manager, CFO,</p>

	<p>must have fire walls before the fire season, currently we do not have.</p>	<p>immediately, it will assist to create fire walls within one month.</p> <p>Letter be written to WOF to assist the Municipality with fire breaks.</p> <p>Mr. MM Faniso will do fire breaks lanes as interim measure.</p>	<p>budget</p>		<p>Departmental Managers and all Unit Managers</p>
<p>SITES</p>	<p>No data of empty sites existing belonging to the municipality in townships.</p> <p>No budget to complete township establishment in two towns. Appointment of Town Planning division</p> <p>Beefing up the current Tribunal because it is not compliant with SPLUMA.</p>	<p>To internally complete data of existing sites in all towns.</p> <p>Municipality will engage the Department of Human Settlement to fast track the process.</p> <p>Task team to be established to develop a plan. Me. Oliphant Me. Van Niekerk Mr. Olivier Mr E Molete Mr. F Malatji Me. Moleofi</p>	<p>Assistance were require of the Department of Human Settlement. MLM to advertise for Tribunal members.</p>	<p>September 2018</p> <p>August 2018</p>	<p>Technical Department, Social and Community Services, CFO</p>

<p>LAND AUDIT</p> 	<p>The linkage between disposal policy, and budget.</p> <p>Land audit is done internally because there is no qualified person.</p> <p>An audit of farms have been conducted and handed to the MM,</p> <p>Towns: Busy with the sites in each town.</p>	<p>Me. KA Klaas (Coordinator)</p> <p>Appointment of extra Tribunal Members,</p> <p>The valuation roll and information of the SG office are used,</p>			<p>Social and Community</p>
<p>OFFICES/MUNICIPAL BUILDINGS</p>	<p>Incomplete municipal offices in all towns.</p>	<p>Financing the existing contractor to complete the work.</p>	<p>Operational budget</p>	<p>December 2018</p>	<p>Municipal Manager, CFO, Departmental Managers, Supply</p>

	<p>Renovation of existing municipal buildings,</p> <p>Lack of security. High rate of theft.</p> <p>Lack of equipment and tools of trade.</p> <p>Capacity training of personnel.</p>	<p>Outsourcing of qualified and experienced service providers and fencing of all municipal buildings. (clear view) Appointment of security staff</p> <p>Procurement of tools</p> <p>Training through LGSETA.</p>			Chain and all Unit Managers
STREET AND HIGH MAST LIGHTS	<p>Not enough qualified staff and material to do maintenance and repairs, but assist we are using them for minor maintenance</p>	<p>The programme to address the challenges has already started, employees from units went for RPL assessment, still waiting for the outcome</p> <p>The programme has started in Theunissen and Brandfort towns have been attended.</p>	Operational budget	Programme stated in May 2018 and is ongoing	Municipal Manager, CFO, Departmental Managers, Supply Chain and all Unit Managers

Vehicles that need immediate attention

VEHICLE	PARTS NEEDED	PERIOD TO REPAIR	VEHICLE TEST
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SAMAC Tipper	Centre Bearing; Universal Joint: Prop shaft	Can be repaired in one week after material has been received	Must then go through test
Toyota Tipper	Clutch Kid	Can be repaired in one week after material has been received	
Nissan Tipper	Window Winders	Can be repaired in one week after material has been received	
Grader	Radiator (still at PJS)	Can be repaired in one week after material has been received	
Fiat Trekker	Ring Gear; Clutch Kit	Can be repaired in one week after material has been received	
TLB	Engine Overall: Engen Block: at PJS	2 – 3 Weeks	
Toyota Flat Bed	Engen Overall	2 Weeks	
ELB Grader	Blades	One day after blades has been received	
Tractor Fiat VV	Clutch Kit	One week	
Workshop needs	Angle Iron; To build a tool to split to repair clutch kid – 10 meter long		
	To take vehicles to test take time (depends on payment)		
Quantum	Replacement replace and repair for road worthy		Must go for test
Long Term			
Toyota Truck	Replace septic tank with drinking water tank and other parts	6 months	

FINANCE MANAGEMENT AND VIABILITY

Area	Challenges	Intervention Activities	Timeframe	Name of Responsible persons	Progress	Financial implications	Long/ short- term
REVENUE SECTION	Restructuring of Staff	<ul style="list-style-type: none"> Review organizational structure 	30 October 2018	CFO	Review stage	R3 mil	Short-term
	Billing system <ul style="list-style-type: none"> Non-issue of inaccurate accounts lack of revenue and meter reading staff Outdated debtors information /data 	<ul style="list-style-type: none"> Fill critical post Change of billing system Expedite placement process Training revenue staff Data cleansing 	30 December 2018 30 October 2018 Ongoing 30 October 2018	CORPORATE SERVICE AND CFO	Review stage	R9.5 mil	Medium
	<ul style="list-style-type: none"> Non-performance of monthly reconciliations (high reliance) 	<ul style="list-style-type: none"> Appointment of staff 	30 October 2018	MUNICIPAL MANAGER AND CORPORATE	Internal advert	R3 mil	Medium
	<ul style="list-style-type: none"> Effectiveness of write-off committee 	<ul style="list-style-type: none"> Resuscitation of write-off committee Verification of 	30 June 2018 30 June 2018	COUNCIL		N/A	Short-term

