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MATJHABENG MUNICIPALITY

ANNEXURES

FOR THE

SECTION 80 PORTFOLIO COMMITTEE

FOR

**STRATEGIC SUPPORT SERVICES
(IDP)**

CONVENED FOR

TUESDAY, 10 APRIL 2018

AT

10:00

AT

4TH FLOOR ROOM 428, MAIN BUILDING,

WELKOM, CIVIC CENTRE

MATJHABENG CORPORATE GOVERNANCE FOR INFORMATION, COMMUNICATION AND TECHNOLOGY POLICY (MCGICTP)



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1. INTRODUCTION

1.1 Matjhabeng's ICT

Matjhabeng Local Municipality's information and communications technology ("ICT") lies within the Directorate of Strategic Support Services. ICT within the municipality is essential to manage communications, information and knowledge necessary to ensure service delivery requirements. With all the essential benefits that ICT brings to the municipality, there comes a need to manage risks and to implement a system (ICT Governance Framework) by which the current and future use of ICT is directed and controlled. The framework involves evaluating and directing the plans for the use of ICT to support the organisation and monitoring this use to achieve plans. It includes the strategy and policies for using ICT within an organisation.

To support the application of these principles, the municipality has decided to establish an ICT governance framework and guideline, which comprises the definition and importance of governance within the public sector, alignment with legislation, requisite standards for municipalities, as well as definition and clarity on decision making mechanisms, amongst others.

1.2 Definitions

The Matjhabeng Corporate Governance ICT Policy (MCGICTP), is an integral part of corporate governance and this document focuses specifically on ICT policies, roles and responsibilities and implementation to ensure that Matjhabeng is aligned to industry best practices along with being compliant to legislative frameworks with the intention of being geared to harnessing and leveraging ICT as a key enabler to support the municipalities' ability to improve service delivery to the community whilst ensuring ICT alignment and satisfaction internally.

This framework is viewed as encompassing the following strands:

- ICT Policy Management
- ICT Budget Management
- ICT Risk Management
- Enterprise Architecture Management

1.3 Scope and Applicability

This framework applies to all divisions and units within the municipality. It focuses on the Matjhabeng ICT policy management lifecycles, as part of a wider ICT governance framework, which is also defined in this document.

This Framework adopts the approach of clarifying principles and objectives to support and sustain effective governance of ICT.

2. Adopted Frameworks

By adopting this framework, the following outcomes are anticipated:

- Raising the profile of ICT within the municipality;
- Raising the profile of ICT as a strategic enabler for effective administration and service delivery;
- Bringing international good practices into the municipality;
- Further strengthening corporate governance of ICT as well as ensuring that ICT is given the strategic priority that is required;
- Institutionalising ICT governance as integral part of municipal corporate governance;
- Setting a framework for ICT governance standards within the local municipality;
- Improving the ICT governance education and awareness levels within the municipality.

Political leadership and executive management of Matjhabeng will extend corporate governance as a good management practice into the ICT space and evaluate, direct and monitor the execution of ICT in line with the Public Service and Institution's strategies.

There are international and national mechanisms available that provide guidance for the implementation of governance of ICT, such as;

2.1 King report on governance for South Africa 2009 ("King III")

King III is the abbreviated name for the King Report on Government for South Africa Published 2009 in South Africa. It followed a 1994 report commonly known as a King I, and 2002 report commonly known as King II. The King Report on Corporate Governance has been cited as "the most effective summary of the best international practices in corporate governance"

2.2 ISO/IEC 38500

An international standard for corporative governance of information technology published jointly by the International Organisation for Standardisation (“ISO”) and the International Electro-Technical Communication (“IEC”). It provides a framework for effective governance of IT to assist those at the highest level of organisations to understand and fulfil their legal, regulatory, and ethical obligations in respect of their organisation’s use of IT. This International standard is adopted by South Africa as SANS 38500.

2.3 COBIT 5®

Abbreviation for “Control Objectives for Information and Related Technology”, a set of best practices (framework) for information technology (IT) management created by the Information Systems Audit and Control (ISACA), and the IT Governance Institute (ITGI) in 1996.

The principles and models as explained in the above frameworks and standard has been used to define and describe governance in this framework and to provide the principles of good governance of ICT.

COBIT 5 is the latest edition of ISACA’s globally accepted framework, providing an end-to-end business view of the governance of enterprise IT that reflects the central role of information and technology in creating value for enterprises.

2.4 ITIL V3

The Information Technology Infrastructure Library (ITIL) is a set of concepts and practices for Information Technology Services Management (ITSM), Information Technology (IT) development and IT operations. ITIL describes processes, procedures, tasks and checklists that are not organisation-specific, used by an organisation for establishing integration with the organisation’s strategy, delivering value and maintaining a minimum level of competency. It allows the organisation to establish a baseline from which it can plan, implement and measure. It is used to demonstrate compliance and the measure improvement.

3. MUNICIPAL PLANNING CONSIDERATIONS

3.1 Municipal Strategic Planning

The municipality's strategic direction is articulated through the development of strategic, operational and specific purpose plans. Matjhabeng has an integrated business planning, which cascades from the department and district strategic plans through to other municipalities as well as internal divisional plans.

The goals and objectives in the municipality's plans are distilled into each employee's individual performance and development plan. Planning requirements for the municipality are set out in the Integrated Development Plan 2017 – 2022.

3.2 ICT Strategic Plan

Matjhabeng will clearly define a formal ICT Strategic Plan, which aligns with the IDP and will form a key implementation component of Service Delivery Budget Implementation Plan ("SDBIP").

3.3 ICT Operations Plan

Annual operational plans will be developed for the ICT function. Operational plans align to the ICT Strategic Plan and other strategic documents, and outline objectives with related performances measures and risk identification and mitigation strategies.

Operational plans also detail the major programmes and projects being undertaken to meet the objectives. Operational plans are developed through a process of environmental scanning to determine upcoming challenges and new priorities, and reviewing the past year's performance in delivering on identified objectives and performance measures.

4. ENSURING MUNICIPAL ALIGNMENT

4.1 What is organisational alignment

Organisational alignment ensures that all aspects of ICT are aligned with the municipal strategy and operational plans. This involves ensuring that the ICT structures, processes and systems are responsive and aligned with any change in strategic direction and business process within the municipality. It includes the governance mechanisms that empower management and ensure accountability, and the setting and monitoring of performance objectives (performance management).

Successful organisational alignment requires strong commitment from management, and the cascading of this commitment across the municipality. Senior management must model good

governance and demonstrate a commitment to achieving objectives through accountability. Effective communication is essential at all levels to ensure congruence and a clear line of sight from the municipality's high-level strategies to individual performance plans.

Line managers are to consistently promote and implement municipal governance processes through clear communication about employees' governance responsibilities, and by incorporating good governance into daily activities and performance management processes. Employees are to be aware of their governance responsibilities and to actively support the municipality's model of strong corporate governance.

4.2 Organisational Structure

Matjhabeng's Organisational Structure, as well as prospective changes thereto, has been designed to ensure effective organisational alignment of functions and operations with the delivery of key services.

The structure achieves this by providing clear lines of reporting, accountability and responsibility to support appropriate, open transparent decision-making processes.

4.3 ICT Governance Committee

The municipality will establish an IT Steering committee to advise and support the Municipal Manager in discharging responsibilities relevant to the ICT space. IT Steering committee terms of reference will be developed to ensure clarity of roles and protocols for members of the committee.

This committee interacts and is supported by other governance committees within the municipality, as relevant. The governance committees provide forums for senior management and members of the committees to engage on a range of governance and performance aspects as well as make recommendations to the Municipal Manager for enhancements thereto.

Benefits of having an IT Steering committee include:

- Gain senior management involvement and support.
- Keeping ICT visible and significant to senior management.
- Maintain access to high-level decision makers.
- Create a cross-functional perspective with representatives from various interests.
- Reach a consensus on issues that cannot be resolved by the day-to-day ICT team.

4.4 Best practice in governance steering committee

The municipality will utilise best practice for establishing and operating its governance committees. Best practice requires attention to the four stages - step-up, operations, follow-through and review.

- Step-up - the purpose, functions, roles and processes for the committee operations, processes and review need to be identified and documented in the set-up phase.
- Operations - the role of an efficient and effective secretariat to work with the chair of a committee in agenda setting and managing the operations of the committee meetings is key to their success in meeting their purpose and function.
- Follow-through - for committees to achieve their objectives, they need to have processes to ensure follow-through of actions or decisions, the escalation of issues to other committees if appropriate, and the communication of key decisions or actions to other governance committees.
- Review - periodic review of committees needs to be undertaken to ensure they are still meeting their intended purpose, gauge their performance, or determine whether their intended purpose is still relevant.

5. COMMITTEE SUMMARY

IT Steering Committees are a best practice approach for aligning strategic business and IT priorities.

Clear mandates and a real ability to influence decision making through executive participation increase the value of IT Steering Committees. Successful IT Steering Committees focus on three main tasks: ICT strategic planning, project prioritisation and project approval. Other activities, such as resource allocation, are best left to the operational teams and management.

The IT Steering committee has amongst its broad range of duties, the duty to get leadership to understand their role in ICT governance and comply thereto using a facilitative role.

6. ACCOUNTABILITY & LEGAL MANDATE

‘Accountability’ is the acknowledgment of responsibility for policies, decisions and actions within the scope of a role. It encompasses the obligation to report, explain and be the answerable for resulting consequences.

6.1 Legislation

In line with CoGTA recommendations for Local Municipality Corporate Governance for ICT the following legislation is applicable:

- Local Government Municipal Systems Act, Act 32, of 2000,

- Local Government: Municipal Structures Act, Act 117 of 1998,
- the Public Administration Management Act, Act 11 of 2014 and
- the Local Government: Municipal Finance Management Act, Act 56 of 2003.

The Constitution of South Africa envisages a robust local government system, which can provide democratic and accountable government for local communities; ensure the provision of services to communities in a sustainable manner; promote social and economic development; promote a safe and healthy living environment; and encourage the involvement of communities and community organisations in matters of local government.

The Municipal Systems Act [No 32 of 2000] defines the legal nature of municipalities as part of a system of co-operative government. It also clarifies the right and duties of the municipal council, local communities, and the municipal administration. Clarifying the rights and obligations of different parties is an important step towards strengthening the democratic contract at the local level.

The Municipal Systems Act clarifies several issues relating to municipal powers, functions and duties. A municipality has all the functions and powers assigned to it in terms of the constitution. It has the right to do anything reasonably necessary for, or incidental to, the effective performance of its functions and the exercise of its powers.

Municipalities exercise their executive and legislative authority in a number of ways, including by developing and adopting policies, plans, strategies and programmes; establishing and maintaining an administration; promoting and undertaking development; setting targets for delivery; providing municipal services or regulating the provision of municipal services; implementing national and provincial legislation and its own by-laws ;preparing, approving and implementing its budgets; as well as setting and collecting services charges amongst others.

6.2 Delegations

The Mayor and the Municipal Manager are given powers under both agency-specific and whole-of-government legislation usually includes a definition of ‘appropriately qualified’, which generally relates to the possession of qualifications, experience or standing appropriate for the function.

Some Acts also enable the delegated officer to sub-delegate the power or function to another officer in the municipality. If the relevant Act does not include a specific power of delegation or sub-delegation, there can be no specific express delegation of a power or the revocation of a delegation must be in writing, signed by the delegator.

6.3 Financial Accountability

The ICT department has an obligation to account for the way resources are allocated and used to ensure that public money is spent economically and efficiently, and that Matjhabeng's municipal area benefits from government investment. The municipality's financial governance framework is primarily developed from government legislation, policy and guidelines, and is documented in the Municipal Finance Management Act 56 of 2003. The Municipality is based, and requires the municipality, amongst other aspects, to develop and implement systems of internal control, which best its circumstances, while meeting prescribed accountability requirements.

6.4 Information Management

6.4.1 Access to information

The promotion of Access to information Act, No 2 of 2000 was enacted by Government to provide greater community access to information produced in the public sector. The Act ensures equal access to information across all sectors of the community, unless on balance it is contrary to the Public interest to disclose that information.

6.4.2 Information privacy

The protection of personal information Bill [POPI] aims to protect individuals' personal information by organisations. The Protection of Personal Information Act, No 4 of 2013 promotes the protection of personal information by public and private bodies.

The Protection of Personal Information (POPIA) Act has been signed into law on 19 November and published in the Government Gazette Notice 37067 on 26 November 2013.

6.4.3 Corporate reporting

Clear and unambiguous lines of reporting, accountability and responsibility, both within the organisation and with its stakeholders, are critical to effective governance. The ICT department will develop systems of internal and external reporting, which demonstrate its commitment to transparency, accountability and good governance practice.

6.4.4 Corporate governance in the municipality

The municipality adopts the highest standards of governance and expects stakeholders and staff members to align with this principle. The purpose of corporate governance is to create value for stakeholders of the institution. This value creation takes place within a governance system that is established through this framework. It consists of a governance system that affects the way public services institutions are managed and controlled. It also defines the relationship between stakeholders, strategic goals of the municipality and institutions.

A governance system refers to mechanisms that enable multiple stakeholders of an institution to perform or influence the following:

- **Evaluate** internal and external context, strategic direction and risk to conceptualise the institution's strategic goals and how it will be measured.
- **Direct** the institution to ensure that value is realised, and risk is managed.
- To **monitor** the execution of the strategic goals within an institution against the measures identified for attaining the strategic goals. Corporate governance is also concerned with individual accountability and responsibilities within an institution: it describes how the institution is directed and controlled.

And is in particular concerned with:

- **Organisation** – the organisational structures, and coordinating mechanisms (such as steering forums) established within the institution and in partnership with external bodies;
- **Management** – the individual roles and responsibilities established to manage business change and operational services; and
- **Policies** – the frameworks established for making decisions and the context and constraints within which decision are taken.

6.5 Governance of ICT in the municipality

The governance of ICT is a subset of corporate governance and is an integral part of the governance system within an institution. The governance of ICT is defined as “the system by which the current and future use of ICT is directed and controlled. It involves evaluating and directing the plans for the use of ICT to support the organisation and monitoring this use to achieve the plans. It includes the strategy and policies for using ICT within an organisation.”

The executive authority and management are accountable and responsible to ensure that governance of ICT is implemented in their institution in line with this framework.

Effective governance of ICT is implemented in Matjhabeng by:

- Assigning responsibilities to executive and senior management with decision making authority;
- Utilising appropriate governance mechanisms;
- Aligning ICT goals with business goals and ensure that business benefits are realised, and risk managed;
- Investing in ICT to enable the institution in the realisation of business value;
- Ensuring that appropriate business ownership of ICT projects is established;
- Providing the necessary capacity and capability in ICT to support business programmes;
- Ensuring that ICT is monitored and measured.

The implementation of the governance of ICT can be achieved through the following means and mechanisms:

Means and mechanisms;

- Frameworks;
- Principles;
- Policies;
- Structures.

Decision making mechanisms:

- Roles and responsibilities;
- Processes;
- Practices.

7. ICT DELIVERY

7.1 Principles for ICT governance

The municipal-wide governance framework is based on principles as explained in MFMA, the international standard for IT governance, ISO/IEC 38500, King III report, COBIT and ITIL.