	<ul style="list-style-type: none"> • Write – off of Indigent accounts and irrecoverable accounts 	<ul style="list-style-type: none"> • indigent accounts by ward councillors • Operation Patala campaign to be conducted (Door to door and mass meeting) 	Ongoing				
	<p>Loss of revenue</p> <ul style="list-style-type: none"> • Due to electricity and water conventional meters • Unmetered water and electricity • Illegal connection on water and electricity (Prepaid meters) • Distribution losses due to ageing of infrastructure • Unresolved disputes lodged on 	<ul style="list-style-type: none"> • Prepaid meters to be installed • Conduct an audit on all the dysfunction meters • Enforce municipal by-laws • Conduct investigations on illegal connection particularly on electricity prepaid meters • Conduct workshops for different stakeholders before the initiation of Valuation processes. 	<p>30 September 2018</p> <p>30 October 2018</p> <p>September 2018</p> <p>Ongoing</p> <p>30 July 2018</p> <p>30 November 2018</p>	<p>TECHNICAL SERVICE</p> <p>MUNICIPAL MANAGER AND CHIEF FINANCIAL OFFICER</p>		<p>R15 mil</p> <p>N/A</p>	<p>Short & medium term</p>

	Valuation Roll						
	<ul style="list-style-type: none"> Staff moral 	Initiate wellness programmes	30 July 2018	CORPORATE SERVICE		N/A	Short
	<ul style="list-style-type: none"> Effectiveness of customer care 	<ul style="list-style-type: none"> Conduct training and fill critical posts 	30 October 2018	CORPORATE SERVICE		N/A	Medium
	<ul style="list-style-type: none"> In conducive Office space 	<ul style="list-style-type: none"> Utilize new office space & ensure safety on these offices 	30 August 2018	MUNICIPAL MANAGER		N/A	Short
	<ul style="list-style-type: none"> Ineffectiveness of network connection 	<ul style="list-style-type: none"> Building MAN and source support from Provincial Treasury Conducting of feasibility study 	30 September 2018	CORPORATE SERVICE DIRECTOR		R750 000	Short
	<ul style="list-style-type: none"> Non-payments of municipal accounts by municipal official and councillors Non-payment of municipal accounts by municipal 	<ul style="list-style-type: none"> Payment arrangements by municipal officials and councillors in line with MSA Initiate an effective and efficient customer care complaints systems. Conduct Operational Patala campaigns (e.g. Street committee) 	30 July 2018	CFO SPEAKER AND MAYORS OFFICE		N/A	Short-term

	debtors						
	<ul style="list-style-type: none"> Non-Functionality of units to collect revenue 	<ul style="list-style-type: none"> Effective network system Lack of staff 	30 October 2018	CORPORATE SERVICE DIRECTOR		R3 mil	Short-term
EXPENDITURE MANAGEMENT	<ul style="list-style-type: none"> Ineffectiveness of Financial system 	<ul style="list-style-type: none"> Change the financial system 	30 December 2018	MUNICIPAL MANAGER		R9.5 mil	Medium-term
	<ul style="list-style-type: none"> Inability to pay creditors within 30 days (inability to honour creditors payment plan e.g Eskom) 	<ul style="list-style-type: none"> Financial management Implementation of Cost containment measures Revenue enhancement 	Ongoing	ALL DEPARTMENTS		N/A	Long-term
	<ul style="list-style-type: none"> Unreconciled invoices (legacy issues) 	<ul style="list-style-type: none"> Investigation to be conducted 	6 August 2018	MPAC		N/A	Short-term
	<ul style="list-style-type: none"> Records management system not in place 	<ul style="list-style-type: none"> Improve records management(manual) Procure Records management system 	Ongoing 31 March 2019	MUNICIPAL MANAGER & CFO		R1 mil	Long-Term
	<ul style="list-style-type: none"> Payment of salaries on 	<ul style="list-style-type: none"> Improve revenue 	Monthly	CHIEF FINANCIAL OFFICER		R8 mil p/m	Long-Term

	time						
	<ul style="list-style-type: none"> Non-adherence to payroll policy 	<ul style="list-style-type: none"> Improve communication between HR and Payroll Implement payroll policy 	Monthly	ALL DEPARTMENTS		N/A	Short-term
	<ul style="list-style-type: none"> Ineffective communication between Human Resource and Payroll section 	<ul style="list-style-type: none"> Improve communication between HR and Payroll 	Monthly	DIRECTOR CORPORATE AND CFO		N/A	Short-term
SUPPLY CHAIN MANAGEMENT	<ul style="list-style-type: none"> Integration of CSD 	<ul style="list-style-type: none"> Financial systems vendor to finalize the process 	31 July 2018	CHIEF FINANCIAL OFFICER		N/A	Short-term
	<ul style="list-style-type: none"> Non-corporation by different department to develop Procurement Plan and Contract management 	<ul style="list-style-type: none"> Consequence management be implemented and conduct workshop to end users. Improve communication between department Drafting accurate specification by departments 	Ongoing	ALL DEPARTMENTS		N/A	Short-term
	<ul style="list-style-type: none"> SIPDM Policy not in place 	<ul style="list-style-type: none"> SIPDM to be tabled to council for adoption 	29 June 2018	MUNICIPAL MANAGER AND COUNCIL		N/A	Short-term
	<ul style="list-style-type: none"> Unplanned procurement 	<ul style="list-style-type: none"> Develop credible plan in line SCM regulation Present the 	31 July 2018	CHIEF FINANCIAL OFFICER AND MUNICIPAL		N/A	Short-term

	<ul style="list-style-type: none"> Inadequate support to SMME'S Non- local development initiative by local businesses (e.g. mines, Senwes, Moreson. Etc) 	<p>procurement plan to council</p> <ul style="list-style-type: none"> Conduct intensive workshop to SMME'S Ensure that specifications are clearly outlined and in line with the SIPDM Policy (30% of the project value) Establish business forums between municipalities. 	<p>31 June 2018</p> <p>Annually</p> <p>Ongoing</p> <p>Ongoing</p>	<p>MANAGER COUNCIL</p> <p>SCM UNIT AND LED</p> <p>SPECIFICATION COMMITTEE</p> <p>OFFICE OF THE MAYOR, MUNICIPAL MANAGER AND LED</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p>	<p>Short-term</p> <p>Long term</p> <p>Long-term</p> <p>Long-term</p>
	<ul style="list-style-type: none"> Centralization of procurement processes 	<ul style="list-style-type: none"> Follow SCM processes Conduct refresher workshop on SCM Policy and processes 	<p>Ongoing</p> <p>Quarterly</p>	<p>ALL DEPARTMENTS</p> <p>SCM UNIT</p>	<p>N/A</p> <p>N/A</p>	<p>Long-term</p> <p>Short-term</p>
	<ul style="list-style-type: none"> Lack of staff 	<ul style="list-style-type: none"> Appointment of staff 	<p>31 August 2018</p>	<p>MUNICIPAL MANAGER</p>	<p>R3 mil</p>	<p>Short-term</p>
BUDGET AND REPORTING	<ul style="list-style-type: none"> Reliance on grants 	<ul style="list-style-type: none"> Revenue enhancement Operation Patala campaign 	<p>Ongoing</p>	<p>ALL DEPARTMENTS</p> <p>OFFICE OF THE MAYOR</p>	<p>N/A</p>	<p>Short-term</p>
	<ul style="list-style-type: none"> Unfunded budget 	<ul style="list-style-type: none"> Develop strategies to fund the municipal 	<p>30 June 2018</p>	<p>MUNICIPAL MANAGER &</p>	<p>N/A</p>	<p>Short-Term</p>



		budget and present to council for adoption		COUNCIL			
	<ul style="list-style-type: none"> Inaccurate reporting due to financial system challenges) 	<ul style="list-style-type: none"> Correct all errors within the financial system Monitor progress 	<p>31 December 2018</p> <p>Ongoing</p>	CHIEF FINANCIAL OFFICER		N/A	<p>Medium-term</p> <p>Long-term</p>
	<ul style="list-style-type: none"> Tariffs that are not cost reflective 	<ul style="list-style-type: none"> Request sector departments for support 	Annually	ALL DEPARTMENTS		N/A	Long-term
	<ul style="list-style-type: none"> Financial Recovery plan in place but not yet adopted by Council 	<ul style="list-style-type: none"> The plan needs to be adopted by Council. 	29 June 2018	MUNICIPAL MANAGER & COUNCIL		N/A	Short-term
	<ul style="list-style-type: none"> Late submission of Annual Financial Statements 	<ul style="list-style-type: none"> Request assistance from Cogta with the appointment of the preparation of AFS and Fixed AR. 	06 July 2018	CHIEF FINANCIAL OFFICER MUNICIPAL MANAGER		N/A	Short-term
ASSETS MANAGEMENT	<ul style="list-style-type: none"> Assets register not in line with GRAP due to legacy issues e.g. Unfinished projects 	<ul style="list-style-type: none"> Proper updating and recording assets Investigation Ensure monitoring of project between assets and PMU 	Ongoing	CHIEF FINANCIAL OFFICER, INFRASTRUCTURE & MPAC CHIEF FINANCIAL		<p>R1.5 mil</p> <p>N/A</p>	Long-term

	<ul style="list-style-type: none"> with no supporting documents Lack of Project Monitor 		Ongoing	OFFICER & INFRASTRUCTURE		N/A	Long-term
	<ul style="list-style-type: none"> Municipal assets not insured 	<ul style="list-style-type: none"> Advertise a tender for short-term insurance 	31 August 2018	CHIEF FINANCIAL OFFICER		R1.5 mil	Short-term
	<ul style="list-style-type: none"> Non-corporation from internal departments 	<ul style="list-style-type: none"> Consequence management be implemented 	Ongoing	ALL DEPARTMENTS		N/A	Short & Long term
	<ul style="list-style-type: none"> Damaged municipal assets not reported 	<ul style="list-style-type: none"> Damaged assets to be reported in line with Assets Management Policy 	Ongoing	ALL DEPARTMENTS		N/A	Short & Long term
	<ul style="list-style-type: none"> Records management system not in place 	<ul style="list-style-type: none"> Procure effective records management system 	31 March 2019	CHIEF FINANCIAL OFFICER , CORPORATE SERVICE AND MUNICIPAL MANAGER		R1 mil	Long-term

ORGANISATIONAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Area	Challenges	Intervention Activities	Timeframe	Name of Responsible persons	Financial Implications	Progress
Legal Services	High number of	Alternative	Immediately	Director Corporate	N/A	

	litigations	disputes resolutions mechanism	30 September 2018			
	No established unit	Establish the Unit and appointment of a legal services manager	Immediately(30 September 2018)	Director Corporate Municipal Manager	R1M	
		Review of all matters that are defended and reaching settlement where circumstances require	Immediately	Director Corporate Municipal Manager	N/A	
Labour Relations	Unilateral decisions taken by units without involving H.R	Develop job descriptions and consequence management	30 September 2018	Director Corporate Municipal Manager	N/A	
	Disputes before the Labour forums	Review and settlement	Immediately	Director Corporate Municipal Manager	N/A	
Health and Safety	No medical surveillance and protective clothing	An appointment of qualified Occupational Health Practitioner Procurement of protective clothing locally	30 September 2018	Human Resource Manager		
	Non-existence of health and safety committee	Re-establishment of health and safety committee	Immediately	Human Resource Manager	N/A	
	No wellness programs conducted	Annual wellness programs be	31 October 2018	Human Resource Manager	R500-000	

		conducted/review of garnishee orders				
Fleet Management	Lack of monitoring of municipal fleet 	Establishment of the fleet management unit and appointment of fleet coordinator	30 September 2018	Director Corporate Services	N/A	
Human Resources Management	Non filling of critical vacant positions -Director Technical Services -Director Social and Community Services -Director Planning and Economic Development -Town Planner -Legal Services Manager -PMS Manager - Fleet clerk - Senior Administrative Officer (Committees) - HR Clerk Brandfort Disengaged Staff	Filling of critical vacant positions Development of wellness Decentralization of other departments to other towns	30 September 2018 	Director Corporate Services	R4,2 M	
	No job descriptions in place	Develop job descriptions	30 September 2018	Director Corporate Services	N/A	