7.2 Table of ICT governance principles:

ICT GOVERNANCE PRINCIPLES
<p><u>Principle 1:</u> Political Mandate -The Governance of ICT must enable the municipality's political mandate:</p> <ul style="list-style-type: none"> • The Municipal Council must ensure that Corporate Governance of ICT achieves the service delivery mandate of the municipality.
<p><u>Principle 2:</u> Strategic Mandate - The Governance of ICT must enable the municipality's strategic mandate.</p> <ul style="list-style-type: none"> • The Municipal Manager must ensure that Corporate Governance of ICT serves as an enabler to the municipality's strategic plans.
<p><u>Principle 3:</u> Corporate Governance of ICT - The Municipal Manager is responsible for the Corporate Governance of ICT.</p> <ul style="list-style-type: none"> • The Municipal Manager must create an enabling environment in respect of the Corporate Governance of ICT within the applicable legislative and regulatory landscape and information security context.
<p><u>Principle 4:</u> ICT Strategic Alignment - ICT service delivery must be aligned with the strategic goals of the municipality</p> <ul style="list-style-type: none"> • Management must ensure that ICT service delivery is aligned with the municipal strategic goals and that the administration accounts for current and future capabilities of ICT. ICT must ensure that ICT is fit for purpose at the correct service levels and quality for both current and future Municipal needs are met.
<p><u>Principle 5:</u> Significant ICT Expenditure - Management must monitor and evaluate significant ICT expenditure.</p> <ul style="list-style-type: none"> • Management must monitor and evaluate major ICT expenditure, ensure that ICT expenditure is made for valid Municipal enabling reasons and monitor and manage the benefits, opportunities, costs and risks resulting from this expenditure, while ensuring that information assets are adequately managed.

<p><u>Principle 6:</u> Risk Management and Assurance - Management must ensure that ICT risks are managed and that the ICT function is audited.</p> <ul style="list-style-type: none"> • Management must ensure that ICT risks are managed within the municipal risk management practice. ICT must also ensure that the ICT function is audited as part of the municipal audit plan.
<p><u>Principle 7:</u> Organisational Behaviour - Management must ensure that ICT service delivery is sensitive to organisational behaviour/culture.</p> <ul style="list-style-type: none"> • Management must ensure that the use of ICT demonstrates the understanding of and respect for organisational behaviour/culture.

7.3 ICT governance oversight structure in the municipality

The need for the creation of this framework was (in addition to the basis factors) also informed by various investigations performed in the past. It was found that ICT is not effectively managed at various levels within the municipality as intended by applicable acts and regulations.

This framework should therefore create municipality-wide oversight structure to foster an integrated approach to the governance of ICT and ensure proper coordination between stakeholders. The oversight structure is:

- **Executive Management is responsible to foster an integrated approach to governance and ensure proper coordination.** The Executive Management is responsible for information and communication technologies in the municipality. The Executive Management may establish ICT norms and standards, make determinations and directives to improve the internal functioning of the municipality and to render effective services to the public.
- **ICT Management is responsible for the implementation and oversight of ICT governance in accordance with the ICT Governance Framework and implementation Guidelines.** The ICT Manager/CIO through the IT Steering Committee is the principal inter-departmental medium to coordinate, advise and facilitate the adoption and implementation of the governance of ICT.
- **The auditors conduct audits** and report on their findings to the relevant authorities.
- **Executive Management create a sustained enabling environment** for the implementation of ICT governance, and through monitoring/management ensure continuous improvement of ICT enabled service delivery and reporting.

7.4 Roadmap towards municipal governance

Initial Considerations

The roadmap to implement, control and govern ICT follows a generic approach of implementing ICT governance. It ensures that the focus is on municipal needs when improving control and governance.

The roadmap encourages management commitment and involvement and follows good project management practices. The roadmap is a continuous improvement approach that is followed iteratively, building a sustainable 'business as usual' process over time.

Building sustainability entails:

- Integrating ICT governance with enterprise governance;
- Ensuring accountability for ICT throughout the municipality;
- Drafting and clearly communicating policies, standards and processes for ICT governance and control;
- Effecting cultural change (commitment at all levels in the enterprise, from the executive office to the 'shop floor');
- Driving a process and culture of continuous improvement; and
- Creating optimum monitoring and reporting structures.

In implementing ICT governance, the municipality will need to do so in a phased manner based on business priorities and ICT risks. The roadmap achieves this by prioritising the ICT goals and processes (including controls) based on the consideration of business goals and risks.

7.5 Critical success factors for business / ICT relationship

The following success factors are highlighted as necessary to ensure seamless implementation and integration in the delivery of sound ICT governance by the municipality:

- Good business acumen – Understand areas where ICT can add business value;
- ICT strategic sessions – Building a shared vision;
- Regular IT Steering Committee meetings;
- Cost-effective solutions at market related / optimal cost;
- Contingency planning – Formal business continuity planning as well as ICT disaster recovery planning;
- Effective contract management and performance management;
- Enhanced change management;
- Ongoing mitigation of strategic; and operational risks.

7.6 Organisational structure

A Municipal Manager is part of Executive Management of the municipality and also Accounting Officer of the municipality. S/he may delegate certain duties/tasks taking advice from CIO/ICT Manager, but remains accountable for:

- All transactions entered into by the municipality;
- Sound record management (Information Management).

Following the intentions of King III, it is suggested that:

- The municipal ICT function, be afforded the required strategic significance and be directly under the influence of the office of the Municipal Manager;
- The implementation of the governance of ICT is delegated from the office of the Municipal Manager to a Municipal IT Steering Committee made of the relevant executive / senior management (section 57 managers) as well as the Chief Information Officer and ICT Manager)

The following ICT Governance Organisational Structure will be adopted as per Figure 1:

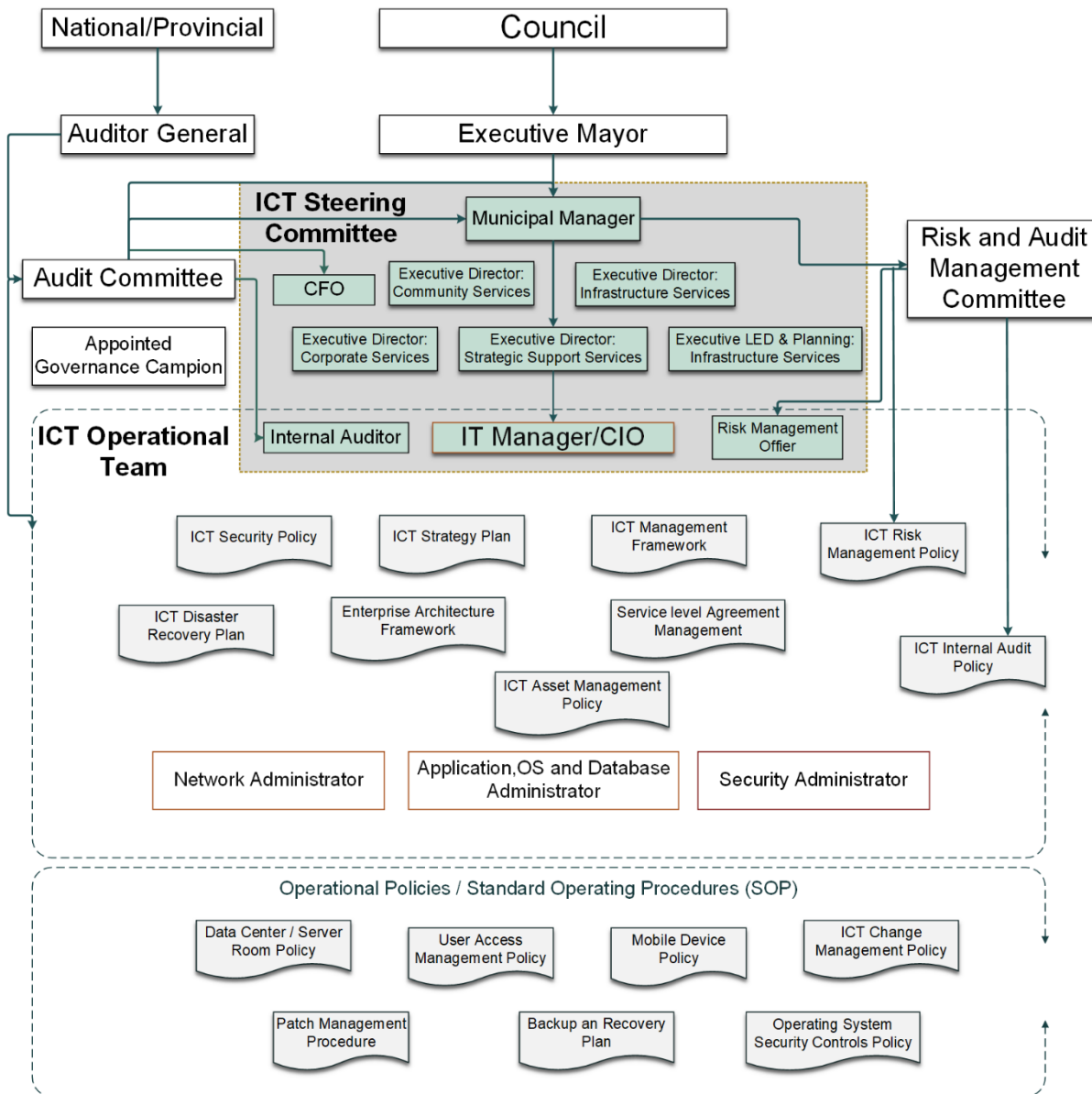


Figure 1 MCGICTP Organisational Structure

7.7 Municipal IT Steering Committee

The Municipal IT steering committee is to ensure that everyone in the municipality understands the link between business and ICT goals and accepts their responsibilities with respect to the supply and demand for ICT. The municipal IT steering committee will ensure that:

- The necessary ethical culture, structures (including outsourcing), strategies, policies, procedures, processes, mechanisms and controls regarding all aspects of ICT use (business and ICT) are clearly defined, implementing and enforced;
- ICT performances is assured through independent audit; and
- Intellectual property in information strategy is approved;

- Aspects relevant to ICT assets, privacy, security and personal information of employees are effectively managed.

7.8 ICT Manager / Chief Information Officer

The implementation and operation of governance is the responsibility of the Chief Information Officer/ ICT Manager who is expected to report to the IT steering committee and council about the effective and efficient management of ICT resources to facilitate the achievement of corporative objectives.

King III also requires the Chief Information Officer/ ICT Manager to define, maintain and validate the ICT value proposition, align ICT activities with environmental sustainability objectives, implement an ICT control framework and ensure all parties in the chain from supply to disposal of IT services and goods, apply good governance principles.

7.9 Implementation

Using COBIT 5 as a reference, the following steps will be used as a guideline for implementing an ICT Governance Framework. All steps listed below are to be administered by the Chief Information Officer/ ICT Manager.

1. **Raise awareness and obtain management commitment** - it is important to ensure that the background and drivers behind the initiative are understood clearly and that there is good support from top management.
2. **Define scope** - it is important for the implementation team to be knowledgeable about the business environment and to have an insight into influencing factors such as competition, business goals, service providers, legal and regulatory issues.
3. **Define risks** - it is important to know the municipality's risk profile, acceptance position and risk awareness so that an appropriate risk management attitude is taken.
4. **Define resources and deliverables** - The municipality must critically consider existence of assets and resources and establish how these can be leveraged.
5. **Plan programmes** - Based on the agreed- upon programme and resource requirements, the resources need to be acquired and allocated to the relevant programmes. Funding may be required to support the cost of these resources, and it may be necessary to acquire external consultants or experts.

6. **Access actual performance** - it is important to establish how well existing processes are managed and executed based on the process descriptions, policies, standards, procedures, technical specifications, etc., to determine whether they are likely to support business and ICT requirements.
7. **Define target for improvement** - based on the assessed current-state process maturity levels, an appropriate maturity level should be determined for each process.
8. **Analyse gaps and identify improvements** - after the current capacity of the processes has been determined and the target capacity planned, the gaps description between as- is and to-be should be evaluated and opportunities for improvement identified.
9. **Monitor implementation performance** - it is essential that the improvements can be monitored via ICT goals and ICT process description goals.
10. **Review program effectiveness** - determine whether the ICT governance programme delivered against expectations.
11. **Build sustainability** - build on the successes and lessons learned from the governance implementation project(s) to build and reinforce commitment amongst all ICT stakeholders for continuously improved governance of ICT.
12. **Identify new governance requirements** - using feedback and lessons learned, monitoring of performance and current understanding of business and ICT goals, the municipality should consider new governance requirements.

8. SHORT-TERM AND MEDIUM TO LONG TERM APPROACHES

Recommendations provided below are based on the premise that roles and responsibilities should be allocated to each activity. It is also crucial to the success of the deliverables that timelines (anticipated start and end dates) be allocated for each activity. The details will be incorporated in the ICT strategy and operational plans and are not detailed here-in.

To make this measurable, below is the RACI Model that is intended to be adopted for Implementation in Figure 2 below:

R A C I For Matjhabeng ICT Corporate Governance Framework	Executive Mayor	Municipal Manager	ICT Steering Committee	Finance	Strategic Support Services	Corporate Services	IT Manager/CIO	Network Administrator	APP, OS and Database Administrator	Security Administrator
ICT Strategy Plan	I	A	R	C	R	C	R	C	C	C
ICT Management Framework	I	A	I	C	R	R	R	I	I	I
ICT Portfolio management	I	A	I	C	R	R	R	I	I	I
ICT Risk Management	A	R	C	I	R	I	R	C	C	C
ICT Security Policy	A	R	R	I	R	I	R	R	R	R
Enterprise Architecture		A	R	C	R		R	C	C	C
Data Center / Server Room Policy		I	I				A	R	R	R
Operating System Security Controls Policy		R	C	C	I	I	A	R	R	R
ICT Asset Management		C	C	I	I		A	R	R	R
ICT Disaster Recovery Plan		A	C	C	R	C	R	R	R	R
Mobile Device Policy		I	C	C	I		A	R	R	R
Patch Management		I	C	C	R		A	R	R	R
Change Management		I	I	I	R		A	R	R	R
ICT Internal Audit Plan		A	R	C	R	C	R	C	C	C
Service level Agreement Management		A	R	C	R	C	R	R	R	R
Backup and Recovery Plan		A	I	I	R		R	C	C	C

Figure 2 RACI Mapping Model for Implementation

8.1 Short-Term

Control objectives and metrics will be assessed at operational level on an on-going basis, based on Standing Operating Procedures (SOP) and Policies where applicable. These include the following:

8.1.1 Security management

8.1.1.1 Dedicate responsibilities for information security to a dedicated information security officer, independent of the system administrator.

8.1.1.2 Design and implement ICT security policies and procedures for the administration of security measures over the network, operating system and application systems. These need to be enforced and updated on a regular basis.

8.1.1.3 Carry out ICT security awareness initiatives.

8.1.1.4 Manage and maintain ICT security at the highest appropriate organisational level.

8.1.1.5 Implement strong password controls to authenticate system access.

8.1.1.6 Correctly configure firewalls and routers within the network environment to ensure optimal protection against unauthorised access.

8.1.1.7 Implement and maintain path management processes to prevent exploitation of vulnerabilities.

8.1.1.8 Implement and maintain antivirus software across the organisation to protect information systems and technology from malware.

8.1.1.9 Ensure that system configurations detect security vulnerabilities and that incidents are monitored, reported and resolved on a regular basis.

8.1.1.10 Ensure that the activities within the system network, including database are tracked by using audit trails by someone independent of administration functions.

8.1.1.11 Firewall, Anti-Virus and Spyware solutions to make sure that your email, intranet and internet are protected from attack including:

- Monitored and Managed Firewall Services
- Managed Network –based intrusion Detection Services
- Managed Integrated Security Appliance Services
- Internet Vulnerability Assessment Services
- Managed Virus Protection Services

8.1.2 User access control

8.1.2.1 Formally documented and approved user account management standards and procedures.

8.1.2.2 Complete and get management approval for access request documentation for registering users, changing of access rights, passwords resets and termination of access rights.

8.1.2.3 Minimise the number of users with administrator privileges that can perform all functions pertaining to user account management.

8.1.2.4 Independently monitor activities of system administrators.

8.1.2.5 Periodically review employee access rights and privileges to ensure it is in line with their job responsibilities.

8.1.3 Change management

8.1.3.1 Establish and implement documented and approved change control policies and procedures

8.1.3.2 Ensure that administrators/users have the appropriate levels of access to the production environments with proper access control and audit mechanisms.

8.1.3.3 Where administrators/users have been granted access, ensure that access is monitored.

8.1.3.4 Complete and get management approval for change request documentation for all program changes.

8.1.3.5 Conduct user acceptance testing on all changes before migration to the production environment.

8.1.4 Data center management

8.1.4.1 Control changes to database management software

8.1.4.2 Restrict access to system software with access control software to personnel with corresponding job responsibilities.