	Insufficient office space	Budget for office space	2018/19 Financial Year	Director Corporate Services	N/A	
	Non-existence of Batho Pele unit	Budget for and establish the Batho Pele unit	31 January 2019		N/A	
Admin Support and auxiliary services	Absence of Managerial services Admin Support and Auxiliary services	Reinstatement of the division and strategic functions	31 July 2018	Director Corporate Services	N/A	
	Electronic Records Management (POOR OR NON EXISTENT RECORD MANAGEMENT SYSTEM)	Proper systems must be in place	30 September 2018	Director Corporate Services	R1m	
Organisational Structure	Placement of employees	Finalisation of placement	30 September 2018 (review)consider compliance issues.	Director Corporate Services Municipal Manager	N/A	
	Misplacement of Employees	Employees must be correctly placed	30 September 2018	Director Corporate Services Municipal Manager	N/A	
	Bloated Structure	Review Organisational Structure	30 September 2018	Director Corporate Services Municipal Manager	N/A	
	Job Evaluation	Corporate Services to engage SALGA	30 September 2018	Director corporate Services	N/A	
Skills Development	Non sitting of the Committee	Report to Council quarterly	Immediately	Director Corporate Services	N/A	

	Lack of Coordination and Management of Internship/ Learnership	Coordination be centralized at Corporate Services	Immediately	Director Corporate	N/A	
	Lack of coordinated Recognition of previously learning					
ICT	Emergency (Disaster recovery site)	Establishment of Disaster recovery site	Immediately	Director Corporate	R2M	
	Telecommunications	Implement VoIP solutions	Immediately	Director Corporate Services	R500-000	
	Lack of licensed software	Procure licenses	Immediately	Director Corporate Services	R650-000	
	Non Sitting of ICT Steering Committee	Re-establish the ICT Steering Committee	30 September 2018	Director Corporate Services	N/A	
	Old Computers	Procure computers	30 September 2018	Director Corporate Services	R1M	
	Lack of capacity/Lack of centralization of communication (emails)	Capacitate ICT personnel	30 September 2018	Director Corporate Services	R250-000	
	Lack of broadband infrastructure	Upgrade the network system	Immediately	Director Corporate Services	R750-000	
ICT	Lack of incident management system	Implement the helpdesk solution	Immediately	Director Corporate Services	R250-000	
Communication	Non-existence of Petition Committee	Establish Petition Committee	30 September 2018	Municipal Manager	N/A	



GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Area	Challenges	Intervention Activities	Timeframe	Name of Responsible persons	Financial Implication	Progress
	Public Participation Policy not in place	To develop a participation policy	30 September 2018	Speaker	N/A	
	Lack of Human Capital	Filling of vacant posts	30	Municipal Manager	R750-000	The municipality to

Public Participation	(Speaker's Office)		September 2018	Director Corporate Services		participate in the COGTA Proto-Type structure.
	Lack of Capacity of ward committees	Regular capacity building (trainings and workshops)	30 December 2018	Municipal Manager Director Corporate	N/A	Trainings led by COGTA/SALGA
	Lack of tools of trade	Acquisition of tools of trade	30 September 2018	Director Corporate Services/ supply chain / Assets	R500-000	
	Lack of effective and efficient communication.	Innovative ICT communication(social media and web site)	30 September 2018	Director Corporate Services	R250-000	
	Non-existence of complaints management unit	Establishment of complaints management unit	30 January 2019	Director Corporate Services	N/A	
	Absence of municipal complaints procedure manuals	Develop a policy	30 September 2018	Mayor & Speaker	N/A	
	Ineffective complaints management system	Re-establishment of complaints management system	30 September 2018	COGTA Director Corporate Services	N/A	
	Ward Committee Profiles	Develop households database	30 September 2018	Speaker	N/A	
GOOD GOVERNANCE	Ineffectiveness and inconsistent reporting of (Section 80 Committees & Section 79)	Strengthening of Oversight Function	30 September 2018	Speaker/Mayor	N/A	
	Fraud & Maladministration	Municipality to develop consequence Management Policy	Immediate	Municipal Manager	N/A	
	Enabling environment for Council(Devices & tools of trade)	Acquisition of tools of trade	30 September 2018	ICT unit / supply chain / Assets	R750-000	






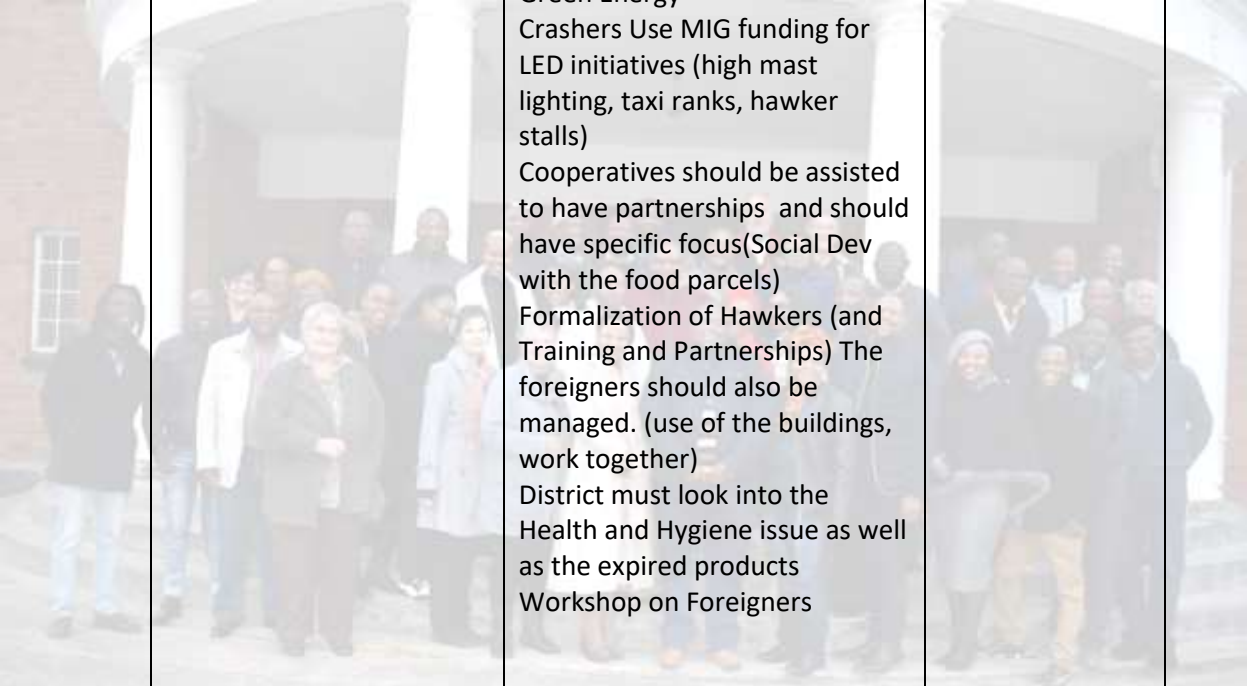
LOCAL ECONOMIC DEVELOPMENT

Area		Challenges	Intervention Activities	Timeframe	Name of Responsible persons	Progress
Establishment of LED Unit		The LED unit currently is under staffed	COGTA will provide a proposed structure for the Municipality to include in the organogram and part IDP	30 November 2018	COGTA SALGA Section 56 Manager (MM)	
Research		Lack of economic	UFS can assist with the	Ongoing	COGTA	

	information and identification of economic opportunities	Research, Municipality can submit the topics for research that could be done by Master in Town Planning Students		UFS J. Mkhombeni	
Possibility of licencing for small scale miners (zamazamas) in Closed mines	To investigate the issues of the mines that are closed, but still the zamamas do mine there	Submit proposal to the DMR for the possibility of recommissioning of the mines. Inputs to the Mining Charter?? Creation of secondary economy	30 July 2018	Mayor MM	
Review of the LED strategy	Need to update the LED strategy 2018/2019		30 Nov 2018	MM	
Development of Tourism Strategy	No strategy in place	Need to request for assistance on the development of Tourism Strategy (LDA, Dept. of Tourism, District)	30 Nov 2018	DESTEA MM	
Municipal By Laws to be enforced	The by-laws should regulate and create the conducive environment	Should determine which by laws and review it For special occasions there must be permits for people that is not local	Ongoing	MM	
Management of Commonage land (by law and committee)	The by law on stray animals should be done in conjunction with commonage policy and management	Could be a source of income Utilization of land Development of Commonage policy HOD Duma indicated that there is funding available for commonages that should be used	30 Aug 2018 launch of the Commonage Committee	MM Dept of Agriculture COGTA	
Spatial Development Plan	Municipal Land and Assets Audit should be done Economic Initiatives not indicated Municipal Planning Tribunal should be	Application for development to be addressed Future development Economic Initiatives		DRDLR COGTA MM	

	operational Town Planner should be appointed				
Basic Service Delivery	Maintenance of Infrastructure	Infrastructure Plans	Ongoing	Technical Department	
Skills training and capacity building for cooperatives/community	Community need guidance on the basic principles of business and implementation	Establish partnerships Capacity Workshops	Ongoing	SEDA DESTE MM	
Data base for Service Providers/SCM	Do not procure local Could be included on the appointment of contractors	Develop a Data base Request service providers to register Train the service providers Workshops to be arranged to be registered on data base To encourage SMME's to grow to be included in the Data Base for SCM 30% local procurement	Ongoing	MM SCM Technical Services LED Treasury	
Leak plugging	To determine the circulation of money in the towns	Must conduct a workshop to determine the areas that could be provided in Masilonyana Make use of the students to do practical year in Masilonyana (data base)	30 November 2018	SALGA Office of Premier	
Tourism attractions	Must know the tourism attractions within Masilonyana that can be developed	List the attractions (already on the website) Train the people work at the petrol stations Must develop tourist packages	30 November 2018	DESTE Dept Sports, Arts and Culture MM	