8.1.4.3 Log and review installation of all system software to establish an audit trail.

8.1.4.4 Schedule hardware equipment changes /maintenance and testing to minimise the impact on operations and users.

8.1.5 Facilities and environmental controls

8.1.5.1 Control physical access to sensitive areas (e.g. computer room, operations, printing rooms, storage rooms, ups/generators, network rooms, tape library, offsite backup storage facility).

8.1.5.2 Periodically test environmental controls within data centres /computer rooms (e.g. water and smoke detectors, fire suppression system, fire extinguishers, air conditioning system).

8.1.6 ICT service continuity (Disaster Recovery, Backup and Restore)

8.1.6.1 Incorporate the ICT and disaster plans into organisational business continuity plan.

8.1.6.2 Distribute, update and test the ICT continuity plan and DRP and store at an offsite location.

8.1.6.3 Implement an ICT backup and retention strategy.

8.1.6.4 Perform backup procedures for data and programs according to above strategy.

8.1.6.5 Store backups in a secure offsite storage facility.

8.1.6.6 Implement physical access and environmental controls over offsite the storage facility.

8.1.7 ICT Infrastructure

8.1.7.1 This includes management of hardware such as Servers, Desktops, Notebooks and other ICT equipment,

8.1.7.2 Assess the warranty status of all machines

8.1.7.3 Develop an update plan as hardware comes out of vendor support or the end of serviceable life.

8.1.7.4 Document your current server hardware and create a report that shows where all your essential network services are currently located.

8.1.7.5 Develop a data map so that you can see where data is currently stored.

8.2 Medium to Long term

The following initiatives will be considered and performed:

- 8.2.1 Develop an ICT strategic Plan that supports business requirement
- 8.2.2 Prepare an organisation structure, indicating roles and responsibilities to ensure that ICT investments are aligned and delivered in accordance with enterprise strategies and objectives
- 8.2.3 Establishing an IT steering committee, chaired by the Municipal Manager and secretariat by the IT Manager with CFO and Director Strategic Support Services as permanent members and other senior management members attending by invitation. This will ensure that decisions taken in respect of ICT are taken in a coordinated manner.
- 8.2.4 Assess KPI's for ICT Governance on municipal ICT organisation level for compliancy.
- 8.2.5 Review ICT services performances periodically against targets.
- 8.2.6 Conduct regular ICT risk assessments to identify emerging risks.
- 8.2.7 Manage the relationship with suppliers through signed services level agreements (SLAs) to ensure the quality of outputs thereof.
- 8.2.8 Adopt a project management framework that defines the scope and boundaries of managing ICT projects.

8.3 ICT Governance Measurement

The measurement of ICT Governance performance in the municipality consists of a number of steps as defined below:

- **Define phase** – ICT Governance goals or Key Goal indicators (KGI's) need to be established at the top organisational level (Municipal Manager's Office). These goals are then cascaded down in the municipal ICT organisation. A KGI is a measure of "what" has to be accomplished.
- **Translation phase** – A cascading (breakdown) of the KGI into measurable (weighing factor) Key performance indicators (KPI's) and sources/processes cross the municipal divisions. A KPI define and measure progress toward organisational goals. While KGI's focus on "what", the KPI's are concerned with "how"
- **Measurement phase** – Audits/ assessments (self-assessments) are conducted across the ICT environment on relevance of governance activities/ plans/ processes/ RACI within the business value chain. The level of accomplished ICT Governance process roll-out per business requirement is measured

- **Management phase** - From the audit/ assessment results, the cascaded KPI's/ KGI's are analysed for shortfalls and potential business risks coming from these (where not predefined) to enable corrective actions.
- **Opportunity phase** – Performance measures are then compared against the goals and the goals are checked for validity. Goals may be redefined because of business dynamics. Adjusted and the cycle starts over, periodically.

8.4 Support for governance

By establishing this framework, Matjhabeng realises that a support function will be a requirement to enable successful adoption and implementation. Apart from the usual support structures that are already in place, Matjhabeng will provide the following support structures:

1. **Skills development and awareness sessions:** - In line with the skills requirements that may be realised, Matjhabeng will provide educational workshops and awareness sessions on the various categories. These workshops and sessions will be made available on a regular basis.
2. **ICT Governance Assessments:** - A certain amount of ICT governance assessments are planned over the medium to long term to assist the municipality to measure ICT governance maturity levels.

8.5 Recommendations towards sound ICT governance

- 8.5.1 Executive Management should assume the responsibility for the governance of ICT and place it on Executive Management agenda.
- 8.5.2 Executive Management should ensure that an ICT charter and policies are established and implemented.
- 8.5.3 Executive Management should ensure promotion of an ethical ICT governance culture and awareness and of a common ICT language.
- 8.5.4 Executive Management should ensure that internal control framework is adopted and implemented.
- 8.5.5 Executive Management should receive independent assurance on the effectiveness of the ICT internal controls.
- 8.5.6 Executive Management should ensure that the ICT strategy is integrated with the municipality's strategic and business processes.
- 8.5.7 Executive Management should ensure that there is a process in place to identify and exploit opportunities to improve the performance and sustainability of the municipality through the use of ICT
- 8.5.8 Management should be responsible for the implementation of the structures, processes and mechanisms for the ICT governance framework.
- 8.5.9 Executive Management may appoint an IT Steering committee or similar function to assist with its governance of ICT.

- 8.5.10 The Chief Information Officer/ ICT Manager should be a suitably qualified and experienced person who should have access to, and interact regularly on strategic ICT matters with Executive Management and/ or appropriate committees.
- 8.5.11 Executive Management should oversee the value delivery of ICT and monitor the return on investment from significant ICT projects.
- 8.5.12 Executive Management should ensure that intellectual property contained in information systems is protected.
- 8.5.13 Executive Management should obtain independent assurance on the ICT governance and controls supporting outsourced ICT services.
- 8.5.14 Management should regularly demonstrate to Executive Management that the municipality has adequate business resilience arrangements in place for disaster recovery.
- 8.5.15 Executive Management should ensure that the municipality complies with ICT laws and that ICT related rules, codes and standards are considered.
- 8.5.16 Executive Management should ensure that there are systems in place for the management of information which should include information security, information management and information privacy.
- 8.5.17 Executive Management should ensure that all the personal information is treated by the municipality as an important business asset and is identified and secured accordingly.
- 8.5.18 Executive Management should ensure an Information Security Management System is developed and implemented.
- 8.5.19 Executive Management should approve the information security strategy and delegate and empower management to implement the strategy.
- 8.5.20 The risk committee/ or audit risk committee should ensure that ICT risks are adequately addressed.
- 8.5.21 The risk committee/ or audit and risk committee should obtain appropriate assurance that controls are in place and effective in addressing ICT risks.
- 8.5.22 The audit and risk committee should consider ICT as it relates to financial reporting and the going concern of the municipality.
- 8.5.23 The audit and risk committee should consider the use of technology to improve audit coverage and efficiency.

9. RISK MANAGEMENT

Risk Management is an integral part of the municipality's management processes and an essential function of corporate governance. The municipality's effectiveness is enhanced when risk management is part of the culture and is embedded in its values, practices and business processes.

Risk management focuses on the relationship between risk and its impact on achieving objectives. The alignment of risk management with the strategic planning processes facilitates closer interaction

between the revision of plans and the reassessment of risks. It is most effective when an appropriate balance is realised between maximising the potential gains that are identified during the business planning process and minimising the potential losses of potential risk events.

All employees have a responsibility for managing risk in order to support the achievement of objectives.

Risk management and business continuity management need to be considered as a part of an integrated whole and, as such, business continuity management is considered a required outcome of the ICT governance process.

10. MAINTAINING THE ICT GOVERNANCE FRAMEWORK

It is the responsibility of the Chief Information Officer/ ICT Manager of the municipality to ensure that plans and procedures are in place to keep this framework up to date. If, whilst using the document, you find any information which is incorrect, missing or if you have a problem in understanding any part of this framework please inform the Chief Information Officer/ ICT Manager, so that it may be corrected. It is important that everyone understands his or her roles as described in this document.

Update versions of the framework are distributed to the authorised recipients from time to time.

1. TERMS AND DEFINITIONS

TERM	DEFINITION
AG	Auditor General
Accounting Officer	The Accounting Officer is the Municipal Manager who is the head of administration and Council and its committees on administrative matters such as policy issues, financial matters, organisational requirements and personnel matters.
BCM	Business Continuity Management
BITA	Business IT Alignment
BS 25999	Business standards for business continuity management (BCM)
Business Goals	Statements that describe the business will accomplish, or the business value a project will achieve – A clear vision of what you want to achieve and how.
Charter	A document that defines the purpose of the initiative, how it will work, and what expected outcomes are.
CFO	Chief Financial Officer
CIO	Chief Information Officer
Cobit 5®	Control Objectives for Information and Related Technology, a globally recognised ICT governance framework, 2012 edition.
CoGTA	Department of Corporate Governance and Traditional Affairs
Control	A procedure or policy that provides a reasonable assurance that the Information Technology (IT) used by an organisation operates as intended.
Corporate Governance	The set of responsibilities and practices exercised by the Council and executive management with goals of providing strategic

TERM	DEFINITION
	direction, ensuring that objectives are achieved, ascertaining that the risks are managed appropriately and verifying that the enterprise's resources are used responsibly.
CSS	Corporate Support Services
Deliverable	A term used in project management to describe a tangible or intangible object produced as a result of the project that is intended to be delivered to a customer.
DRP	Disaster Recovery Planning
EXCO	Executive Management
Executive Authority	In a Constitutional Institution: The chairperson of the Constitutional Institution in relation to a Constitutional Institution with a body of persons, and in relation to a Constitutional Institution to a Constitutional Institution with a single office bearer, the incumbent of that office. According to section 11(1) of the Municipal Systems Act (Act No. 32 of 2000), the executive and legislative authority of a municipality is exercised by the council of the municipality.
Framework	A basic conceptual structure with items which supports a particular approach to a specific objective. E.g. CobiT 5 is an IT governance framework.
Governance of ICT	The effective and efficient management of IT resources to facilitate the achievement of company strategic objectives (King III: 2009). Is the responsibility of executives and board of directors, and consists of the leadership, organisational structures and processes that ensure that the enterprise's IT sustains and extends the organisation's strategy and objectives (ITGI 2005).
ICT	Information and Communication Technology also referred as IT.
ISACA®	Information Systems Audit and Control Association
ISMS	Information Security Management System
IT Goals	Process that ensures that IT sustains and extends the organisation's strategy and objectives.
IT	Information Technology
IT Steering Committee	This is a management group composed of important decision makers from various departments within an organisation. This group is responsible for determining overall IT investment strategy, aligning IT solutions with business objectives.
ITIL	IT Infrastructure Library
ISO/IEC	International Standards Organisation (ISO) and the International Electro Technical Commission (IEC)
ISO/IEC 20000	International Standards for IT service management. It was developed in 2005 by ISO/IEC JTC1 SC7 and revised in 2011.
ISO/IEC 24762	International Standard – Security techniques – Guidelines for information and communications technology disaster recovery services.
ISO/IEC 27001/2	Part of ISO/IEC 27000 family of standards, is an Information Security Management System (ISMS) standard published in October 2005.
ISO/IEC 38500	International Standards Organization - The standard applies to the governance of management processes and information and communication services used by an organisation.
KGI	Key Goal Indicator. A KGI is a measure of "what" has to be accomplished.
King III	The King Code of Corporate Governance for South Africa 2009
KPI	Key Performance Indicator. While KGI's focus on "what" the KPI's are concerned with "how".
LG SETA	Local Government Sector Education & Training Authority

TERM	DEFINITION
LGTS	Local Government Turnaround Strategy
Metrics	A measure of an organisation's activities and performance
MFMA	Municipal Finance Management Act
MCGICTP	Matjhabeng Corporate Governance of ICT Policy
NT	National Treasury
Policy	A principle or rule to guide decisions and achieve rational outcome(s)
PAIA	Promotion of Access to Information Act
Process	Sequence of interdependent and linked procedures which at every stage consume one or more resources.
Procedure	A fixed, step by step sequence of activities or course of action (with definite start and end points) that must be followed in the same order.
RACI	Responsible, Accountable, Consulting and Informed mapping model
Responsible	Refers to the person who must ensure that activities are completed successfully.
Risk	The potential that a chosen action or activity (including the choice of inaction) will lead to a loss (undesirable outcome).
SABS	South African Bureau of Standards
SANS	System Administration, Network and Security Institute. SANS is by far the largest source for information security training and security certification in the world.
SCOA	Standard Charter of Accounts
SSS	Strategic Support Services
Strategy	The direction and scope of an organisation over the long-term which achieves advantage for the organisation through its configuration of resources.

12. APPROVAL

The signatories hereof, being duly authorised thereto, by their signature hereto authorise the implementation and/or adoption of this plan.

Municipal Manager, who hereby
approves this ICT Governance
Framework

Date

Executive Director: SSS, who hereby
recommend and approves this ICT
Governance Framework

Date

Acting ICT Manager: who hereby
recommend this ICT Governance
Framework

Date



Information Communication and Technology (ICT)
Steering Committee
Matjhabeng Local Municipality
Terms of Reference (ToR)

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INTRODUCTION

As part of Matjhabeng Local Municipality drive towards sound governance and to ensure alignment with industry best practices, Matjhabeng Local Municipality has created an ICT Steering Committee to provide assertive and decisive oversight and support to the ICT department. This also aligns to the Matjhabeng Corporate Governance ICT Policy (MCGICTP).

This will ensure that the ICT department responsibilities are more visible and aligned to support the Integrated Development Plan (IDP) and strategic initiatives for the municipality going forward along with providing an oversight role for ensuring that the ICT department is performing in accordance to its mandate of delivering robust and reliable services to the municipality.

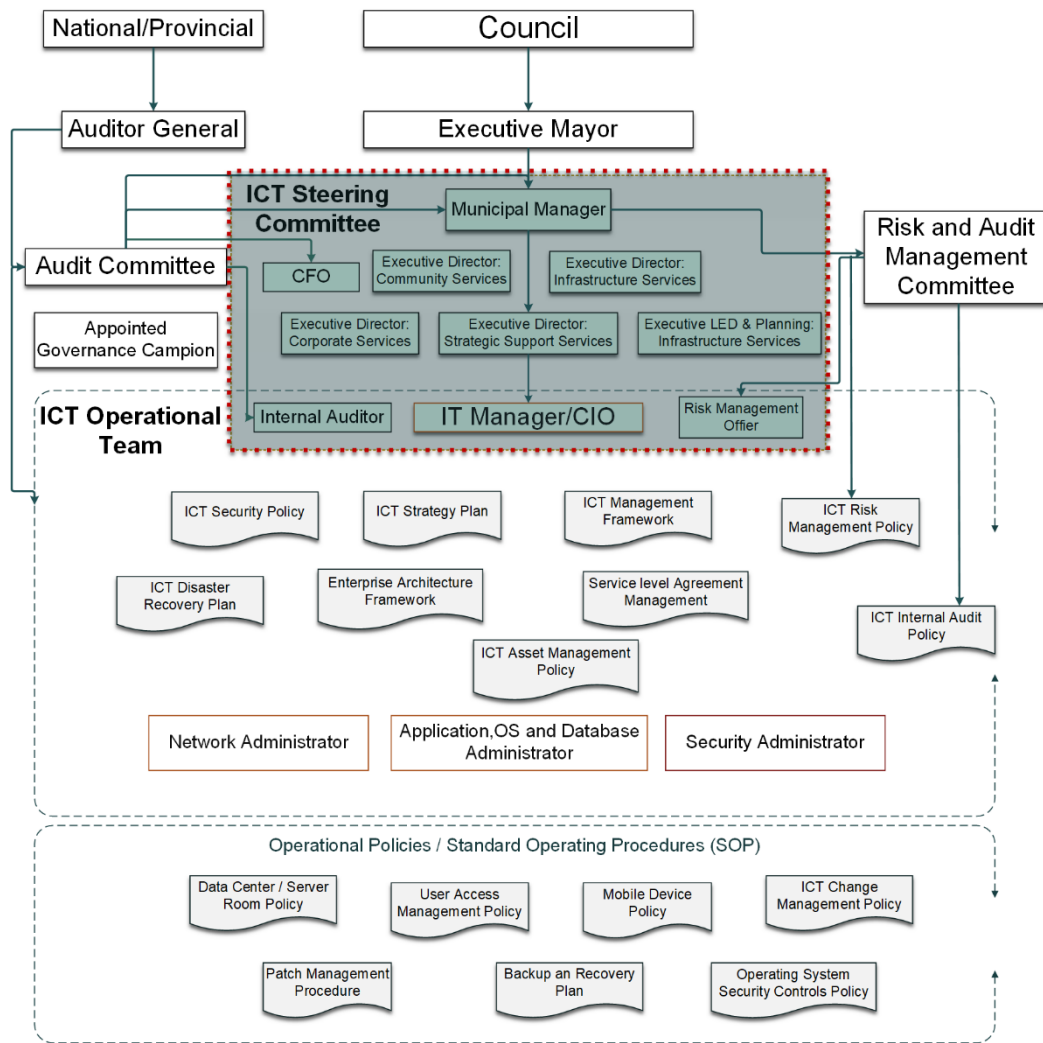
The purpose of this document is to provide a clear and concise view on the roles and responsibilities defined as termed the Terms of Reference (ToR) for the ICT Steering Committee.