		<p>Must also train identified community members to be Tourism guides. Need to establish a Tourism Centre in all towns (Libraries) Plans for the Winnie Mandela House is the responsibility of National Sports art and culture Signages and Bill Boards MAPs at filling stations on tourist attractions</p>		<p>LDA COGTA: GIS</p>	
<p>LED SUMMIT</p>	<p>Promote Partnerships</p>	<p>Must identify partnerships Mentorships Tourism/Guest house grading Skills transfer/Training facilities Mining Houses Attract Business Agriculture HUB in Verkeerdevlei Business Chambers Public Transport (Integrated Transport Plan) Must licence the quarry</p>	<p>31 Oct 2018</p>	<p>MM COGTA Mining Houses Private Business Chambers</p>	
<p>Partnership</p>	<p>Implementation of LED</p>	<p>Social Labour Plans to be implemented by the Mines, in line with the IDP, as well as to train SMME's Need to meet with Chicken Farm from Brandfort MEGA Bus ZR Mahabane Brick Making Mentorship Identify local markets for the</p>	<p>31 August the LED forum will be launched</p>	<p>Dept of Education DESTEA COGTA SALGA MM Private Business Chambers</p>	

		SMME's (school uniforms, overalls) Establishment of LED Forum			
Initiatives		Recycle (Must do an audit on the recycles) Green Energy Crashers Use MIG funding for LED initiatives (high mast lighting, taxi ranks, hawker stalls) Cooperatives should be assisted to have partnerships and should have specific focus(Social Dev with the food parcels) Formalization of Hawkers (and Training and Partnerships) The foreigners should also be managed. (use of the buildings, work together) District must look into the Health and Hygiene issue as well as the expired products Workshop on Foreigners	Ongoing		
Audit of the foreigners	Illegal use of sites Taking business of community	Conduct and audit of the foreigners in each Town	31 July 2018	Ward Councillors Municipality	
COORDINATION OF INITIATIVES	A lot is done by different stakeholders but what is the IMPACT??	Need to coordinate the Initiatives Meeting with all stakeholders to present programmes and projects	Ongoing	EVERYONE	



MIG PROJECTS IMPLEMENTATION PLAN

Project Description	MIG Value	Expenditure as at 30 June 2018	Expenditure Balance as at 30 June 2018	Planned MIG Expenditure for 2018/2019
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Total	127 858 461,00	28 469 689,03	99 388 771,97	23 019 000,00
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Project Description	MIG Value	Expenditure as at 30 June 2018	Expenditure Balance as at 30 June 2018	Planned MIG Expenditure for 2018/2019	Status (Not Registered, Registered, Design & Tender, Construction, Retention, Completed)
PMU	1 150 950,00	-	1 150 950,00	1 150 950,00	
Brandfort/Majwemasweu: Upgrading of the Waste Disposal Site	3 618 036,00	151 785,82	3 466 250,18	2 600 000,00	Construction
Theunissen/Masilo: Installation of 3720 domestic, 2 zonal and 4 bulk water meters	10 013 760,00	5 622 969,86	4 390 790,14	230 000,00	Construction
Verkeerdevlei/Tshepong: Installation of 505 domestic, 2 zonal and 5 bulk water meters	1 722 540,00	742 374,39	980 165,61	250 000,00	Construction
Brandfort/Majwemasweu: Installation of 2719 domestic, 3 zonal and 3 bulk water meters	7 503 252,00	3 970 792,41	3 532 459,59	230 000,00	Construction

Winburg/Makeleketa: Installation of 3122 domestic and 3 zonal water meters	8 513 976,00	3 812 967,07	4 701 008,93	230 000,00	Construction
Masilo: Refurbishment of sport facility (MIS:233721)	12 196 388,00	1 052 518,63	11 143 869,37	1 036 000,00	Design & Tender
Masilo: Construction of 3.5km lined storm water channel (MIS:233705)	5 264 152,00	1 242 032,33	4 022 119,67	3 822 119,67	Construction
Theunissen/Masilo: Refurbishment of the concrete reservoir tower (MIS:238918)	4 745 250,00	4 563 693,34	181 556,66	181 556,66	Retention
Brandfort/Majwemasweu: Construction of 1km block paving road and storm water (MIS:240012)	9 018 161,00	-	9 018 161,00	-	Design & Tender
Project Description	MIG Value	Expenditure as at 30 June 2018	Expenditure Balance as at 30 June 2018	Planned MIG Expenditure for 2018/2019	Status (Not Registered, Registered, Design & Tender, Construction, Retention, Completed)
Masilo/Theunissen: Upgrading of 1km soil road to block paving – phase 2 (MIS:241645)	9 018 161,00	7 310 555,18	1 707 605,82	310 000,00	Construction

Brandfort/Majwemasweu: Fencing of community cemetary and construction of ablution facilities (MIS:241660)	3 098 063,00	-	3 098 063,00	3 098 063,00	Registered
Winburg/Makeleketla: Construction of 2km storm water drainage (MIS:240379)	5 004 484,00	-	5 004 484,00	-	Registered
Verkeerdevlei/Tshepong: Construction of 1.5km storm water drainage (MIS:254881)	4 800 000,00	-	4 800 000,00	-	Registered
Winburg/Makeleketla: Fencing of Molapo cemetary and construction of ablution facilities (MIS:254617)	2 643 225,00	-	2 643 225,00	-	Registered
Winburg/Makeleketla: Fencing of Boitumelo community cemetary and construction of ablution facilities (MIS:254575)	3 098 063,00	-	3 098 063,00	-	Registered
Tshepong Extention Water reticulation	3 250 000,00	-	3 250 000,00	3 110 000,00	Not Registered
Tshepong New Extension Sewer Reticulation	5 000 000,00	-	5 000 000,00	4 787 500,00	Not Registered

Verkeerdevlei/Tshepong: Construction of Oxidation ponds	12 000 000,00	-	12 000 000,00	1 982 810,67	Not Registered
Construction of High Must lights and street lights	3 000 000,00	-	3 000 000,00	-	Not Registered
Brandfort/Majwemasweu: Fencing of Waste Water Treatment Plant and construction of Guard house	4 200 000,00	-	4 200 000,00	-	Not Registered
Winburg: Makeleketla upgrade of 1km block paving road	9 000 000,00	-	9 000 000,00	-	Not Registered