FUNCTIONS AND ROLES OF THE ICT STEERING COMMITTEE

The mandated functions of the Steering Committee are as follows:

- 2.1 Adoption of the MCGICTP and ensuring that implementation and oversight of the ICT department is aligned accordingly as represented in Figure 1.
- 2.2 Has a specific delegated responsibility to ensure the planning, monitoring and evaluation, of the municipality's:
 - ICT structures.
 - ICT policies.
 - ICT procedures, processes, mechanisms and controls regarding all aspects of ICT use (Municipal and ICT) are clearly defined, implemented and enforced.
 - ICT Performance Management.
 - ICT Change Management.
 - ICT Contingency Plans.
 - ICT Strategy development.
 - Management of ICT Security and Data Integrity.
 - The establishment of the municipalities ICT Ethical culture.
 - The evaluation, directing and monitoring of ICT specific projects.
 - ICT Strategic alignment.
 - ICT Governance compliance.
 - ICT Infrastructure Management.
 - ICT Security.
 - ICT Application Management.

- ICT Value.
 - ICT Data availability and integrity.
 - ICT Vendor Management.
 - The evaluation, directing and monitoring of ICT processes.
- 2.3
- 2.4 Alignment with organisational strategy more specifically the IDP.
- 2.5 Resolution of strategic level issues and risks.
- 2.6 ICT Budget alignment to Service Delivery Budget Implementation Plan (SDBIP) and Medium Term Expenditure Forecast (MTEF)
- 2.7 Monitoring and oversight of key ICT Project initiatives
- 2.8 Oversight and support of the ICT Strategic Plan and ensure that the strategies and projects are realistic and achievable within the strategic planned framework.
- 2.9 Oversight of ICT operational team performance and alignment to all Municipal business units' expectations.
- 2.10 Oversight of the ICT Risk Policy and compliance thereof.
- 2.11 Determine the prioritization of IT- Enabled investments in line with the municipal business strategic plans.
- 2.12 Monitor Service Levels and service improvements, with key objectives to Service Delivery Plans and Results and Service Plans (RSP)
- 2.13



2.14 Figure 1: ICT Steering Committee from MCGICTP Organisational Structure

ICT STEERING COMMITTEE MEMBERS

2.15

2.16 As part of best practice for corporate governance it is prudent to ensure separation of the ICT Steering Committee members from that of the ICT department itself. As such the proposed structure of the ICT is as follows:

ICT Steering Committee Member Function	Designation	Name and Surname	Date Appointed
Chairperson	Municipal Manager (MM)	Mr. Thabiso Tsoaeli	
Member	Executive Director: Strategic Support Services	Mr. Tumelo Makofane	
Member	Executive Director: Corporate Services	Mr. Fezile Wetes	
Member	Chief Financial Officer	Mr. Thabo Panyani	

Member	Executive Director: Community Services	Me. Zingisa Tindleni	
Member	Executive Director: Infrastructure Services	Me. Betty Maswanganyi	
Member	Executive LED & Planning: Infrastructure Services	To be appointed	
Member	Acting IT Manager/CIO	Pulane Rakotsoane	
Member	Risk Management Officer		
Member	Internal Auditor		

CHAIRPERSON FUNCTIONS IN THE ICT STEERING COMMITTEE

The functions of the Steering Committee Chairperson are as follows:

- Sets the agenda for each meeting.
- Communicates agendas and supporting materials to members in advance of meetings.

Makes the purpose of each meeting clear to members and explains the agenda at the beginning of each meeting.

Clarifies and summarizes what is happening throughout each meeting.

Manages time and limits maximum time per item to a maximum of 15 minutes along with ensuring that meetings are not more than 2 hours long.

Encourages broad participation from members in discussion by calling on different people.

Closes the meeting with a summary of decisions, actions and expectations that will be followed up in the next sitting of the committee.

Ensures adherence of attendance and conformance to action plans and decision making

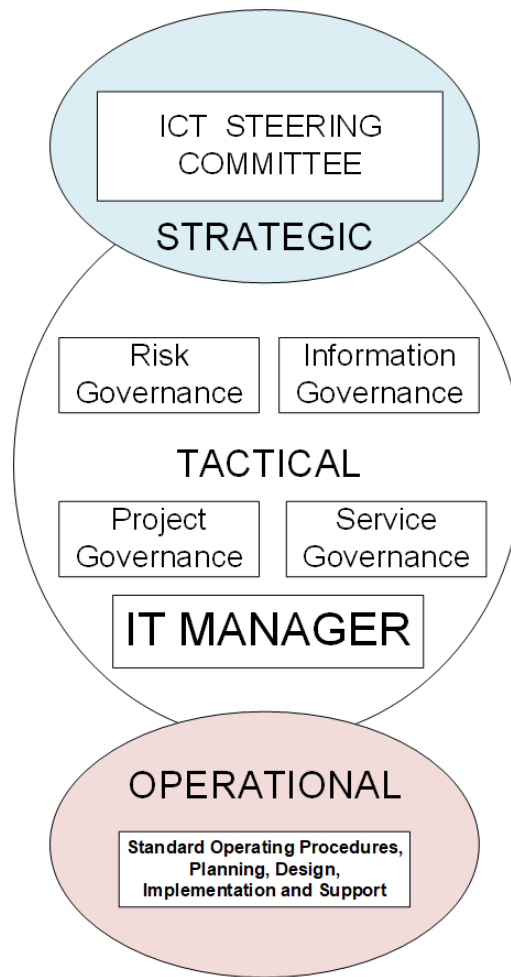
Finds replacements for members who discontinue participation.

OBLIGATIONS OF MEMBERS OF THE ICT STEERING COMMITTEE

The intended scope that is set out below should not be construed as a limited scope of the obligations of members, but rather as a minimum list of obligations which can be expanded at the discretion of the Chairperson in accordance with ensuring that the mandate of the ICT Steering Committee is executed in line with the:

- 5.1 Understand and represent the interests of items on the agenda along with support in the execution and monitoring.
- 5.2 Take a genuine interest in the outcomes and overall success of contributing and enforcing ICT adoption and awareness across the organisation through the oversight, engagement and authority of the ICT Steering Committee.
- 5.3 Act on opportunities to communicate positively about ICT initiatives including projects, strategic goals, operational improvements and successful activities.
- 5.4 Ensure enforcement of ICT policy implementation and outcomes, especially for risk mitigation and business continuation.
- 5.5 Oversight of the ICT department functions are addressing the organisational strategy as well as policies and directions across municipality as a whole.
- 5.6 Actively participate in meetings through attendance, discussion, and review of minutes, papers and other ICT Steering Committee documents.
- 5.7 Support open discussions, debates, and encourage fellow ICT Steering Committee members to voice their insights for improvement of ICT as a key enabler to support Matjhabeng Local Municipality holistically.
- 5.8 Considering new projects that emerge outside the ICT Strategic Planning cycle and investigate the impact of their implementation on other projects, priorities, budget etc. in the ICT Strategic Plan.

The ICT Steering Committee obligations may be succinctly summarized in the diagram below with the intention to represent the strategic and oversight nature of its functions within the municipality:



2.17 Figure 2: High Level Structure of the ICT Steering Committee positioning

DECISION MAKING PROCESSES AND VALIDITY

FULL COMMITTEE SITTING (FULL QUORUM)

With a full sitting of the ICT Steering Committee i.e. all 10 x members present is referred to as a Full Quorum with the following voting rules:

- 6.1.1 Voting or decision making can take place with a 6 out of 10 (6/10) to be deemed as a majority.
- 6.1.2 In the event of a split vote i.e. 5/5 the final vote will reside with the Chairperson of the ICT Steering Committee.

- 6.1.3 Any abstention will be noted, however, in the event that 5 or more members abstain from voting then a valid quorum will not be constituted.

PARTIAL SITTING (QUORUM)

A minimum number of 6 x ICT Steering Committee members are required for decision-making purposes referred to as the quorum. The quorum must include a minimum number of 4 from the Executive Management team with the following voting rules:

- 6.2.1 Voting or decision making can take place with a 4 out of 6 (4/6) to be deemed as a majority.
- 6.2.2 In the event of a split vote i.e. 3/3 the final vote will reside with the Chairperson of the ICT Steering Committee, however, if the Chairperson is not part of the quorum then the Acting Chairperson will exercise the final vote accordingly.
- 6.2.3 Only 2 abstentions will be allowed and any other scenario will deem an invalid minimum number of members for a valid quorum.

AGENDA, MINUTES, AND DECISION PAPERS

At the beginning of each sitting a member will be nominated for taking minutes of the meeting. This nominated member will be responsible for sending out the minutes at least 3 to 5 working days prior to the commencement of the next meeting.

MATJHABENG LOCAL MUNICIPALITY
IDP/BUDGET PUBLIC PARTICIPATION SCHEDULE 2018-2019

DATES	PARTICIPATING COMMUNITIES/ WARDS	TIMES	VENUE	COUNCILLORS	OFFICIALS	SECRETARIAT
TUESDAY 17 APRIL 2018	THABONG WEST (WARD 26)	16H30	IKETSETSENG PRIMARY SCHOOL	CLLR TSATSA CLLR MANESE CLLR DIREKO	CONNIE DINGANI ZINGISA TINDLENI CECELIA POROTLOANE	SELLO RATSIE
	THABONG WEST (WARD 28)	16H30	THEMBEKILE PRIMARY SCHOOL	CLLR MOSIA CLLR KABI CLLR MASIENYANE	LINDSEY WILLIAMS TUMELO MAKOFANE TEBOHO MOKHUOA	NTSOKOLO DIKELEDI MATSHEDISO
	THABONG WEST (WARD 29)	16H30	LEBOGANG SECONDARY SCHOOL	CLLR MAFA CLLR MC RADEBE CLLR TSHOPO	KENNY MOKHONOANE FEZILE WETES ERIC MOTHEOANE THANDIWE MOTHIBI	MAEFININI MPHO
	THABONG WEST (WARD 30)	16H30	THABONG SCHOOL	CLLR MOLEFI CLLR ML RADEBE CLLR MORRIS	SAINT SEJAKE BARRY GOLELE REBONE SENYANE	THABISO BETTY
	THABONG WEST (WARD 31)	16H30	THABONG COMMUNITY CENTRE	CLLR MOKHOMO CLLR KHALIPHA CLLR LUSHABA	THABISO GORALOTSI BETTY MASWANGANYI MATSHEDISO SEEKOEI PULANE RAKOTSOANE	REGINA KELEBOGILE
WEDNESDAY 18 APRIL 2018	THABONG FAR EAST (WARD 12)	16H30	DLAMINI CHURCH	CLLR MOSHOEU CLLR DIREKO CLLR MORRIS	KGALI TSIE ZINGISA TINDLENI HEADMAN DASTILE WILLIAM SEPHTON	NOLUNGILE LIPHOKO
	THANDANANI – 2010 (WARD 25)	16H30	NGWENYA CHURCH	CLLR NTHAKO CLLR KHALIPHA CLLR MAWELA	CONNIE DINGANI FEZILE WETES CECELIA POROTLOANE	SELLO RATSIE
	THABONG EAST (WARD 14)	16H30	MOKGWABONG SCHOOL	CLLR CHAKA CLLR M.L. RADEBE CLLR KABI	LINDSEY WILLIAMS BARRY GOLELE TEBOHO MOKHUOA	MAEFININI MPHO
	THABONG EAST(WARD 15)	16H30	FAR EAST HALL	CLLR NTULI CLLR MANESE CLLR MASIENYANE	KENNY MOKHONOANE TUMELO MAKOFANE ERIC MOTHEOANE THANDIWE MOTHIBI	NTSOKOLO DIKELEDI MATSHEDISO
	THABONG FAR EAST (WARD 16)	16H30	SETSHABELO	CLLR MELI CLLR MC RADEBE CLLR LUSHABA	SAINT SEJAKE BETTY MASWANGANYI REBONE SENYANE	THABISO BETTY
THURSDAY 19 APRIL 2018	BRONVILLE (WARD 11)	16H30	COMMUNITY HALL	CLLR MORRIS CLLR DIREKO CLLR MAWELA	THABISO GORALOTSI BETTY MASWANGANYI MATSHEDISO SEEKOEI PULANE RAKOTSOANE	REGINA KELEBOGILE

	HANI PARK (WARD 23)	16H30	CHIEF ALBERT LUTHULI HOUSE	CLLR TLAKE CLLR MC RADEBE CLLR LUSHABA	KGALI TSIE BARRY GOLELE WILLIAM SEPHTON	NOLUNGILE LIPHOKO
	HANI PARK (WARD 24)	16H30	PHYSICALIST MOTHER CHURCH	CLLR MPHIKELELI CLLR ML RADEBE CLLR MANESE	CONNIE DINGANI ZINGISA TINDLENI HEADMAN DASTILE ERIC MOTHEOANE	SELLO RATSIE
	THABONG EAST (WARD 13)	16H30	FAR EAST HALL	CLLR THELINGOANE CLLR TSHOPO CLLR KABI	LINDSEY WILLIAMS FEZILE WETES CECELIA POROTLOANE	MAEFININI MPHO
	THABONG FAR EAST 2 (WARD 17)	16H30	LEMOTSO PRIMARY SCHOOL	CLLR KHALIPHA CLLR MASIENYANE	KENNY MOKHONOANE TUMELO MAKOFANE TEBOHO MOKHUOA	NTSOKOLO DIKELEDI MATSHEDISO
WEDNESDAY 02 MAY 2018	MELODING (WARD 4)	16H30	BOASE PRIMARY SCHOOL	CLLR LIPHOKO CLLR LUSHABA CLLR KHALIPHA	SAINT SEJAKE TUMELO MAKOFANE THANDIWE MOTHIBI	NTSHOKOLO DIKELEDI MATSHEDISO
	MELODING (WARD 5)	16H30	MELODING COMMUNITY HALL	CLLR N SPEELMAN CLLR KABI	THABISO GORALOTSI FEZILE WETES PULANE RAKOSTOANE REBONE SENYANE	NOLUNGILE LIPHOKO
	MELODING (WARD 6)	16H30	MAREMATLOU	CLLR MAHLUMBA CLLR MC RADEBE CLLR MAWELA	KGALI TSIE BETTY MASWANGANYI HEADMAN DASTILE	SELLO RATSIE
	VIRGINIA (WARD 8)	16H30	NG KERK	CLLR MASIENYANE CLLR TSHOPO	LINDSEY WILLIAMS CECELIA POROTLOANE MATSHEDISO SEEKOEI	REGINA KELEBOGILE
	VIRGINIA (WARD 9)	16H30	VIRGINIA LIBRARY	CLLR BADENHORST CLLR MORRIS CLLR DIREKO	KENNY MOKHONOANE MIKE ATOLO REBONE SENYANE ERIC MOTHEOANE	THABISO BETTY
THURSDAY 03 MAY 2018	KUTLWANONG (WARD 10)	16H30	JC MOTUMI	CLLR RAMALEFANE CLLR ML RADEBE CLLR MANESE	SAINT SEJAKE FEZILE WETES CECELIA POROTLOANE	SELLO RATSIE
	KUTLWANONG (WARD 18)	16H30	KUTLWANONG COMMUNITY HALL	CLLR MOLOJA CLLR MC RADEBE CLLR LUSHABA	THABISO GORALOTSI BETTY MASWANGANYI TEBOHO MOKHUOA	MAEFININI MPHO
	KUTLWANONG (WARD 20)	16H30	THUSANONG PRIMARY SCHOOL	CLLR NKONKA CLLR MAWELA CLLR MASIENYANE	KGALI TSIE TUMELO MAKOFANE ERIC MOTHEOANE THANDIWE MOTHIBI	NTSOKOLO DIKELEDI MATSHEDISO
	KUTLWANONG (WARD 21)	16H30	SEQHOBONG SCHOOL	CLLR PHOLO CLLR TSHOPO CLLR KABI	CONNIE DINGANI ZINGISA TINDLENI MATSHIDISO SEEKOEI	THABISO BETTY

	KUTLWANONG (WARD 22)	16H30	KUTLOANONG HIGH SCHOOL	CLLR POO CLLR KHALIPHA CLLR DIREKO	LINDSEY WILLIAMS BARRY GOLELE REBONE SENYANE PULANE RAKOTSOANE	REGINA KELEBOGILE
TUESDAY 09 MAY 2018	VENTERSBURG (WARD 1)	16H30	MMAMAHABANE COMMUNITY HALL	CLLR SEBOTSA CLLR LUSHABA CLLR KHALIPHA	KENNY MOKHONOANE BARRY GOLELE WILLIAM SEPHTON	NOLUNGILE LIPHOKO
	PHOMOLONG (WARD 2)	16H30	KHELENG HIGH SCHOOL	CLLR TSHABANGU CLLR N SPEELMAN CLLR TSHOPO CLLR MAWELA CLLR MC RADEBE	SAINT SEJAKE ZINGISA TINDLENI HEADMAN DASTILE	SELLO RATSIE
	PHOMOLONG (WARD 3)	16H30	PHOMOLONG COMMUNITY HALL	CLLR SCHLEBUSCH CLLR ML RADEBE CLLR LUSHABA CLLR MANESE	THABISO GORALOTSI BETTY MASWANGANYI CECELIA POROTLOANE	MAEFININI MPHO
	ODENDAALSRUS (WARD 35)	16H30	ODENDAALSRUS TOWN HALL)	CLLR MANZANA CLLR DIREKO CLLR MORRIS	KGALI TSIE TUMELO MAKOFANE TEBOHO MOKHUOA ERIC MOTHEOANE	NTSOKOLO DIKELEDI MATSHEDISO
WEDNESDAY 10 MAY 2018	RIEBEECKSTAD (WARD 10)	16H30	RIEBEECKSTAD SWIMMING POOL	CLLR RAMALEFANE CLLR MANESE CLLR TSHOPO	CONNIE DINGANI BETTY MASWANGANYI THANDIWE MOTHIBI REBONE SENYANE	THABISO BETTY
	WELKOM (WARD 32)	16H30	GOUDVELD HIGH SCHOOL	CLLR VAN SCHALKWYK CLLR MORRIS CLLR DIREKO	LINDSEY WILLIAMS TUMELO MAKOFANE MATSHEDISO SEEKOEI	NTSOKOLO DIKELEDI MATSHEDISO
	WELKOM (WARD 33)	16H30	ST. HELENA PRIMARY SCHOOL	CLLR MALHERBE CLLR ML RADEBE CLLR KABI	KENNY MOKHONOANE FEZILE WETES PULANE RAKOSTOANE HEADMAN DASTILE	REGINA KELEBOGILE
	WELKOM (WARD 34)	16H30	FLAMINGO HALL	CLLR DALY CLLR KHALIPHA CLLR MAWELA	SAINT SEJAKE ZINGISA TINDLENI WILLIAM SEPHTON	NOLUNGILE LIPHOKO
	DAGBREEK (WARD 27)	16H30	DAGBREEK PRIMARY SCHOOL	CLLR VAN ROOYEN CLLR MC RADEBE CLLR LUSHABA	THABISO GAROLOTSI BARRY GOLELE ERIC MOTHEOANE	SELLO RATSIE
	RHEEDERPARK (WARD 35)	16H30	WESTERN HOLDINGS PRIMARY SCHOOL	CLLR MANZANA	KGALI TSIE LINDSEY WILLIAMS TEBOHO MOKHUOA CECELIA POROTLOANE	MAEFININI MPHO
THURSDAY 15 MAY 2018	NYAKALLONG (WARD 19)	16H30	S.A. MOKHOTHU	CLLR P. MATISA CLLR KHALIPHA CLLR MAWELA	CONNIE DINGANI BETTY MASWANGANYI THANDIWE MOTHIBI REBONE SENYANE	SELLO RATSIE
	MELODING (WARD 7)	16H30	PHAHAMISANANG	CLLR MONJOVO CLLR ML RADEBE CLLR MANESE	CONNIE DINGANI BARRY GOLELE WILLIAM SEPHTON	MAEFININI MPHO

	ALLENRIDGE (WARD 36)	16H30	ODENDAALSRUS TOWN HALL	CLLR KHOTHULE CLLR ML RADEBE CLLR LUSHABA	LINDSEY WILLIAMS TUMELO MAKOFANE MATSHEDISO SEEKOEI	NTSOKOLO DIKELEDI
	RIEBEECKSTAD (WARD 25)	16H30	KOPPIE ALLEEN PRIMARY SCHOOL	CLLR NTHAKO CLLR KABI CLLR MANESE	THABISO GAROLOTSI ZINGISA TINDLENI ERIC MOTHEOANE	REGINA KELEBOGILE
	RHEEDERPARK (WARD 35)	16H30	WESTERN HOLDINGS PRIMARY SCHOOL	CLLR MANZANA CLLR MORRIS CLLR DIREKO	SAINT SEJAKE FEZILE WETES WILIAM SEPHTON	NOLUNGILE LIPHOKO

PUBLIC PARTICIPATION MATRIX -2017

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Need Fire Station (operations)	1	X			X	Shopping complex			
Sewerage network problems		X		X	X	Houses/sites			
New sites allocation		X		X		Rehabilitation centre			
Need High mast lights		X		X		Fire station staffing			
Need stadium from SANRAL Community project			X			Lights			
Pay attention to streets		X			X	Paving of Roads			
One stop Market on N1		X		X		Community hall			
Home affairs and SASSA offices						Clinic			
Ring Road needs to be redone		X			X	Stadium			
Shopping complex			X			LED visit			
24hrs EMS and Police services			X						
High mast lights	2	X		X	X	Bucket eradication			
Gravelling of roads		X			X	Erven/Sites development			
24/7 Clinic			X			Houses = 5000 units			
Sites		X		X		Resealing of tarred road			
Fencing of cemeteries		X		X		Graveling of streets			
Employ cashiers at local municipal offices		X				Paving of access roads with storm-water drainages			
RDP Houses			X			Replacement/maintenance of high mast lights			
Housing subsidy			X			Reconstruction of road in BASIL READ AREA			
Space for informal business		X		X					
Community Parks		X		X					
TVET – Satellite Campus			X						

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
SASSA offices			X						
Dustbins		X		X					
Bursaries		X	X						
Tittle deeds	3					Bucket eradication			
Create employment with maintenance of water canals		X				Erven/sites development			
Establish recreational park		X	X	X		Houses = 5000 units			
Eradication of bucket system and municipal services to improve		X	X	X		Resealing of tarred road			
Allocation of 5000 sites		X		X		Graveling of streets			
Shopping complex near taxi rank			X			Paving of access roads			
Sites		X		X		Replacement/maintenance of high mast lights			
Speed humps		X			X	Reconstruction road in basil read			
Sewer problems to be resolved		X			X	Fixing of street lights			
Paving of roads		X		X		Replacement of road signs			
Multi-purpose centre		X		X		Fixing potholes			
Available stalls to be used		X				Refurbishment of taxi rank			
						Ablution facilities in town			
	4					Roads			
Grading of Calabria, Eureka, Chris Hani, Khuthalang and white village		X			X	Water meters			
Poorly Built RDP houses			X			Maintenance of high mast lights			
High mast lights		X		X	X	Development of a hall			
Sewer problems and Calibria road unfinished		X		X	X	Renovation of stadium and tennis court			

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Informal settlement cropping up at Tip-top and Zac-Bazaar		X				Develop parks			
De-registration of houses and sites		X				Sites and rezoning of informal settlements			
Unfinished Masakhane houses			X			Urgent sewer networks and road construction			
Speed humps		X			X	Dilapidated houses			
Paving of main roads		X		X		Eradication of bucket systems			
Urgent Sewer network needed at Khothlang		X		X		Electrification and development of farms			
Tittle deeds			X			Dilapidated, demolishing and reconstruction of 2 room houses in white city			
Flooding meriting circle to be attended		X			X	Bursaries, learnerships, funding of artists and small businesses			
Upgrading of 2 roomed houses			X			Rezoning of Rooi-stein farm into residential and infrastructure			
Water meters at Dikopi		X		X					
Grass cutting at Calabria, Eureka and White city		X			X				
Stadium and academy		X		X					
Clinic and Old age home			X						
Hall		X		X					
Fence graveyard		X		X					
High mast lights	5	X		X	X	Shopping mall next to Meloding taxi rank			
Convert unused municipal building to social club		X		X		Renovate councillors office and convert it to Thusong centre			

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Stadium		X		X		Residential and church sites			
Paving of streets		X		X		Re-sealing of all tarred roads and erect speed humps			
Speed humps in main road		X			X	Assist in rebuilding all dilapidated houses and toilets			
Renovate community hall		X				Gold stein hostel to be converted to skills centre			
Shopping complex			X			Create and upgrade all sports grounds			
Home affairs and SASSA offices			X			Avail business sites			
Bigger clinic			X						
Turn old hostel to development centre			X	X					
Waste removal and grass cutting		X			X				
Fencing of cemeteries		X		X					
Job creation			X						
Water and electricity		X		X					
Sites		X		X					
Renovation of harmony houses			X						
Complete sewer networks	6	X		X		Indoor sports centre			
2264 street needs paving		X		X		Houses			
Eradicate bucket system		X		X		Roads			
Storm water carnal		X		X		Sites			
Pave access road to school		X		X		high mast lights			
High mast lights in leratong		X		X	X	Unemployment			
Need toilets in leratong		X		X		Speed humps			

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Sites		X		X		Water and electricity			
Multi-purpose centre		X		X		Centre for disability			
Mobile police station			X			TVET College			
24/7 Clinic			X						
Fix roads		X			X				
Tittle deeds			X						
Hospice			X						
Houses			X						
Speed humps		X			X				
Needs sewer network	7	X		X		Grading of roads			
Grading of roads		X			X	Paving and tar roads			
Paving and tar roads		X		X		Allocation of sites			
Allocation of sites		X		X		Need sewer network			
Establish Economic forum		X				RDP houses			
Speed humps		X			X	High mast lights			
High must lights especially Matlharantlheng		X		X	X				
Urgently need police station			X						
Sports facilities		X		X					
Bursaries and learnerships		X	X						
Tittle needs and change of ownership of sites		X	X						
Sites(Business and residential)		X		X					
Primary school in Albania			X						
RDP houses			X						

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Help disabled people and child headed families		X	X						
Attend to pipe bursts		X			X				
Potholes	8	X			X				
Housing (high and low income)		X							
Residential sites		X		X					
Need Clinic			X						
Tree cutting		X			X				
Police station			X						
Need Primary and Secondary schools			X						
Need swimming pool		X		X					
Hospice			X						
High mast lights		X		X	X				
Speed humps		X			X				
Social labour plans		X							
Youth centre	9		X						
Traffic robots		X		X					
Storm water drainage systems		X		X	X				
Electricity and water infrastructure		X		X					
Increase municipal fleet		X		X					
Potholes		X			X	Potholes and resealing of roads			
Housing (low and high income)		X				Streetlights			
Sites		X		X		Refuse removal and transfer			

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Shortage of staff at the clinic			X			Road markings and traffic signs			
Mobile police station			X			Open/broken storm water drains			
Social labour plans		X				Effluent water pumps that pump water into town needs to be replaced/repared			
Municipal fleet to be increased			X	X		Felling of streets and cutting grass			
Speed humps		X			X	Dumping in the CBD			
Hospice			X			Cleaning and maintenance of cemetery/water meters			
High mast light		X		X	X	Replacement of robots and LED systems/pre-paid electricity meters			
Storm water drainage systems		X		X		Refurbishment of Harvania sport grounds and fences			
Electricity and water infrastructure		X		X		Demolition of Amajuba lodge			
Upgrade Harvinia Club		X		X		Installation of sewage 2 pumps at north pump station			
Reseal roads	10	X			X	Construction of roads, sidewalks, storm water canal(Geneva)			
Renovate municipal buildings		X			X	Construction of speed humps(Bazabaza street)			
Attend to sewer networks		X			X	Deregistration of sites			
Fix street lights		X			X	Allocation of sites(municipality must avail land)			
Need parks and playgrounds		X							

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Job creation			X						
Grass and tree cutting		X			X				
RDP houses			X						
Clinic 24/7			X						
Visible policing and police station			X						
Sites		X		X					
Primary school			X						
Storm water K9		X		X					
Refuse removal and speed humps		X			X				
Flushing toilets	11	X		X		Installation of sewer lines for ext 15			
Sites		X		X		Extending Bronville swimming pool form baby swimming pool to Olympic size swimming pool			
RDP houses			X			Deregistration of sites			
Tittle deeds			X						
Paving of streets		X		X					
Speed humps		X			X				
Deregistration of abandoned sites		X							
Swimming pool		X		X					
Solar system to backup electricity		X		X					
Security at grave yards		X							
Dust bin	12	X		X		Graveling or paving of roads			
Library			X			Closing of canal(water) next to Mantshebo School			

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Flush toilets for community		X		X		Street lights			
Bridge over railway for school children		X		X		High mast lights			
Clinic			X			Water drainage next to all roads			
Waste removal		X			X	Residential sites			
RDP houses			X			Dustbins			
Tittle deeds			X			Clinic			
High mast lights		X		X	X	Community hall			
Resealing of roads		X			X	Library			
Water carnal next to Mantshebo school		X		X					
Speed humps		X			X				
Visible policing			X						
Sports facilities		X							
Youth employment and empowerment			X						
Grading of roads		X			X				
Community hall		X		X					
Pave roads	13	X		X		Paving of roads			
Ensure street light work		X			X	Water and sanitation at Freedom Square			
Library			X			Primary school			
Sites		X		X		High mast light maintenance			
RDP houses		X				Park for adults and children			

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Carnal between Hani park and ward 13		X		X		Library			
Bridge between Ext 15 and 13		X		X		Fencing and paving of roads in Phumlani cemetery			
Police station			X			Police station			
Clinic			X			Bridge crossing over railway to ext 15			
Schools			X			Sites and RDP houses			
Need stalls at freedom square		X		X					
Poverty alleviation projects		X							
Re-open storm water carnal next to railway	14	X			X	Speed humps			
Expansion of Thabong East sewer plant		X		X		Paving			
Completion of Moshoeshoe road		X		X		Extend sewer pump in ward 14			
Sporting facilities		X		X		Refuse removal			
Tittle deeds		X				Bridge crossing railway to Ext 15			
High mast lights		X		X	X	Tittle deeds			
Eradicate two roomed houses		X				Sports fields			
Police station		X				Storm water channels			
Bridge crossing to Ext 15		X		X		Business and church sites			
Old age home			X			Dustbins			
24hrs medical facility			X			High mast lights			
Sites (residential, churches etc)		X		X		RDP houses			
Storm water carnal next to Letsete S school		X				24hrs clinic and shelters			