RBIG PROJECTS 2017/18

Name of Project	Project Description	Project Value	Expenditure as at 30 June 2017	Expenditure Balance as at 30 June 2017	Planned RBIG Expenditure for 2017/2018
RAW WATER BULK LINE SUPPLY IN WINBURG: PHASE 1A	Refurbish Winburg WTW	13 976 112,00	-	13 976 112,00	5 144 399,99
RAW WATER BULK LINE SUPPLY IN WINBURG: PHASE 1B	Upgrading of Winburg clear water rising main	25 899 835,11	-	25 899 835,11	-
RAW WATER BULK LINE SUPPLY IN WINBURG: PHASE 2A	Refurbish Theunissen WTW	35 158 147,00	-	35 158 147,00	-
RAW WATER BULK LINE SUPPLY IN WINBURG: PHASE 2B	Upgrading of Theunissen clear water rising main	41 047 137,00	-	41 047 137,00	-

RAW WATER BULK LINE SUPPLY IN WINBURG: PHASE 3	Potable Water Supply from Sedibeng Water	256 164 213,73	1 263 953,91	254 900 259,82	4 855 600,01
BRANDFORT BULK RAW WATER SUPPLY	The construction of bulk raw water pipeline from sandvet canal to brandfort water works	105 182 140,07	104 044 785,23	1 137 354,84	
	Total	477 427 584,91	105 308 739,14	372 118 845,77	10 000 000,00



WSIG PROJECTS IMPLEMENTATION PLAN

Project Description	FUNDER	Project Value	WSIG Value	Expenditure inception of construction till 31 March 2018	Balance as at 31 March 2018	Planned WSIG Allocation for 2018/2019
Refurbishment of Sewer Pump Station in Winburg and the jetting of the outfall lines	WSIG	15 100 000,00	15 100 000,00	-	15 100 000,00	10 000 000,00
Refurbishment of Brandfort WTW	WSIG	3 850 000,00	3 850 000,00	-	3 850 000,00	
Total		15 100 000,00	15 100 000,00	0,00	15 100 000,00	10 000 000,00

INEP PROJECTS IMPLEMENTATION PLAN

ELECTRIFICATION OF TSHEPONG NEW EXTNSION 2017/18	Month			Year to date		
	Transferre d Capital and Planned Connectio ns	Actual Capital Expenditur e and Connectio ns Completed	% Varianc e	Transferre d Capital and Projected Connectio ns	Actual Capital Expenditur e and Connectio ns Completed	% Varianc e
Capital	R 3 800 000,00	R 0,00	0%	R 3 800 000,00	R 0,00	0,00%
Connections	317	0	0%	0	0	

Name of Project	Project Description	Project Value	Expenditure as at 30 June 2017	Expenditure Balance as at 30 June 2018	Planned INEP Expenditure for 2018/2019
Verkeerdevlei Upgrade of Bulk Infrastructure	Upgrading of Verkeerdevlei MV line for tshepong new Establishment	-	-	-	1 000 000.00
	Total	-	-	-	1 000 000,00



MASILONYANA FUTURE WATER PROJECT

Name of Project	Project Description	Project Value
Raw Water Supply to Theunissen Phase 3	Construction of 15 km Bulk Pipeline (Clear Water)	17 550 000,00
Raw Water Supply to Theunissen Phase 4	Construction of reservoir to Increase the Potable Storage by 11.4MI to 18.2MI	17 014 703,07
Upgrading of Theunissen raw water Dam	Upgrading of the Theunissen raw water dam	9 000 000.00
Raw Water supply to Brandfort Phase 1	Mechanical and Electrical Upgrading of Water Treatment Plant	13 350 000,00
Raw Water supply to Brandfort Phase 2	Construction of Reservoir to increase potable storage by 6.4MI to 14.6MI	9 552 114,00
Winburg Bulk Water	Winburg construction of boreholes	3 247 815,03
Raw Water Supply to Winburg Phase 2	Upgrading of Winburg Water Treatment Plant by 0.9MI/day to 4.4MI/day	1 200 000,00
Raw Water Supply to Winburg Phase 3	Construction of reservoir to Increase the Potable Storage by 2.7MI to 6.7MI	13 179 163,00
Verkeerdevlei Borehole upgrade	Upgrading of boreholes in Verkeerdevlei	5 247 815,03

Name of Project	Project Description	Project Value
Brandfort Water Reticulation	Reticulation of New Establishment	19 000 000.00
Winburg Water Reticulation	Reticulation of New Establishment	11 000 000.00
Theunissen Water Reticulation	Reticulation of New Establishment	6 000 000.00



MASILONYANA FUTURE SANITATION PROJECT

Name of Project	Project Description	Project Value
Upgrading of Theunissen Waste Water Treatment Plant	Upgrading of Theunissen WWTW by 2.5MI/day to 6MI/day	32 427 289,36
Upgrading of Winburg Waste Water Treatment Plant	Upgrading of Winburg WWTW by 2MI/day to 3MI/day	55 900 000,00
Raw Water Supply to Winburg Phase 2	Upgrading of Winburg Water Treatment Plant by 0.9MI/day to 4.4MI/day	1 200 000,00
Upgrading of Verkeerdevlei pump station and pump house	upgrading of Verkeerdevlei pump station and pump house by 8.7 l/s	345 629,39
Brandfort/Majwemasweu: Reconnection of sewer line and construction of mean sewer line	Households connection of sewer line and construction of main sewer line in Mountain view and new settlement	15 000 000.00