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Taxi offloading areas		X		X					
Tittle deeds	15	X				Roads			
Attend to incorrect billing		X		X		Sites			
Speed humps		X			X	Housing/RDP			
Tar roads		X		X		Jobs			
Change ownership of abandoned sites		X				Sports facilities			
Erect carnal next to Letsete S school		X		X		Tittle deeds			
Indigent registration		X				Refuse bins			
Municipality to maintain hostel units		X			X	Sewage – upgrade			
High mast lights		X		X	X	Water metre upgrade			
Taxi offloading areas		X				School halls Letsete/Nanabolela			
Water connection and site allocation		X							
RDP Houses	16	X				Roads			
Maintenance and service community hall		X			X	RDP			
Extend one room houses		X				Tittle deeds			
Police station in far east			X			Demolish dilapidated houses for elderly			
Potholes		X			X	Clinic			
Paving streets		X		X		Infrastructure in T11			
High mast lights		X		X	X	Sites			
Attend to sewer challenges		X			X	Renaming of streets			
Provision Solar geysers		X		X					

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Tar Roads and storm water carnal		X		X					
School Hall			X	X					
Arts Centre		X		X					
Address sewer problems	17	X							
Grade streets		X			X				
Sports grounds and parks		X			X				
Renaming of streets		X							
Pave and tar roads		X		X					
Police station			X						
Speed humps in all roads		X			X				
Fix high mast lights		X			X				
RDP Houses		X							
Connect water to houses		X		X					
Fix water leakages	18	X			X	Fix and replace meters in block 1,2 an K5			
Sites		X		X		Roads to be resealed			
Pave/tar/gravel Streets		X		X		Pot holes to be fixed			
Maintenance of infrastructure		X			X	Extra high mast lights in K2,K5,block2 and block 4			
Youth employment projects		X							
RDP houses		X							
TVET college		X							
High mast lights		X		X	X				
Water meters		X		X					
Clinic 24/7		X							

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Dustbins	19	X		X		Site (residential, churches and NPO)			
Roads maintenance		X			X	Convert old mining hostel to TVET			
RDP Houses		X				Bursaries and learnerships			
Sites (residential, churches and business)		X		X		Land for multipurpose centre			
Fix sewer problems		X			X	New Community hall			
Clinic 24/7			X			Maintenance of the stadium and be completed			
High mast lights		X		X	X	Old age home			
Paving of Roads			X	X		Land for industrial park			
Speed humps		X			X	Business sites at a reasonable price			
Convert mining hostels to units		X				Rezone area for residential sites to shopping complex			
Parks		X			X	Funding and training of SMMEs			
Emergency Jojo tanks at cemeteries		X		X		Land for small scale farming			
Reselling of Tar roads		X				Nyakallong farmers trust must get electricity			
TVET satellite capmpuses		X				Office for ward councillor and ward committee with full equipment			
SASSA & home affairs offices		X				Paving and resealing of roads			
Community Hall		X		X		Robots at R30 road on both Nyakallong entrances			
Build Multi-purpose centre		X		X		Street lights and high mast lights			

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Tittle deeds	20					Communal taps			
Land for small scale farming		X				Infrastructure at the grave yard			
Call centre		X							
Sites		X		X		Sewage			
Fix sewer networks		X			X	Sites			
Grass cutting, refuse removal and clear illegal dumping		X			X	Pave roads and seed humps			
Fix street lights		X			X	Fix street lights and high mast lights			
High mast lights		X		X	X	Complete taxi rank			
Correct meter reading	20	X				Extend Police station			
Pave roads		X		X		Renovate municipal offices			
Install water meters K2		X		X		Fix and install new water meters			
Decentralize municipal offices		X				Youth development centre			
Full operation of municipal offices in township		X				Complete toilets and dilapidated houses			
Youth development centre		X		X		TVET college			
Complete stadium		X	X	X		Solar energy			
Free wi-fi						Free wi-fi			
Build Police Station	21		X			Rezoning of Erven 6271/6272 for residential area			
Sites		X		X		Construction of road KUT 272 Seqhobong high school			
Street naming		X				Allocation of roads KUT 223			

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Pave streets		X		X		KUT 210			
Water carnal next to paved roads		X		X					
Avail Dustbin		X		X					
Job creation		X							
Sports and skills development centre		X		X					
Refuse removal		X			X				
Shopping mall			X						
RDP House for 4318 K5		X							
Deregistration of sites		X							
Tittle deeds		X							
Fix pipe bursts		X			X				
Fix roads		X			X				
Complete Hlasela projects	22		X			Water and sanitation in K9,K7,K10			
Bucket eradication K10		X		X		Paving of new streets in K7			
Storm water canal from K7 to K4		X		X		Resealing of roads			
Sites		X		X		Gravelling of roads			
Clean storm water canals		X		X		Storm water canals			
Connect sewer and electricity at 79 houses		X		X		Replacing of asbestos roofing			
RDP Houses		X				19 unfinished houses to be completed			
Tittle deeds		X				Housing			
Deregistration of sites		X				High mast lights			

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
TVET college			X			Electrification of households in K10			
Old age home			X			Fencing park in Khotsonk			
Attend to sewer and meter boxes		X			X	Sites for NGOs, NPOs, Schools, Business and Churches			
Fix toilet at 9491 K9		X			X	Sports grounds and recreation areas			
Need Houses, tap water and flushing toilets	23	X		X		Sewer for entire ward			
Cleaning and maintenance of the area		X			X	500 sites			
Sewage and pump station problems		X			X	Paving streets			
Sites(500)		X		X		High mast light			
Library			X			Library			
Police station			X			Police station			
High mast lights			X	X	X	Houses			
Street naming		X				Community hall			
Shopping complex			X			Another Primary school			
Home affairs offices			X			High school			
Build Agricultural village	24	X			X	Construction of sewer system and fixing of sewer station in Hani park			
Sites		X		X		Construction of roads(paving/graveling) Hani park			
Fix and develop water canals next to main roads			X	X		Storm water drainages in Hani park			
Increase number of commonages		X		X		Electrification of site/houses in Hani park			

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Build old age home for farm workers			X			Build Operation Hlasela centre in Hani Park			
Avail agricultural land for communities		X				2 new High mast lights in Hani park and fix 2			
Recreational facilities		X		X		Installation of meters in Hani Park			
Formalise informal settlement		X		X		Fixing of meter and leakages in Hani park			
Pedestrian crossing		X			X	Build RDP houses in Hani park			
Mobile police station		X				Land for residential sites			
Fix sewer		X			X	Allocate sites for informal settlement resident in Hani park			
High mast lights		X			X	Land for agricultural village			
Grass cutting and sports grounds		X		X	X	Land for rental housing			
Dustbins		X				Sports grounds in Hani Park			
Bursaries		X		X		Land commonages			
Electricity		X				Need land for business sites			
Library in Hani park			X			Land for church sites			
Refuse removal		X			X				
Paving of roads		X		X					
High school			X						
Clinic	25		X			Tittle deeds			

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
High mast lights		X				Residential sites			
Road paving in 2010 and Phokeng village		X		X		Circle in corner Graib and Louis			
Speed humps		X			X	Sewer network			
Perking of sites in Phokeng		X				Clinic high mast lights			
Playgrounds and sports facilities		X			X	Road paving in 2010, Phokeng, Ramaphosa,			
Communal taps		X		X		Speed humps			
Job creation projects		X				Perking of sites in Phokeng and Ramaphosa			
Primary school			X			Communal taps			
Police station			X			Primary school			
Installation of water meters and electricity		X		X		Police station			
Repair street lights		X			X	Installation of water meter and electricity			
Refuse removal must be consistent		X			X	Repair street lights			
Potholes		X			X	Refuse removal			
Grass cutting		X			X	Road signs and grass cutting			
Prepaid meters for pensioners in Riebeeckstad		X				Prepaid meters for pensioners in Riebeeckstad			
Road signs in golden avenue	26	X			X	Playing grounds and sports facilities			
Bush cutting and enclosure of parks		X			X	Dustbins			
Reseal roads		X			X	Tar roads			
High mast lights		X		X	X	Reseal roads			

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Build storm water canals		X		X		Speed humps on all tarred roads			
Sites		X		X		Storm water next to number12401			
Speed humps		X			X	Sites for tenants			
Dustbins		X			X	High mast lights next to 8225 and 8183			
Remove meters in the courtyard in Las Vegas		X			X	Youth employment			
Tittle deeds		X				Dustbin			
Demolish 2 room houses		X				Tittle deeds			
Pave Dr Mgoma and Modikeng (Remaining)		X		X		2 roomed houses be renovated			
Street light to be fixed		X			X	Consolidation subsidies (NEWCHO) be demolished			
Youth Unemployment		X	X			Incomplete houses be attended to			
Consolidation Subsidies (NEWCO Houses)			X			Build ward councillor office at 12511			
Incomplete Houses			X			Soccer field and netball ground be attended to			
Storm water Drainage (5726)		X		X		Remove water meters from courtyard at Las-Vegas			
Use 5% of budget to attract investors	27	X							
Sports facilities		X		X	X				
High mast lights in Paballong		X		X					
Fix street lights		X			X				

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Visible policing and mobile police station	28		X						
Tree cutting		X			X				
Clean opens spaces		X			X				
RDP houses		X							
Close open manholes		X		X					
Establish cooperatives		X							
High mast lights		X		X	X				
Parks		X			X				
Clinic			X						
Tittle deeds		X							
Fix sewer system		X			X				
Paving roads		X		X					
Sports facilities		X		X					
Sites		X		X					
40 000 capacity stadium to be included in IDP		X							
Revitalize Kotoki park & the one behind Thabong stadium	29	X			X	Water canal from Moremaphofu to mxi street			
Upgrade sewer network		X		X		Infrastructure in Thokoza be attended			
Fix street lights in Mponeng		X			X	Tladi street be revisited			
High mast lights in Ndaki		X			X	Kotoki football ground			
Speed humps		X			X	Pave all unpaved streets			
Refuse removal		X			X	High mast lights and street lights in Thuhloane and Mothusi road			

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Fix water leakages		X			X	Park and playing grounds			
Demolish old houses		X							
Build water canal in Maremaphofu		X		X					
Pave all streets	30	X		X		Paving blocks in Mmatsa, Chalale			
Reseal road in front of old shops		X			X	Sidewalk and storm channels			
Pedestrian crossing		X			X	Water canals			
High mast lights in Nkoane, Modikeng and Modikeng		X			X	Street lights in Constantia, Mothusi, Masole and Thelingoane			
Build clinic			X			High mast lights			
Replace asbestos roofing		X				Fencing of rental stock A,B and C			
Connect Lichecko and Morake street		X		X		Replacing of asbestos roofing			
Maintain halls		X			X	Demolishing of 4 room houses and rebuilding of BNG houses			
Speed humps in Molai street		X			X	Replacing of aging water pipes and meter			
RDP		X				Upgrading of sewer pipe system			
Sites for young people		X		X		Two water hydrants			
Playing grounds		X			X	Majakathata IND park			
Renovation of toilets		X				Revamping of old shopping complex			
Renovation of RDP houses for pensioners		X				Establishing MLM youth business forum			

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Renew sewer pipes		X				Revamp municipal abandoned buildings for development centre			
Job creation		X	X						
Street light between Mothusi road and Bongani hospital	31	X			X	Sites			
Speed humps		X			X	Renovate and pave thabong community centre			
Reseal road between Thola-mtwana and Thelerene		X			X	Paving of streets			
Street lights between Thula-mtwana and Thelerine		X			X	Chuime street to be tarred			
Build RDP houses		X				High mast lights maintenance			
Provide Dustbins		X				Street lights in Constantia, Thelingoane and Thuhloane road be fixed and maintained			
Fix water leakages		X			X	Community food garden behind TCC			
Storm water canals		X		X		Community fun park or outdoor sports facility			
High mast lights		X		X	X	Day care centre site			
Maintenance of roads		X			X	Outstanding tittle deeds			
Sports facilities		X				Turn kitchen building in Moeletsi rental unit into community centre			
Tittle deeds		X				Replace stolen metres			
Graveling		X		X					

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Maintain and revitalize CBD	32	X			X	Health clinic in Reitz park			
Maintain roads		X			X	Potholes			
Review and decrease municipal tariffs		X				Fix street lights			
Maintain park and be guarded		X			X	Fix water leakages			
Multipurpose centre		X		X		Traffic signs and traffic lines			
Street lights		X			X	Parks and spaces be maintained and grass cutting regularly			
Potholes		X			X	Waste management			
Grass cutting in all parks		X			X				
Fix theronia		X		X					
Refuse removal		X			X				
Speed humps		X			X				
Storm water drainage cleaning		X			X				
Develop show grounds		X		X					
Fix sewer problem at taxi ranks		X			X				
Maintenance of general infrastructure	33	X			X				
Tree pruning and grass cutting		X			X				
Fix potholes		X			X				
Install new water meters		X							
Fix street lights		X			X				
Fix leakages		X			X				

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Residential sites	34	X		X					
Clinic			X						
Street lights		X			X				
Library			X						
Grass cutting		X			X				
Renovate old building into orphanage homes		X							
Refuse removal during working hours not night		X			X				
Close open manholes		X			X				
Maintenance of general infrastructure	35	X			X	Install stolen electricity distribution boards and prepaid meter in 742 shacks			
Loitering cattle		X				Replace water meters ion all sites			
Residential sites		X		X		New road between Jabulani village and Ext 2(1.2km)			
Potholes spilled sewer		X			X	Replace 150 asbestos sewer pipes at ex mine village houses(SLP)			
Electricity connection		X				5 high mast lights at informal settlement and 15 to replace the old and maintain all others			
Remove asbestos roofing			X			Replace asbestos roofs in 144 houses in Phohomolong			

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Grass cutting		X			X	Ward councillor's hlasela office			
RDP houses			X			Community hall in Rheiders park			
Waste removal		X			X	Agri village for farm dwellers, school and clinic			
Site registration		X				Reconnect electricity in Merilyn and Reahola			
						Fix sewer pipes and replace water meters			
Office for ward councillor	36	X				Installation of communal taps in informal settlement			
Tittle deeds		X				Installation of six high mast lights			
Fix sewer networks		X			X	Re-construction of Cornick Ramatisa paved street			
Residential/church/Business sites		X				Release municipal agricultural land to local co-operatives, farmers and livestock owners			
High mast		X			X	Supply of drinking water and temporary pit toilet at Allanridge graveyard			
Dustbins		X				Paving of streets			
Nyakallong trust needs borehole		X				Densify existing standalone sites and create community residential units(CRU) flats			
Bursaries		X	X			Speed humps			
Old ages and orphanage centres			X			Gravelling			
Fix streets and paving		X			X	Build community hall at Skoonplaas			

ISSUES RAISED BY COMMUNITY	WARD	RESPONSIBILITY		NATURE OF ISSUE		PRIORITIES BY WARD COUNCILLOR	PROGRESS Community	PROGRESS Councillor	CHALLENGES
		MLM	OTHER GOVERNMENT SPHERES	CAPITAL	MAINTENANCE				
Shopping mall			X			Park in Nyakallong			
Communal taps for SANCO village		X							
Clinic 25/7 and proper staffing			X			Purchase old dilapidated mines and release to community			
Reseal Ramatisa street		X			X	Sports field			
TVET satellite campus			X			Revamp RDP houses that were not properly constructed			
SASSA offices			X			Sewer line in Phahameng must be replaced			
Housing subsidies		X				Renovate Allanridge Town Hall			
Convert mining hostels to units		X	X			Build community residential units(flats)			
Speed humps		X			X	Repair public facilities near Odendaalsrus hall			
Build Multipurpose Centre		X	X	X		Renovate facilities at the Odendaalsrus taxi rank			
Councillor offices to be under building maintenance and cleaning program		X				Kalkuil village streets be reconstructed and install 2 high mast lights			
						Sewer line, water and electricity in 7de-laen			



COMMISSION ON FINANCE

CHALLENGE	ACTIVITY	SOLUTIONS	RESPONSIBILITY	TIME FRAME	PROGRESS ACHIEVED
1. Payment of Sedibeng/Eskom	1. Conceptualize immediate\medium\ long term Strategy to Erase Sedibeng\ Eskom Debt	1.1 Identify meter readers of bulk meters 1.2 Pay current account on a monthly basis. 1.3 System losses (Distribution losses) – Task Team consisting of technical team from Sedibeng & Matjhabeng.	Lead Depart: Finance; Infrastructure & Human Settlement	End June 17 End June 17 30 June 17; Quarterly Review (QR) (2017 – 2020)	
2. Overstatement of Debtor's book	2. Correct Inaccurate Billing System	2.4 Data purification\ Consistent Credit Control Measures 2.5 Indigent write-off (review Indigent Support Policy) 2.6 Enhance Accurate Collection System	Finance	30 June 2017 Monitor quarterly	
3. Debt Collection (Municipal Consumer debt)	3. Effective and Efficient Debt Management	3.7 Embark on holistic and Structured Approach in Collecting Property Rates and Service Charges 3.8 Qualified technicians (plumbers and electricians) to perform disconnections. 3.9 Avail and\or appoint monitoring team of disconnections. 3.10 Training of Technicians – Accessing SETA grants	Finance Finance CS & Finance Corporate services - Training	30 June 2017 Annually	
4. . Matjhabeng Departments working in Silos (Lack of Project Coordination)	4. Establish and Implement Integrated and Supplementary Approach (Integrated Planning and Reporting)	4.11 Curtailing and Managing Distribution losses in Water and Electricity. 4.12 Prioritization of Refurbishment and Maintance Programs. 4.13 Managing Infrastructure Projects on an Organizational-wide basis covering Technical and Finance	Finance; Infrastructure & all Municipal Departments	30 June 2017 QR of Strategies (2017 – 2020)	
5. Lack of Internal Resources & Limited Skills in Simplifying Infrastructure Assest Registers	5. Work Out Strategies for Identifying; Classifying; and Valuaing Infrastructure Assests	5.14 Physical verification of Assests including Condition assessment. 5.15 Achieve Change and Skills Transfer to diverse Group of Officials. 5.16 Allocating Values to Individual Infrastructure Assests	Finance and Infrastructure Finance\ CS\ Infrastructure	30 June 2017 Annual review: (2017- 2022)	

CHALLENGE	ACTIVITY	SOLUTIONS	RESPONSIBILITY	TIME FRAME	PROGRESS ACHIEVED
6. Sustain and Improve Audit Outcome\ Opion	6. Ensure Sustainable Improvement in Audit Outcomes (Develop Audit Action Plan)	6.17 Strengthen Institutional Capacity and Focus on Filling in Vacancies in Finance: Financial Accounting, Asset Management, Revenue, SCM, Budget, Expenditure & Credit Control (As per Org. Structure). 6.18 Focused Supervision\ Monitoring of SCM; Expenditure; Assests; Compliance and Performance Reports. 6.19 On-going Training and Technical Support with Special focus on Management Framework Linked to Appropriate regulations. 6.20 Ensure Existence of Functional Internal audit.	Finance and Corporate services. Finance Finance and CS Finance and CS	30 March 2017 QR of Strategies and Assessing Impact (2017 – 2022)	
7. Loss of Revenue	7. Identification and Curtailing of technical Losses related to Metered Consumers; Administration; Technical and Non-Technical losses	7.21 Installion of water meters in unmetered areas: Phomolong, Hani Park, Stiltepark. 7.22 Curtail distribution networks: Substations; Stores; Warehouses; Depots and Offices. Opening of Centralised stores. 7.23 Monitoring indigent Usage: Education/ Awareness through ward cllrs, ward comm, CLO's, CDW.	Finance and Infrastructure Finance and Chie Whip's Office	30 June 2017 Semester review (SR) of Strategies: (2017 – 2022)	
8. Revenue Enhancement	8. Provision and Maintance of Metered services	8.24 Provision of Metered Services in all areas including areas with with pay rate of more than 75% 8.25 Accurate billing; and Revenue collection; water loss reduction	Finance and Infrastructure	30 June 2017 QR Review	
9. Non adherence to Financial Recovery Plan	9. Review and Adoption Financial recovery Plan with Annual Budget 17/18	9. 26 Implementation of Financial recovery plan	Finance and MLM	30\03\2017 SR	
10. Redundant/ Obsolete fleet and equipment (overstatement of assets)	10. Disposal of fleet by means of Auction (implement resolution 2014/15)	10.27 Curtail payment of Discs for Vehicles that are Auctioned\Sols\ Scrapped	Finance and CS	30\03\2017 SR (2017 – 2022)	
11. Record keeping	11. Proper document management	11.28 Identify space for old record; 11.29 Document Management System and 11.3. Provide relevant Training	Finance and CS	30\06\2017 QR (2017 – 2022)	
12. Lack of own funding for capital projects	12. To obtain loan from DBSA	12.1 Commence with process in terms of Section 46 of MFMA	Finance	30/06/2017	

The following were inputs from members:

- That Matjhabeng needs to find ways to finance the Municipalities aging infrastructure, cash flow and budget (DBSA).
- That there is a lack of communication between the Finance and Infrastructure Departments.

- That the Municipality has ignored the aging infrastructure.
- That the Municipality must start investing in the asset register rather than using loans as an alternative.
- That staff retention is important.
- That staff recognition and incentives are important.
- That Executive Management must establish a conducive working environment for staff morale.
- That Personal should be looked into by introducing policies.
- That placement of employees is extremely important.
- That there is a disturbing factor of staff shortage. The Organisation Structure must be established.
- That the Municipality needs to find funding to establish a better workmanship.

COMMISSION ON GOVERNANCE

CHALLENGES	SOLUTIONS	TIME FRAME	RESPONSIBILITY	PROGRESS ACHIEVED
Weak decentralised planning	1. IDP/SDBIP should be informed by issues raised by the communities	April-May 2017	MM's Office	
	2. Develop a policy to guide on feedback and response on all issues raised by communities	July 2017	Speaker's Office	
	3. Develop a time frame to respond on issues raised by communities	July 207	Speaker's Office	
Non-involvement of Ward Committee members on revenue collection	1. Ward committee members must be involved in revenue collection 2. Develop a ward-based profile	On going	Speaker's Office & MM's Office	
Shortage of Tools of trade	1. Tablets to be Procured for Ward Cllr's in order to communicate effectively 2. Develop provision to guide procurement of departmental protective clothing 3. Develop a standardised Municipal letter head 4. There should be modern war-room offices for ward committees 5. New council offices and chamber must be built	By end of May 2017 By end of April New financial year	Corporate Services	
Lack of Customer Care	1. Customer Care was already launched & would be effective	By end of Much	MM's Office	

CHALLENGES	SOLUTIONS	TIME FRAME	RESPONSIBILITY	PROGRESS ACHIEVED
	2. Provide a working space for both political and administration departments to perform their assigned work effectively			
Legal systems	1. All outstanding cases should be attended to by legal department 2. Enforcement of existing By-Laws 3. MLM should introduce new electronic case management system & fast track outstanding cases 4. Avoid unnecessary litigation 5. A Senior member who has unlawfully charged a personnel would be liable for any legal cost	Deadline by end of June Before end of March 2017 Dec 2017 Ongoing Ongoing	MM & Director CSS Director CSS Director CSS Director CSS Director CSS	
MPAC	1. Must report quarterly to Council 2. Develop annual programme & it must be empowered 3. Create a position for Research Coordinator 4. Section 79 committees must be addressed & be implemented	Ongoing 31 July each year 31 March 2017 30 April 2017	MPAC MPAC Director CSS Director CSS	
Ineffective Credit Control Policy	1. The current Credit Control Policy must be reviewed	31 May 2017	(A)CFO	
Skills development/ capacity building	1. There should be a programme developed for Training of all Managers & Personnel 2. MM to centralise the coordination of training/induction for newly appointed and current employees 3. Employees should be given at least 3 years study course opportunity to develop themselves 4. There should be an ongoing training of Ward Committee members on good governance & procedure 5. Training of Councillors on formal and informal soft skills programmes 6. Conduct training of current plumbers	By end of April 31 March 2017 Ongoing Ongoing Once a year 30 November 2017	MM Office & Speaker's Office Director CSS Director CSS Speaker's Office Director CSS Infrastructure	

CHALLENGES	SOLUTIONS	TIME FRAME	RESPONSIBILITY	PROGRESS ACHIEVED
Shortage of staff	1. Identify vacant positions and fill them	By end May	MM's Office	
	2. Proposed Organogram to be approved	28 March 2017	Director CSS	
	3. Develop a Quality Task Team	Immediately	Director CSS	
	4. Compile list of all municipal assets	June 2017	(A)CFO	
Monitoring of Study Assistance	1. Develop study assistance data base of all benefited municipal employees	By end of May 2017	Director CSS	
	2. Place employees according to their academic skill	June 2017	Director CSS	
ITC problems	1. Municipal Server needs to be upgraded & have a backup	By June 2017	Director CSS	
	2. Develop a secured updated payment software and secure all transactions made			
Overtime payments	1. It should be drastically reduced	Ongoing	All Departments	

COMMISSION ON TRAFFIC, PUBLIC SAFETY AND SECURITY

TRAFFIC MANAGEMENT				
CHALLENGES	SOLUTIONS	TIME FRAME	RESPONSIBILITY	PROGRESS ACHIEVED
Road Marking and erection of signs	Allocation of Budget	30 May 2017	Finance	
Lack of Law Enforcement Equipment	Procurement of Number plate recognition system/Digital eyewitness for stop violations/Speed equipment	30 June 2017	Finance	
Shortage of Fleet	Procurement of service delivery vehicles and K78 trailer	2017 and 2018	Finance	
Shortage of personnel	<ol style="list-style-type: none"> 1. Appointment of critical vacant posts 2. The posts should be filled as per legislature and as per national ratio 	30 June 2017	HR	
Shortage of office space and tools of trade	Provision of office space and procurement of tools of trade	30 June 2017	Finance	
Lack of training of personnel as per legislative mandate	Training as per legislative mandate	30 June 2017	Safety Management	
Lack of shooting range	Establishment of shooting range indoor and outdoor	2018 - 2019	External service provider	
Non-grading of officers (linked to organizational legislative mandate)	Policy should be revised	Immediate effect	HR	
Non adherence of the vetting policy	Adherence to vetting policy for personnel and service providers	Immediate effect	Safety Management	
Dilapidated traffic college	Refurbishment of college	In process	Infrastructure	
Lack of accommodation for students	Construction of building accommodation for the students	2018/2019	MIG funding (Thabong)	

Lack of skills development	Capacity building and approval of structure	2017/2018/2019	Finance	
FIRE DEPARTMENT				
CHALLENGES	SOLUTIONS	TIME FRAME	RESPONSIBILITY	PROGRESS ACHIEVED
Shortage of office space and tools of trade	1. Provision of office space 2. Upgrading of control room with complete radio communication systems 3.	2017/2017/2018/ 2019/2010	Finance/SCM	
Lack/ shortage of fire engines	Procurement of 4 remaining fire engines as per council resolution taken in 2012/2013	immediately	Finance/SCM	
Shortage of operational staff	Short listing and appointment of posts (already advertised)	30 June 2017	HR	
Shortage of fire stations	Provision of 5 satellite fire stations in Thabong, Kutlwanong, Meloding, Nyakallong and Phomolong	2018/2019/2020 /2021/2022	Infrastructure/PMU	
Dilapidated training college	Refurbishment of fire training college	2018/2019	Infrastructure	
Non- grading of fire personnel	Policy should be revised	Immediately	HR	
Lack of training	Provision of training for personnel	Immediately	Skills development	
Shortage of fire instructors in training	Adoption of proposed structure	Immediately	Council	
Shortage of fire safety inspectors	Adoption of proposed structure	Immediately	Council	
CHALLENGES	SOLUTIONS	TIME FRAME	DEPARTMENT RESPONSIBLE	
1.1. Lack of by-law enforcement training	All officers to be trained in line with Municipal by-law enforcement	2017/2018	Public Safety/Cooperate Services	
1.2. Non-grading of officers	Policy should be revised	Immediately	HR	
1.3. Lack of tools of trade	Procurement of tools of trade	2017/2018	Finance	
1.4. Lack of personnel and Shift supervisors 1. Allanridge 2. Odenaalsrus 3. Virginia 4. Hennenman 5. Ventersburg	Appointment of first line supervisors	30 June 2017	HR	
1.5. Late payments of service providers (private security)	Payment should be effected within 30 days of invoicing as per regulation	Immediately	Finance	
1.6. Current organizational structures makes no	Proposed structure to accommodate first line supervision	Immediately	Council/Cooperate Services	

provision for first line supervision				
1.7. Non-functional security cameras surveillance within Municipal buildings	1. Go out on tender for electronic security 2. Development of security master plan 3. Adoption of security draft policy	2017/2018/2019/2020	Finance/SCM Finance/SCM Council	
1.8. Vandalism and theft	1. Establish copper theft unit 2. Fully trained officers as Municipal by-law enforcement	2017/2018	Council/HR	
1.9. Non-enforceable by Laws	1. Legal services must include penalty clauses in the current as requested by the Chief Magistrate 2. Establishment of municipal branch court	Immediately 2017/2018/2019	Legal Department Finance/HR	
1.10. Non implementation of section 80/Mayco/ Council recommendations	Tracing of resolution and reviewing them	Immediately	Cooperate Services/Security Services	
1.11. High rate of crime within the CBD	Installation of CCTV surveillance	2017/2018/2019	Finance	
WASTE MANAGEMENT				
CHALLENGES	SOLUTIONS	TIME FRAME	RESPONSIBILITY	PROGRESS ACHIEVED
Non-compliant landfill sites	1. Engage DESTEA for intervention 2. Fencing of landfill site through MIG 3. Upgrading of landfill sites 4.	2018/2019/2020	Infrastructure/PMU	
Excessive overtime due to lack of collection trucks	Procurement of Fleet	2018/2019/2020/2021	Finance/SCM/Workshop	
Inaccessible roads leading to the landfill site	Upgrading of access road – in the interim the roads can be re-graveled	Immediately	Infrastructure	
Lack of personnel facilities (Cloak room)	Memo to be drafted for Exec. Director Infrastructure	Immediately	WM/Infrastructure	
Non-compliance to health and safety regulations	Personnel to go for medical checkup and inoculation	Immediately	Cooperate Services – Health and Safety/WM/	
PARKS, SPORTS AND RECREATION (PSR)				
CHALLENGES	SOLUTIONS	TIME FRAME	DEPARTMENT RESPONSIBLE	
Non-management of overtime	1. Appointment of caretakers and team leaders	30 JUNE 2017	HR/PSR	

	2. Adherence to correct overtime management in essential services 3. Adherence to overtime policy and labor law regulations			
Interference with management of personnel	Establish line of command	Immediately	PSR	
Dependence on other directorate for maintenance	Development of a cluster of operational managers between the two department	Immediately	Infrastructure/PSR	
Theft and vandalism of facilities - Phumlani	Fencing and electronic security Source MIG Funding	2018/2019	Infrastructure/PMU	
Supply Chain inflated prices	SCM to consider cost effective prices and involve the requesting department e.g quality	Immediately	SCM/PSR	
Constant break down of vehicles	Procurement of new fleet	2018/2019/2020/2021	Finance/SCM	
Lack of proper contract management	1. Legal services to draft new lease agreement	Immediately	Legal Department	
Lack of ablution facilities at old cemeteries	Establishment of ablution blocks at cemeteries with MIG	2018/2019/2020	Infrastructure/PMU	
No access control at central park	Fencing of central park	2017/2018	Infrastructure/SCM	
LIBRARIES				
CHALLENGES	SOLUTIONS	TIME FRAME	DEPARTMENT RESPONSIBLE	
Transitional challenge in transferring personnel to province	Deployment of personnel to other departments	30 June 2017	HR	