Name of Project	Project Description	Project Value
Brandfort Sewer reticulation	Sewer reticulation for New Settlement	25 000 000.00
Winburg Sewer reticulation	Sewer reticulation for New Settlement	15 000 000.00
Theunissen Sewer reticulation	Sewer reticulation for New Settlement	7 800 000.00



THEUNISSEN/MASILO FUTURE UPGRADES

Road/Street Name	Section Length	Existing Infrastructure	Proposed Upgrade or Rehabilitation	Estimated Upgrade Cost
2 nd Street	2.33 km	Gravel Road	Upgrade to Paved Road	R 10 474 835.54
2 nd Street	1.05 km	Tarred Road	Patching	R 335 243.83
1 st Street	1.51 km	Gravel Road	Upgrade to Paved Road	R 6 788 412.73
3 rd Street	0.30 km	Tarred Road	Patching	R 101 498.24
3 rd Street	0.49 km	Tarred Road	Resurfacing	R 599 812.43
5 th Street	0.68 km	Tarred Road	Resurfacing	R 832 392.77
7 th Street	0.80 km	Gravel Road	Upgrade to Paved Road	R 3 596 510.06
GRAND TOTAL				R 22 748 705.59


WINBURG/MAKELEKETLA FUTURE UPGRADES

Road/Street Name	Section Length	Existing Infrastructure	Proposed Upgrade or Rehabilitation	Estimated Upgrade Cost
7 th Street	0.67 km	Tarred Road	Reconstruction	R 1 970 137.07
6 th Street	0.86 km	Tarred Road	Reconstruction	R 3 025 567.64
5 th street	0.28 km	Tarred Road	Reconstruction	R 985 068 .54
5 th street	0.27 km	Gravel Road	Upgrade to block paved road	R 1 213 822.14
4 th street	0.61 km	Tarred Road	Reconstruction	R 2 146 042.17
9 th street	0.36 km	Tarred Road	Patching	R 121 797.88
The paved way	0.42 km	Tarred Road	Patching	R 142 097.53
17 th street	0.67 km	Gravel Road	Upgrade to block paved road	R 3 012 077.17
GRAND TOTAL				R 12 616 610.15



BRANDFORT/MAJWEMASWEU FUTURE UPGRADES

Road/Street Name	Section Length	Existing Infrastructure	Proposed Upgrade or Rehabilitation	Estimated Upgrade Cost
67 th Street	0.64 km	Gravel Road	Upgrade to Paved Road	R 2 877 208.04
Tau Street	0.55 km	Tarred Road	Patching	R 186 080.10
Voortrekker Street	1.44 km	Tarred Road	Reconstruction	R 7 501 222.32
Segalo Street	0.51 km	Tarred Road	Patching	R 172 547.00
GRAND TOTAL				R 10 737 057.47



VERKEERDEVLEI/TSHEPONG FUTURE UPGRADES

Road/Street Name	Section Length	Existing Infrastructure	Proposed Upgrade or Rehabilitation	Estimated Upgrade Cost
2 nd Street	0.35 km	Gravel Road	Upgrade to block paved road	R 1 573 473.15
3 rd Street	0.28 km	Gravel Road	Upgrade to block paved road	R 1 258 778.52
9 th Street	0.60 km	Gravel Road	Upgrade to block paved road	R 2 697 382.54
GRAND TOTAL				R 5 529 634.21



MASILONYANA FUTURE ELECTRICITY PROJECTS

Town	Project Name and Description	Project Cost
Refurbishment and Upgrading of Bulk Electrification	Refurbishment and Upgrading of Bulk Electrification	R 7 200 635,11
Theunissen	Construction of MV line from Theunissen sub-station to feed the Theunissen Water Treatment Work and Brandfort Raw water Pumpstation	R 16 947 030,73
Theunissen	Replacement of Electric Meters in Theunissen	R 10 019 393,44

Brandfort	Refurbishment and Upgrading of Bulk Electrification	R	7 200 635,11
Brandfort	Replacement of Electric Meters in Brandfort	R	8 133 599,73
Town	Project Name and Description	Original allocation	
Winburg	Refurbishment and Upgrading of Bulk Electrification	R	7 200 635,11
Winburg	Replacement of Electric Meters in Winburg	R	5 437 163,51
Verkeerdevelei	Refurbishment and Upgrading of Bulk Electrification	R	7 200 635,11



Verkeerdevlei	Replacement of Electric Meters in Verkeerdevlei	R	659 272,71
Masilonyana	Energy Efficiency Project: replacing of 628 street lights around Masilonyana.	R	5 200 000,00
Total		R	75 199 000,56



WAY FORWARD

- Action plans to be translated into SDBIP.
- Strategic planning Session to sit on quarterly basis.
- Operation Patala to be relaunched – Councillors and Officials to make arrangements.
- Financial Recovery Plan to inform planning moving forward.
- Members of community who inherited dwelling and registered as indigents should be exempted from paying property rates.
- Reconciliation be performed on monthly basis.
- Supply Chain Management staff be vetted.
- Records management system be in place for safe keeping of records.
- Municipality to come up with reasonable rental amount for tenants who occupied municipal properties.
- Projects be advertised to fast track issues of service delivery.
- SCM Bid Committee systems to sit.
- Municipality to do away with outsourcing some critical functions.
- Supply Chain Management Policy to be reviewed.
- Debt and Revenue committee to convene to develop mechanism to generate revenue.
- Customer care to develop a programme for registering of indigents applications
- Fleet management unit be moved to finance department from Corporate services.
- Renaming of the municipality in line with Brandford to Winnie Mandela be looked for strategic purposes and in full Honour of the fallen Heroine.
- This document to be utilised for fund raising purpose.