COMMISSION ON INFRASTRUCTURE

INFRASTRUCTURE: PLANNING				
CHALLENGES	SOLUTIONS	TIME FRAME	RESPONSIBILITY	PROGRESS ACHIEVED
Master plans <ul style="list-style-type: none"> • WSDP • Water • Sewer • PMS • Stormwater 	Budget to compile and appointment of Service providers	2017/18 to 2020/21	EDSI, CFO, MEP, EDSS	
Infrastructure Asset register updating <ul style="list-style-type: none"> • As build information 	Close out reports of PMU and Managers	Immediate	PMU, Snr Manager Infrastructure, MEP	
Credible Trail balance	Cost system Report on submissions and orders	2017/18	CFO	
Integrated GIS and information system	ITC & Finance to support on conversion of ArcView to ArcServer and upgrade GIS Server program	2017/18	ICT Manager, MEP, CFO	
Designing of services	Appointment of technical staff to do designs of roads and stormwater in-house.	2017/18	ED:CSS	
	Repair GPS equipment and upgrade controller to use Trignet system		SCM	
Stable IT infrastructure and equipment with storage space	Decentralised Network Servers in each main centre to reduce communication bottle necks	2017/18	ICT CFO	
	Replacement policy on computers and hard ware	2017/18	ICT	
Software Maintenance contracts in arrears	Annual payment of licences maintenance contracts to get updated software and support when required.	Annually	ICT	
Training on software and specialist support	SLA with appropriate service providers	Bi annually training and support when required.	ICT	
INFRASTRUCTURE: WATER				
CHALLENGES	SOLUTIONS	TIME FRAME	RESPONSIBLE PERSON	PROGRESS ACHIEVED

Access to maintenance material	Open and resource stores	Annually	CFO, SCM, EDI	
	3 year Material contracts			
	SLA with specialist service providers			
Leak detection equipment	SLA with service provider when needed	2017/18	EDI, CFO	
Available and operational Fleet (TLB, LDV)	Procure new fleet and major repair of existing equipment.	2017/18	SCM, CFO, EDI	
	Operational internal workshop to service and repair minor challenges.			
	SLA with brand service providers			
Shortage of Suitable qualified personnel <ul style="list-style-type: none"> Plumbers Technicians Supervisors Boilermaker 	Fill organisation structure and resource with tools of the trade	2017/18	ED:CSS	
Meter replacement policy not in place	Compile policy	2017/18	ED:CSS & EDI	
	Fund and implement	Annually		
Replacement of worn-out water lines (AC and steel pipes)	CAPEX to implement	Annually	CFO	
Lack of zonal metering to monitor water demand	Extend current project to all units	2018/19 - 2020/21	CFO	
INFRASTRUCTURE: SEWER				
CHALLENGES	SOLUTIONS	TIME FRAME	RESPONSIBLE PERSON	PROGRESS ACHIEVED
Access to maintenance material	Open and resource stores	Annually	CFO, SCM, EDI	
	3 year contracts			
	SLA with specialist service providers			
Aging sewer networks (collapsing of lines)	SLA with service provider to execute camera inspections to compile and prioritise sewer replacement list	Annually	EDI, CFO	
Available and operational Fleet (TLB, LDV, Excavator) and equipment	Procure new fleet, equipment and major repair of existing equipment.	2017/18	SCM, CFO, EDI	

(pumps, fitters, jet-blasters, eco recycling unit)	Operational internal workshop to service and repair minor challenges.			
	SLA with brand service providers			
	Implement vehicle replacement policy			
Shortage of Suitable qualified personnel <ul style="list-style-type: none"> Plumbers Sewerage maintenance operators Technicians Supervisors 	Fill organisation structure and resource with tools of the trade	2017/18	ED:CSS	
High occurrences of blockages	Implement preventative sewer cleaning teams and resource	2017/18	EDI, CFO, ED:CSS	
Shortage of specialised safety equipment to reduce IoD's	Procure equipment e.g gas monitors	2017/18	EDI, CFO, SCM	
INFRASTRUCTURE: ROADS				
CHALLENGES	SOLUTIONS	TIME FRAME	RESPONSIBLE PERSON	PROGRESS ACHIEVED
Access to maintenance material (tar, cement, SS60, gravel, ect)	Open and resource stores	2017/18	EDI, CFO, SCM	
	3 year contracts			
	SLA with specialist service providers			
Old deteriorated road networks	Compile and implement PMS system	Annually	EDI, CFO, SCM	
	3 year Resealing contract			
Available and operational Fleet (TLB, LDV, Grader, Tipper trucks, Frontend loaders, tankers) and equipment (compactors, tar cutter, ect.)	Procure new fleet, equipment and major repair of existing equipment.	2017/18	EDI, CFO, SCM	
	Operational internal workshop to service and repair minor challenges.			
	SLA with brand service providers			
	Implement vehicle replacement policy			
Shortage of Suitable qualified personnel <ul style="list-style-type: none"> Technicians Artisans Supervisors General workers 	Fill organisation structure and resource with tools of the trade	2017/18	EDI, CFO, ED:CSS	

• Yellow fleet operators				
High occurrences of potholes	Procure tar sheets and SS60 to fill minor potholes.	Annually	EDI, CFO, SCM	
	SLA for hot tar with service provider			
Vegetation growth in roads that damage roads and reduce expected life span	Procure weed killers and equipment for implementation of weed eradication programme	Annually	EDI, CFO, SCM	
INFRASTRUCTURE: STORMWATER				
CHALLENGES	SOLUTIONS	TIME FRAME	RESPONSIBILITY	PROGRESS ACHIEVED
Cleaning and maintenance of lined and unlined canals	Compile and implement maintenance program Appoint personnel	2017/18	EDI, CFO, SCM	
Refurbish and clean stormwater catch pits and manholes	Compile and implement maintenance program Appoint personnel	Annually	EDI, CFO, SCM	
Available and operational Fleet (TLB, excavator, LDV, Tipper trucks, Frontend loaders), and equipment (echo recycling unit.)	Procure new fleet, equipment and major repair of existing equipment. Operational internal workshop to service and repair minor challenges. SLA with brand service providers Implement vehicle replacement policy	2017/18	EDI, CFO, SCM	
Shortage of Suitable qualified personnel • Technicians • Artisans • Supervisors • General workers • Yellow fleet operators	Fill organisation structure and resource with tools of the trade	2017/18	EDI, CFO, ED:CSS	
Vegetation growth in canals, catch pits and close systems that damage infrastructure and reduce efficiency	Procure weed killers and equipment for implementation of weed eradication program	Annually	EDI, CFO, SCM	
INFRASTRUCTURE: WWTW AND PUMPSTATIONS				
CHALLENGES	SOLUTIONS	TIME FRAME	RESPONSIBLE PERSON	PROGRESS ACHIEVED
Access to maintenance material	Open and resource stores 3 year contracts	Annually	EDI, CFO, SCM	
	SLA with specialist service providers			

Aging works and pump stations. Capacity challenges due to new development.	Investigate and update works and pump stations maintenance plan	2017/18	EDI, CFO, SCM	
	Refurbishment and upgrading of civil, mechanical and electrical equipment with internal CAPEX where applicable	Annually		
Available and operational Fleet (LDV, tractor, mini bus) and equipment (pumps, trailer units, eco recycling unit)	Procure new fleet, equipment and major repair of existing equipment.	2017/18	EDI, CFO, SCM	
	Operational internal workshop to service and repair minor challenges.			
	SLA with brand service providers			
	Implement vehicle replacement policy			
Shortage of Suitable qualified personnel <ul style="list-style-type: none"> • Process controllers • General workers • Drivers • Millwrights • Artisan aids 	Fill organisation structure and resource with tools of the trade Implement shift system to reduce overtime Training of personnel. Promotion policy.	2017/18	EDI, CFO, ED:CSS	
Filling of sumps with sand due to aging networks	Implement preventative sump cleaning teams and resource	2017/18	EDI, CFO, SCM	
Shortage of specialised safety equipment to reduce IoD's	Procure equipment e.g gas monitors, harnesses	2017/18	EDI, CFO, SCM	
Security at works and pump stations	Alarm systems with movement sensors connected to armed response unit	2017/18	EDI, CFO, SCM	
Access to works and stations	Upgrade access roads with quality gravel	2017/18	EDI, CFO, SCM	
Bylaws to regulate hazardous waste from factories and abattoirs.	Compile and implement bylaw	2017/18	EDI, CFO, ED:CSS	
Dilapidating hostels on works (Virginia)	Refurbish of hostels	2017/18	EDI, CFO, SCM	

INFRASTRUCTURE: ELECTRICAL MV, LV STREET, LIGHTS AND HIGH MAST LIGHTING				
CHALLENGES	SOLUTIONS	TIME FRAME	RESPONSIBILITY	PROGRESS ACHIEVED
Theft and vandalism	Implement aluminium networks	2017/18	EDI, CFO, SCM	
	Cable theft protection unit and SAPS	2017/18		
Availability of material	Open stores	2017/18	EDI, CFO, SCM	
Personnel	Fill vacancies	2017/18	EDI, CFO, ED:CSS	
Vehicles	Procure fleet.	2017/18	EDI, CFO, SCM	
Lack of bulk Capacity	Energy master plan Investigate and upgrade networks with CAPEX	2017/18	EDI, CFO, SCM	
	Investigate renewable energy			

The following were inputs from members:

- That the Municipality must reduce or completely do away with overtime in the new financial year.
- That programs of action need to be established for Revenue enhancement.
- That there is a duplication of activities within the Finance Department.
- That the Finance Department must utilize the budget and deal with information correctly.
- That the Acting Municipal Manager must investigate the cameras in the Municipality that are not functioning. That immediate action be taken on how the cameras are being managed.
- That the Executive Management must come up with a strategy on phasing out of private security companies within the Municipality.
- That the Executive Management must come up with a strategy on how to deal with the issues identified by the Auditor General.
- That effective discipline must be encouraged in the Municipality
- That effective cleaning schedules must be established.
- That the Parks Department must be beefed up with effective and efficient workmanship.
- That there is a serious shortage of traffic officers.
- That there is a need for surveillance cameras in the Municipality.
- That there is a need for CCTV cameras throughout the Municipality, this based on the high crime rate in the communities.
- That the biometric system is a good tool for effective control within the Municipality.
- That the establishment of by-laws should have a time frame.
- That the draft document of by-laws must be submitted in the next Council sitting.
- That the office of the Speaker and the Magistrate must work together on establishing penalty clauses.
- That the issue of the Library Services still not being transferred to the Province must be finalized at the Local Labour Forum.
- That a development plan must be established in the aging infrastructure of the Municipality.

- That focus be given to infrastructure especially on Stormwater management and resealing of roads.
- That sector plans be established and finalised.
- That repairing of Municipal fleet is vital.

COMMISSION ON LED, PLANNING AND HUMAN SETTLEMENTS

CHALLENGE	SOLUTION	TIME FRAME	RESPONSIBILITY	PROGRESS ACHIEVED
To develop a new LED strategy to guide Economic development	Develop specifications Request assistance from District municipality and DTI	30 th Jun 2017	Acting Executive Director: LED	
To establish /revitalise Presidential Package committee or Economic cluster	1. Focus on regeneration of infrastructure	30 th March 2017	Acting Executive Director: LED	
	2. Implement projects as proposed	2017-2022		
	3. Integration of all development project	2017-2022		
To facilitate development of SMME in small scale mining to get mining rights & partner with private sector	Enhance the Matjhabeng Economic Advisory Council through monthly meetings in implementation of resolutions	30 th Jun 2017	Acting Executive Director: LED	
To formalise land for informal businesses	Council resolution	End April 2017	Acting Executive Director: LED	
CHALLENGE	SOLUTIONS	TIME FRAME	RESPONSIBLE PERSON	
To review/ develop incentives policy	Revised incentive policy in place	30 th November 2017	Acting Executive Director: LED	
Less budget allocated to LED projects	To ensure that 30% of budget allocated to LED projects	1 st July 2017	Acting Executive Director: LED	
No LED-related by-laws in place	To gazette by-laws in the next 3 months	30 th June 2017	Acting Executive Director: LED	
SMMEs not given preferential treatment for sustainability	To review procurement policy to ensure that 70% comes from local and 30% for SMME development	30 th June 2017	Acting Executive Director: LED	
Livestock endanger lives in the area as they are not fenced off	To ensure that animal pound is established in the current financial year with the help of Harmony (SLP project)	30 th APRIL 2018	Acting Executive Director: LED	

CHALLENGE	SOLUTIONS	TIME FRAME	RESPONSIBLE PERSON	
The Municipality has unaccounted farms which benefit other people and not the Municipality.	To facilitate the upgrading of municipal farms	30 th Jun 2018	Acting Executive Director: LED	
We depend entirely on mining without diversifying our economy	To support Agro-processing and value add initiatives	30 th June 2017	Acting Executive Director: LED	
Matjhabeng area has many tourism attraction areas but are not well marketed.	To ensure that tourism marketing plan is developed	30 th Nov 2017	Acting Executive Director: LED	
Tourism marketing is a challenge	Economic cluster to communicate with province to fast track tourism signage	30 th Jun 2017	Acting Executive Director: LED	
A need to improve tourism growth to boost the municipal economy	To have an annual event in Virginia in support of promoting tourism e.g. MATJHACUFE	2017/2018	Acting Executive Director: LED	
	Partnership with MADEIRA & Province		Acting Executive Director: LED	
CHALLENGE	SOLUTIONS	TIME FRAME	RESPONSIBLE PERSON	
To finalise land audit on both private and public	Source support from National & Provincial Departments	31 st Dec 2017	Acting Executive Director: LED	
The need to improve spatial planning to close gaps between township and urban development	To review Spatial Development Framework	30 th May 2017	Acting Executive Director: LED	
People who cannot afford houses in the open market require government intervention	<ul style="list-style-type: none"> Develop housing sector plans Approach DBSA & other relevant stakeholders support 	30 th Sept 2017	Acting Executive Director: LED	
	<ul style="list-style-type: none"> To develop 10 000 units in gap market in 5 years Focus on feasibility studies on gap market Partner with private sector 	30 th Jun 2017	Acting Executive Director: LED	
The Municipality delayed in affiliating to an accreditation programme	<ul style="list-style-type: none"> Establish a Municipal structure in LED division in compliance with the accreditation conditions 	End March 2017 End April 2017	Acting Executive Director: LED	

Additional Information:

The following were inputs from members after presentation by the Acting Municipal Manager of action plan from Governance commission:

- Audit land availability with urgency.
- Interaction on seeking development must be done through local, provincial and nation government.
- That the Executive Management must establish a team consisting of a political and technical champion to lead discussions on land development.

- That a plan on developing 10 000 sites be established for the next 5 years.
- That plans on land development must not only focus of establishing RDP houses.
- The Municipality should not focus solely on creating “indigent lists”
- That coordination of land development between the Office of the Executive Mayor and Municipal Manager is very important.
- That time frames on the Madeira project must be established.
- That the rate of cable theft is very high especially in the Virginia area. Proposition of finding alternative ways of reducing cable theft crimes must be established.
- That the Dispute Resolution Committee meeting must be active.
- That Matjhabeng has many tourism attractive sites that need to be repaired and revitalized.
- That war rooms be established in all wards with effective time frames.
- That servicing of pipelines is crucial
- That there is a lack of bulk capacity in Matjhabeng.
- That the refurbishment of sprinklers (Virginia) be established.
- That our dams be used as an encouragement to improve the socio-economic development of Matjhabeng.
- That a land audit of site establishment be completed by the end of April 2017.